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October 20, 2013

Dr. Pamela Hammond  
Provost  
Hampton University  
Hampton, VA 23668

Dear Dr. Hammond,

I am writing in strong support Dr. Shannon Chance's application for promotion to the rank of Professor at Hampton University. As the publisher of *Planning for Higher Education (Planning)*, I have worked with Dr. Chance to publish two articles of importance to higher education. *Planning* is the premier publication of the Society for College and University Planning (SCUP), serving 5,500 direct subscribers in 31 countries

Shannon's first *Planning* article, "Strategic by Design: Iterative Approaches to Educational Planning," was published in 2010. It identified crucial issues and provided tools for implementing more holistic (i.e., non-linear) planning processes. Shannon was able to describe her ideas both verbally and graphically, making them accessible to a wide range of professionals. Among her conclusions: "Universities can—and should—learn from the design studio example. Doing so can improve their strategic planning processes and foster critical thinking and adaptive learning among students, faculty, and administrators in all fields."

I hope to persuade Shannon to write more about this for our readers soon. Her related article in the *International Journal of Educational Advancement*, "Proposal for Using a Studio Format to Enhance Institutional Advancement," recommended ways to prompt creativity and overcome the silo effect that typically happens on university campuses. Our readers will enjoy reading more.

Shannon's second *Planning* article was published one year ago, in November 2012. This article, "Planning for Environmental Sustainability: Learning from LEED and the USGBC," was part of SCUP's inaugural Massive Open Online Course (MOOC), which I coordinated. The MOOC took place inside a brand new virtual community, which has grown in a year to 1,250 participants, in part to a very successful first quarter, to which Shannon made contributions beyond those expected of a journal article.

Shannon was an important part of introducing this format to members of SCUP and readers of *Planning*. She accepted our invitation to blog during the week 7 of our kickoff event, when our MOOC featured her article. Shannon's experience, using blogging as a format for teaching, proved quite helpful in our launch of this new communication format.

Her article also generated discussion. Shannon's work was available in that specific venue (outside our journal) for only two weeks, but was downloaded more than 800 times. Online engagement about the article was on a par with some of the best we have seen.

It is my job to strengthen connections and knowledge sharing among those who lead planning initiatives—strategic, budget or financial, academic, facilities, and IT. Our journal is the premier content contributor to our continuous knowledge stream which runs from books and *Planning*, through blogs, to tweets and LinkedIn discussions. We find and share fresh ideas that can keep SCUP members motivated and interested in exploring and implementing best practices. Our readers enjoy discussing big picture aspects of higher education, change, and planning. Shannon's work appeals to them and helps us meet our goals.

I have discovered that her name pops up often in our daily environmental scan of the higher education environment. In my observation, Shannon endeavors to translate her design expertise into concepts and language that professionals inside *and* outside the field of architecture can use to enhance their work. Shannon also disseminates her research to a very wide public through her blog, *Ireland by Chance*. This blog brings her research and her Fulbright experiences to life for others. Shannon is also engaged in civic and in professional forums, as indicated by her participation in our MOOC and in events documented on her blog.

Based on my experiences working with Shannon to tailor her manuscripts for our audience, I can unequivocally say that she and her work meet the highest standards of scholarship. Shannon is contributing in valuable and unique ways that make a difference to our readers. I believe that Shannon Chance merits the rank of Professor at Hampton University.

Sincerely,

*Terry Calhoun*

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