![Wichita State University logo](WSU WICHITA STATE UNIVERSITY)

Strategic Planning Artifact

An artifact of the process, method and findings of the 2012-2013 strategic planning steering committee

Prepared by Leslie A. Garren, MBA Candidate, W. Frank Barton School of Business
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TABLE OF CONTENTS

TABLE OF CONTENTS continued

PURPOSE

The strategic planning steering committee (see Appendix A for a complete list of committee members) collected thousands of pieces of data in an effort to design a bold and purpose-driven future for Wichita State University. The idea that Wichita State University's future should be determined by its biggest contributors and supporters, on campus and in the community, was important to the planning committee. By carefully listening to the thoughts of colleagues and citizens across the city and state, the strategic planning steering committee was able to craft a mission, vision and set of goals for Wichita State University that are reflective, bold and forward-thinking.

The data collection process kicked off on September 5, 2012 at President John Bardo's strategic planning retreat held in Charles Koch Arena. The President set the focus for strategic planning with a slideshow presentation that highlighted his opinion of the top three challenges for Wichita State University's future: globalization, the new economy and regionalization. Over 400 individuals from the Wichita State University campus, Wichita community and greater region of Kansas attended this event.

QUESTIONS ASKED AT THE STRATEGIC PLANNING RETREAT

- *How would you define Wichita State University's mission?*
- *What does it mean to you?*
- *What are the core values of Wichita State University? How would you define the meaning of these values?*
- *What do you see as Wichita State University's key strengths? What are the institution's weaknesses?*
- *What would you see as the five to ten goals on which Wichita State University should focus for the next decade?*
- *What do you think are the external opportunities, threats or obstacles?*

The results of this meeting were recorded and made public on the strategic planning steering committee's website. The synergy demonstrated at this meeting set an energetic precedent. The result of the retreat was a clear statement that big, bold ideas were not only welcomed, but encouraged from all people with an interest in Wichita State University's future. Data collection procedures were lead by strategic planning steering committee co-chairs Dr. Cindy Claycomb and Mr. Ed O'Malley.

September 5, 2012 Over 400 campus and community members gather in Charles Koch Arena as President Bardo kicks off the strategic planning effort by presenting a slideshow to campus and community members. The slideshow highlighted President Bardo's top three concerns facing higher education.

FRAMEWORK, METHODS AND PROCEDURES

Over the next six months, various forms of data collection were conducted. The most participant-accessible method of data collection was a town hall meeting.

Town Hall Meetings

Town hall meetings were designed to capture a perspective of Wichita State University from inside and outside of the campus. These two-hour sessions were open to the public. The town hall meetings were conducted on and off campus to encourage different participants to attend. The town hall meetings drew 37-88 participants from the Wichita State University campus and the greater Wichita community.

The town hall participants were presented with background information on the planning process, and then asked a series of open-ended questions. The questions focused on concerns, opportunities, areas of improvement, strengths and weaknesses, big audacious goals and opinions of the strategic planning work. All ideas suggested or written by participants were recorded. All data collected were viewable on the strategic planning committee's website.

A student subcommittee was appointed to seek input from Wichita State University students into the strategic planning process. The student subcommittee arranged and conducted three student town hall meetings. The first student town hall meeting was reserved for Greek Life students, and the remaining two meetings were open forums for all students to attend. Responses obtained from the student body were presented by members of the student subcommittee at the strategic planning steering committee retreat. Their data were included in the strategic planning steering committee's considerations for the plan development.

TOWN HALL MEETINGS

WHEN *October 30, 2012*

WHERE *Wichita State University, Hubbard Hall, Room 208*

ATTENDEES *88 Participants from Wichita State University and the greater Wichita community*

QUESTIONS ASKED
When you think about the future of Wichita State University, what concerns you the most?
What is it about the culture of Wichita State University that helps us make progress?
What is it about the culture of Wichita State University that hinders our making progress?
What type of culture will it take at Wichita State University to make even more progress on things that we think are most important?

WHEN *November 5, 2012*

WHERE *Sedgwick County Extension Education Center*

ATTENDEES *48 Participants from Wichita State University and the greater Wichita community*

QUESTIONS ASKED
What is going really well at Wichita State University and what could be going better?
What opportunities does Wichita State University need to seize?
What external threats could cause problems for Wichita State University?
What visionary goals should Wichita State University consider?
What would make Wichita State University a WOW university?

TOWN HALL MEETINGS

WHEN *February 28, 2013*

WHERE *Hughes Metropolitan Complex, Multipurpose Room*

ATTENDEES *37 Participants from Wichita State University and the greater Wichita community*

QUESTIONS ASKED
At this meeting, participants were asked to critique the proposed value statements of the strategic planning steering committee.
VALUE STATEMENTS SHARED FOR FEEDBACK
Dynamic educational opportunities
Inter-professional collaboration
Innovation and scholarly engagement
Excellence in teaching and public service

How do these proposed value statements resonate with you?
Is there any big idea missing?
What would make it hard to live out these value statements in a uniform way across the university?

STUDENT TOWN HALL MEETINGS

WHEN *February 11, 2013 (Greek Night), February 14, 2013, February 19, 2013*

WHERE *Wichita State University campus*

ATTENDEES *Wichita State University students*

QUESTIONS ASKED
Why did you choose to attend Wichita State University?
As a student, what concerns you most about Wichita State University? What do you think needs improvement?
What has the university done to benefit your student organization most? What might the university do better to help your student organization succeed?
What have been your best experiences at Wichita State University? Would you recommend Wichita State University to your family and friends, why or why not?
Where would you like to see the university in 5 to 10 years?

November 5, 2012
Co-chair Ed O'Malley asks participants to think about what is going well at Wichita State University.

Breakfast Meetings

Although the strategic planning steering committee represents a sample of the Wichita State University campus and supporting community, the committee realized there were some important leaders on campus whose opinions of Wichita State University's future needed to be included. Breakfast meetings were arranged as an intimate interview session between various campus leaders and the strategic planning steering committee co-chairs.

These informal get-togethers were scheduled systematically throughout the six-month data collection period. The discussions took place at local diners or cafes in Wichita and consisted of question-answer conversations lasting roughly an hour. Bullet point lists from each interview were created for strategic planning steering committee review.

Although questions were provided, participants were encouraged to talk freely. Conversation evolved naturally and undetermined concepts surfaced. Once breakfast meetings were complete, the full transcripts of discussion were analyzed for key content points. All content points were then recorded verbatim, and added to our collection of data. The goal of extracting these key content points was to have enough data to fully represent the interview transcripts while condensing data to comprehensible portions.

QUESTIONS ASKED DURING BREAKFAST MEETINGS

- *When you first heard of Wichita State University doing a strategic plan, what went through your mind?*
- *What do you think about Wichita State University needing a culture change for university change to happen?*
- *Where would you like Wichita State University to go – your vision for the future?*
- *Everyone says they're quality. So if making our niche in quality is not working for Wichita State University, what should our niche be?*
- *What input would you have towards defining a vision for the university?*
- *What advice do you have for us through the strategic planning process?*
- *Have you engaged in a strategic planning process? How did that process go?*
- *How bold do you think the strategic planning steering committee should be?*
- *Are there any other challenges you see we are facing?*
- *What is your big dream for the university?*
- *What does Wichita State University need to approach its goals? How do we make them happen?*

Breakfast Meetings

Date	Name	Title
October 22, 2012	Sharon Iorio	Dean, College of Education
October 31, 2012	Rodney Miller	Dean, College of Fine Arts
November 5, 2012	Keith Pickus	Interim Provost
November 7, 2012	Doug Hensler	Dean, W. Frank Barton School of Business
November 13, 2012	Ravi Pendse	Chief Information Officer
November 30, 2012	Zulma Toro-Ramos	Dean, College of Engineering
December 7, 2012	Elizabeth King	CEO/President, Wichita State University Foundation
December 14, 2012	Mary Herrin	Vice President, Administration and Finance
December 20, 2012	Peter Cohan	Dean, College of Health Related Professions
January 8, 2013	Ted Ayres	Vice President and General Counsel
January 18, 2013	Don Gilstrap	Dean, University Libraries
January 21, 2013	Abu Masud	Dean, Graduate School
January 22, 2013	Ron Matson	Interim Dean, Fairmount College of Liberal Arts and Sciences
January 24, 2013	Wade Robinson	Vice President, Campus Life and University Relations
January 29, 2013	Debbie Kennedy	President and CEO, Alumni Association
February 4, 2013	Andy Schlapp	Executive Director, Government Relations
February 6, 2013	Eric Sexton	Athletic Director

Round-Table Discussions

A third type of data collection that propelled data gathering was round-table discussions. These discussions, led by strategic planning steering committee members, were designed to collect input from key groups on campus. Three different round-table sessions occurred. The first round-table discussion was comprised of full-time, tenure-track faculty. The second round-table discussion represented full-time, tenured faculty. The last round-table group was comprised of student support services directors, academic advisors and student life directors. Participants were asked to discuss posed questions moderated by a strategic planning steering committee member. Topics covered were concerns, opportunities, strengths, weaknesses and big audacious goals for Wichita State University. Notes from the round-table discussions were recorded and added to the list of data to be analyzed. Round-table participants were also asked to write notes during all meetings. These notes were collected and transcribed for data analysis.

Round-Table Discussions

WHEN *February 14, 2013*

INVITEES *Tenure-track faculty*

TABLE LEADER *Aleks Sternfeld-Dunn, Assistant Professor, Music, College of Fine Arts*

ATTENDEES *Susan Bray, Kim Cuff, and Lorraine Madway*

WHEN *February 18, 2013*

INVITEES *Tenured faculty*

TABLE LEADER *Jackie Vietti, Past President, Butler Community College*

ATTENDEES *Darren Defrain, Kathy Perez, John Perry, Jay Price, Julie Scherz, Debby Soles, John Watkins*

WHEN *February 19, 2013*

INVITEES *Student support and success leaders*

TABLE LEADER *Suzanne Hawley, Professor and Chair, Public Health Sciences, College of Health Professions*

ATTENDEES *Kim Sandlin, Elaine Bernstorf, Janet Jensen, Toni Neff, Wendy Hanes, Bobby Gandu, Nancy Loosle, Patricia Phillips, Larry Whitman, Grady Landrum, Kathy Downes, Sally Jones, Bill Vanderburgh*

QUESTIONS ASKED

What are your fondest aspirations for Wichita State University?
When you think of the future of Wichita State University, what concerns you the most?
What needs more attention at Wichita State University?
What could we as a university do better to ensure that our students thrive throughout their experience here?
What other general thoughts do you have regarding this strategic planning process?

Center and Institute Directors Meeting

Another source of data collection for the strategic planning steering committee was a meeting of Wichita State University center and institute directors. These directors are representatives of key programs and centers on campus that have direct contact with the community, and are influential in providing services or research to the constituencies they serve. The directors were encouraged to take notes from their discussions that were collected for data analysis after the meeting. Meeting conversations were documented for data collection.

Center and Institute Directors Meeting

WHEN *January 13, 2013*

WHERE *Hughes Metropolitan Complex, Multipurpose Room*

QUESTIONS ASKED
What are your fondest aspirations for Wichita State University?
When you think about the future of Wichita State University, what concerns you the most?
What needs more attention?
What should Wichita State University's aspirations be related to knowledge transfer?

Participant	Center
Jeremy Hill	Center for Economic Development and Business Research
Tim Pett	Center for Entrepreneurship
Michael McCoy	Center for Friction Stir Processing
Dharma DeSilva	Center for International Business Advancement
Pat McLeod	Center for Management Development
Michael Rogers	Center for Physical Activity and Aging
Stan Longhofer	Center for Real Estate
Randy Ellsworth	Center for Research and Evaluation Services
Nancy McCarthy-Snyder	Center for Urban Studies
Tom Aldag	Center of Innovation for Biomaterials in Orthopaedic Research
Justin Rorabaugh	College of Fine Arts Institute
Angela Buzard	Environmental Finance Center
Greg Novacek	Fairmount Center for Science and Mathematics Education
Marcia Stevens	Kansas Small Business Development Center
William Vanderburgh	Office for Faculty Development and Student Success
Teresa Radebaugh	Regional Institute on Aging
Scott Wituk	The Center for Community Support and Research
Jan Wolcutt	Center for Economic Education
Susan Norton	Satellite Campuses and Workforce Development
Charlotte Howard	Continuing Education and Educational Opportunities
Camille Childers	Student Health Services Center
Eric Maki	Campus Recreation Center
Kevin Konda	Rhatigan Student Center/Director, University Bookstore
Jill Pletcher	Career Services Center
Misty Bruckner	Associate Director, Center for Urban Studies

Visit to Topeka, Kansas

The fifth process of data collection was a trip outside of the Wichita community. Eight members of the strategic planning committee traveled to Topeka, the state capital of Kansas, to visit with the Kansas Board of Regents. The main goal of the trip was to seek input from the Kansas Board of Regents on how Wichita State University fits into the future of Kansas, but more specifically, the future of higher education in Kansas.

During the visit, the eight strategic planning steering committee members met with Kansas state senators and representatives. The strategic planning steering committee members also met briefly with Kansas Governor Sam Brownback.

January 16, 2013 Members of the Wichita State University strategic planning steering committee traveled to the Kansas state capitol to visit with the Kansas Board of Regents regarding the future of Kansas higher education. During the visit, the strategic planning steering committee members also met with Kansas Governor Sam Brownback.

The strategic planning steering committee presented the Kansas Board of Regents with an update of the strategic planning process. The meeting was composed of open-ended questions and focused on collecting broad statements about visions and concerns for the future of higher education. The strategic planning steering committee's goal was to pinpoint areas of concern in Kansas higher education, and then identify how Wichita State University could provide support to these areas. Written notes compiled by all of the strategic planning steering committee members in attendance were recorded for data analysis.

QUESTIONS ASKED IN TOPEKA

What are your aspirations for Kansas?
When you think of the future of higher education, what are some of your concerns?
Describe one big audacious goal for Wichita State University.

Surveys, Comments and Letters

In addition to the meetings conducted by the strategic planning steering committee, a survey that was created for Wichita State University Alumni Association members and friends was used in the data collection process. The survey was sent to 42,409 Alumni Association members and friends. The number of responses was 2,848. While the response rate is relatively low (6.7%), the absolute number of responses (2,848) was adequate for data purposes.

The survey provided an option to type comments after every question. These comments were read, and content points from the comments were extracted. The content points extracted from Alumni Association members' and friends' comments were then added to the data used to guide the strategic planning efforts.

Finally, comments were collected from the strategic planning initiative website (http://wichita.edu/wsustrategy) as well as letters from interest groups and community members. Content points from these sources were included in the data collection.

Each method of data collection served a unique purpose in compiling the information that was used to craft a bold, purposeful and visionary plan for Wichita State University. By including all varieties of data collection, in the form of opinions, discussions and interviews, the strategic planning steering committee believes a reflective and inclusive sample of the voices of the Wichita State University campus, city of Wichita and Kansas community was achieved.
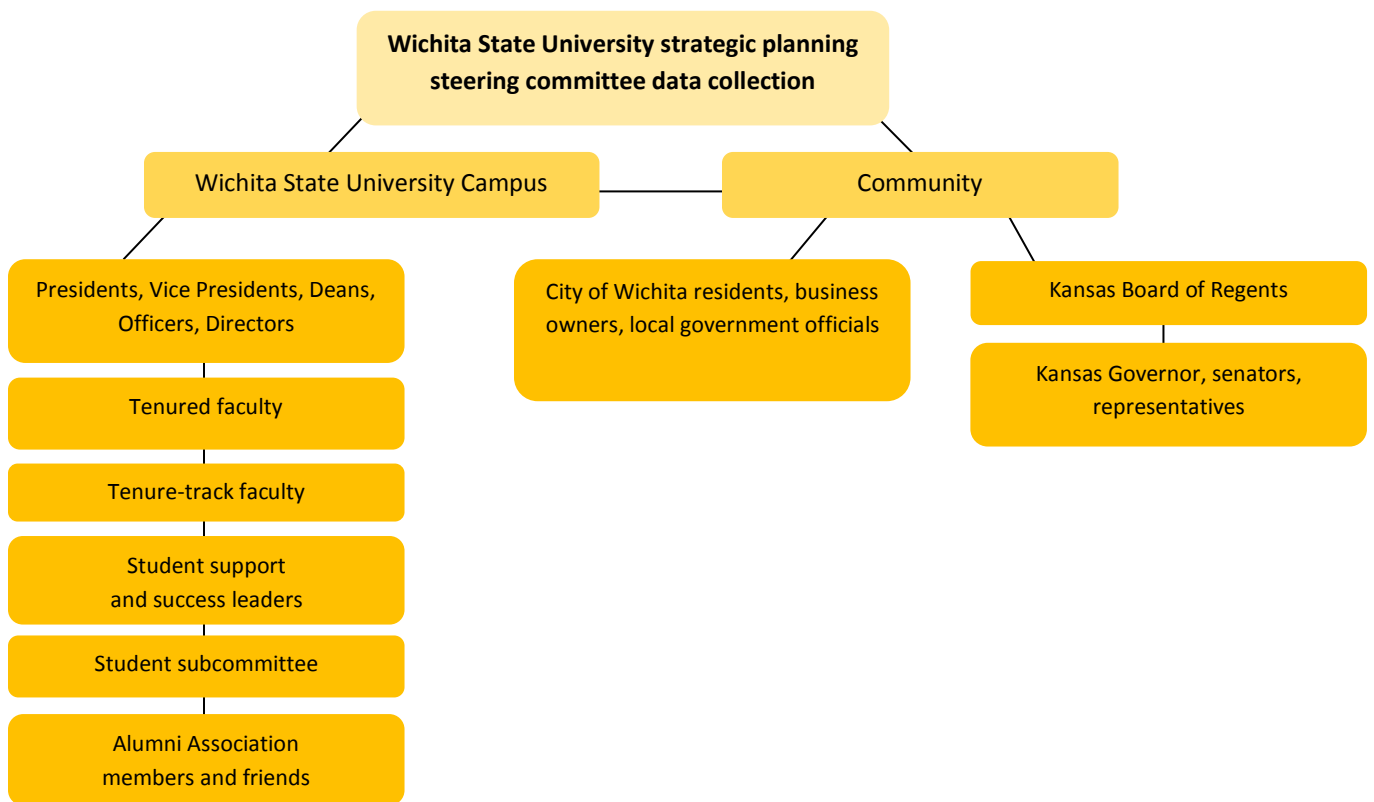

Figure 1 *By using the described methods and frameworks of data collection, as well as unique methods of sorting and analyzing data, the strategic planning steering committee was able to ensure that the outcome reflected the norms and values of Wichita State University, the city of Wichita and the greater Kansas community.*

DATA ANALYSIS

As data were collected and extracted, each content point was transferred to an individual sticky note. A content point puts some parameters around a topic so that it can be listed individually and analyzed accordingly.

> **Content Point** *(n)*
> *A sentence or statement that is a focus of interest, and conveys one or more key, meaningful messages among a set of data.*

For example, a respondent might say that Wichita State University needs to better leverage our community to provide jobs for students. For analysis purposes, this statement would contain two separate content points, one about community and one about student jobs. After each content point was written on an individual sticky note, the content point could then be grouped with other content points of similar topics. Content points were labeled with a code that let the strategic planning steering committee trace the source of the data (see Appendix B).

The usage of tangible sticky notes was important for allowing the data to be manually moved into different groupings until its place in the puzzle of data was finalized. A graduate research student pursuing a Master's of Business Administration conducted the data analysis process, under the guidance of the strategic planning steering committee co-chair team. A conference room in Lindquist Hall on the campus of Wichita State University was dedicated to the analysis throughout the data collection effort.

Content points were manually placed into groups of similar topics in a conference room in Lindquist Hall on the campus of Wichita State University. All together, the strategic planning steering committee identified thousands of separate content points that helped create a compelling portrait of Wichita State University.

Gradually, different groups of data emerged covering similar categories of interest. The strategic planning steering committee did not predefine the categories to avoid bias. Instead, the committee allowed natural groups of correlating categories to emerge and evolve with the addition of more content points. After all of the data had been analyzed and grouped, 23 different categories that summarize the main topics relevant to the concerns, opportunities and future of Wichita State University were identified. Placing content points into categories made the analysis and interpretation more manageable, but did not fundamentally change the underlying content itself, or the insights it yielded. By carefully cataloguing each content point, the strategic planning steering committee remained faithful to what was heard, and absorbed what was heard in its entirety, before jumping to conclusions, programmatic ideas and responses prematurely.

WHAT THE DATA REVEALED

After hours of listening to the thoughts of many people, the committee was able to aggregate, sift and analyze key concerns and opportunities for Wichita State University. After reviewing the complete set of content points, it was apparent that, for the majority, participants agreed on certain concerns and challenges facing Wichita State University. The data also revealed a consensus on what participants considered to be Wichita State University's areas of strength and areas that need improvement.

Another apparent pattern in the data was the relationships between each category of content points. All key categories appeared to be connected by dynamic, correlating relationships. For example, increasing university research could benefit the community through research application. Therefore, research and community are directly related. On the other hand, increasing tuition was correlated to a decrease in accessibility and growth. Therefore, tuition and accessibility and growth are inversely related. Relationships between all categories of data emerged consistently throughout the analysis.

The following visuals will guide you through a brief tour of the data gallery. Each box represents a key category of interest that emerged repeatedly in the data. Each box also summarizes what information the content points brought forth. Lastly, each box includes examples of actual content points that appeared frequently within the category.

Boxes containing the wheat shocker symbol are categories that compose a higher than average percentage of the data, meaning an overall importance was stressed on these values.

SILOS

"Silo" is a term that came up repeatedly in the data. Working in silos is common in Wichita State University culture. This causes setbacks for progress and barriers to open communication. Respondents want to see more collaboration and communication across departments, colleges, offices and with the city of Wichita.

Examples of Silo Concerns
- Wichita State University has a lot of potential for partnerships across campus.
- Wichita State University isn't good at getting out of our own areas.
- Wichita State University will need inclusion and relationship building to live out our core values.

Silo *(n, adj)*
A unit that is part of a larger organization that does not communicate, collaborate or seek input outside of its own domain, contributing to a dysfunctional organization.

ATHLETICS

Athletics are viewed as a rallying point for the community and instill a strong sense of university pride. Shocker athletics receive very positive feedback, and most agree that the athletic facilities are excellent. Almost all agree that a quality athletic program is very important. Many respondents avidly want to see football return to Wichita State University. However, bringing back football places financial risk on the entire Shocker athletic program.

Examples of Athletic opinions
- Athletics, baseball and basketball are going well.
- Lack of a football program is a weakness.
- "I'm not comfortable risking 15 sports for the sake of one [football]."

EXCELLENCE

Collected data makes it clear that excellence and quality are what Wichita State University wants to be known for. Many respondents mentioned wanting Wichita State University to become "nationally ranked" and known for being a "premiere" university.

Examples of statements on Excellence
- "Excellence needs to be an attitude."
- The Wichita State University community knows we need to march faster and move forward.
- Wichita State University shouldn't try to do everything, but what we do, we should do excellently.

BE UNIQUE

Wichita State University needs to carve a niche that provides a competitive advantage. Many respondents believe that Wichita State University's "work-based learning" could be built upon so that every student would be guaranteed an applied, experiential learning experience in their field of study that could benefit the campus and community. One fact was highly agreed upon; Wichita State University cannot be all things to all people.

Examples of the importance of Being Unique

- Wichita State University needs to have something that is our differentiator, what you hang your hat on, your niche.
- Wichita State University is a restaurant with too big of a menu. We cannot be all things to all people.
- Wichita State University should be known as "THE" University to attend if you want real life experience in your field.

Niche (n, adj)
Pertaining to or intended for a market niche; having specific appeal that distinguishes from competition.

11

MISSION

Respondents who were asked about the current mission statement were in agreement that Wichita State University did not have a clear mission before the strategic planning effort. Most people said they wanted a clear, overarching goal that all of the university could rally around.

Examples of thoughts regarding Mission

- "The mission should say something unique."
- Wichita State University doesn't believe in a mission, our visions are what are important.
- "The mission statement the way it's been is so abstract that no one can figure out how to make it work."

SERVICE

While some areas of campus are thought to have great service-oriented attitudes, overall the campus is perceived as lacking in customer service to students. Often respondents talked of "run-around" on campus that describes the process that students go through to find answers to questions. Participants agreed that we need higher standards of service excellence across campus.

Examples of concerns about Service

- Wichita State University needs a faculty and staff that are student-centered, not just self-promoting.
- "Because of the actions of a few students, we punish them all [needs to change]."
- Wichita State University needs to be people-friendly.

STRATEGIC PLAN

Respondents reported a general feeling of anxiety towards a strategic plan, because some departments fear a loss of resources because of the new plan. However, respondents also stressed the importance of changing the mentality of people on campus. Although sacrifices will need to be made, all faculty and staff want to work toward a brighter university future. If these elements can be included in the plan, and if certain progressive changes can be implemented fairly quickly, there is a greater chance of the plan being successful.

Examples of Strategic Planning input
- "You cannot develop a strategy unless you develop the people."
- "It is refreshing to have someone ask faculty what they think even if their expressions of thought aren't included in the plan."
- "The president will have to say, 'This is where we are going' and have the expectation we'll all work together to get there."

ECONOMY/URBAN SERVING

In the data, there is much debate about what being an "urban-serving" university means. What is agreed on is that Wichita State University has an advantage by having the biggest city in Kansas at its doorstep. There are opportunities that can be seized to ensure that Wichita State University will provide graduates that Wichita businesses want. Wichita State University has the capacity to be the economic engine of Wichita and Kansas.

Examples of Economy/Urban-Serving ideas
- Wichita State University's vision should center on a statewide focus around workforce and economic development.
- "Commitment to jobs means every faculty member, advisor and person on campus works to meet these goals of commitment to businesses."
- Wichita needs to see Wichita State University as part of the city.

MARKETING

Respondents think Wichita State University is a severely under-marketed university and this is causing a loss of our competitive position. Many believe that there are many excellent projects and successes happening at Wichita State University that the public doesn't know about. People do, however, have a favorable attitude towards Wichita State University's website.

Examples of Marketing concerns
- "Communication internally and externally about how awesome Wichita State University really is could be better."
- "Competition from other universities is a threat."
- "No one knows the great things going on at Wichita State University."

IMAGE

Respondents agree that Wichita State University has some negative feelings towards its own image. Many respondents believe that Wichita State University has an inferiority complex. Many agree there is a need to define what Wichita State University is, and find an identity that provides a feeling of prestige and pride.

Examples of Image ideas
- Wichita State University needs to do a better job embracing our identity.
- Wichita State University is under-sold.
- Wichita State University needs to break away from the "commuter campus" image.

Urban-serving (*adj*)
Providing a city or developed region with economic support in the form of education, research, qualified employees and ethical citizens. Contributing to the greater public good.

COOPERATIVE EDUCATION and INTERNSHIPS

Participants agreed that cooperative education and internships are a vital part of a student's learning experience. People tend to believe the cooperative education program at Wichita State University is doing well at matching jobs with students. However, many believe that more resources should be allocated to ensuring that every student completes a work-based learning program, internship or applied research opportunity during their college career.

Examples of the importance of Cooperative Education and Internships

- Wichita State University is crazy if they don't commit to student jobs.
- Wichita State University needs to evaluate how we do our internships and cooperative education programs so we are more responsive to the needs of the industry.
- Wichita State University needs more of a collective [job placement] effort across the campus.

VISION

Respondents look towards Wichita State University's future with great optimism. There is unlimited potential to be harnessed and big audacious goals to be achieved. There is consensus that Wichita State University is ready to go from good to great in the next 10 years.

Examples of Vision thoughts
- What does Wichita State University look like in 10 years?
- Wichita State University's beginning a time of transformation.
- "A big vision would really inspire donors."
- Aspire to be the top-of-mind option for education.

ENROLLMENT/GROWTH

Increases in enrollment were generally viewed as a positive growth step for Wichita State University. In order to achieve this enrollment growth, participants believe there is a need to study demographics and trends to identify target markets that Wichita State University could better serve. Another topic of debate in this category was whether Wichita State University should become more accessible to all people seeking higher education, or if the university should maintain a high standard of admission to promote prestige. Some concern regarding losing students to community colleges was frequently expressed, along with a concern that incoming freshmen are not prepared for college level coursework.

Examples of Enrollment/Growth thoughts

- Wichita State University needs to undertake serious due diligence before deciding on specific growth paths.
- "Higher education should be about accessibility."
- "Find a balance between providing access to the under-served and attracting top students."
- Wichita State University needs to seize opportunities to engage and recruit our local diverse students.
- Wichita State University doesn't capture kids before community college, which is a weakness.

14

PEDAGOGY

Pedagogy was a hot topic of discussion throughout the strategic planning data. Although many opinions on the importance of specific learning programs exist, there are a few ideas that received mass support. First, higher education needs to evolve in order to stay relevant. This is especially true with advances in the Internet allowing the limitless, unrefined transfer of knowledge. Second, cross-disciplinary degrees are essential to producing well-rounded students with strong life skills and ethics.

Examples of Pedagogy thoughts and opinions
- Wichita State University needs to look at more blended courses for the benefit of the students.
- "Design classes differently. It's not a test from memory, but more from broader knowledge that allows students to look up and write an essay about discoveries."
- "I don't want any institution of higher education to be dragged down by the traditions that have defined an educated person."
- Wichita State University has the opportunity to tap into diversity as a learning opportunity.
- "Lifelong skills are just as important as theory in the classroom."
- Ten years from now if Wichita State University doesn't change the way they teach and interact with students, they'll become irrelevant.

COMMUNITY

Community was an important topic during strategic planning data collection. Respondents said that Wichita State University's support to the community was just as important as community support to the university. Although one of Wichita State University's strengths is outstanding support from the Wichita community, participants believe that the university could do more to support the community.

Examples of the importance of Community
- "A big goal that makes sense to the community makes more sense than just having meaning internally."
- Support research where Wichita State University can make a difference in the community.
- Wichita State University can further capitalize on partnerships with the community.
- "Targeted investment ingredient: strong tie to the community and provide the state a service through the research."
- Wichita State University needs to match the legislative dream with the university dream, shape the dream so both benefit.
- "The university has a great deal more value to the community."
- "There really needs to be a metamorphism to the point that the community is very tied to Wichita State University."
- There are opportunities for interaction with the medical and K-12 communities.

CAMPUS LIFE

Participants agreed that Wichita State University's campus affects how visitors and the community perceive the university. Although the campus sculpture collection and campus landscaping is highly praised, people agreed that there is a lot that could be better in creating a more relevant campus life. This includes revamping worn-down facilities, as well as giving students what they need in order to view campus as a destination, not just a place where class is held. Also, faculty stressed the need for lounges as a place to meet with other faculty and promote the exchange of ideas.

Examples of improving Campus Life
- "Campus environment could be better, seems to be a commuter school."
- "Create partnerships with private developers for business residential development in physical space near campus."
- Parking could be better.

TUITION and VALUE

Much debate occurred surrounding the subject of tuition. Some respondents believed strongly in keeping tuition as low as possible to avoid sending students into large amounts of debt upon graduation. Others believed that tuition should be raised to promote a robust university and reflect quality education. Regardless of respondents' tuition opinions, they agreed that the value of the education should be worth the dollars invested.

Examples of Tuition and Value concerns
- "Are Wichita State University students really getting the benefits of their education for the costs they have to pay?"
- "Investment return for dollars put into education is an issue in terms of job possibilities."
- Wichita State University is less expensive than other regional schools, which is a strength.

TECHNOLOGY

Respondents agreed that Wichita State University needs to take advantage of technology that will assist with knowledge transfer in the 21st century. Online education and remote learning were opportunities that people wanted to see developed. Technology was also seen as a way to become a more global university.

Examples of the importance of utilizing Technology

- "Wichita State University should be creating programs that lead to 21st century careers."
- "Use technology to improve administration and student proficiency."
- "Because of technology, education has moved from the classroom to the world. Technology allows you to bring the world to the classroom."

STRUCTURE

Many respondents expressed concerns about the internal structure at Wichita State University. Bureaucratic processes and barricades are problems that are thought to slow university progress and discourage faculty and staff to try new ideas. There were also concerns expressed regarding conflict of interests between faculty and administration.

Examples of Structural problems
- "There are policies, procedures, barriers we have developed internally, we've done this to ourselves and many of these things are under our control."
- Wichita State University needs to be more nimble.
- "People have a lot of good ideas but they don't go anywhere."
- Wichita State University needs to create an infrastructure to support being on the cutting edge of higher education.

STUDENT LIFE

Participants agreed that diversity of Wichita State University's student body is a strength that can be further built upon by creating a more thriving student body on campus. Many people want to see more student engagement outside of the classroom. Encouraging students to be involved on campus is viewed as a challenge due to the "commuter" image. Respondents also want to see improved student success during and after graduation.

Examples of improving Student Life
- "Reach out to international students."
- "Students come for the education, but they stay for the experience."
- Student career and life-planning needs improvement.
- "Students need to be less of a 'number' at Wichita State University."

FACULTY (teaching and research)

Participants agree that excellence in teaching is a necessity at Wichita State University. Faculty champions need to be identified and held responsible for fostering leadership within departments. An emphasis on supporting quality research was brought up frequently as well.

Examples of Faculty ideas regarding teaching and research
- Wichita State University needs to recognize and award excellence in teaching.
- "There needs to be decisions made regarding staffing."
- "Effort and support will be needed to move forward in research."
- Wichita State University needs more focus on research and applying it to the community.

CULTURE

Respondents expressed that Wichita State University is a great place to work with many people who truly care about creating a brighter university future. However, there are some barriers to progress embedded in the culture of Wichita State University. First, there is an apparent "fear of taking risks," for the fear of punishment due to failure. Second, there is a resistance to change and lack of trust. Respondents agree there will need to be a culture change at Wichita State University at all levels of the organization, and this process will take time.

Examples of Cultural issues
- "There is a fear of risk-taking."
- "There is a fear of retaliation."
- Wichita State University needs to encourage a culture of acceptance of new ideas for progress.
- Wichita State University must overcome personal and departmental jealousies.
- Wichita State University can start making progress by assuming that everyone wants to do what's best for the university.

RESOURCES

Lack of adequate resources resurfaced repeatedly as a prime concern for Wichita State University faculty and staff. Decreasing support from the government has put pressure on faculty and staff to do more with less. Many staff members agree that they don't have enough people to do all the jobs they wish to achieve. Respondents agreed that reallocation and prioritization of resources would need to be seriously addressed in order to progress in the future.

Examples of Resource concerns
- Wichita State University must consider the material side and allocation of resources.
- Wichita State University needs to put resources into what they are good at.
- "Lack of funding necessitates collaboration."
- Duplication of resources is a barrier to success.
- Wichita State University is trying to be everything on a budget that can't support it.
- "Bureaucracy for external funding is a weakness."

FACULTY (tenure and reward)

The current tenure system is a highly debated subject among respondents that receives mainly negative attitudes. Many respondents support the need to revamp the tenure and promotion process.

Examples of Faculty concerns regarding tenure and reward
- "The tenure system encourages things to stay the way they are. Those who have the say were successful in that system."
- "Tenure track faculty is too worried about tenure to support students and is just focused on research."
- "Reward structure reinforces conservatism, risk-taking is punished."

LOOKING FORWARD

As a result of the Wichita State University strategic planning steering committee's work developing methods and collecting data, the committee was able to form a new mission, vision and set of goals for the university. The process was unique because the steering committee viewed their role as "guiding" the thoughts of campus and community members to bring about fruition of the plan, rather than deciding what the appointed committee deemed best for the university's future.

By using the described methods and frameworks of data collection, as well as unique methods of sorting and analyzing data, the committee was able to ensure that the outcome reflected the norms and values of Wichita State University and the Wichita and greater Kansas community.

The findings of the committee's data spoke to what Wichita State University can become, and set forth big, audacious goals for the university. The clear support of the community, on and off campus, sends the signal that Wichita State University has the ability to harness their unlimited potential.

The next step in Wichita State University's strategic planning effort will be to distribute the plan to different departments, allowing freedom for groups to discover how the plan relates to them, and what they will be moved to change as a result.

APPENDIX A

Strategic Planning Steering Committee Roster

Matthew Albers
President, Classified Senate
Wichita State University

Brian Barents
Retired President and CEO
Galaxy Aerospace Corporation

Luis Cargajal
Student Body President
Wichita State University

Alex Chaparro
Professor and Chair, Psychology, College of Liberal Arts and Sciences
Wichita State University

Cindy Claycomb
Committee Co-Chair
Professor, Marketing and Neff Family Fellow in Business, W. Frank Barton School of Business
Wichita State University

Dianne Coleman
Strategic Planning Assistant
Wichita State University

Alexandrea Diaz
Student, Residence Life
Wichita State University

Connie Dietz
President, Unclassified Professionals Senate
Director, Cooperative Education and Work-based Learning
Wichita State University

Holly Dyer
Partner
Foulston Siefkin LLP

Becky Endicott
Senior Associate Athletics Director
Wichita State University

Suzanne Hawley
Professor and Chair, Public Health Sciences, College of Health Professions
Wichita State University

APPENDIX A *continued*

Strategic Planning Steering Committee Roster continued

Bill Hendry
Professor and Chair, Biology, College of Liberal Arts and Sciences
Wichita State University

Herman Hicks
Pastor, Greater Pentecostal Church of God in Christ
President, Greater Wichita Ministerial League

Rick LeCompte
Associate Professor and Chair, Finance, Real Estate, and Decision Sciences
H. Dean Heskett Chair in Finance, W. Frank Barton School of Business
Wichita State University

Don Malzahn
Professor, Industrial and Manufacturing Engineering, College of Engineering
Wichita State University

Russ Meyer
Chairman Emeritus
Cessna Aircraft Company

Bill Moore
Retired CEO, Westar Energy
Chair, Wichita State University Foundation Board of Directors

Cathy Moore-Jansen
Associate Professor
University Libraries
Wichita State University

Lynn Nichols
President and CEO
Yingling Aviation

Ed O'Malley
Committee Co-Chair
President and CEO
Kansas Leadership Center

Marilyn Pauly
Vice Chairman
Commerce Bank

Robert Ross
President, Faculty Senate
Associate Professor, Marketing, W. Frank Barton School of Business
Wichita State University

APPENDIX A *continued*

Strategic Planning Steering Committee Roster continued

John Schlegel
Director of Planning
Wichita/Sedgwick County

Christine Schneikart-Luebbe
Associate Vice President, Student Engagement and Dean, Enrollment Management
Wichita State University

Dennis Schoenebeck
Executive Director
Wichita YMCA

Aleks Sternfeld-Dunn
Assistant Professor, Music, College of Fine Arts
Wichita State University

Alicia Thompson
Assistant Superintendent Elementary
USD 259

Jackie Vietti
Past President
Butler Community College

Paul Werner
University Budget Director
Wichita State University

Student Subcommittee Members

Alexandrea Diaz, Team Leader

Michelle Scheer

Lynette Gacheri

Nick French

Brandon Mills

Brabhjit Singh Bagga

APPENDIX B

The following table lists the sources of data collection and the code used to reference it.

Strategic Planning Retreat	R9
Strengths	R9S
Weaknesses	R9W
Threats	R9T
Obstacles	R9Ob
Opportunities	R9O
Town Hall Meeting October	TH1
Town Hall Meeting November	TH2
Town Hall Meeting February	TH3
Letter from Sustainability Interest Group	L
Letter from WSU Campus Members	L2
Letter from Community Members	L4
Topeka Notes	
Governor	TG
Kansas Board of Regents	B
Legislatures	TL
Executive Board	TEB
Center and Institute Directors Meeting	DC
Breakfast Transcripts	
Sharon Iorio	B1
Rodney Miller	B2
Keith Pickus	B3
Doug Hensler	B4
Ravi Pendse	B5
Zulma Toro-Ramos	B6
Elizabeth King	B7
Mary Herrin	B8
Eric Sexton	B40
Peter Cohen	B10
Ted Ayres	B11
Abu Masud	B12
Don Gilstrap	B13
Ron Matson	B14
Wade Robinson	B15
Debbie Kennedy	B20
Andy Schlapp	B30
Alumni Survey	A5
Round Table Tenured Faculty	RTF
Round Table Tenure-track Faculty	RTP
Round Table Student Support Leaders	RTSS

APPENDIX C