

# Strategic Planning Retreat September 5, 2012



# Topics for Today

- Globalization
- New Conditions for Universities
- Strategic Planning Process

# The Challenge

Globalization, the New Economy, and Regionalization

An “Economic Tsunami,” but also a “Social and Political Tsunami”

Experiencing “Great Change” matched only by the Industrial Revolution

The map for the future of higher education strategy is radically different than that of the past.

# New Conditions for Universities

Development of the New Economy and Globalization have changed the landscape for Universities.

Expectations are different, the focus of society is different, and our role in society is greatly expanded

# Universities' Missions are Changing and Becoming Much More Complex

Teaching



Documented, Engaged, Practiced, Connected Learning Based in Creativity, Communication, Critical Thinking, Core Values, and Meaning

Research



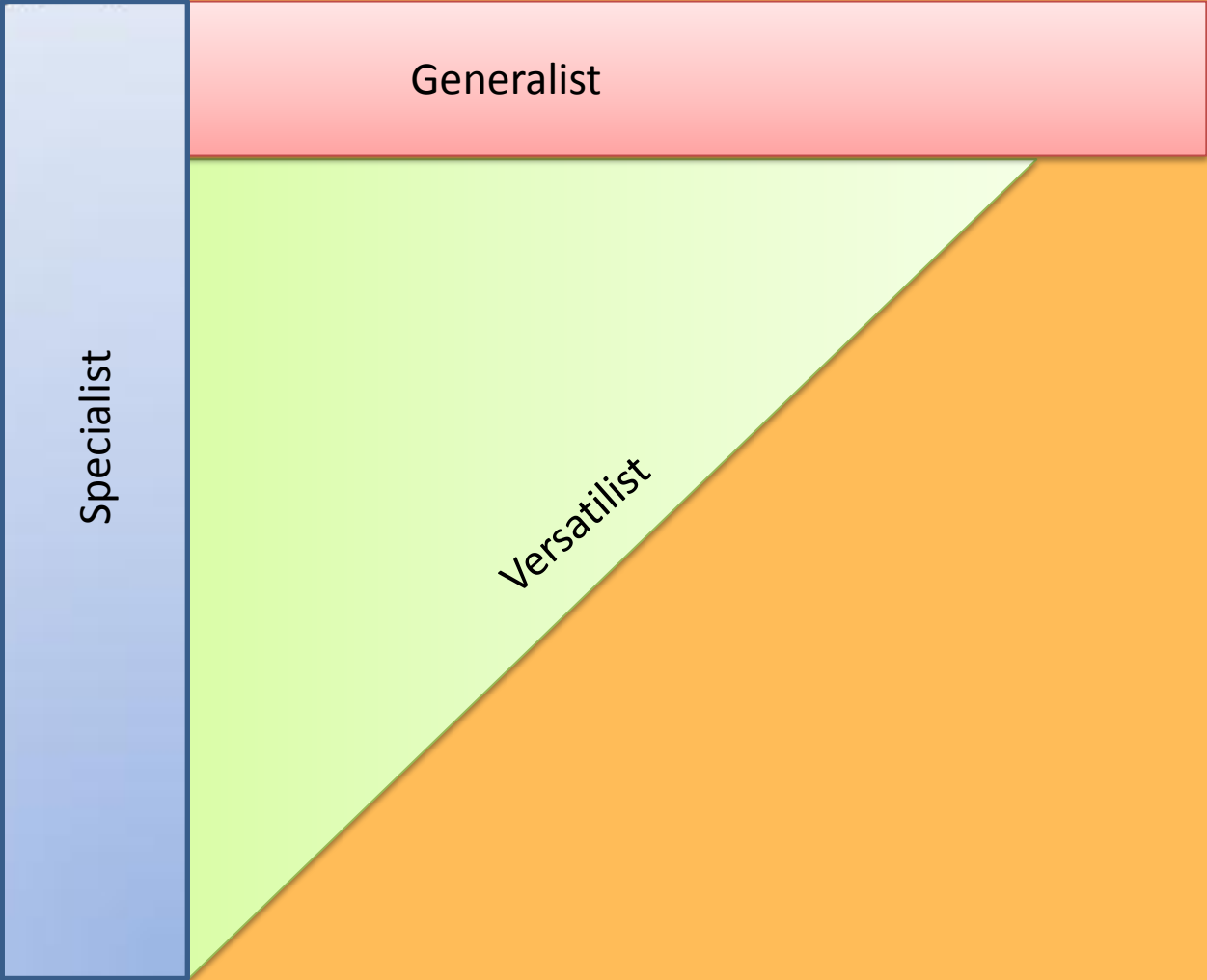
Basic and Applied Research, Development, Technology Transfer, Enterprise Spinout, Public-Private Partnerships

Service



Faculty, Staff, and Student Long-Term Engagement; Enhancing Community Quality through University Capacities in Art, Performance, and Humanities

# Specialists, Generalists, and Versatilists



# The Push for College Graduates

Universities and community colleges are facing increasing pressure to expand the number of college graduates based on largely on the notion that the majority of “good jobs” in the future will require college education

According to various estimates, as many as 63 percent of all jobs nationally will require at least some college by 2018

# The New Economy

The term “New Economy” describes aspects or sectors of an economy that are producing or intensely using innovative or new technologies. This relatively new concept applies particularly to industries where people depend more and more on computers, telecommunications and the Internet to produce, sell and distribute goods and services. (OECD, 2011)



Universities are experiencing a great deal of attention—some of it negative—because they are at the center of productivity, good job creation, and enhanced quality of life which are so key to regional global competitiveness



# Dual Economic Trends

Globalization



Regionalization

# The Global Landscape

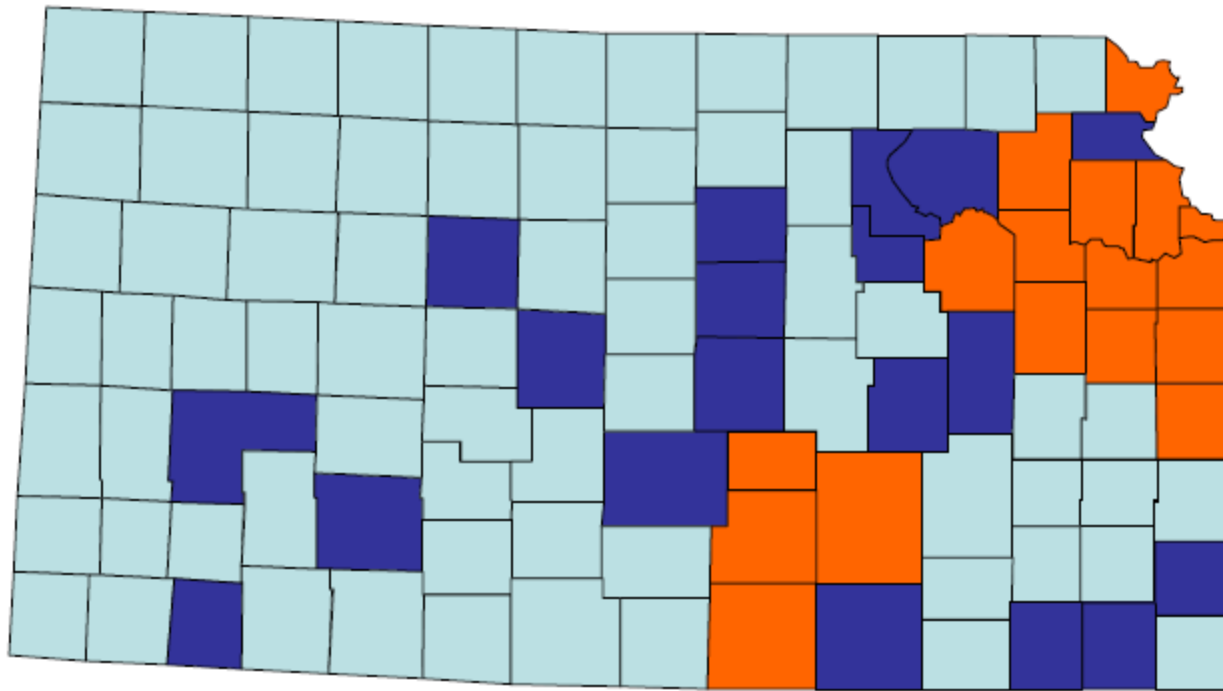
- Dual trends: Globalization & Regionalization
- Natural economic regions, not states, will be engines of future competitiveness
- “Super-regions” are emerging that cut across state lines—they will become increasingly critical in any state’s economic future
- Higher education has not responded well to these changing conditions
- National policy is not yet focused on the changing nature of the global situation

# Megapolitans by 2050



2005 Metropolitan Institute at Virginia Tech

# Metro and Nonmetro Counties in Kansas



■ Metropolitan Counties

Nonmetro Counties:

■ Micropolitan Counties

■ Noncore Counties

Source: Rural Policy Research Institute

Source: U.S. Census Bureau and Office of Management and Budget  
Map prepared by RUPRI

# Innovation *and* Entrepreneurship

“Very few Americans are aware that small and medium-size businesses are responsible for most of the jobs in America”

(Jim Clifton (2011), The Coming Jobs War. New York: Gallup Press, p.29)

# Pressures on Universities

- Finance, Budget, Resources
- Changing position to “center of the future”
- Key constituencies are questioning costs and outcomes
- “Private good” versus “core requirement for democracy”
- Increased demand for measurement of outcomes—especially graduation rates
- Federal, state, region accreditation regulation
- Increased number and variety of competitors
- Massive increases in technology

# Universities Need to Respond

- How do we deal with broader and more pressing expectations?
- How do we serve an increasingly diverse constituency (age, ethnicity and national origin, etc.)?
- How do we address emerging expectations with regard to intellectual property and the ability to support regional and state competitiveness?



# Wichita State can be Kansas' “University that Defines the Future”

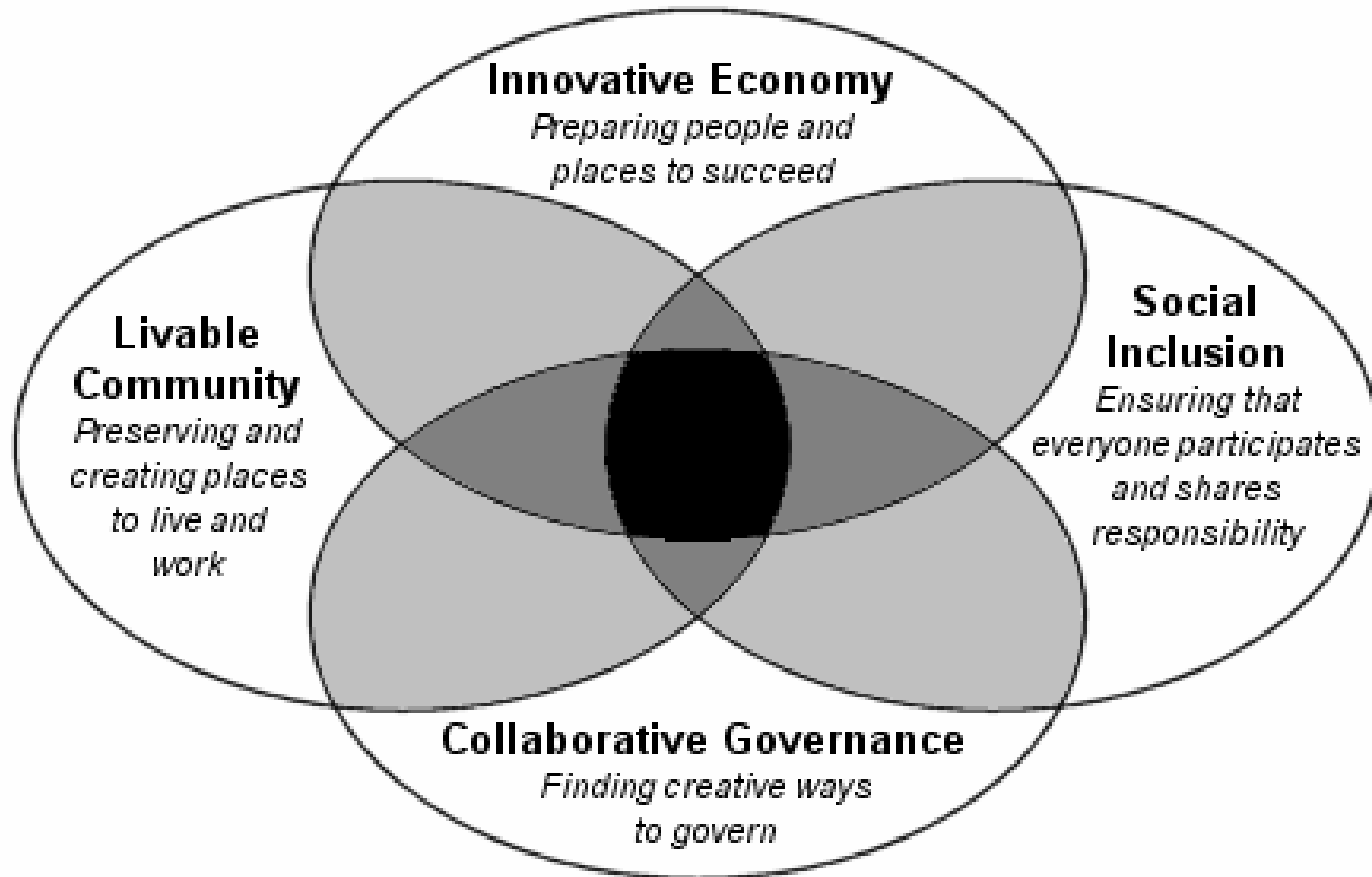
WSU has...

- Location
- High quality faculty and staff
- A history of addressing community needs
- Strong support from the community
- A desire to strive for excellence

Increasingly, universities like  
WSU are expected to take  
responsibility as  
“stewards of place”

Place Matters!

# Framework for Regional Stewardship



Source: Travis Reindl (2005) "Stewardship of Place: A U.S. Perspective on Higher Education and Regional Development," American Association of State Colleges and Universities

To be most effective, we will need  
a strong strategic plan to help  
us map our future

# STRATEGIC PLANNING

- The Ultimate result of planning is the articulation of a crisp and clear strategic vision for the future.
- In order to achieve that result, an institution must be committed to evaluating alternatives and making the decision necessary to create its desired future.
- The primary variables to be considered in creation of the strategic vision are: a) external trends and forces b) internal strengths and weaknesses, and c) the values and culture of the institution.
- The process employed to create the vision must engage all appropriate parties in a reasonable timeframe and culminate in specific decisions about the institution's future development.

# The Institution-Environment Connection

## Institution

People

Finances

Programs

Facilities

Image

Values

Climate



## Environment

Economic

Social

Demographic

Technological

Political

Legal

Competitive

# KEY ELEMENTS OF THE STRATEGIC VISION

## (Strategic Decision Areas)

Basic Mission	Basic Purposes of the Enterprise and Guiding Principles for Behavior
Clientele	Target Audiences of the Institution
Program/Service Mix	Program Offerings and Priorities of the Institution
Comparative Advantage	The Competitive Position to be Established by the Institution
Objectives/Goals	What the Organization Must Accomplish in Order to Move from the Existing to the Desired State of Affairs

# To begin the process, we will...

- Broadly discuss the meaning of our mission
- Delineate core institutional values that define our culture and that must be represented in all specific plans
- Examine our institutional strengths and weaknesses
- Elaborate key external opportunities, threats, and obstacles to institutional success (SWOT analysis)



- Create an exciting, energizing, mission-driven visionary goal for the university as the institutional rallying point
- Thematic goals to be addressed in unit and divisional plans

# Phase II and III Planning

- College, academic department, and student service areas will create plans appropriate to their areas that respond to the institutional strategic plan (Phase II)
- Support services and administrative units will develop their plans in response to the academic and student service plans (Phase III)
- Foundation

# Timeline

- University plan completed by May 15 for discussion with KBOR in June/July
- Progress report with KBOR in January or February
- Phase II planning in 2013-14
- Phase III planning in 2014-15

An example from  
Kansas State University

# Visionary Goal

By 2025, Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.



# Common Elements Kansas State University

- Diversity
- International
- Sustainability
- Communications and Marketing
- External Constituents
- Culture
- Funding
- Technology



# **The Mission of Wichita State University**

**Wichita State University is committed to  
providing comprehensive educational  
opportunities in an urban setting through:**

- Teaching**
- Scholarship**
- Public service**

## **Five Questions**

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



# Your Assignment for Today

- On each table is a question, a pad of paper and pen
- Elect a scribe/spokesperson and group leader (2 different people)
- Discuss with your table the planning question and be prepared to tell the group about your top two ideas