“Economic recovery is not occurring and thus state support for higher education will be problematic for the foreseeable future. Thus we face difficult choices but also opportunities for using innovation to continue to provide quality education with access.”

Katharine Lyall, President
University of Wisconsin System

UW-Stout’s planning model calls for biennial stakeholder visioning. Summer 2001 an external stakeholder visioning session was held, producing a report, “Visions for UW-Stout’s Future.” Summer 2003, the Chancellor’s Advisory Council developed concepts about possible futures for the institution through scenario building. This followed three months of preparation by reviewing emerging issues, enrollment data, university priorities, performance data, survey data, and financial information as well as listening to UW System and national speakers.

Scenarios assist the institution in anticipating the future. They allow the institution to learn and adapt to a changing environment. We chose the year 2010 as our focus point for the scenario discussion.

Focus 2010 materials are available on the web site: www.uwstout.edu/bpa/

The Chancellor’s Advisory Council first discussed driving forces of change, the major strengths of the institution that will serve us well during this period and the resulting opportunities.

**Driving Forces of Change:**

- **Finance**
  - Declining state support

- **Technology**
  - Portable and unpredictable technology

- **Student Demographics**
  - Projected regional high school enrollment decline

- **Ideology**
  - Relationship between the state and the university has forever changed

- **Stakeholder Expectations**
  - State focus on specific economic development areas and partnerships

- **Competition**
  - Privates and For-Profits

- **Learning Outcomes**
  - Shift in Perspective

- **Student Expectations**
  - Preparing students for jobs that currently don’t exist

- **Global Forces**
  - Terrorism; War
Major Strengths of UW-Stout:

- **Mission**
  - Its focus; Our commitment

- **Technology**
  - Commitment to its use; Exploitation of developing technology

- **Program Array**

- **Partnerships**
  - Strategic and collaborative; Faculty, staff, and alumni connections; Emeriti

- **Systems**
  - Leadership system and stability of leadership; Planning and budget alignment; Participatory governance

- **Entrepreneurs**
  - Change agents

- **Validations**
  - Awards; Placement

Opportunities:

- **Partnerships**
  - Expand strategic partnerships; New partnerships internally, with regional businesses, with alumni

- **Instruction**
  - Focus on learning; Agility in tailoring and delivering instruction; Align curriculum with learning outcomes; More student engagement; Self-learning modules; Technology as a change agent

- **Marketing**
  - New public relations and marketing effort; Consolidate admissions and college efforts; Align marketing with enrollment management; New audiences

- **Structure**
  - Restructure for efficiency and effectiveness; Review administrative and support structure; Redefine role of faculty; Use changing demographics of faculty and staff, technology as a change agent; School within a School – Exploit degree completion, re-certification, and renewal

From the discussion of driving forces of change, UW-Stout strengths, and opportunities, the Chancellor’s Advisory Council developed possible and plausible alternative futures for the institution. Areas discussed included Background of Higher Education in 2010,
Student Characteristics and Expectations, Faculty/Staff Characteristics and Expectations, and Institution Characteristics.

**Background- Higher Education in 2010**

- **Funding**
  
  State support will decline and too much legislation (control) will continue; More diversity – public, private, corporate; Cost of college education will increase to students

- **Types**
  
  Less overall numbers; Fewer brick, More click universities; More competitive institutions and non-traditional providers

- **Instruction**
  
  More web-based and automated instruction; Convenience learning; More emphasis on career oriented degrees; 24/7

**Student Characteristics and Expectations:**

- **Technology**
  
  Fully skilled in the use of technology

- **Instruction**
  
  Expect streamlined curriculum; Convenient/flexible learning environment; Accommodation of learning styles; Career oriented degrees that add value

- **Diversity**
  
  Hispanic influx; Change in gender mix

**Faculty/Staff Characteristics and Expectations:**

- **Technology**
  
  All staff are fully versed in the use of technology

- **Instruction**
  
  Focused on outcomes; Faculty as team leaders for course delivery; Facilitation role; Teaching academic staff focused on instruction; Emeriti faculty hired as ad hoc teachers; Decreased availability of PhD in specialized disciplines; Professional experience required; Grow your own

- **Research/Scholarly Activity**
  
  Still emphasized

- **Professional Development**
  
  Ongoing opportunities for refreshing; Emphasize teaching pedagogy and update in fields
Performance
- Emphasis on alignment of evaluation, performance, and rewards

Support Staff
- Non-teaching academic staff more generalist (cross trained; flexing)

Personal
- Expect balance in personal/professional life with less institutional loyalty; More transient; Less campus/Menomonie involvement

Institution Characteristics:

Mission Vision, Values:
- Mission: Remain focused, special-niche institution
- Vision: Emphasize learning community; Build on technology advantage
- Values: Incorporate applied learning and civic values

Program Array:
- Size: Continue to grow number of programs consistent with mission
- Type: Statewide polytech; Convert graduate programs to customized instruction; Increase number of undergraduate customized instruction programs
- Management: Focused; Program pruning for growth and shaping; More agile and flexible to meet state needs; More frequent reviews and environmental scans

Access:
- Alternate Degrees: Validation of evidence for alternative degree seeking students; Pilot the process for select programs
- Format: Provide delivery of courses at student’s convenience; Year round calendar; 24/7; Variable start and end dates; Multiple means and location – anytime/anywhere; More weekend courses; online courses (resulting in accelerated degree completion)
FOCUS 2010
A New Partnership for a New Century: Education Built Around You

- **Enrollment**: Expand access through partnerships; Admit based on willingness to learn; On-campus enrollment is stable; Student will come from broader area leading to diversity

**Structure:**
- **Type**: A hybrid public/private institution; Hybrid structure connection to the UW System (Innovative Pilot); Create new definition for credit
- **Partnerships**: Strategic to expand geographic access to programs; Corporate partnerships to develop labs on-site and off-site
- **Human Resources**: Implement transitional opportunities for retirees; Mission based professional development system
- **Organization**: Flatter, horizontal integration; Programs clustered (no colleges or departments); Series of Centers for specialized delivery; School within a school – a workforce development profit center; Premier Baldrige Center (2007 Award winner)
- **Technology**: All services available on-line

**Funding:**
- **Diversity**: Public, private, corporate, customized, tuition
- **Tuition**: Will increase and remain at the mid-point nationally
- **Scholarships**: Dramatic increase in fund raising for scholarships
- **Market-Based**: Market-based pricing for customized instruction, private offerings, and alternative degree seeking students

**Next steps include:**
During the fall focus group sessions with the campus community, the scenario concepts will be further discussed and refined.

As part of the summer 2004 retreat session, the Chancellor’s Advisory Council will formalize strategies to achieve the desired scenario.