Team A – Scenario

Driving Forces of Change:
  Finance
  Technology
  Stakeholders
  Economy
  Student Demographics
  Ideology

Major Strengths:
  Our Mission, its focus, our commitment
  Our culture: decision making, participatory governance, commitment to tech, entrepreneurship
  External Validations: awards, placement

Opportunities:
  New partnerships: University- internal; business- region
  New Audiences
  Reassess resources
  Focus on learning
  New public relations/market effort
  Course delivery
  Current economic situation

Scenario Name: Partnering for the Future

Background - Higher Education in 2010
  Global
  Fewer “brick”? More “click” universities
  Less public funding
  24/7

Student Characteristics and Expectations:
  Student control of movement toward degree
  Large Hispanic influx
  Assessment upon entry

Faculty/Staff Characteristics and Expectations:
  Faculty as team leaders for course delivery
  Continued research and scholarly activity
Institution Characteristics:

Mission Vision, Values

Periodic review w/modification as needed

Program Array:

Focused program array
Program pruning for growth and shaping: degree requirements, programs

Access:

Validation of evidence for alternative degree seeking students; pilot the process for selective programs
Expand access through partnerships
Provide delivery of courses at student convenience

Structure:

Private/public
Partnerships: to expand geographic access to programs, to increase resources with institutions or corporation
Implement transitional opportunities for retirees
Mission based professional development system

Funding:

Market based pricing for: customized instruction (maximized), private offerings, and alternative degree seeking students
Partnerships -regional, national, global; corporate/foundation support; state funding
Team B - Scenario

Driving Forces of Change:

- Organizational Structure
- Exterior Stakeholder expectations
- Exterior competition
- Learning outcomes
- Funding
- Student expectations
- Technology

Major Strengths:

- Philosophy, skills and placement (faculty alignment/cohesiveness)
- Technology
- Focused mission programs
- Openness to change/stable leadership
- Faculty, staff, alumni connections
- Planning and budget alignment

Opportunities:  Throw Out Old Assumptions

- More partnerships w/faculty, alums, business
- More agile in tailoring/delivering instruction
- Use changing demographics of faculty/staff
- Use technology as a change agent (service/instructional)
- To change/restructure for efficiency and effectiveness
- Realign curriculum with learning outcomes

Scenario Name:  Stout - New University for a New Century

Background- Higher Education in 2010

- Fewer colleges and universities
- Still on-campus students
- More web-based and automated instruction
- Diverse funding: public, private, corporate, tuition

Student Characteristics and Expectations:

- Fully skilled in the use of technology
- Expect a streamlined curriculum
- More diverse group of learners i.e. age, abilities
- Expect accommodation of all learning styles
Faculty/Staff Characteristics and Expectations:

- Are now facilitators
- Fully versed in the use of technology (all) (all staff)
- Focusing on outcomes
- Ongoing opportunities for refreshing
- Cutting edge/state of art everything
- More emphasis on alignment of evaluation, performance and rewards

Institution Characteristics:

Mission, Vision, Values

- Mission remains the same or similar
- Vision- Re-state/Learning Community
- Values- Applied learning, civic values

Program Array:

- Statewide polytech- broader array but select
- More agile, flexible, meet the needs
- More frequent reviews and environmental scans

Access:

- Year round calendar/ 24-7
- Variable start/end
- Admit based on willingness to learn
- Multiple means/location; anywhere, anytime

Structure:

- Flatter, horizontal integration
- Programs clustered (no colleges/no depts.)
- Series of Centers; specialized delivery
- All services available on-line
- More corporate partnerships/labs, on-site and off-site

Funding: (Combination)

- Public
- Private
- Corporate
- Tuition
- Cost of learning/custimized instruction

Anytime, anyplace education built around you
Team C - Scenario

Driving Forces of Change:

- Projected regional high school enrollment decline
- Relationship between state and university changed forever
- State focus on specific economic development areas and partnerships
- Projected accelerated faculty/staff retirement
- Increasing revolution of change. How do we prepare students for jobs that don’t exist?
- Portable and unpredictable technology
- Global forces: terrorism, war…

Major Strengths:

- Exploitation of developing technology
- Program array
- Alumni/emeriti base
- Strategic collaborating partnerships
- Faculty/staff are change agents
- Focused mission statement

Opportunities:

- School within a school: exploit degree completion recertification renewal
- Delivery of instruction: student engagement; self-learning modules
- Redefining role of faculty
- Expand strategic partnerships
- Review Administrative and support structure
- Marketing: marry admissions/college efforts; full, managed-size programs (align marketing with enrollment management)

Scenario: Road to Permission

Background – Higher Education in 2010

- More competitive institutions and non-traditional providers of degrees and certificates
- Convenience learning
- Brick will continue
- State support will decline and too much legislation (control) will continue
- More emphasis on career oriented degrees
- Cost of college education will increase to students

Student Characteristics and Expectations:

- Tech Savvy
- Look for convenience/flexible learning environment
Career oriented degrees/value added
More demanding customers (vote with their feet’)
Change in gender mix

Faculty/Staff Characteristics and Expectations:

Provide more professional development, i.e. teaching pedagogy, update in fields
Expect balance in personal/professional life with less institutional loyalty
Hire retired faculty as adhoc
Decreased availability of PhD in specialized disciplines; professional experience required; grow your own
More transient; less campus/Menomonie involvement
Teaching academic staff more focused on instruction; non-teaching academic staff more generalist (cross trained; flexing)

Institution Characteristics:

Mission, Vision, Values

Focused mission
Special niche
Technology advantage continues

Program Array:

Increase number of graduate programs to customized instruction
Convert programs to customized instruction as appropriate
Continues to grow consistent with mission

Access:

On campus enrollment is stable
More weekend courses, online, accelerated
Students will come from broader area leading to diversity

Structure:

School within a school: workforce development; profit center
Hybrid structure connection with UW System; propose pilot
Create new definition for credit
Premier Baldrige Center (2007 Award winner)

Funding:

Tuition will increase; remain at mid-point nationally
Dramatic increase in fund raising for scholarships
Scenario Comments

Pros

1. Continued need for students on campus (“right of passage” for traditional students)
2. Faculty/staff: Balance of private and professional lives.

Cons

1. Missing the “humanization” of education.