

MUW 20/20

*ENVISIONING OUR FUTURE/
FULFILLING OUR PROMISE*



Summary Report from October 30, 2007 Focus Team Analysis Session
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Overview

This summarizes the working session by the MUW Focus Team on October 30, 2007. The purpose of this meeting was to harvest and begin to synthesize the input gathered from the October 29, 2007 MUW 20/20 session. This team included alumni, faculty, professional staff and community representatives.

The session began with individual reflections on the previous day. Team members were asked to journal about what they recalled from the session and then share with two or three others to build insights. Some of the reflections included:

- ✚ Need a shared vision on campus
- ✚ Not a lot of discussion about growth and funding – perhaps left up to us
- ✚ Focus needs to be on why students should come to MUW, not why they don't
- ✚ Weary of conflict and controversy
- ✚ There is a need for change
- ✚ Be relevant to the community
- ✚ Health care programs are an opportunity
- ✚ People in community came to campus and invested their time – they care
- ✚ We need to find a niche – that is ours, that we can do well
- ✚ Be creative and innovative – to shine
- ✚ Can not be everything to everybody
- ✚ Have to find a Focus (3-5)
- ✚ We have an identity crisis
- ✚ Surprised by how little is known about what we do
- ✚ There is tension and frustration
- ✚ We have a history of "firsts" – continue to tap into this
- ✚ MUW not mentioned by businesses, when other educational institutions, including a high school are.
- ✚ After the session, felt more optimistic and creative.
- ✚ What are we offering? What can we do?
- ✚ We need to do a better job telling our story
 - MUW does not have the relationship with the community
 - At what level? – Business leaders? Every day people?
- ✚ Used to come on campus all the time – demonstration school
- ✚ Do they forget? Appreciate?
- ✚ There is a collective silent voice of resources
- ✚ There is an interest in the school

Questions

Next, the team members reviewed the BIG questions and the detailed brainstormed lists of questions that were generated during the full session. Themes that the questions included were in the areas of:

- # Identity
- # Relevancy
- # Marketing
- # Connectivity (to all our constituents)
- # Developing revenue streams
- # New programs / alternative formats
- # Student profile – quality of student, where they come from (local, regional, international) diversity, residential, male enrollment – what will the impact be of these changes?
- # Adult learner
- # Athletics – can we get athletics back – can we afford it? Would it help with image, bringing people to campus, energy?
- # What is the future of higher education – how can we be relevant in light of this?
- # Distinctiveness – identity – uniqueness, niche

Insights that the team drew from thinking more about these questions included:

- # Can be conflicting or competing interests in all areas – i.e. quality over quantity – sacrifice growth, costs more, financial formulas don't match various priorities... may have to stop existing programs.
- # Some tensions we can live with – others that we need to sort out
- # Need to build unity, consensus, and community around some of these issues
- # Re-examine new programs or alternative formats.
- # Identity and Image – are they the same or different?
- # Change and innovation – are they the same or distinct?
- # Community partnerships and involvement
- # Salaries – faculty and staff
- # Enrollment along with student profile – to what numbers or percentage (traditional v. non-traditional, etc.)
- # Identity has to come first – before the other issues

Strengths and Challenges

A review of the Strengths and Challenges that the large group generated included a focus on the similarities and differences between the University (Internal) group and the Community (External) group.

Strengths

Similarities	Differences
Reputation	<i>External</i>
Beauty of campus	-listed external support
Safety	-location
Diversity	-graduates on to graduate school
Low cost	-alumni association
Connections between faculty/students	-promise of regional economy
Academic excellence	
Strong professional programs	<i>Internal</i>
Leadership	-Honors programs
MSMS/ Governor School	-Centers
History	

Challenges

Similarities	Differences
Identity (subtle differences—conflict, being all things to all people)	Niche to fill with economic development
Name—marketing	Finding place for women's leadership mission
Resources-several aspects	Growth
Resistance/ Fear of change	Staff misalignment with priorities
Tension w/ two-year institutions	Buildings
Size	Student culture
Community involvement	Alumni Association dispute
Cause/ degree offerings	Faculty with terminal degrees

Additional themes seen in the Strengths and Challenges data include:

- ✚ Leadership development
- ✚ Residential learning communities
- ✚ Centers
- ✚ Resistance to change
- ✚ MSMs
- ✚ Athletics
- ✚ Positive alumni involvement

Strengths and Challenges

Drawing out Insights from this learning:

Scholarships to attract good students
Residence halls
Student union or student center
Maintenance/ renovation of physical plan
Loyalty
Amount of staffing
Endowment size

Insights-So What's

Internal and external perceptions are very closely aligned
The message is: purposeful change must occur
MUW should capitalize on the professional programs
MUW must have a relevant curriculum
Must maintain academic excellence and dynamic connections between faculty and students

Insights- Re: Challenges

Community and university reached consensus regarding identity
Resources mentioned often
Community colleges—effect on MUW
Identity-Figure out what/who we are
Name

Strengths and Challenges—Insights

Untapped use of centers already in existence – MSMs
There is a desire to create campus community-residential learning community, student athletics
MUW needs to emphasize funding opportunity for endowment, scholarship to attract best students
There is a desire to combine leadership development efforts -- bigger umbrella to include speaker series, student teaching
Alumni involvement – direction for loyal alums to appropriately assist the university in areas where needed.

Ideas

The final section of input that the Focus team reviewed was a Summary of Ideas. The team synthesized input and elaborated on the ideas which were then grouped into five focus areas:

Agree on Identity

Change name

Initiate focus groups to explore MUW identity issues and name change

Develop campus wide program to decide on identity and possible name change

Develop campus wide visioning

Shared vision: Comprehensive Strategic Planning Process

Firmly establish Identity – evaluate name through open inclusive process, market University

Tell our Story well – often and broadly

Hire outside firm to create Marketing Plan

Opportunity to define and market identity – identify ideal size, programs, characteristics of student population

Implement Enrollment Plan

Create an environment that promotes student engagement (physical environment, pedagogy, scheduling)

Growth – vital campus life, renovate dorms & student union

Develop plan to recruit and select students who match the institution's identity and flagship programs as part of managed growth (enrollment management taskforce / master plan)

Grow enrollment – establish priorities, campus buy-in on enrollment, address physical plant needs

Develop Fundraising Priorities

Fundraising plan, Capital campaign, incentives for grant writing endowed chairs, continuing education

Develop master fundraising plan to include consistent diverse revenue stream

University launches aggressive capital campaign initiated at Cabinet level

Forge connections among all constituents

Community needs assessment

Opportunity to connect more with community

Partnerships – expand centers and continuing education

Use MUW's strengths as a base; build stronger partnerships with the community as it has done with CAFB

Develop global partnerships for student / faculty exchange and program development

Seek new strategic studies and co-op alliances with regional industries that align with W's strengths

Develop, Promote and Review Academic Programs

Establish Women's leadership and professional institute

Excellence – maintain accreditation and US News ranking, est. undergraduate research, est. vitality of international programs

Prioritize and grow selected professional programs

Expand healthcare into wellness programs
Develop new creative programs / degrees
Develop a comprehensive academic program review process
Develop 1-3 signature academic programs (hopefully interdisciplinary)

Next Steps – The Way Forward

Finally, the team clarified what they hope to accomplish in the next year and identified specific next steps. See attached for the resulting “Five Bold Steps” chart.

Specific focus areas included:

- ✚ A unified Vision that is aspirational
- ✚ Re-branding / Repositioning the University
- ✚ Name change is in process
- ✚ Enrollment that is Up – including student retention
- ✚ A stronger more positive public image
- ✚ Giving is Up
- ✚ There is a unified Academic vision
- ✚ MUW is hitting quality indicators
- ✚ Developing Partnerships with Constituents

Key immediate next steps include:

- ✚ The Full Session and Working session summary reports by Ah Ha! and Fountainworks
- ✚ Sharing and engaging the Campus Community – A game plan on how to roll out and include this key group; and a short-term response plan (Press release, letters, etc.)
- ✚ Clarify the decision-making process for MUW 20/20
- ✚ Identify strategic steps
- ✚ Implement projects