

**Strategic Planning Community Town Hall Meeting February 28, 2013**  
**Hughes Metropolitan Complex**  
**Wichita, Kansas**  
**Meeting Notes**

The hosts for the town hall meeting were Cindy Claycomb, Wichita State University, and Ed O'Malley, Kansas Leadership Center, Co-Chairs of the Wichita State University Strategic Planning Steering Committee.

Cindy Claycomb welcomed the 37 attendees at the meeting and thanked them for taking time to attend this event. The attendees viewed the short video the student subcommittee helped produce. The video can also be viewed on the strategic planning initiative website at [www.wichita.edu/wsustrategy](http://www.wichita.edu/wsustrategy). Claycomb then reviewed the activities of the planning committee to date and the process that has been underway since September 5, 2012.

O'Malley presented the work to date of the steering committee on mission, vision, and values. He stated that after much discussion we know that the mission of any university is to educate students for success and to be excellent. How to differentiate us from other universities is more of the challenge to put into words. Thus more focus has recently been on trying to identify and define our values, which may direct us towards better formulation of mission and vision for the future.

O'Malley presented the list of value statements that have been formulated to date. These four value statements are:

- Dynamic educational opportunities
- Inter-professional collaboration
- Innovation and scholarly engagement
- Excellence in teaching and public service

The attendees were then asked to answer four questions related to these value statements. The questions and the generated responses are listed below.

**Question 1: How do these statements resonate with you?**

- Dynamic is the only action verb.
- Tremendous difference in the way we engage the community (positively).
- These are not really values, rather expectations.
- Proposed core values: dynamic, responsive, community, prosperous, integrated.
- Who are our stakeholders?
- What about technology transfer outcomes?
- Are these core values? Appears goal is to train more people.
- Appears narrow in scope - almost as if from faculty.
- #2 is too broad and confusing, #3 and #4 are too similar.
- Resonate greatly with "innovation" - others agree.
- WSU is identified with innovation and dynamic.
- Dynamic has changed dental and aviation.

- Quality of life and #4 public service phrases are missing something.
- #1 should read dynamic learning communities/environment.
- #2 inter-professional collaboration should not be part of the mission.
- Student centered education.
- Adaptive, but high fidelity systems.
- Industry/university/state collaboration.
- Cutting edge opportunities such as working in the community, educators doing internships in the real world, educators who have been in the corporation world, use of incubator programs with money waived.
- WSU as an economic engine.
- Broad and vague - what do they mean?
- What about community connection?
- They are all great but without more detail we are unsure what they really mean and apply to.
- Values need clarification - too vague.
- Support and encourage.
- Innovate, not replace or supplant.
- Do not convolute the mission/vision.
- Need a public value statement - who we are, what we do, for whom, how and why?
- How: This is the question we need to answer.
- Why: Provide a trained/education workforce to the region to facilitate the cycle of population retention and family building (said nicely).
- Innovation a tired word.
- Does inter-professional collaboration mean internships?
- An urban university - makes us different.
- What are the values from the student's perspective?
- Students benefit from internships and coops with the diversity of businesses in Wichita and this should support diversity of colleges.

**Question 2: Is there any big idea missing?**

- Actions for each goal.
- Demand and incentivize collaboration.
- Discussion about tenure and other issues.
- Separation of public service and excellence.
- Economic engine/component/what is unique?
- Tech transfers are missing - innovation with the community.
- Industry partners and importance of employment factors.
- Industry and community are stronger words rather than public service.
- Lack of verbs! Action words are needed.
- Community engagement, community connection.
- Cooperative efforts.
- What about the employment opportunities?
- What sets us apart from other universities?
- What about urban-serving?
- The relationship between the municipality and the university.
- What is unique about WSU, how can we facilitate those unique values?
- Clarification of values.

- Messaging is important.
- Diversity.
- Accessibility.
- Design outreach programs that fit our culture.

**Question 3: What would make it hard to live out these value statements in a uniform way across the university?**

- Resources and politics.
- Current structures.
- "This is the way we've always done it."
- Administration needs to buy into these values.
- Traditional structures and Victorian language.
- How do we make critical thinkers?
- Lack of finances.
- Cultural resistance to change - silos.
- Lack of clearly defined and measurable goals.
- Aversion to risk.
- Lack of uniformity.
- We've already done that attitude.
- Trying to do all things, too many and none well.
- Inability to communicate.
- Lack of a common goal.
- Duplication of courses.
- Duplication of resources.
- Bureaucratic system.
- No reward for being dynamic.
- No thinking out of the box.
- Departments competing for resources - not collaborating.
- Community voices that see WSU as a drain to the area (funds).
- Funding.
- Recruiting the right students/faculty.
- Lack of publication.
- Lack of buy-in from faculty, students, and community.
- Recruiting to a changing university.
- To recognize the performance of faculty and students.
- Clarity of the values.
- Mixed agendas.
- Exclusionist.
- Lack of overarching common goal.
- Bureaucracy - has gotten out of hand.
- The liberal arts person - we are a place to learn something.
- Global issues course has been taught by 26 different persons who donate their time to teach the class. A class that should be integrated into the general education program on campus.
- Duplication of resources - better processes that are adaptable.
- Lack of adaptability.
- Lack of finances at the top.

- Resistance to change.
- Budgets reflect values!
- Employers need someone who can critically think. We are losing our way.
- If these values were really in place our students will be successful and the student body would grow.
- These are not valued across the university and not uniformly present now.
- We must reward these values - tenure and promotion, performance evaluations. Pay is not always the answer. (A participant suggested, for example, that a WSU “red” parking tag be awarded to employees instead of money for demonstrating these values.)
- Biggest obstacle - must be "owned" by everyone, not "me" but "we". We can do this together and have an outstanding university.

**Question 4: What would it actually look like if you were part of a university that actually lived out these values?**

- Package critical thinking.
- Thriving and robust student body.
- Great leadership and community support will seem as one.
- Successful graduates will be diverse in scope and work and resemble more the community at large.
- We have a diverse community but not diverse graduates.
- Seamless transfer to WSU so the community is expanded to include the greater region of community colleges and technical schools and employers.
- Success would see students stay here and work and enrich the local economic industry/engine as well as be alumni.
- WSU would become part of the community seamlessly.
- Interdisciplinary research.
- Lean resources.
- High utilization of expensive equipment.
- A more robust economy.
- Better instruction from collaboration with the community.
- Cross-pollination.
- High return on investment.
- Having those community businesses on campus.
- More students on campus and more distance learning opportunities.
- More degrees.
- More interdisciplinary collaboration.
- Make it easier to utilize various universities to complete a degree.
- More community projects and collaboration where service is the focus.
- Ownership by all.
- Alignment from bottom up and outside in.
- Strong desirable leadership.
- Talking and doing on a world-class level.
- Inclusion and relation building.
- Skin in the game.
- MIT of the plains - how do we compete with KU?

- University investment in the community and community investment in the university.
- A world-class university recognized by everyone around the globe.
- Jaws will be open!
- Asking, what's in it for us?
- I need to be asked to do things - asked to be a part of things.
- Shift culture of "me" to "we" and how do we get everyone involved.

**The final question of the evening asked each attendee to write one big, bold vision for WSU. What would make us great beyond the obvious? If there were no constraints, what would be your one goal for WSU?**

- Every graduate does multiple internships and businesses want more.
- Professors all teach in multiple departments/schools.
- Ensure/expand the longstanding role of WSU as an urban serving research institution.
- Fully integrated student and campus life where students choose to live on campus, experience growth through campus opportunities, are involved on campus creating a strong connection to the university and community.
- Be the school of first choice among Wichita students in general and among other students across Kansas for selected programs, such as engineering or health professions.
- Expand distance education programs and offer four-year degree completions in targeted disciplines.
- Every Wichita public high school graduate could attend WSU tuition free.
- Dental school.
- Law school.
- We become the MIT of the Midwest. All professions turn to WSU for graduates who are critical thinkers.
- Examine the huge issue of students graduating who lack critical thinking skills, a topic often mentioned by employers.
- Form a task force involving business community and WSU faculty to develop and package an academic curriculum that blends critical thinking and job preparation. WSU would then be different from other state universities.
- World-class university.
- Unique - inclusion - truly bringing each student through his/her education to a truly meaningful life.
- Students would be encouraged, enlightened, and empowered to be productive citizens and family members.
- Leadership studies and research.
- We are movers, doers, and thinkers.
- Health science center linked with engineering, computer science, for state of the art quality.
- We lead the economic engine for the state.
- Economic engine of the plains.
- Student-centered education.
- WSU as a technology transfer powerhouse - driving innovation and entrepreneurship for the region.
- Famous for the niche we have created.
- More interaction with community colleges in collaboration rather than competition.
- Higher graduation rates with all students.

- Eliminate tenure - use pay for performance system. Tenure has the potential to reward/embed bad educators.
- Tiered education: meaning lower cost for general education courses - keep the students at WSU all four years.
- Faculty (minus students) lunchroom. Brown bag lunches.
- Get out of department structures and silos, which inhibits innovation and causes duplication of resources/courses.
- Newly updated Heskett Center (desperately needed).
- Multi-tiered class costs, lower costs for basic courses, higher costs for major courses.
- New dorm should NOT be south of stadium. Put it in an area between Koch Arena and Wilner auditorium - grass area now.
- Update the stadium for concerts and track meets.
- If the goal can't be measured, it's not a goal. Track graduates and publish number on who gets jobs. Use existing tools in market place to help students understand their strengths and unique ability and get educated in that strength. Define why you do what you do, then move from there.

Meeting adjourned at 7:00 pm.