

**Graceland University**  
**Faculty Spring Conference**  
**Strategic Planning Workshop for the Lamoni Campus**  
**9:00 a.m. – 12:00 noon**  
**May 21, 2002**

The following is a summary of the work completed by the Faculty during a Strategic Planning Workshop (facilitated by Matthew Naylor) during the Spring Conference, May 21, 2002. The Lamoni Faculty broke into groups of 8-10 and spent time reviewing Graceland's Vision, Mission, and Values Statement and discussing their **Hopes** and **Concerns** as they reflected on the Vision-Mission-Values Statement. After coming back together and discussing in the large group their **Hopes** and **Concerns**, they went back into the smaller groups to discuss internal **strengths** and **possible areas of improvement**, and external **opportunities** and **threats** (SWOT). While they were in the groups, they were asked to focus on one of their strengths, weaknesses, or threats and offer possible Goals or Solutions for only one category. Because each group was working on only one of these issues, there could appear to be a disconnect between the goals and the summary of strengths, weaknesses, opportunities and threats. Groups came back together to discuss their results.

**HOPES**

Academic Standards

- will be maintained
- Higher
- Balance between acceptance and standards
- Primary goal/focus
- Environment that values academics

Infrastructure

- Updated classrooms
- State of the art labs
- Adequate for innovation
- Better for under prepared students
- Technology/Computers

Communication

- Better across campus
- To be a caring community
- Open governance processes

Financial

- Successful
- Better fiscal health
- Better faculty support and development

## **CONCERNS**

### Faculty issues

- Stressed
- Chronically exhausted
- Disconnected
- Morale (low)
- Potential of burn-out and apathy
- Need of positive intellectual environment

### Under prepared students

- Attracting too many
- Threatens retention of strong students
- Academic apathy

### Technology

- Lack of support
- Unstable

## **SWOT**

### **[INTERNAL] STRENGTH**

#### Faculty/Employees

- Committed
- Dedicated
- Quality people
- Passionate

#### Community

- Caring
- Welcoming
- Safe
- Community building

#### Innovative

- Entrepreneurial spirit
- SkillPath
- College of Professional Studies
- New delivery systems

## **GOALS using Strengths**

Develop and implement new revenue opportunities

- Leverage SkillPath marketing reach for core educational and business offerings

- Develop Des Moines Campus (buy AIB?)

- Explore new international partnerships and opportunities

- Offer community education on a regional basis

Market and foster Lamoni as a desirable place

- Safety

- Rural education and activities

- Small town values

Expand fundraising

- Pursue targeted grants (good coordination)

- Pursue corporate foundations

- Involve more people in Alumni fundraising

## **[INTERNAL] WEAKNESSES**

Communication

Facilities and Technology

Faculty loads

## **POSSIBLE SOLUTIONS FOR WEAKNESS**

Spend more time in collaboration on issues

Evaluate self – be personally responsible

University academic

- Standards

- Requirements

- Integrity

Fix student e-mail system

Need for more faculty – smaller work loads

- Less is more – quality vs. quantity

- 5 year majors

- Hire more faculty

- Pare down requirements

Longer semesters with break between semesters or quarter systems  
Lengthen class time – fewer days in class  
Revise structure of entire system

## **[EXTERNAL] OPPORTUNITIES**

Revenue opportunities

SkillPath

On-line programs

Partnerships

Grants

Alumni

## **[EXTERNAL] THREATS**

Financial

Rely too much on SkillPath

Economic fluctuations

Unstable world environment

Loss of grant money

Competition

## **POSSIBLE SOLUTIONS FOR THREATS**

Delegates and representatives for input and communication (all levels)

University support and staffing to meet standards

\*\*Channel income from programs back to those programs

More support staff

Faculty

More purposeful and inclusive implementation of new programs

Communication, staff, etc

Work on \*\* above

More use of Graceland ambassadors

Plan positive PR (on/off campus)

Diversify our portfolio

Creative tuition costs which boosts retention

Build endowment fund

Proactive grant writing

Grant writing – part of faculty load