WINONA STATE UNIVERSITY
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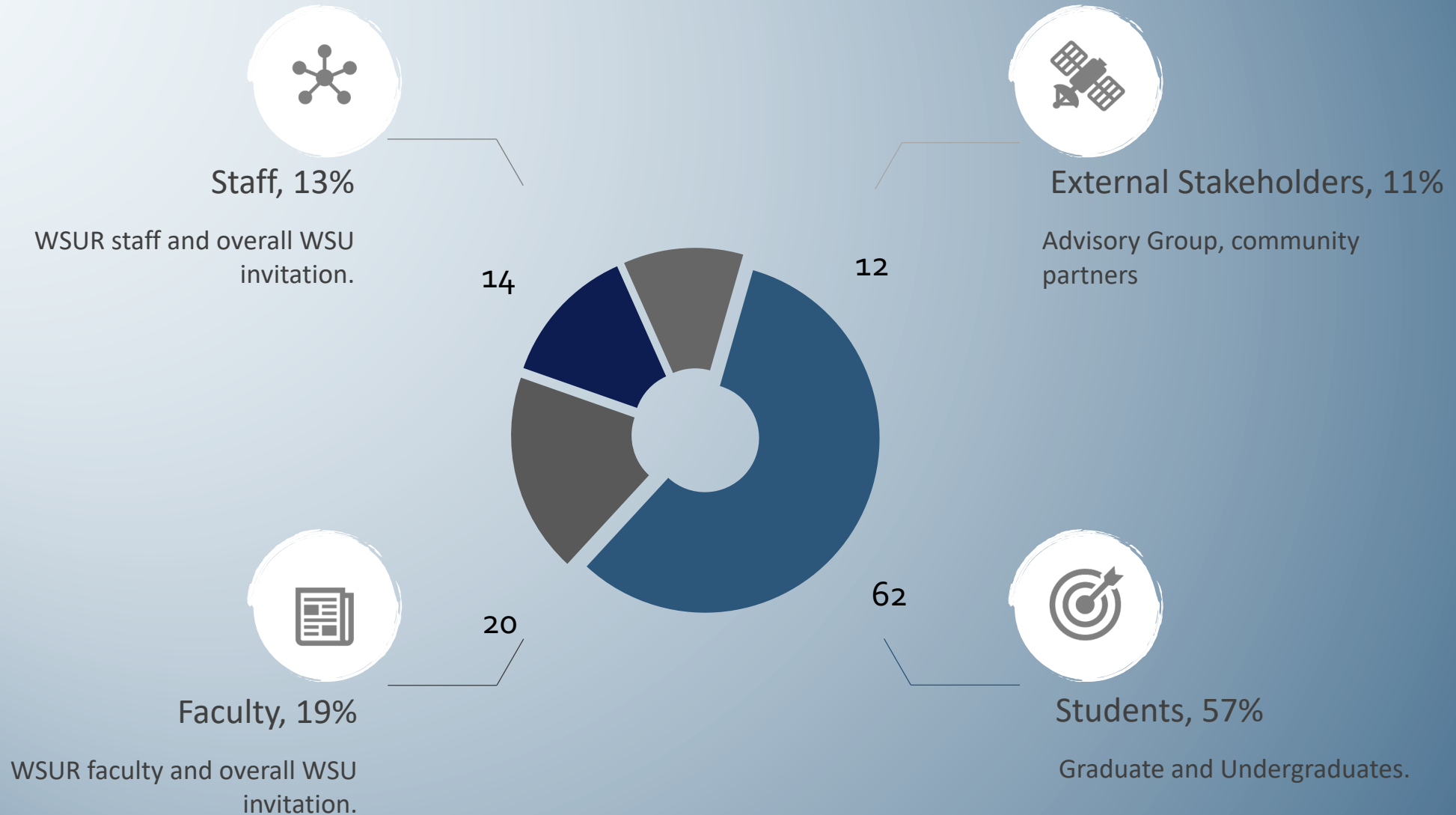## STRATEGIC PLAN SURVEY AND FORUM RESULTS

FEBRUARY 2021

About Us

Jeanine E. Gangeness, PhD

Associate VP

Winona State University-Rochester provides relevant and innovative life-long learning experiences to educate, enlighten, and serve the needs of communities within the region.

Survey Participants

Staff, 13%

WSUR staff and overall WSU invitation.

External Stakeholders, 11%

Advisory Group, community partners

14

12

62

20

Faculty, 19%

WSUR faculty and overall WSU invitation.

Students, 57%

Graduate and Undergraduates.

Forum Participants

Students 1, 3%
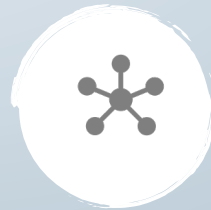
Graduate and Undergraduates.

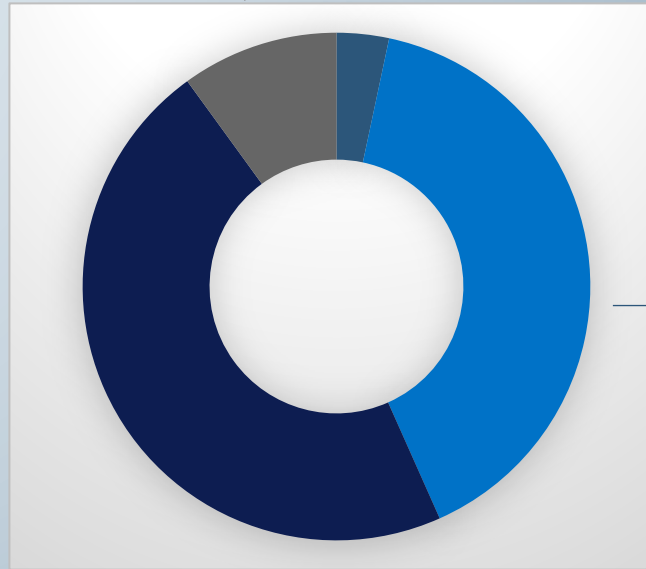External Stakeholders 3, 9%

Advisory Group, community partners

Faculty 12, 35%

WSUR faculty and overall WSU invitation.

Staff 18, 53%

WSUR staff and overall WSU invitation.

Strengths

"It's close to home. Scheduling is good. There are many online classes available. Advisors are available and ready to help."
Student comment

Excellence

Academic rigor

Quality instruction

Small class sizes, student focused

Degree completion rates

Successful transfer programs

Wholistic, streamlined student experience

Innovative programming

Strong student services side

Responsive programming

Strong hub of graduate programs

Flexible class schedules

Brand association with high quality

Strategic Mindset

All levels know the mission = serving community

Open to change

Adapting and trying new approaches

Growth mindset

Faculty & staff high engagement in strategic process

Reputable brand

Responsiveness

Responsive to adult learners' needs

Relevant programming for working professionals

Non-traditional students

Strong Alumni in community serve as ambassadors

Affordability

Convenience – online, in-person, and hybrid

Wholistic – student centered approach

Strengths

Slide 2

People First

Great faculty & staff who take interest in all students

Faculty & staff are dedicated, caring

Students have good relationship with faculty & staff

TLT support and IT expertise is an asset

Strong leadership supports excellence

Partnerships

Professional collaborations Connectedness to education and workforce partners

Partnerships supply curriculum and professional development

Strong outreach efforts with stakeholders

WSU is present and involved in community orgs

Facilities & Physical Assets

Downtown – increases sense of community

Proximity to Destination Medical Center – close and convenient

Location small and intimate

SIM Center

Location draws people from the greater region

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Weaknesses

Brand recognition.

"Much wider/ deeper/ creative marketing" (many marketing mentions)

Space/ Facilities.

Unified space in Rochester (most frequent mention)

Building a more professional culture in terms of office space, staffing, digital presence

Lab and classroom spaces (safe), accessible to WSU

Campus – better food options (food trucks), outside maintenance

Student friendly.

Assistance from a distance works!

Services that fit the needs of adults, working professionals

Expanded registrar and admissions abilities

Expand student services

More online and hybrid

Celebrate student scholars

Resources.

Sharing resources and leveraging relationships within WSU and Minn State

Transparency and communication for fees (student fee, technology, differential)

Support Staff.

Increase and define roles for IT, OAS, TLT, and Faculty support

Admissions representative dedicated to reviewing undergrad applications, transcripts and admitting students (multiple mentions)

Definition of roles allow expertise in Rochester to grow and eliminate Winona redundancy

Professional Development for Winona on serving adult / diverse learners

Simulation Lab support personnel

Videographer

Continued weaknesses:

Intentional Continuous Improvement.

- More market research needed to evaluate need of current/future programs and allocation of staffing/resources
- Refocusing programs and services on end-user experience and needs

"I would love to see Rochester be the HUB for our online learning as well as having opportunities to continue some on campus successful programs or even Hybrid, 2 weekends a semester or something like that... it is time to think outside the box that has been higher-ed for generations."
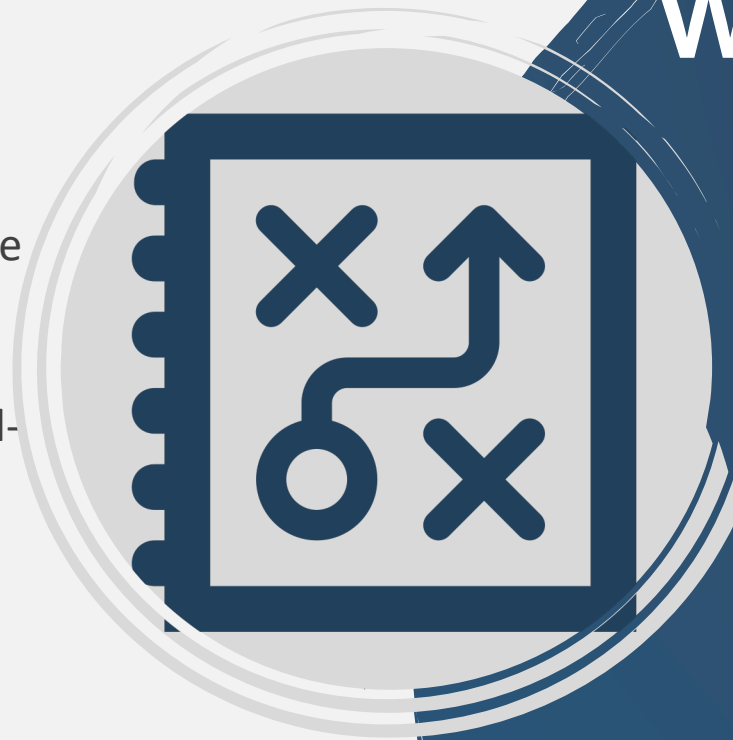
Winona/Rochester disconnect.

Perceived lack of a clear strategy and support from WSU Cabinet

Different populations could be better represented on overall WSU marketing

OPPORTUNITIES

BOLD. FORWARD. CHANGES TOWARD STRATEGIC WORKFORCE INVESTMENTS IN THE REGION AND LEADING CONVERSATIONS TO PROMOTE CURRENT AND DEVELOP NEW PROGRAMS WILL BE A LOST CHANCE IF WSUR DOESN'T LEAN INTO THE FLOW THIS NEXT YEAR OR TWO.

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Opportunities: Programming

- **Population: Rochester is growing**
  - Adult learners
  - Completers (2+2)
  - Incumbent workers
  - Immigrant/ refugee
  - Diverse students

- **Delivery:**
  - Increased hybrid and online options (multiple mentions)
  - Better facilities including labs, a simulation center and classrooms
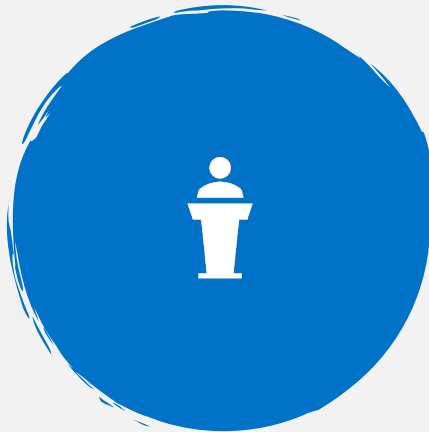
- **Program Development:**
  - Business
  - Nursing and Health

Opportunities

Community Engagement

More community and political engagement

Faculty

Appointment models for graduate faculty with clinical sites to mentor a new generation of faculty.

Many requests every semester by qualified professionals asking to adjunct.

Pay is a challenge between education and practice settings.

Hiring process is cumbersome.

Student Support

$

More scholarships (multiple mentions)

Employer tuition reimbursement or employers covering tuition (up front)

"Without a doubt there are qualified faculty - and WSU is great at "courting" them.

Wonderful staff are available as well."

Faculty Comment

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THREATS

BIGGEST THREAT:

INTERNAL COMPETITION WINONA/ ROCHESTER

- Budget and facilities challenges limit potential for growth.
- At times there is perceived disconnect between Administration and what we are doing in Rochester.
- We need partnership to boost innovation and adaptability.

Competition

Regional Universities
Online Universities

Security

Computer Network
for Rochester campus

Threats

The global threat of public perception of higher education and the value of a higher education.

Faculty/ Staff

Some report to feeling happy and supported, especially by WSU-R Administration.

There seems to be a healthy distrust of WSU 'Administration' that needs to be addressed by WSU Administration.

Some are burned out, overworked, burdened by pandemic and budget issues.

Students (cross over with opportunities)

Ever changing student populations (transfer, adult, diverse backgrounds)

Lack of innovation or understanding of how to connect effectively with prospective students (as community college and HS graduates shrink)
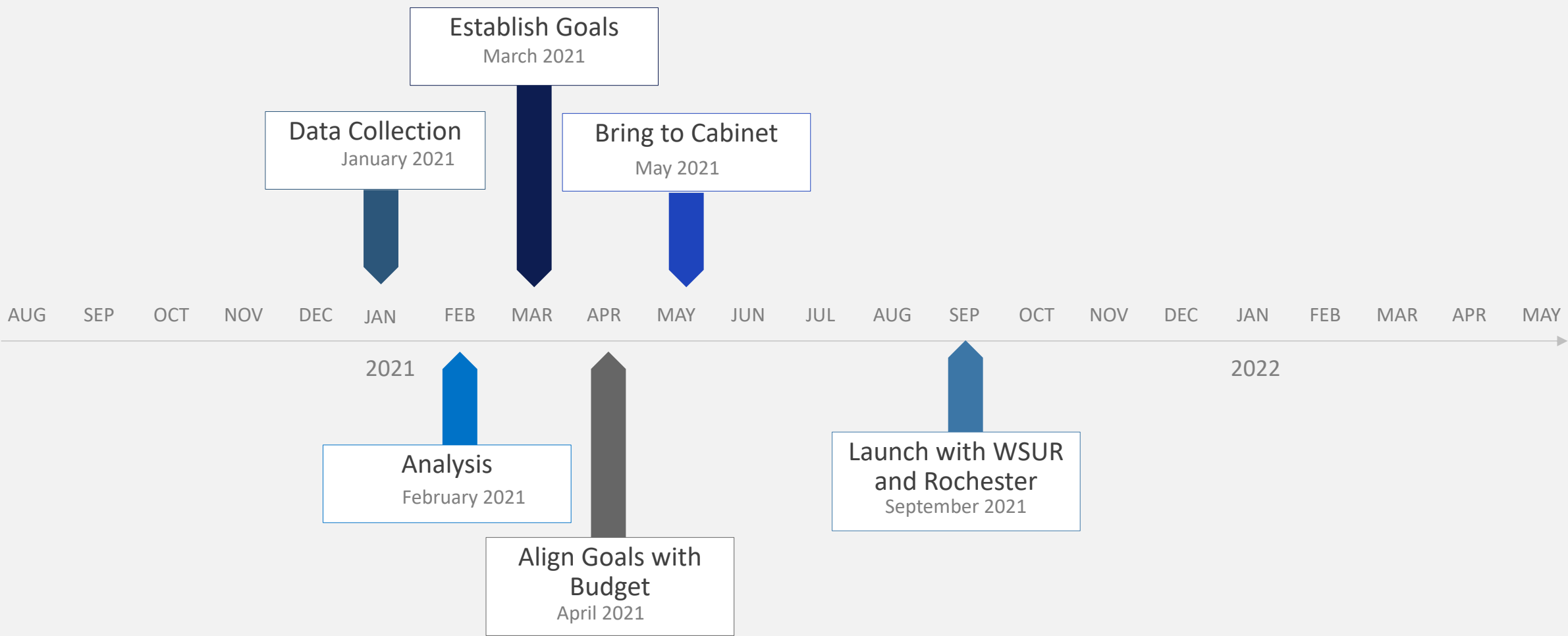
Financial constraints

Lack of adult learner scholarships

Timeline

Our plan

Establish Goals
March 2021

Data Collection
January 2021

Bring to Cabinet
May 2021

AUG   SEP   OCT   NOV   DEC   JAN   FEB   MAR   APR   MAY   JUN   JUL   AUG   SEP   OCT   NOV   DEC   JAN   FEB   MAR   APR   MAY

2021   2022

Analysis
February 2021

Launch with WSUR and Rochester
September 2021

Align Goals with Budget
April 2021

THANK YOU

Jeanine E. Gangeness, PhD 👤

507.535.2530 📱

jgangeness@winona.edu ✉

https://www.winona.edu/rochester/ 🔗

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