Future Search Conference Directs College Towards 2010

Input Sought from Campus Community

"This will not be an intellectual exercise," promised Chernoh Sesay, provost and executive vice president, as he closed the Future Search Conference which brought 62 WPC "stakeholders" from all segments of the campus community together for three days of intense discussion about the future of William Paterson College.

"WPC will never be the same again," Sesay said. "We are moving toward another level. We leave here with great excitement."

Agents of Change

President Arnold Speert called the stakeholders "agents of change, a cadre of individuals to help us meet the needs of the 21st century," and stressed the importance of bringing the entire WPC community into the process.

A Cohesive Approach

The determination to move the college forward as it prepares for university status was underscored by Fred Gruel, chair of the Board of Trustees, who declared: "College community...everyone together but little interaction. No more. We have to show a cohesive approach. As a board we will take a long, long look at issues in light of what has been discussed here."

Common-Ground Themes

The Future Search Conference was held from February 27 to March 1 at the Brownstone in Paterson. Stakeholder delegates from faculty, administration, staff, students, alumni, trustees, the business community, and education and nonprofit organizations discussed and debated their views on key issues facing the college today and projected their hopes and vision into the next decade.

Nine common-ground themes were identified to guide the college to university status and into the 21st century.

Facilitators

Two facilitators, experienced in conducting future search conferences, relatively new to the field of higher education, guided the delegates in their work.

Meeting in small groups organized by stakeholders (faculty in one group, students in another, trustees in a third, etc.) and in mixed stakeholder groups, the participants spent three days in collective brainstorming sessions with a break for a first-day reception.

Day One

The opening Thursday session started with a focus on the past as
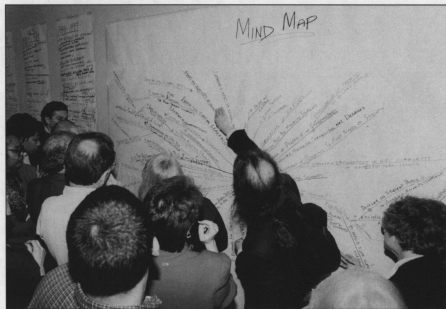
"MIND MAP:" Stakeholders examine the "mind map" they created of major trends affecting the college. In the "no evaluation, no censorship" session, delegates called out their thoughts to the two consultants who diagrammed them radiating from the WPC core.

Conference
(Continued from page 1)

participants were asked to reflect upon the changes that have occurred in their own lives, in the life of WPC and in the world at large during the last 30 years. The focus then moved to the present, and the afternoon concluded with a large-group exercise in which all participants worked together to create a "mind map" of the forces and trends which influence the college today.

Day Two

The second day began with an examination by each stakeholder group of things they are doing or not doing that they are proud of or sorry about. The consultants explained that analyzing the present in this way helped those participating to develop a shared understanding of current external and internal conditions; an essential step before beginning to envision the future.

Afternoon sessions were devoted to working on preferred future scenarios. Mixed stakeholder groups "traveled" into the future, and after discussion and collective "imagining," reported their thoughts on what the college might look like in the year 2010. The day concluded with identification of themes in common among the future scenarios.

Day Three

The third and concluding day began with discussion and refinement of nine common-ground themes that

had emerged during the previous day. In many ways, the highlight of the conference occurred when all the stakeholders picked one of the nine themes in which they were the most interested, gathered around a table devoted to that theme, and engaged in frequently heated debate about how that theme could best be carried out. The final session brought all participants back to their assigned stake-holder group where they were asked to decide on immediate, short term, and long term action steps the group could take to work toward the common-ground themes and toward an ideal future for William Paterson College. The following is a brief synopsis of some of the views expressed:

Faculty (Two Groups)

Innovative curriculum...student success...integration of technology ...implementation of early warning system and follow-up ...reevaluation of basic skills...ongoing assessment/ monitoring of student success across the curriculum...raising levels of expectations of students at all levels...examination of grade inflation and the hows of improving teacher excellence...faculty mentoring program...center for excellence in teaching...improved support services for technology...continued incentive grants for next year.

Students

Student success...innovative curriculum...removal of barriers...more of everything including involvement

(Continued on page 6)

Leading the Way. Left to right: Facilitators Lois Graff, associate dean for undergraduate programs, School of Business and Public Management, George Washington University; Steven Brigham, director of the continuous quality improvement project for the American Association for Higher Education; and Dona Fountoukidis, WPC's director of planning, research and evaluation and conference coordinator.

Your Views are Needed

"Campus-wide discussion of the themes (listed on page 3) is essential to planning the future direction of the college," emphasized Chernoh Sesay, provost and executive vice president, who points out that this is a key opportunity for everyone to come forth with their ideas and suggestions as the college moves toward university status. "We need everyone's help and participation," he stressed.

To facilitate working together to translate the themes into strategies and actions, Dona Fountoukidis, director of planning research and evaluation, who also coordinated the Future Search Conference, invites everyone to participate in an electronic discussion of the themes through three Future Search Discussion Groups. To contribute your ideas and suggestions, go to the future search section under the News/ Events/Alerts button of the WPC Homepage.(http:www.wilpaterson.edu)

"Feedback on the themes and suggestions for their implementation would be greatly appreciated," says Fountoukidis. Address them to her at College Hall, or contact her by telephone at extension 2725 or by e-mail at fountoukidisd@gw.wilpaterson.edu.
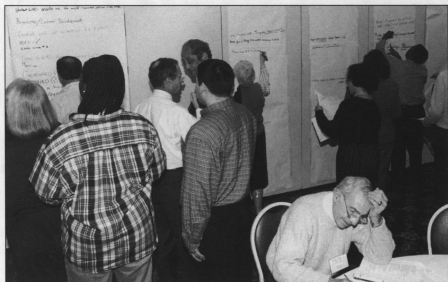
Getting Started. During the first session stakeholders created a joint picture of our world as they listed changes that have occurred in their own lives, the world and WPC during the last 30 years.

2

Common-Ground Themes

The heart of the conference were the nine common-ground themes selected to guide William Paterson College toward the year 2010. They are:

1. Student Success
- Raise expectations for student success
- Identify student learning outcomes/achievement
- Increase support for effective teaching and learning
- Encourage faculty and student research and collaboration
- Provide appropriate academic support: mentoring, advising, internships, etc. (see #8: Partnerships)

2. Integration of Technology
- Provide faculty/staff training and development in use of information technology
- Support effective use in teaching and learning
- Support effective use for communication/research
- Develop programs in distance learning, faculty development, teleconferencing
- Facilitate use for administrative functions
- Identify and increase resources
- Use technology for promotion of the college/campus image (See #9: Marketing)

3. Innovative, Interdisciplinary Curricula
- Re-assess meaning of basic skills
- Clarify student learning outcomes
- Support faculty role as information manager and facilitator of learning
- Allow flexibility in curriculum development and change
- Support interdisciplinary research/team teaching
- Develop critical thinking focus
- Explore service learning and encourage internships (See #8: Partnerships)

4. Valuing and Promoting Diversity
- Promote diversity as a positive value: in curriculum and conduct of business
- Address the realities of globalization, multiculturalism
- Respect persons across roles/class divisions
- Facilitate conflict resolution
- Integrate multicultural and global perspectives in the curriculum (See #3: Curriculum)

5. Removing Barriers/Building Community
- Create a spirit of civility and respect for all
- Enhance interactions outside of classrooms
- Encourage collaboration among stakeholder groups
- Remove institutional barriers to communication, access
- Use facilities for forums on social issues
- Enrich campus life, publicize events

6. Student Access
- Develop programs and modes of delivery for diverse populations
- Increase recruitment efforts for special populations
- Clarify articulation agreement status

7. Alternative Funding
- Develop revenue other than State aid
- Pursue individual and institutional grants
- Effectively employ facilities rental

8. Partnerships
- Facilitate community and business input regarding academic programs
- Support internships and other learning collaboration
- Develop shared use of technology (libraries, schools, government agencies)
- Increase effective student placement and follow-through with employers

9. Mission and Marketing
- Create compelling Mission and Vision Statements
- Present consistent and effective campus image
- Use Web technology effectively
- Increase positive exposure in the media
- Develop, achieve, market, and advocate identity
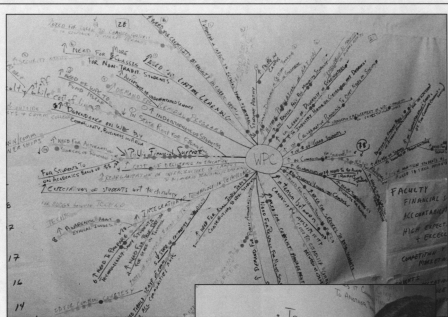
Giving his input to the major trends affecting WPC on the "Mind Map," Alum Seth Schneider places a yellow coding dot on his choices. All stakeholders indicated their choices in the same manner. Decreased public financial support led the list with 22 dots, followed by integration of technology in teaching (18), higher expectations for student performance (17), and diversity (17).
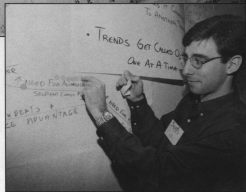
Prouds and Sorries

One of the most revealing moments of the conference came from the session where each stakeholder group was asked to list what they were most proud of and what they were sorry about. The following is a summary of the thoughts expressed.

PROUDS	SORRIES
Faculty Group A	
High quality of faculty	Need for more faculty
Scholarly achievements	participation. Same people
Regional, national, international	always involved
reputation	Inconsistent instruction
Student Success	Elimination of important programs
Increasing collegiality and morale	Spotty advisement
Support for diversity	Weak peer evaluation system
Faculty involvements	Little risk taking
Increasing resource support:	Lack of involvement in extra-
Library	curricular programs
Technology	
Innovative approach to teaching	
Student accomplishments	
Faculty Group B	
Faculty highly qualified	Bipolar commitment by faculty;
High quality of programs, curriculum	some do a lot; others nothing
Growing pride in college community	Don't go to performances
Response to Provost's initiatives	Inadequate recognition of faculty
Faculty participation in	by faculty
governance	Not enough full-time and senior
Student achievements	faculty in GE, advisement
Trustees/Executives	
High quality of faculty and staff	Current retention and graduation
Sound fiscal management:	rates
Tuition and fees kept moderate	Marketing and institutional
No debt	advancement behind
Gains in technology	schedule
Institutional Assessment and	Institutional issues:
Planning:	Mission
Master Plan	Vision
Comprehensive Analysis	Morale
Evolution toward common	Diversity
focus	
This meeting	
Employers	
Involvement:	Lack of involvement in continuing
Cultural	education
Sports	Lack of involvement in graduate
Hiring graduates	program
Hiring students:	General lack of involvement with
Interns	WPC activities
Part-time	Lack of promotion of strengths of
Attempt to help build involvement	WPC

Defining Their Thoughts

"We need to define ourselves or else there will be one less state college." **Henry Pruitt, trustee.**

"There is an increasing demand by the public for accountability in education." **Chernoh Sesay, provost and executive vice president.**

Students played an important role in all the discussions. Pictured, left to right, are Yoni Greenbaum, Heather Rustigian, Nicole Brown and Louis Laregina.

"There is an increased desire for WPC to find a niche." **A.H. Benner, trustee.**
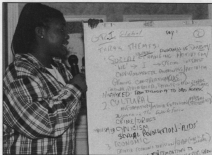
"There is an increasing need to create a sense of community at WPC." **Lysa Martinelli, alumni.**

"We need to understand that students are the most important stakeholders." **Yoni Greenbaum, student.**

"We need an identity," **Alan Gorab, alumni association.**

William Small, Jr., political science professor, explains the global themes identified by his stakeholder group.

Sikirat Alli, student, reports out from her group's listing of global trends.

"I notice excellence is still around. Would someone give me a definition?" **Jane Voos, faculty**

"Senior faculty should teach GE." **Sandra DeYoung, faculty.**

"The non-traditional group is growing across the country. We need to pay attention. It requires different approaches." **Catarina Edinger, faculty.**

Arthur Grimes and Martha Lum, staff, examine one of the lists.

Fred Gruel, chair of the Board of Trustees and president of AAA - New Jersey Automobile Club, expresses his thoughts about the future directions of William Paterson College.

Prouds and Sorries
(Continued from page 4)

PROUDS	SORRIES

Students

PROUDS	SORRIES
Student athletic performance	Disrespect for college property
Student leadership	Lack of student respect for each
Motivated grad students	other and new ideas
Student initiatives, e.g. Women's	Not taking advantage of the
Center, safety issues	faculty and services
Strong, active minority groups	Apathy/passiveness — lack of
Students working hard to keep	motivation and drive, disinterest
scholarships, grants	in learning
	Poor retention
	Dependence on Greeks for social
	activities

Administrators

PROUDS	SORRIES
Comprehensive Analysis	Lack of leadership model for
Reallocation of resources to	conflict resolution
incentive grants and	Infrastructure needs staffing and
Student Success Plan	facilities
Reengineering to support students	Bureaucratic processes
Direct lending	Need for better policy codification
Expanded programming and	and implementation
hours of service	Need for better cooperation and
Mid-year commencement	communication
Agents for change	Gap between planning and imple-
Increased support for research	mentation between departments
and scholarship	
Better interdepartmental and	
interdivisional communication	
Budget process	
Expansion of technology	

Staff

PROUDS	SORRIES
Improvements on campus	Lack of staff input
New technology	Lack of opportunity to prepare
Service to the campus	to use technology
Achievement of individual	Limited resources
and departmental excellence	Lack of appropriate staff
	acknowledgment,
	evaluation and assessment

Alumni

PROUDS	SORRIES
Success in their fields	Don't market individual alumni
Successful fund raising	success
Alumni scholarships	Have not found means to involve
Spotlight	minorities, academic areas, clubs,
	organizations
	Public is not aware of alumni
	association

Lysa Martinelli, alumni, gives her group's report of their discussion on major trends at WPC from 1978 to 1987.

Conference

of students and accountability from ourselves, from the college/university, faculty, the administration ...acceptance of students in the role of decision makers...recomposition of SGA...student mentors for students...student handbook written by students...future search conference devoted to students...support, help and resources from faculty, administration and staff.

Trustees/Executives

Money... mission..compelling and crisp mission statement...share process and outcomes of conference with all Board members...explore other sources of income and resources to enhance the college's/university's ability to meet its mission...contribute to faculty, staff and student development.

Staff

Ensure student success...higher expectations for higher standards/accountability...greater use of assessment...need for more reliable information on all aspects of WPC...creation of a 1-800 hot line to ask and obtain answers to questions...regular meetings among stakeholders...continual upgrading of technology...training opportunities to share staff expertise with others... better campus-wide communication... inclusion of staff in college plans...social and professional functions that promote inclusivity.

Administrators

Focus...implement...take risks... ensuring student success...removing

Making notes of points they want to remember are, left to right, Andrew Silverstein, Rochelle Kaplan, Louis Laregina and Peter Stein.

A Serious Discussion. Shown left to right, Sam Robinson, math faculty; Jonathan McCoy, admissions; and Arnold Speert, president; work on one of the important issues facing the conference.
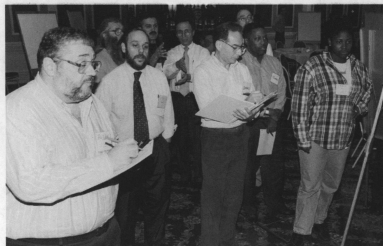
Note taking characterized the seriousness of the Future Search Conference. Pictured, left to right, front row are Alan Gorab, alumni; Marc Schaeffer, observer; Dennis Santillo, administration; Roland Watts, administration; Sikirat Alli, student. Back row: Arthur Grimes, staff; Stephen Bolyai, administration; and Fred Gruel, trustee.

Conference

barriers...support for and responsible management of resource continuum...reengineering to avoid duplications on campus...assessment of Student Success Plan successes and failures...expand student and external involvement in planning.

Alumni

Need for greater visibility of the WPC Alumni Association off campus... alumni involvement to ensure student success... outreach to special interest student groups and incorporation into Alumni Association...creation of a speakers' bureau... more of an alumni presence in student life...self-examination to determine the needs of the campus and how the alumni fit in.

Employers

Resource continuum...student success...greater input to and association with curriculum to assure learning and employability...public/private partnerships...technological connectivity...student internships....faculty consultancies and mentorships...active participation in college advisory groups...college/employer connection, e.g., guest speakers for classes.
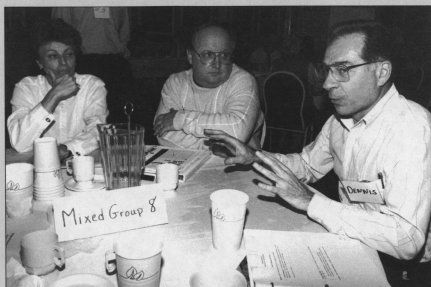
The relationship between WPC and the business community is examined by Carla Temple, State Farm Insurance Co. (left), Andrew Silverstein, Dorfman Abrams Music & Co. (center), and Dennis Santillo, external relations.

POSITIONING WILLIAM PATERSON COLLEGE FOR THE 21ST CENTURY

A light moment in the conference came when the stakeholders, meeting in mixed groups, gathered props and created posters, to "act out" what the college would look like in 2010. Pictured, left to right, are Martha Lum, bursar's office; Jane Voos, biology faculty; Richard S. Miller, employer; Rosemary Konde, graduate student; and Nina Jemmott, administration.

Participants in the Conference

Faculty
David Demsey* — Music
Barry Morganstern — Communication
Joseph VanPutten — Art
Mathilda Catarina — Special Education and Counseling
Rochelle Kaplan* — Curriculum and Instruction
Catarina Edinger — English
Roy Knaus* — Marketing and Management
William Small* — Political Science
Peter Stein — Sociology
Isabel Tirado — History
Sandra DeYoung — Nursing
Linda Dye — Exercise and Movement Sciences
Virginia Overdorf — Exercise and Movement Sciences
Sam Robinson — Mathematics
Jane Voos* — Biology
Bill Duffy — Library
Jane Hutchison — Library

Students
Sikirat Alli — Sophomore
Nichole Brown — Junior, Psychology
Yoni Greenbaum — Senior
Rosemary Konde — Graduate Student
Louis Laregina — Senior
Donny Mantilla* — Freshman

Ernesto Rodriguez — Freshman
Heather Rustigian — Graduate Student

Staff
Julie Barrier* — Continuing Education
Elizabeth Diaz* — Custodial Services
Arthur Grimes — Facilities
Martha Lum — Bursar's Office
Donna Potacco — Science Enrichment Center
Lynette Shaw — Campus Police
Maximina Rivera — Residence Life
Lorraine Terraneo — Publications

Administrators
Stephen Bolyai — Administration and Finance
Elaine Gardiner — Humanities, Management and Social Sciences
Stephen Hahn — Provost's Office
Nina Jemmott — Provost's Office
Jonathan McCoy — Admissions
Nancy Norville* — Enrollment Management
Eswar Phadia — Science and Health
Dennis Santillo — External Relations
Roland Watts* — Student Development

Trustees/Executives
Arthur Benner — Trustee
Fred Gruel — Trustee

Henry Pruitt — Trustee
Robert Taylor — Trustee
Arnold Speert — President
Chernoh Sesay — Provost and Executive VP
Peter Spiridon — VP, Aministration and Finance

Alumni
Evelyn Barbee — BA '79
Raul Barriera — BA '94
Paul Bent — BA '93
Allan Gorab — BA '72
Lysa Martinelli — BA '85
Stanley Sanger — BA '74
Seth Schneider — BS '96

Employers
Dan DeTrolio — Hartz Mountain Industries, Inc
Darryl Greer — State College Governing Boards Association
Richard S. Miller — Williams, Caliri, Miller and Otley
Maria Nuccetelli — Passaic County Superintendent
Andrew Silverstein — Dorfman Abrams Music & Co. (Board of Trustees, Barnert Hospital)
Carla Temple — State Farm Insurance Co.

*Conference planning committee members

Members of the planning committee for the Future Search Conference include: Seated, left to right, Jane Voos, biology; Roy Knaus, marketing and management sciences; Dona Fountoukidis, chair, planning, research and evaluation; Roland Watts, student development; Elizabeth Diaz, custodial services; Julie Barrier, continuing education; and standing, Nancy Norville, enrollment management; Rochelle Kaplan, curriculum and instruction; Steven Brigham and Lois Graff, consultants; and John Gaboury, library and information technology, who assisted in facilitating the conference. Not pictured are David Demsey, music; Danny Mantilla, freshman class president; and William Small, political science.

YOUR VIEWS AND YOUR PARTICIPATION ARE NEEDED....

As described in this special report, more than 60 of us worked together over a three-day period to identify nine Common-Ground Themes to guide WPC into the 21st century. These themes will be translated into specific goals and, ultimately, actions. To achieve these goals, we need the support and participation of the entire "university" community. After you read this special edition of the Bulletin, we would very much appreciate hearing your views by <u>May 15, 1997.</u>

Participants in WPC's Future Search Conference

1. Please comment on the Common-Ground Themes (page 3). Are additional or different themes or issues needed?

2. What suggestions do you have on how we can move forward in these theme areas?

3. We are doing an inventory of initiatives and activities currently under way that contribute to the theme areas. What activities are you involved in or aware of that should be included in the inventory?

4. As we move beyond themes to goals and actions, we will need broad campus participation. <u>Below,</u> please check off the theme areas in which you would like to be involved. <u>On the back,</u> please suggest theme-related activities in which you might like to be involved?

    ___ Student Success   ___ Valuing & Prom. Diversity   ___Alternative Funding

    ___ Integration of Technology   ___ Removing Barriers/Build. Comm.   ___ Partnerships

    ___ Innovative, Interdisc. Curric.   ___ Student Access   ___ Mission & Marketing

Name (Optional) _____ Department _____ Tel. _____

Please return to: Dr. Dona Fountoukidis, OPRE, College Hall 242.
Thank you.

We invite you to visit our Future Search display in the <u>Atrium common space</u> (near Shea Auditorium entrance), <u>April 28-May 2, 1997.</u> Please also visit our website under the News/Alerts/Special Events button on the WPC homepage (http://www.wilpaterson.edu) or e-mail us at fountoukidisd@gw.wilpaterson.edu.