Cornell College
Strategic Roadmap Development

THINK-TANK DAY 1

FUTURE-GAZING

Slide deck part 2

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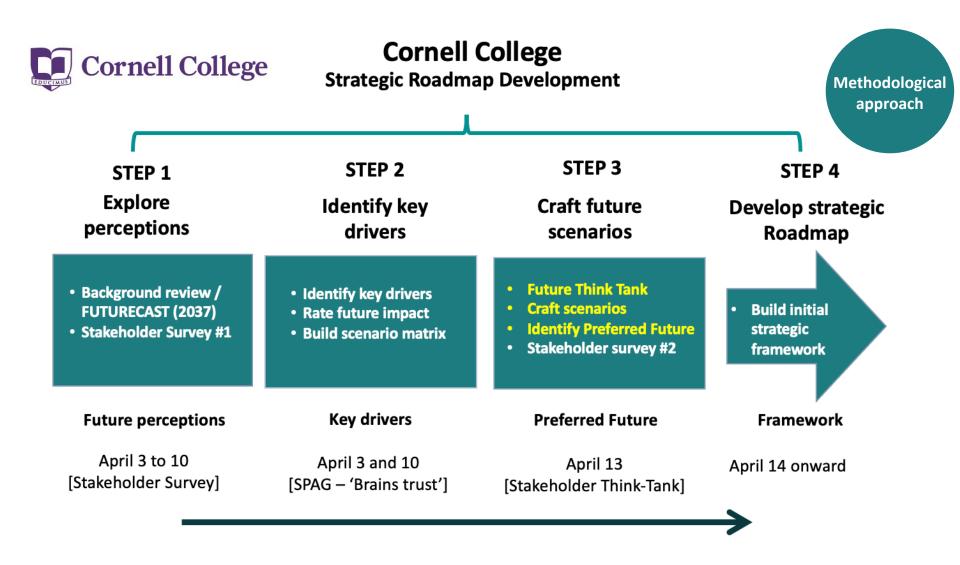www.future-iq.com

Cornell College
Strategic Roadmap Development

FUTURE-GAZING

INITIAL SURVEY RESULTS

Cornell College
Strategic Roadmap Development

Cornell College

Methodological approach

STEP 1

Explore perceptions

- Background review / FUTURECAST (2037)
- Stakeholder Survey #1

Future perceptions

April 3 to 10
[Stakeholder Survey]

STEP 2

Identify key drivers

- Identify key drivers
- Rate future impact
- Build scenario matrix

Key drivers

April 3 and 10
[SPAG – 'Brains trust']

STEP 3

Craft future scenarios

- Future Think Tank
- Craft scenarios
- Identify Preferred Future
- Stakeholder survey #2

Preferred Future

April 13
[Stakeholder Think-Tank]

STEP 4

Develop strategic Roadmap

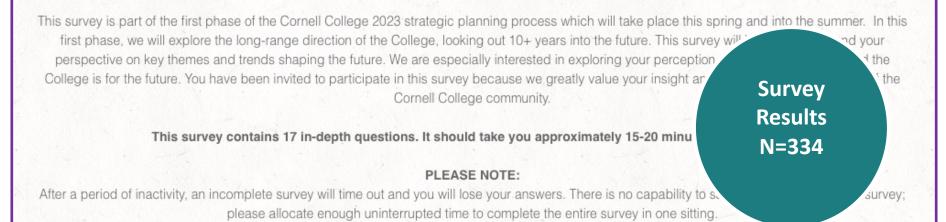- Build initial strategic framework

Framework

April 14 onward

Cornell College - Strategic Planning Survey - 2023

Introduction
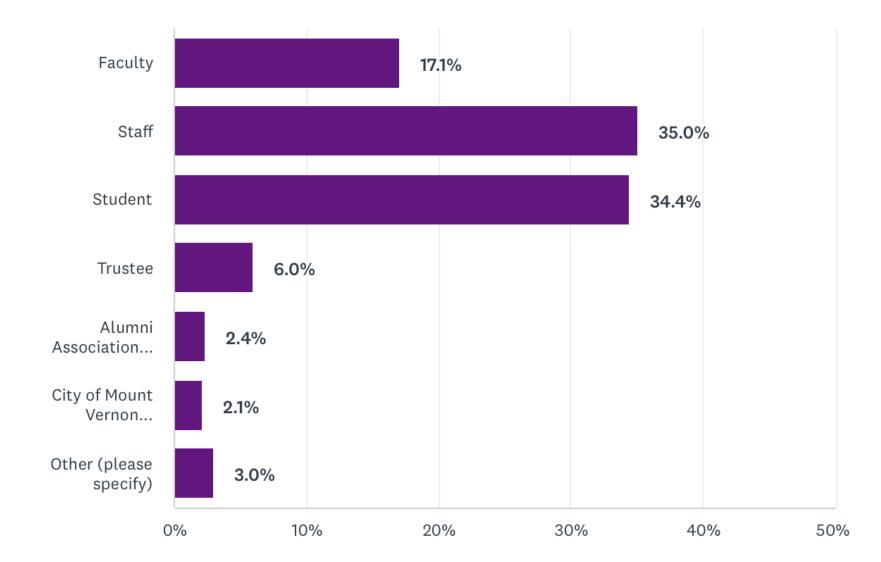
Welcome to the Cornell College Strategic Planning Survey!

This survey is part of the first phase of the Cornell College 2023 strategic planning process which will take place this spring and into the summer. In this first phase, we will explore the long-range direction of the College, looking out 10+ years into the future. This survey will _____ and your perspective on key themes and trends shaping the future. We are especially interested in exploring your perception _____ the College is for the future. You have been invited to participate in this survey because we greatly value your insight ar _____ the Cornell College community.

This survey contains 17 in-depth questions. It should take you approximately 15-20 minu

PLEASE NOTE:

After a period of inactivity, an incomplete survey will time out and you will lose your answers. There is no capability to s _____ survey; please allocate enough uninterrupted time to complete the entire survey in one sitting.

THIS SURVEY WILL BE AVAILABLE through Monday, April 10, 2023.

Survey Results N=334

Exit

What is your affiliation with Cornell College?

Answered: 334   Skipped: 0
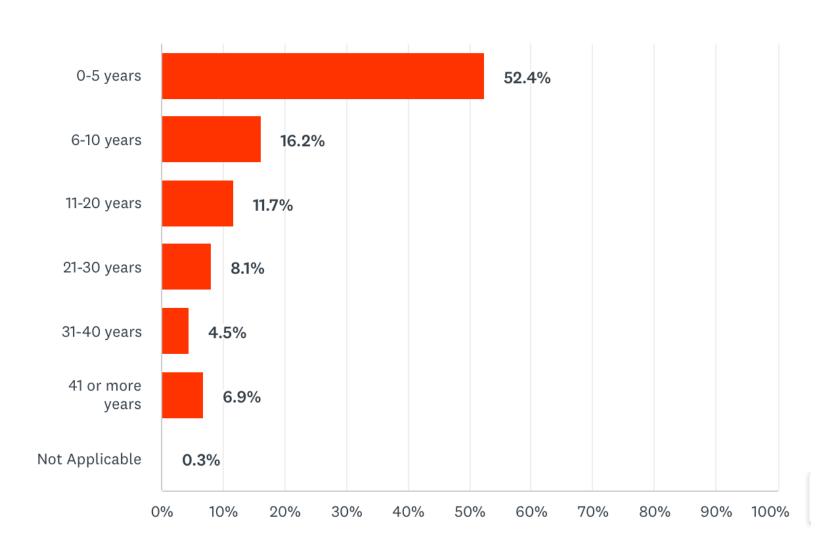
Affiliation	Percentage
Faculty	17.1%
Staff	35.0%
Student	34.4%
Trustee	6.0%
Alumni Association...	2.4%
City of Mount Vernon...	2.1%
Other (please specify)	3.0%

How long have you been associated with Cornell College?

Answered: 334   Skipped: 0

Response	Percentage
0-5 years	52.4%
6-10 years	16.2%
11-20 years	11.7%
21-30 years	8.1%
31-40 years	4.5%
41 or more years	6.9%
Not Applicable	0.3%
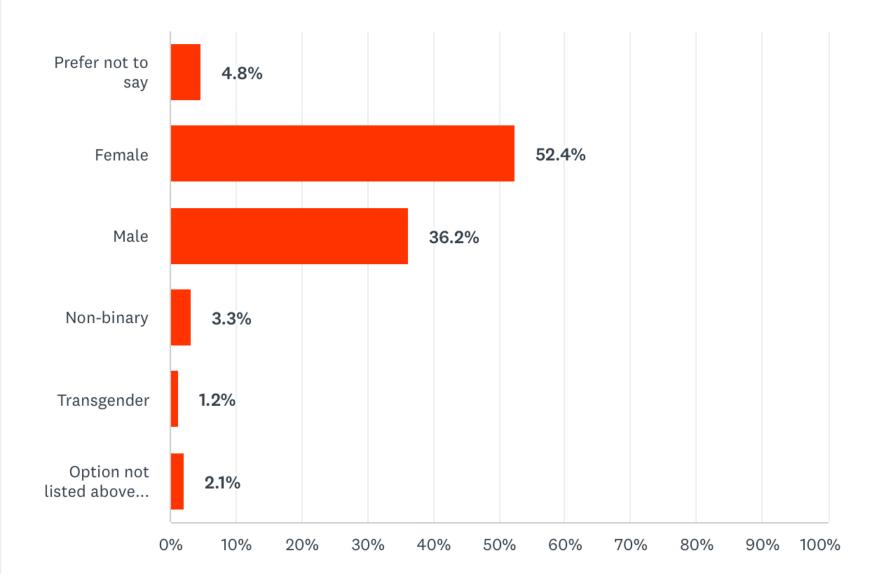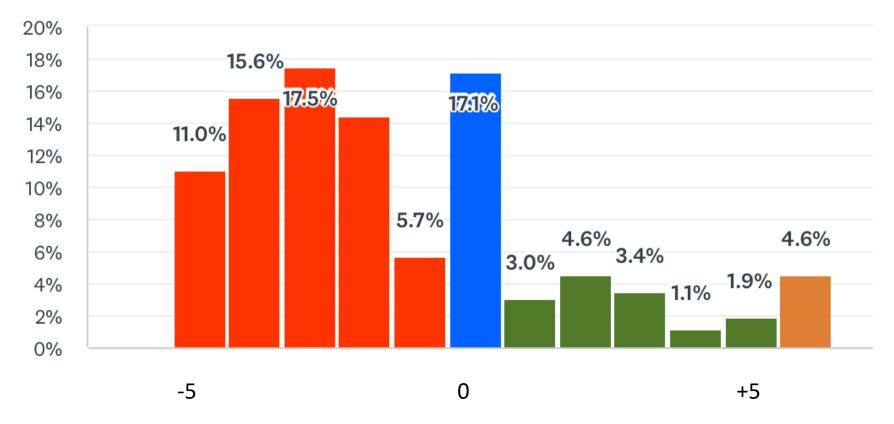
What is your gender identity?

Answered: 334   Skipped: 0

Category	Percentage
Prefer not to say	4.8%
Female	52.4%
Male	36.2%
Non-binary	3.3%
Transgender	1.2%
Option not listed above...	2.1%

FUTURE EDUCATIONAL ENVIRONMENT FOR STUDENTS:
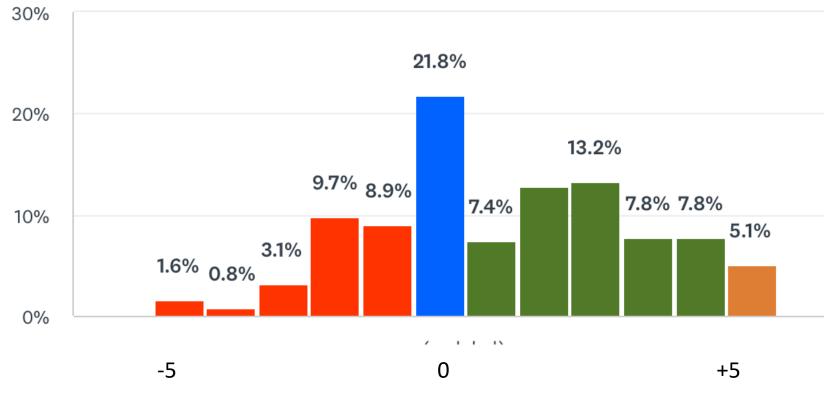
When thinking about the future educational environment for students over the next 10 years, do you think the work at Cornell College will be more or less challenging?

(SCALE: -5 = Much more challenging; 0 = About the same; +5 = Much less challenging)

FUTURE CURRICULUM AND SKILL NEEDS:
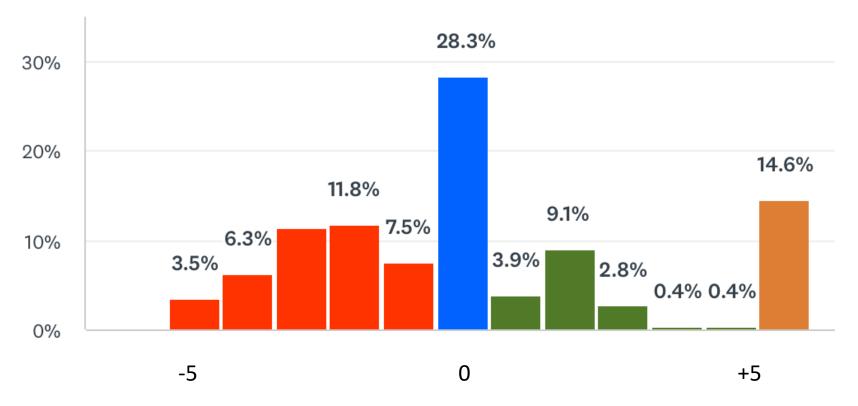
When thinking about the future career and skill needs of graduates, do you think the type of education, curriculum, and skills that Cornell College currently emphasizes will become more or less useful?

(SCALE: - 5 = Much less useful; 0 = About the same; +5 = Much more useful)

FUTURE WORK ENVIRONMENT FOR GRADUATES:
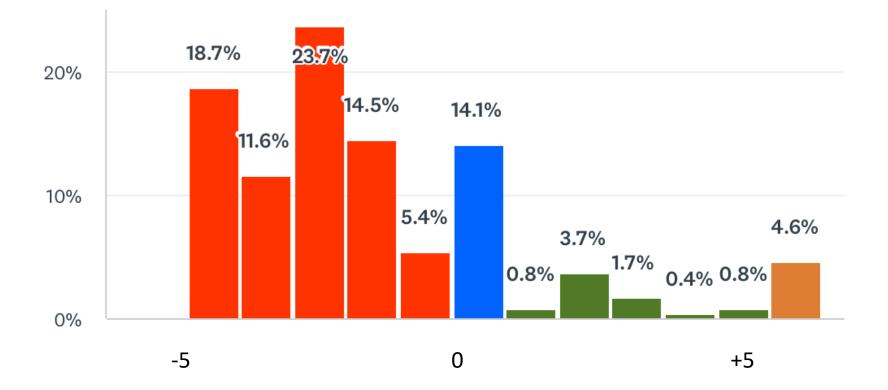
When thinking about the future work environment that graduates will face, do you think this will make the work at Cornell College more or less challenging?

(SCALE: -5 = Much more challenging; 0 = About the same; +5 = Much less challenging)

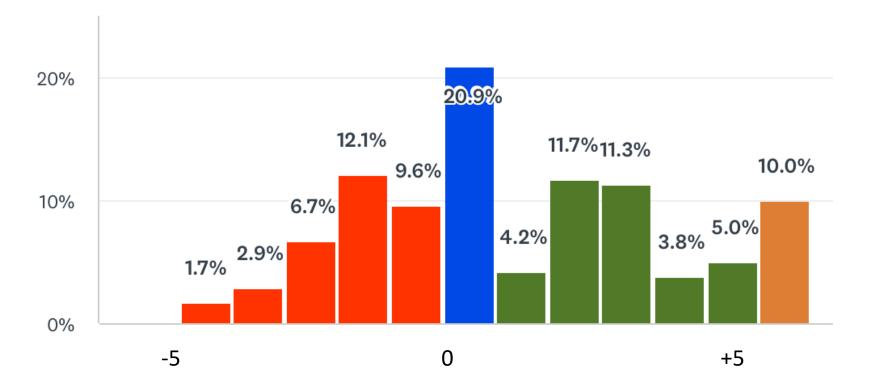**ATTRACTING and RETAINING QUALITY FACULTY and STAFF**

A key to future success will be attracting and retaining quality educational talent: staff and faculty. Do you see this getting harder or easier over the next 10 years?

(SCALE: -5 = Much harder; 0 = Staying the same; +5 = Much easier)
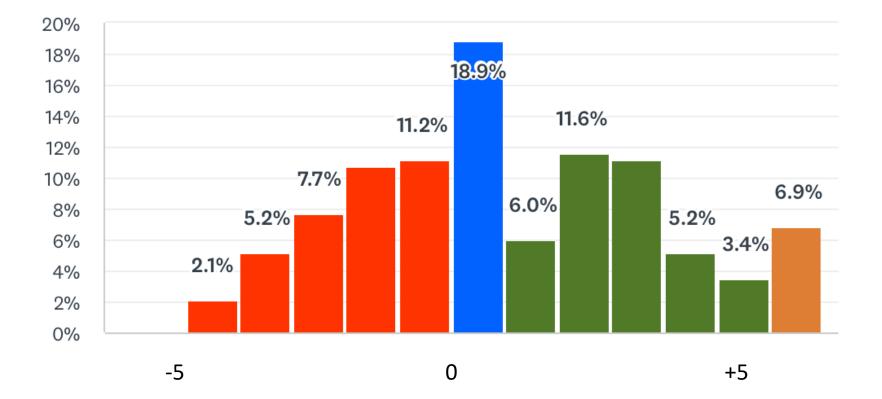
ABILITY TO INNOVATE and CHANGE:

The educational landscape may be changing rapidly over the next decade, as new technologies emerge, and new skill sets are required. This may drive the development of new and revised skills and resources. How well positioned are current faculty and staff to innovate and adapt to changes in the future educational landscape?

(SCALE: -5 = Very poorly positioned; 0 = Neutral; +5 = Very well positioned)
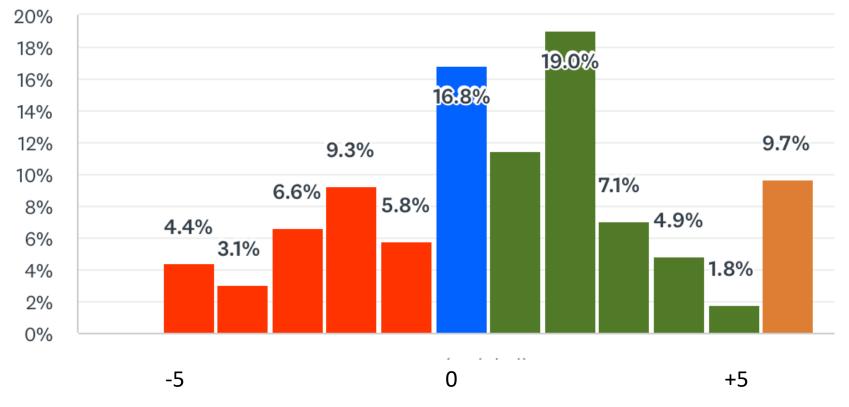
APPETITE and CULTURE OF CHANGE:

In a rapidly changing world, having openness and interest for change is critical. Are current faculty and staff well-suited to embrace change?

(SCALE: -5 = Very little appetite for change; 0 = Neutral; +5 = Very strong appetite for change)
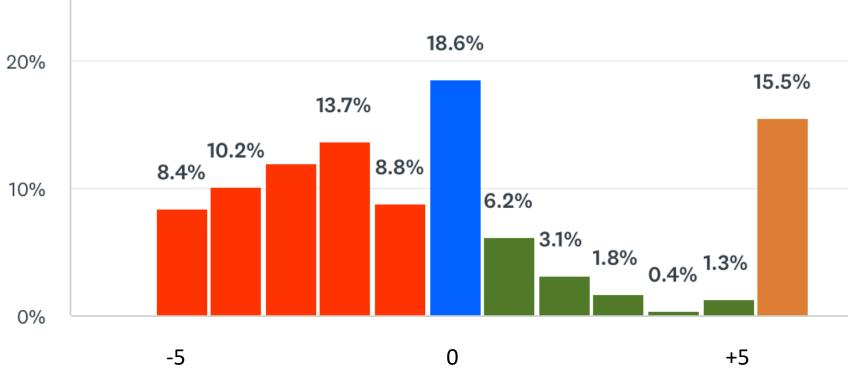
COMPETITIVE POSITIONING

How well positioned is Cornell College for a future when declining traditional student enrollment base may increase competition for students between institutions of higher education?

(SCALE: -5 = Very poorly positioned; 0 = Neutral; +5 = Very strongly positioned)
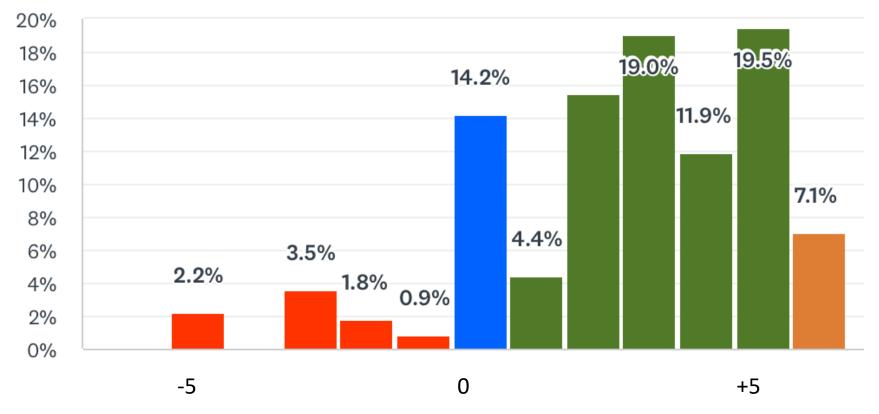
FINANCIAL POSITION

Change and innovation cost money and people trust strong and reliable institutions.
How well positioned is Cornell College financially to invest the resources needed for
change and innovation?

(SCALE: -5 = Very poorly positioned; 0 = Neutral; +5 = Very strongly positioned)
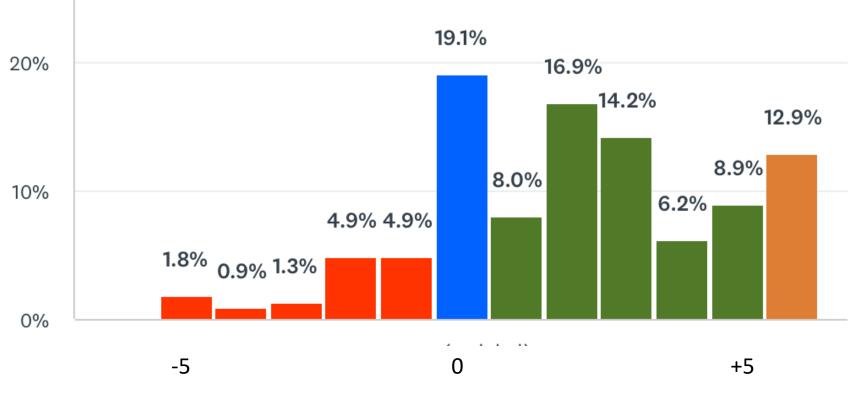
POINT OF DIFFERENTIATION

Cornell College has a strong point of differentiation because of the Block Plan. How relevant and effective do you think this differentiating approach will be in 10 years?

(SCALE: -5 = Much less relevant; 0 = Neutral; +5 = Much more relevant)

BRAND and REPUTATION:

Having a strong brand and a good or excellent reputation is essential in a competitive educational landscape. Anticipating change over the coming decade, how relevant and effective do you think the existing brand and reputation of Cornell College will be?

(SCALE: -5 = Much less relevant; 0 = Neutral; +5 = Much more relevant)

Key Drivers:

What key drivers do you think are most important for the future of the Cornell College?

(Key drivers are events, trends, developments, catalysts or forces that actively influence or cause change.)

Cornell College

FIRST COLLEGE
west of the Mississippi to recognize women and men are equals in rights and privileges

FIRST IOWA COLLEGE
to graduate a woman

FIRST IN THE NATION
to pay a professorial salary to a woman equal to that of her male colleagues

Key Drivers were identified and synthesized in workshop discussions and with input from the Strategic Planning Advisory Group and project team

Top Key Drivers – Shaping the future of Cornell College

1. ENROLLMENT CLIFF - Impending enrollment cliff.

2. INCREASING INEQUALITY - Growing income inequality and decreasing social mobility.

3. INCREASING DIVERSITY - US population becoming more diverse (e.g., ethnicity, sexual identity, immigration)

4. MASS URBANIZATION - Increasing urbanization into larger cities.

5. EXPONENTIAL TECHNOLOGIES - Game-changing technologies such as Artificial Intelligence which increase the trajectory and velocity of change.

6. DECLINING INTERACTION - Decline in face-to-face interaction and resulting impact on shared human experience.

7. CLIMATE CHANGE - Impact of climate change.

8. OPERATIONAL COSTS - Increased cost of operating the College.

9. SKILLS-BASED TRAINING - Increased demand for pre-professional (e.g., business, engineering, nursing, computer science, law) training.

10. GROWING HEALTHCARE - Growing importance of the health care sector.

11. HEALTH and WELLBEING - Awareness of and increased emphasis on wellbeing and health.

12. POLITICAL POLARIZATION - Increasing political polarization, specifically in Iowa.

13. SHIFTING VALUES - Changing perceptions of the value of higher education and the liberal arts.

14. INSTITUTIONAL COMPETITION - Increased competition between institutions due to capacity (supply) exceeding demand (students).

15. STAFF ATTRACTION and RETENTION - Below market pay levels for faculty and staff.

16. HIGHER EXPECTATIONS - Higher student expectations of college experience and return on investment (ROI).

17. REALITY GAP - Increasing gap between students' perceptions and reality.

18. LIFE-LONG LEARNING - Increased demand for non-traditional and life-long learning opportunities.

Key Drivers were identified and synthesized in workshop discussions and with input from the Strategic Planning Advisory Group and project team
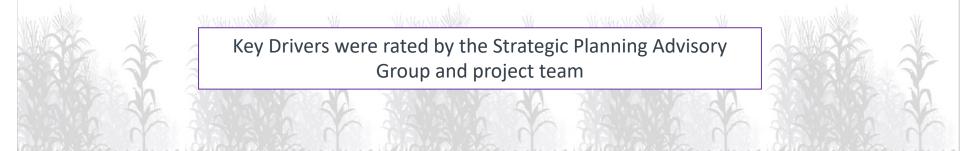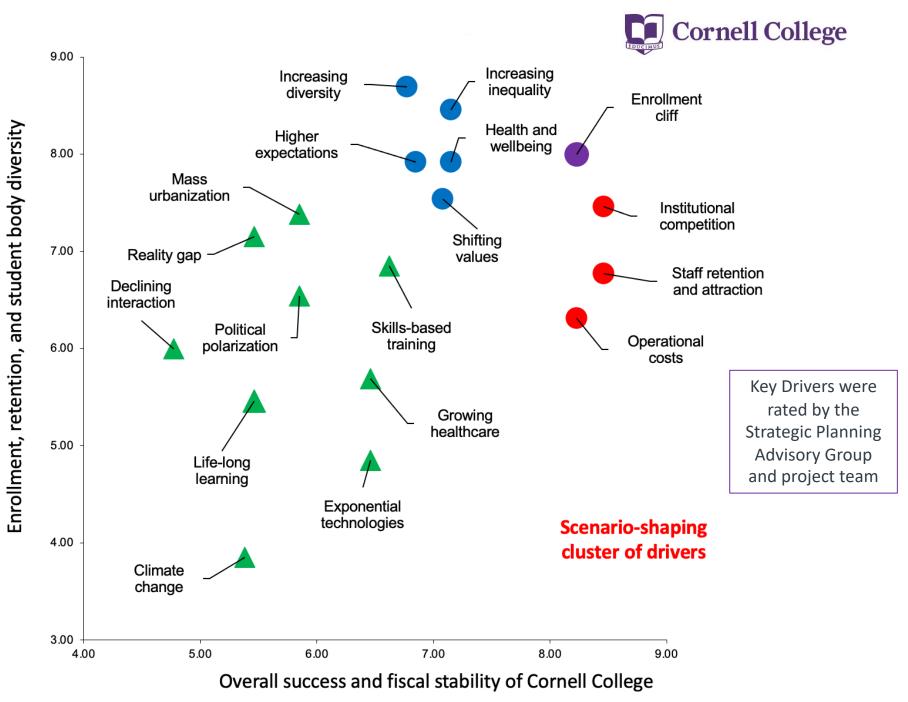
Key Drivers – Future Impact

Rate each driver in terms of likely **future impacts** on the following dimensions of Cornell College.

IMPACT SCALE: 1 = Low relative future impact; 10 = Very high relative future impact

- Overall success and fiscal stability of Cornell College

- Reputation and strategic positioning of Cornell College

- Ability to meet student needs and wants

- Enrollment, retention, and student body diversity

Key Drivers were rated by the Strategic Planning Advisory Group and project team

Key Drivers were rated by the Strategic Planning Advisory Group and project team

Future-splitting clusters of drivers

Institutional adaptation
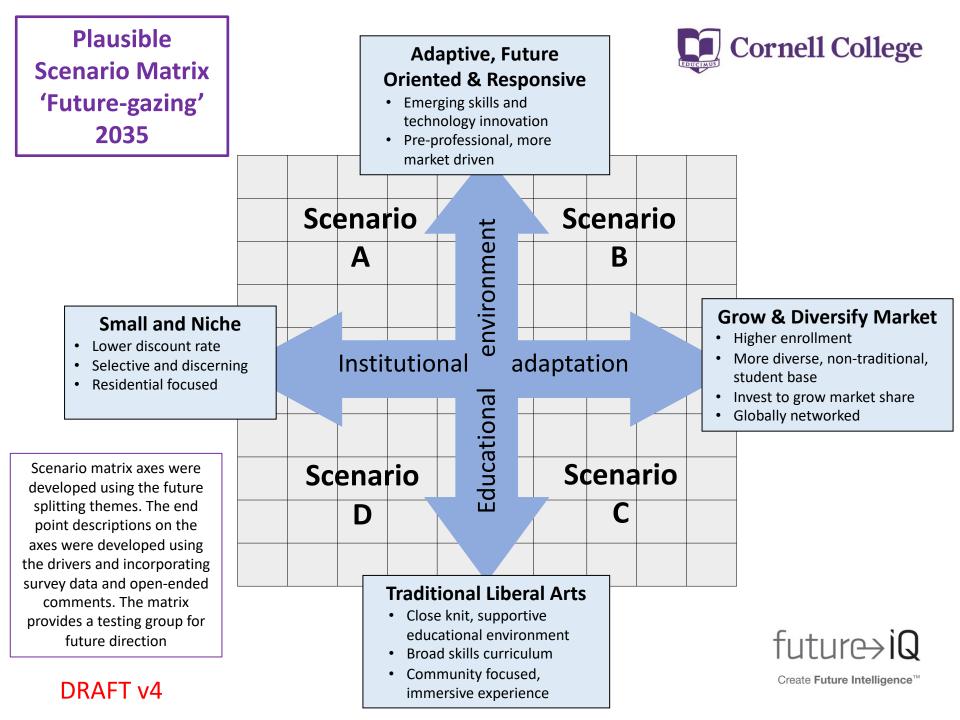
- **Enrollment cliff**
- Institutional competitiveness
- Staff retention and attraction
- Operational cost

Educational environment

- Increasing inequality
- Increasing diversity
- Higher expectations
- Health and wellbeing
- Shifting values
- **Enrollment cliff**

Key drivers were clustered under future splitting groups – based on data in scatter plot. There were part of the data set used to formulate the scenario matrix

Cornell College
EDUCIMUS

Plausible Scenario Matrix 'Future-gazing' 2035

Cornell College

Adaptive, Future Oriented & Responsive
- Emerging skills and technology innovation
- Pre-professional, more market driven

Scenario A

Scenario B

Institutional environment adaptation

Small and Niche
- Lower discount rate
- Selective and discerning
- Residential focused

Grow & Diversify Market
- Higher enrollment
- More diverse, non-traditional, student base
- Invest to grow market share
- Globally networked

Educational

Scenario D

Scenario C

Scenario matrix axes were developed using the future splitting themes. The end point descriptions on the axes were developed using the drivers and incorporating survey data and open-ended comments. The matrix provides a testing group for future direction

Traditional Liberal Arts
- Close knit, supportive educational environment
- Broad skills curriculum
- Community focused, immersive experience

DRAFT v4

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Scenario Characteristics – Example of dimensions to consider

Student Body - Predicted Characteristics 2035

- Student wants and needs
- Make-up and socio-demographics of students
- Size of student body / enrollments
- Geographic 'catchment' of students
- Underlaying values and interests of students

Faculty and Staff – Predicted Characteristics 2035

- Size and skills of faculty
- Make-up and diversity of faculty
- Levels of change and innovation in teaching and technology
- Prevailing culture and nature of the learning environment
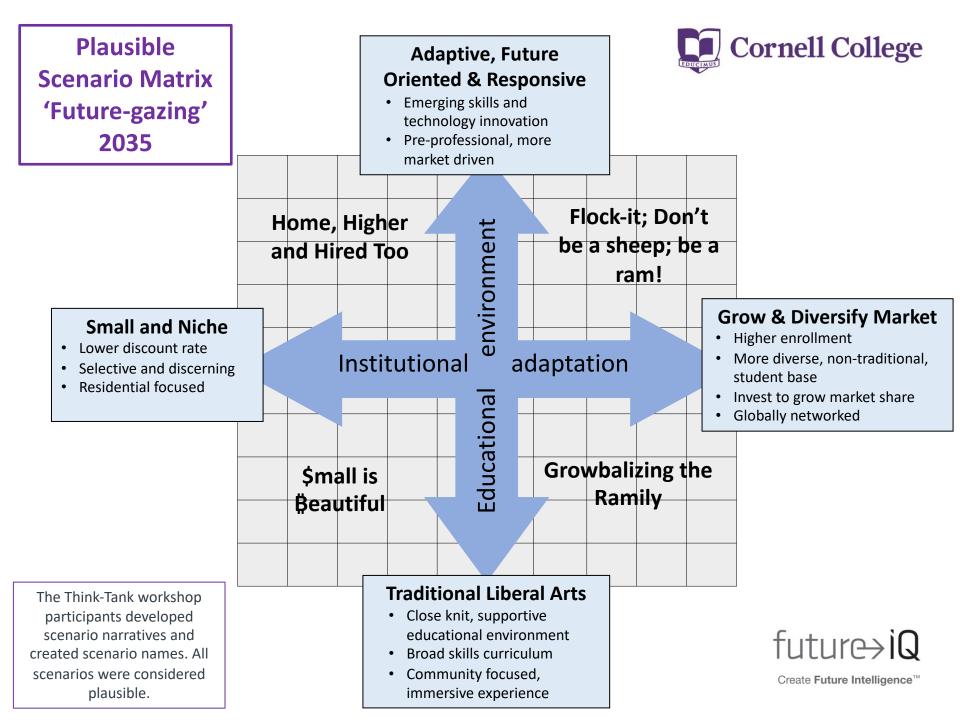- Salary and retention levels

Cornell College Institution – Predicted Characteristics 2035

- Strategic positioning of College
- Ability to attract staff and faculty
- Fiscal stability and strength
- Endowment levels and appeal
- Curriculum and educational focus
- Reputation and brand
- Infrastructure and climate adaptation

> **Scenario Characteristics 'Future-gazing'**

> The Think-Tank workshop participants developed scenario narratives, that explored future impacts and implications across a range of dimensions.

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Plausible Scenario Matrix 'Future-gazing' 2035

Cornell College

Adaptive, Future Oriented & Responsive
- Emerging skills and technology innovation
- Pre-professional, more market driven

Home, Higher and Hired Too

Flock-it; Don't be a sheep; be a ram!

Small and Niche
- Lower discount rate
- Selective and discerning
- Residential focused

Institutional environment adaptation

Educational adaptation

Grow & Diversify Market
- Higher enrollment
- More diverse, non-traditional, student base
- Invest to grow market share
- Globally networked

$mall is Beautiful

Growbalizing the Ramily

Traditional Liberal Arts
- Close knit, supportive educational environment
- Broad skills curriculum
- Community focused, immersive experience

The Think-Tank workshop participants developed scenario narratives and created scenario names. All scenarios were considered plausible.

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Expected, Preferred and Least Desirable Futures Heatmaps

Expected, Preferred and Least Desirables of the Future – What do you think?

1. **LEAST DESIRABLE FUTURE** - The Least Desirable Future is the future that you think will be most undesirable (or least optimal or least desired) future in 2035.

2. **EXPECTED FUTURE**: The Expected Future is the future you expect most likely to eventuate by 2035, if existing trends and trajectory persists.

3. **PREFERRED FUTURE**: The Preferred Future is the future you think is optimal and creates the best outcome for Cornell College in 2035.

Think-Tank participants were asked to consider their choices of different types of futures, within the 10 x 10 cells on the scenario matric

CORNELL COLLEGE
LEAST DESIRED FUTURE – 2035

KEY FINDING

ADAPTIVE, FUTURE ORIENTED & RESPONSIVE

SCENARIO A

SCENARIO B

13

5

1

1

1

1

ENVIRONMENT

SMALL AND NICHE

GROW AND DIVERSIFY

INSTITUTIONAL ADAPTATION

1

1

EDUCATIONAL

SCENARIO D

SCENARIO C

1

9

1

1

TRADITIONAL LIBERAL ARTS

LEAST DESIRED FUTURE PLAUSIBILITY MATRIX

This grid displays the plausibility level assigned by the workshop participants.

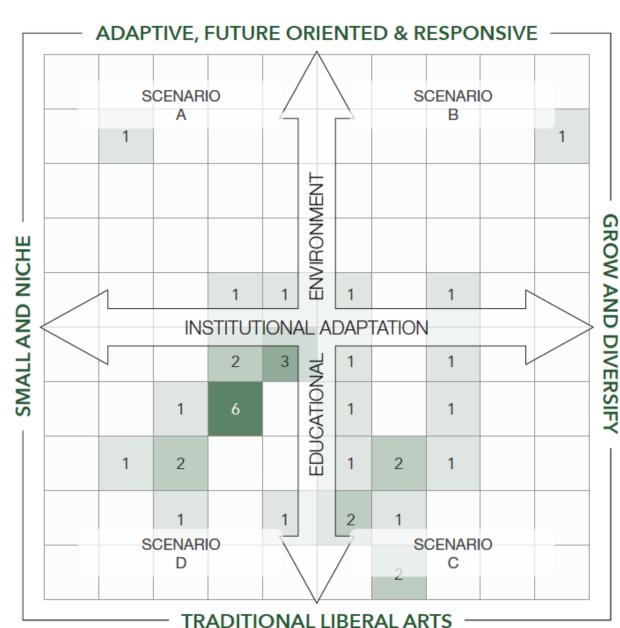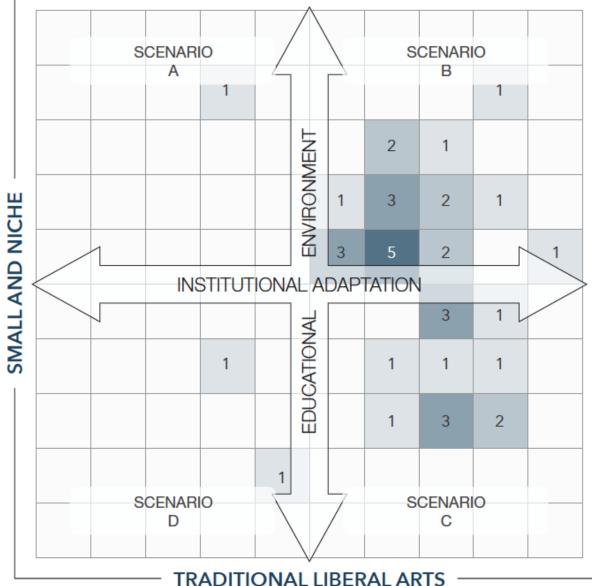**The darker the color, the greater the aggregate weighted plausibility score.**

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CORNELL COLLEGE
EXPECTED FUTURE – 2035

KEY FINDING

ADAPTIVE, FUTURE ORIENTED & RESPONSIVE

SMALL AND NICHE

GROW AND DIVERSIFY

TRADITIONAL LIBERAL ARTS

ENVIRONMENT

EDUCATIONAL

INSTITUTIONAL ADAPTATION

SCENARIO A

SCENARIO B

SCENARIO D

SCENARIO C

EXPECTED FUTURE PLAUSIBILITY MATRIX

This grid displays the plausibility level assigned by the workshop participants.

The darker the color, the greater the aggregate weighted plausibility score.

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CORNELL COLLEGE
PREFERRED FUTURE – 2035

KEY FINDING

ADAPTIVE, FUTURE ORIENTED & RESPONSIVE

SMALL AND NICHE

GROW AND DIVERSIFY

TRADITIONAL LIBERAL ARTS

ENVIRONMENT

EDUCATIONAL

INSTITUTIONAL ADAPTATION

SCENARIO A

SCENARIO B

SCENARIO C

SCENARIO D

	1			1
		2	1	
	1	3	2	1
	3	5	2		1
			3	1
	1		1	1	1
		1	3	2
		1		

PREFERRED FUTURE PLAUSIBILITY MATRIX

This grid displays the plausibility level assigned by the workshop participants.

The darker the color, the greater the aggregate weighted plausibility score.

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The strategic planning process at Cornell College will have a key role in helping design the pivot towards the 'Preferred Future'.

This future will involve growing and diversifying the institution, and creating a more adaptive, future-orientated and responsive educational environment.

KEY FINDING

Think-Tank participants mapped out their views of Expected and Preferred Futures.
There is clear appetite for change and new directions