

*Revitalizing Mission:
A Collaborative Model for Change*



Lewis University

- Mid-sized, private, comprehensive, University
35 miles southwest of Chicago
- “Catholic and Lasallian” (Sponsorship by the
De La Salle Christian Brothers – 300+ year
old teaching order)
- Enrollment of 4400 (3300/1100)
- 60 Undergraduate Majors; 8 Masters Degrees
- 350 Acre Campus



History of Mission & Planning at Lewis University

1990-2002

- Mission
- Planning
- Vision



The Mission Project



Goals for Presentation

- Describe process for *Mission Project*
 - Qualitative
 - Quantitative
 - Participatory
- Demonstrate how mission served as a foundation for University planning



Goals of the *Mission Project*

- maintain best elements of current mission; add content to serve as foundation for future vision
- reflect the current values of the organization; but also inspire and shape its future



Approach

- Research methodology
 - credible in University circles
- Provides clear structure, objectivity and degree of rigor necessary to complete the project with quality and in a timely manner



Literature Review

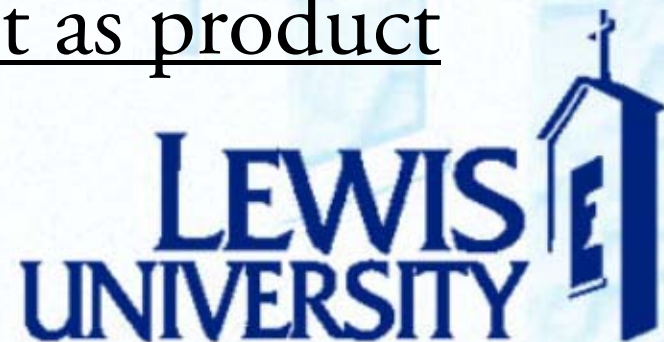
- Corporate Approach
- NCHEMS Model



Lewis University Model

- Balance between the two previous models
- Wide consultation w/administrative input
- Qualitative & quantitative (interviews, focus groups, questionnaires, document analysis)

Process is as important as product



Process

- Sample
- Data Collection
- Analysis
- Dialogue
- Outcomes



Sample

- Open to every person in every unit
- BOT, administration, faculty, staff, students and alumni



Data Collection

- Historical Documents
- Interviews
 - Confidential (one-on-one)
 - Focus groups
 - Unit discussion groups
 - Individual written responses
- Questionnaires



Analysis

- Historical documents
- Interview content analysis
 - major concepts and themes
- Questionnaire results
- Initial draft document
- Revisit historical documents



Dialogue

- President & the President's Council
- University community response
- Small groups
- Mission lunches
- Convocations
- Board of Trustees planning sessions



Outcomes

- Multi-level participation
 - formal and informal
 - hundreds of responses
- Process reflected mission values



Lewis University Mission Values



- Knowledge
- Wisdom
- Justice
- Fidelity
- Association

SIGNUM FIDEI
SIGN OF FAITH



Participation as the Basis for Strategic Planning



What Works in Planning & Mission Effectiveness

- Widespread participation – all segments of the University
- Multiple formats for input
- Continuous reference to purpose
- Build on previous documents and structures
- Presidential leadership
- Stakeholder empowerment
- Build a mission and planning culture
- Communicate!



