

## White Paper Guidelines

### Background and Context

At the September 19, 2006 Fall Convocation, President Maxwell announced that we are launching a process that will result in a new strategic plan. The President noted that our current plan was an “escape strategy focused on resolving problems and challenges.” Our next strategic plan must be firmly focused on “our vision of Drake not just as one of the very best in the Midwest, but as a great university and as a national model for the integration of liberal and professional education.”

The first part, the environmental scanning exercise, will be completed by early 2007. The next step is for each planning unit to develop a white paper for the 2007 summer Futures Conference. **The status quo is not an option. Considering the rapidly changing external environment, the challenge is how Drake will adapt and achieve its aspiration to be one of the very best institutions of higher education in the United States.**

### White Papers: Purpose

White papers present the planning units’ visions for the future. Rather than fully articulated proposals, they are ideas describing opportunities that have promise. The papers build on the environmental scanning reports to map out a plan for the discipline, interdisciplinary program, center, or administrative unit in light of the trends and factors that are projected to affect higher education and the particular area encompassed by the planning unit. They will identify program initiatives and ~~or~~ possible collaborations among units. In addition, they will identify existing practices or activities that environmental scanning evidence suggests can be phased out or curtailed to create resources for innovation.

### White Papers: Outline

1. Implications and opportunities of environmental scanning for the unit
2. Proposed future initiatives (program needs and opportunities)  
**Explicitly explain what opportunity or need a new initiative addresses. Note that there is no limit to the number of new programs identified but units need to remember that they will be expected to do the things they propose.**
3. Possible collaborations or joint endeavors with other areas, programs, or centers. (Planning units **must** ~~are encouraged to~~ identify collaborations with other units ~~although it is recognized that cooperative endeavors may not be possible.~~ **Be sure to explain what opportunity or need the collaboration addresses.**)
4. Identify existing practices or activities that environmental scanning evidence suggests can be phased out or curtailed to create resources for innovation.

Page Limit: 5-15pp.

Deadline: May 31, 2007

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**Summer Futures Conference: June 22, 2007**

Presentation of white papers