Engaging stakeholders to sustain the mission

Prepared by:
Lisa Clancy, MSW
Principal/Consultant
Lisa Clancy, LLC

Prepared for:
Dr. Kristin Sobolik
Provost
University of Missouri-St. Louis

June 2019
## Contents

- Introduction .......................................................................................................................... 3
- Background of the Sue Shear Institute .................................................................................. 3
- Key Programs .......................................................................................................................... 5
  - 21st Century Leadership Academy ....................................................................................... 6
  - Pipeline to Politics Training Workshops .............................................................................. 6
- Overview of stakeholder engagement process ........................................................................ 7
- Summary and takeaways by stakeholder subgroup ................................................................. 8
  - Advisory Board .................................................................................................................. 8
  - Alumnae .............................................................................................................................. 9
  - Program presenters/volunteers ......................................................................................... 11
  - On-campus stakeholders ................................................................................................. 11
- Themes and consensus across stakeholder groups ............................................................... 13
- Stakeholder convening .......................................................................................................... 14
- Next steps and conclusion ..................................................................................................... 15
- Appendix A .......................................................................................................................... 16
- Appendix B .......................................................................................................................... 18
Introduction

For more than 20 years, the Sue Shear Institute for Women in Public Life, housed at the University of Missouri-St. Louis, has helped to demonstrate the University’s long-standing mission of offering robust academic and learning experiences to prepare community leaders. Through the Institute, the University has made an important and historic commitment to leadership development and civic engagement for college women and community leaders. Yet, dwindling resources, reduced staff, and the decision to temporarily halt a key Institute program, combined with a University priority to “reallocate resources to academic programmatic areas of growth, strength, and excellence,” indicate that the Sue Shear Institute is at a critical inflection point. The University is no longer able to support an Institute model, but University leadership and Institute leadership agree that the mission of the Institute is important. Therefore, there remains an opportunity for the mission of the Institute to continue by identifying and adopting a new business model that will tap into new revenue streams and partnerships.

During the Spring of 2019, a robust stakeholder engagement process was conducted as a first step to inform the decisions that University leadership might make to design and implement a new business model to sustain the mission of the Sue Shear Institute. Following background about the Institute and further context into the current state of the Institute, this paper provides a description of the stakeholder engagement process and participants and then a synthesis of the feedback provided by stakeholders as they were asked to identify the most valuable assets of the Institute and how the mission of the Institute may be sustained beyond its current model.

Background of the Sue Shear Institute

The Institute for Women in Public Life at the University of Missouri-St. Louis was established in 1996 and modeled after the Center for American Women in Politics at Rutgers University. The primary mission of the Institute has always centered around closing leadership gaps in women’s political and civic participation and leadership; consequently, the Institute is known as a regional and statewide asset in the preparation of women interested in influencing public policy as officeholders, public sector employees, or volunteers on various public governing boards. At the time of its founding, Institute and University leaders alike saw a shared goal of empowering diverse citizens to close leadership gaps. To this end, the University agreed to serve as a home for the Institute; Vivian Eveloff was named as the founding Director of the Institute and she continues to serve in this role although on a reduced schedule. While

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the Institute has Democratic roots, it has strived to be bipartisan and women from across the political spectrum are encouraged to participate in its programming and have.

In 1998, the Institute for Women in Public Life was officially named for Sue Shear, the late Clayton, MO state lawmaker who served in the Missouri House of Representatives for 26 years, longer than any other woman to date. To help fuel and sustain the activities of the Institute, an endowed fund, the Elizabeth Van Uum Leadership Fund, was established by Sue Shear herself in the Summer of 1998; she passed away later that year.

In addition to the endowment, for most of its history the Institute has largely been sustained by state funds distributed by the UM System. At one time, the Institute received over $250,000 a year in state funds. This did not go without controversy. In 2008, former University of Missouri Board of Curators member David Wasinger accused the Institute of a Democrat bias. State Representative Jane Cunningham added to the accusations and together they questioned whether the Institute should receive any state funding at all. No action was taken. Then, in 2012, the Institute became a “flash point” in the State budget debate. At the last minute, an amendment

Why focus on women’s leadership?

It has been well-documented that despite being roughly half of the population, women are underrepresented in many facets of public policy and public life, and that this has a far-reaching impact on all.

Women represent only 25.4% of Missouri’s House and Senate and this figure is much lower for women of color; this trails the national figure which is 28.6% and significantly below women’s percentage of the general population.4

Evidence suggests that women are more collaborative, especially across party lines.5

Women may be more effective than their male counterparts—in Congress, they have been able to secure more funding for projects in their Districts and have overall sponsored more bills.6

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was added to the state budget that would have barred the University from operating the program, or any other like it. It failed.

In 2015 the Institute’s future was again uncertain. At this time, the University of Missouri-St. Louis was facing its own crisis with a $2-million-dollar budget deficit. A hiring freeze was put into place and a task force was launched to make recommendations that would save the University money. As a result, several departments were either eliminated or consolidated. The Sue Shear Institute was one of the programs targeted and it was consolidated into the School of Public Policy and Administration; additionally, it’s funding from the University was cut in half.

Even with a reduced investment from the University, the Institute has mostly been able to continue its activities and programming over the past four years. This can be attributed to some savings, including an increasingly lean staff size, as well as the generosity and commitment of the Institute’s many champions (including staff). However, resources are scarce, and it has become increasingly difficult for the Institute to maintain the capacity needed to deliver on its mission. For example, last fall it was determined by Institute staff that they would be unable to run their 21st Century Leadership Academy program, which was slated to be held in late Spring 2019. The Leadership Academy is a signature program of the Institute and annually brings several dozen undergraduate women from college campuses across the state to UMSL to inspire civic engagement and encourage women’s public sector leadership.

Today, alumni in one or more more of the Institute’s programs are having a profound and positive effect on a wide range of public activities, including the judiciary, state and local governments, and higher education. The Institute stands out as being particularly unique because it is the only of its kind in the state of Missouri devoted exclusively to strengthening women’s leadership and participation in public policy across the political spectrum. Stakeholders see the Institute as an asset for the UMSL campus, the St. Louis region, and beyond.

**Key Programs**

Although programming has shifted over its history due to changes in capacity, today the Sue Shear Institute works to deliver its mission via two primary programs: the 21st Century Leadership Academy and the Pipeline to Politics Training Workshops.
21st Century Leadership Academy. The 21st Century Leadership Academy is an intensive week-long residential leadership development program designed to inspire civic engagement and encourage women’s public sector leadership. Sponsored by the Sue Shear Institute since 1998, the Leadership Academy program was developed in partnership with the NEW Leadership™ National Network. NEW Leadership™ is a national non-partisan program developed by the Center for American Women and Politics (CAWP) at Rutgers University to educate the next generation of women for public leadership. The residential NEW Leadership™ summer institutes bring together college women from across the political spectrum to discuss the roles of women in leadership and politics. Participants gain leadership skills as they are exposed to new ideas and opportunities and consider their future careers. Students develop and hone leadership skills, discover new ideas and opportunities, and consider how they can incorporate public leadership into their future plans.

Approximately thirty Shear Fellows from colleges and universities across the state of Missouri are selected to attend the 21st Century Leadership Academy each year. Throughout the week, Shear Fellows learn and practice leadership skills, discuss important public policy issues, connect with women leaders from the public and private sectors, and explore the meaning and practice of leadership in a diverse society.

The Leadership Academy curriculum includes interactive panel discussions, small group exercises, skill-building workshops, and opportunities to network with women leaders who are shaping public policy as elected officials, government leaders and policy advocates. These women role models make policy “real” and donate their time to give participants a glimpse of what it means to be a woman in public life. They also help participants develop leadership skills that will increase their effectiveness as policy makers. A highlight of the week is a day trip to Jefferson City where participants will participate in a mock legislative session at the State Capitol and have lunch with women leaders in state government and the judiciary.

Over 600 college women have graduated from the Leadership Academy and are making a difference as leaders in their communities. Past Fellows report building lasting networks with other Academy alumnae and women leaders who serve as mentors and role models. They stay connected to the Sue Shear Institute through social media, the biannual Woman Watch Newsletter, alumnae events, and Institute programs.

Pipeline to Politics Training Workshops. The Pipeline to Politics program is a non-partisan effort designed to help individuals enter the political arena and hone career and management skills by working on grassroots issues and political campaigns.

Styed as a campaign bootcamp, Pipeline to Politics is a two-day workshop that prepares participants for the next campaign election cycle and offers advice on
enhancing organization and communication skills. Faculty members include Democratic and Republican women who have held elective office and managed successful political issue and candidate campaigns.

The program targets participants who are interested in making a difference statewide or within their community by participating in issue and candidate campaigns, or are current or future candidates for local school board, city council, state legislature, or other political office. Other participants are those who are looking to “get involved” but aren’t sure how. Workshop topics include learning how to target likely voters, the nuts and bolts of successful fundraising, planning a cohesive campaign communications strategy, and developing skills for successful public speaking.

Overview of stakeholder engagement process

During the Spring of 2019, UMSL Provost Dr. Kristin Sobolik enlisted an independent consultant to design and conduct a stakeholder engagement process as a first step toward planning related to sustaining the mission of the Sue Shear Institute outside of the current model. The proposed stakeholder engagement process primarily aimed to listen to Institute stakeholders on- and off-campus, and to take stock of assets, opportunities, and concerns related to this new strategic direction.

Core objectives of this stakeholder engagement process were the following:

1. Engage the Institute’s stakeholder base and begin to build consensus among stakeholders for new strategic direction; take stock of assets that need to be maintained.

2. Strengthen and establish new connections and alignment between the Sue Shear mission and programs to the University’s academic units, specifically those that focus on leadership and civic engagement, including the College of Education’s Des Lee Endowed Professorship in Civic Engagement and the College of Business Administration.

3. Inform the development of a sustainable business model that will carry out the mission of the Institute and will consistently and intentionally draw from a variety of funding sources and is not reliant on University dollars.

A series of one-on-one and small group discussions were conducted during late April, May, and June of 2019. A total of 26 stakeholders participated in the discussions, representing a span of Institute constituents including current and former staff, program alumnae, program facilitators and presenters, advisory board members, and current and prospective on-campus partners. A complete list of participants is included in Appendix A.
At the beginning of each stakeholder discussion, the individual or group was briefed on the current state of the Sue Shear Institute (see Appendix B for talking points). Following the briefing, several questions formed the basis for the ensuing discussions: What is the Sue Shear Institute really good at and what programs should keep going in order to continue the mission? How can UMSL faculty, staff, and thought leaders be better engaged in service to Sue Shear’s mission? Where are there opportunities on campus to strengthen historic partnerships and build new partnerships in service to the mission? How must the mission align with UMSL’s Strategic Plan and the Missouri Compacts in service to a larger institutional mission and commitment to the community?

Summary and takeaways by stakeholder subgroup

The following summarizes key takeaways for each of the four stakeholder groups that were interviewed: the Sue Shear Institute Advisory Board, alumnae of the Sue Shear Institute, various program presenters/volunteers, and on-campus stakeholders, including current or prospective partners.

Advisory Board. The consultant convened the Advisory Board on May 16 for this discussion. Several members could not attend the May 16 meeting but were engaged on a one-on-one basis. The Advisory Board is comprised of a variety of individuals with varying backgrounds and skillsets and includes several members of the UMSL campus community. Each was recruited personally by Institute leadership or staff; some have served since the beginning of the Institute, while others were recruited within the past five years. Members could not recall the timing of their last meeting and that their involvement of late has felt very informal but said that until about a few years ago they typically met 3-4 times per year. Advisory Board members stated that their engagement has been reduced as a result of the reduction of the Institute Director’s time.

Advisory Board members felt disappointed and concerned about the current trajectory of the Institute because they see it as a strong asset not just for UMSL but for the UM System. One Advisory Board member shared, “Even if the [Institute] is saved, how can we protect and shield it? We’re not doing enough; this feels like death by 1000 cuts and we’re at cut #999.” Board members recognized that there are likely inside and outside pressures that are causing the Institute “to die” and that this is not new but is something they have faced at many times throughout the Institute’s history.

Most Advisory Board members see the Institute as a strong asset for several reasons. First, over the course of its history the Institute has been relentless at tracking women’s leadership and participation at many levels, but most uniquely at the level of the judiciary. Several members shared that it’s because of Vivian Eveloff that there are no longer all-male panels vetting members of the Missouri judicial bench. This is one
example of how tracking women’s participation has helped to close gaps, which all Advisory Board members say there has been progress on but there’s still much work to do in our state legislature and on Boards and Commissions. They recognized that more groups are doing this kind of tracking but that the Institute pioneered it here in Missouri. The Institute’s newsletter has been a primary vehicle for sharing this data.

Second, most Advisory Board members spoke to the efficacy of the Institute’s flagship programs, especially the Leadership Academy and Pipeline to Politics. Anecdotally, there is strong evidence that these programs have provided political leadership training to women who may have not have had it otherwise and that participants have gone on to senior policy and advocacy roles, but also have run for office and are now in elected leadership positions from City Council and School Board all the way up to state legislature. Further, they spoke to the Leadership Academy’s Annual Dinner. This is an event that occurs as part of Leadership Academy programming and brings Leadership Academy fellows together with a variety of community leaders. Advisory Board members shared that from their perspective as community leaders and employers, the networking that occurs at this dinner is second-to-none, and provides good-will between the University, the Institute, and to many of the St. Louis region’s employers who are looking to diversify their own networks and employee base. Several Advisory Board members help to sponsor the dinner.

Advisory Board members did feel that there were several areas in which the Institute could improve. This includes making improvements at tracking their outcomes; there is no doubt from Advisory Board members that the Institute has made a difference for participants and for the region, but they wished there was more concrete data that could help to make this case. They also saw opportunities for the Institute to be better connected to Campus and to academic units, but not at the expense of having a practitioner’s leadership and guidance over the Institute; they stated that the Institute could not be what it has been without having “grassroots capacity” and leadership that is so grounded in and connected to the community. Finally, they saw opportunities to strengthen programming including adding things like a speaker series or panel discussions.

Alumnae. A group of Sue Shear Institute alumnae who have participated in various Institute programming were convened by the consultant for a discussion on May 15. Some alumnae could not make this time and were engaged via one-on-one discussions. The alumnae engaged for this conversation represented various time periods over the course of the Institute’s life, and many could speak to having seen the Institute go through it’s “ups and downs” due to a combination of both on- and off-campus challenges.
A key theme of the alumnae conversations was that the Sue Shear Institute has made a difference in everyone’s career path, and even beyond that, in their leadership path. They were unilaterally disappointed that the Leadership Academy has been put on hiatus; many of the alumnae that were consulted had participated in the Leadership Academy. Their participation in this program brought them to UMSL’s campus from other campuses within the UM System and their experiences were similar to this anecdote that was shared: “I walked into Leadership Academy thinking that I could never run for office or even work in politics. I had never been exposed to women in these positions and I certainly didn’t have the confidence. But when I left the Leadership Academy my perspective had totally changed…even if I never run for office, I know that I can make a difference in this sector.”

Alumnae saw the Institute as an important and path-changing supplement to their academic studies and could point to how their engagement had led them to the various professional positions in which they now find themselves, largely through a combination of skill-building, leadership coaching and mentorship, internship opportunities, and networking. One significant aspect of the alumnae perspective is that the Sue Shear Institute isn’t just about politics and policy; rather, it’s about women’s leadership development and without the Institute, alumnae felt that they would not have received this experience elsewhere. Given how the alumni consulted feel that the Institute has played such a significant role in their career pathways, it is noteworthy that UMSL’s Strategic Plan includes “Excellence in Student Success” as one of its five compacts. This compact includes the goal of expanding and enhancing student employment and internships, with commitments to increase internship opportunities by 20% and to increase employment outcomes rate of graduates from 85% to 90% in positions related to their major and career goals. The mission and programs offered by the Sue Shear Institute could be leveraged as a mechanism to help achieve these goals.

Alumnae shared that looking forward they would like to feel better connected to the Institute and think that they could be of service towards helping to sustain the mission of the Institute. One example they identified was through the University’s Alumni Affinity Groups model; they felt that this could be a way for alumnae to continue to be connected to the work of the Institute and to each other, but that this could also be a mechanism for them to better be of service to the Institute’s mission.

Alumnae felt encouraged that the University is not abandoning the mission of the Institute and while they felt limited to speaking specifically about how the Institute’s mission could live on beyond it’s current structure, they did feel that there were opportunities to be creative in partnerships both on campus and also in the greater community with organizations that might have similar goals. These organizations include the National Women’s Political Caucus St. Louis Chapter, the League of Women Voters, or the American Association of University Women, each of which were
named by the alumnae group because they felt there was strong alignment and the potential for partnerships that could be useful to the next chapter of the Institute.

*Program presenters/volunteers.* Throughout its history, the Sue Shear Institute has largely relied on community volunteers to help deliver its programming. These volunteer women are practitioners from across the state of Missouri and represent a variety of skillsets and subject matter expertise of interest to the Institute and its program participants, including communications, policy, fundraising, and general leadership development. As part of the stakeholder engagement, the consultant met one-on-one with several of these volunteers to get their input on the development of the next chapter of the Sue Shear Institute.

Like the other stakeholder groups engaged, the program presenters/volunteers spoke to the Institute as an asset for the University and in the individual lives of the women who go through its programming, particularly the Leadership Academy. Many of them also offered a unique perspective—as individuals who are frequently engaged in speaking as subject matter experts and even as mentors to young people, they saw the Institute as unlike anything else they’ve seen in the state of Missouri when it comes to helping to diversify public sector representation, particularly amongst women. One program presenter/volunteer mentioned that most of the nonprofits she’s involved with are always asking how they can better engage young people; she felt that the Sue Shear Institute is the only one that is truly doing this in a meaningful way and that this is likely tied in to the fact that they are on a college campus, which is essential. Further, each of the program presenters/volunteers engaged felt that their engagement with the Institute has been inspiring and rewarding.

The program presenter/volunteer stakeholders spoke to the ebbs and flows of the Institute throughout its history. They have seen that reduced staff time seems to have taken a toll on the quantity and quality of the Institute’s recent offerings. Although they felt limited in their perspective, they did agree that there were probably many opportunities within the UMSL campus for strengthened or new partnerships in order to sustain the mission of Sue Shear, which all agreed is essential in this current political landscape.

*On-campus stakeholders.* A variety of on-campus stakeholders were engaged to discuss the Sue Shear Institute and to identify synergies and opportunities that could be leveraged to sustain the Institute’s mission. These stakeholders included current and former representatives from Political Science, Gender Studies, the College of Business Administration, the Des Lee Endowment, Career Services, the Community Innovation and Action Center, and the College of Education. Some of these stakeholders had previously partnered with the Institute; others were only aware of the Institute but had never engaged. Almost all of them spoke to having mentored or advised students who
had been through the Institute’s programming and could speak to the Institute as a powerful asset for young college women who have high leadership potential and are looking to gain skills and mentorship.

On-campus stakeholders could speak at a high-level to how they saw the Sue Shear Institute fit within UMSL’s broader priorities, particularly within the areas of civic and community engagement. Indeed, one of the five compacts of UMSL’s Strategic Plan is “Excellence in Community Engagement and Economic Development.” Included in the community engagement goals is a commitment to increase the number of campus forums on community, global, social, and economic issues and related attendance, and also a commitment to increase continuing education and partner program activities that target adult student populations. The mission and programming of the Sue Shear Institute could be one mechanism to help UMSL attain these goals.

There was a recognition of great opportunity to better connect the Institute to academic units, and that this could help to neutralize the sense that some have that the Institute is partisan. There appears to be great opportunity to connect the Institute’s mission within the College of Education (CoE). The CoE currently has a vacancy in their Des Lee Endowed Professorship in Civic Engagement which provides a significant juncture to hire someone with oversight and leadership of the Sue Shear mission in mind. Previously this Professorship has had some oversight and leadership in various auxiliary programs to connect K-12 youth to civic activities, including voter education. There is interest to expand to not only broaden this mission but to expand it beyond K-12 in a way that could mean a fit for the Sue Shear Institute. One stakeholder pointed out that similar programs across the country, including the Center for American Women in Politics at Rutgers University, are embedded within academic units and function in a way that the applied science is still a major aspect.

The Community Innovation and Action Center (CIAC), while not an academic unit, also saw an opportunity to connect the Leadership Academy and potentially other Institute programming to some of the leadership development programming that the CIAC helps to facilitate and host, including the UM Extension’s Creating Whole Communities’ Neighborhood Leadership Academy and Neighborhood Leadership Fellows. Like the Sue Shear Institute, this programming aims to diversify civic engagement and leadership within the St. Louis region, but particularly at the neighborhood level. Follow-up conversations with both the CIAC and the College of Education are recommended.

Several cautions were also offered. There’s a sense from some on-campus stakeholders of the perception that the University has downgraded several entities that are devoted to women’s scholarship. For example, the Gender Studies certificate program was recently folded into sociology. While the former program director is
confident that the Gender Studies mission will be continued, she feels that visibility could be threatened and cautioned that if the Sue Shear Institute were to similarly become less visible, that this is a concerning optic for the University and sends a message that they are silencing women’s voices, especially at this critical moment in time.

**Themes and consensus across stakeholder groups**

While each stakeholder group had their own unique perspectives on the assets, opportunities, and future of the Sue Shear Institute, there were several prevailing themes shared across stakeholders.

First and foremost, the Sue Shear Institute is seen as an asset both for the University, for the St. Louis Community, and beyond. Every group of stakeholders engaged spoke to the Institute’s earned reputation as providing important programs to students and to the community that fill a unique need and make a lasting impact. This is largely credited to Institute co-founder and long-time Director, Vivian Eveloff. Eveloff’s trailblazing legacy and skillset as a practitioner in the space of women’s civic leadership development will be tough for anyone to follow as the mission of the Institute is sustained into the future.

There was also consensus across stakeholder groups that there is no Sue Shear Institute without the Leadership Academy. Compared to other women’s leadership development programs, the Leadership Academy was noted as especially unique because of its roots within a public institution that draws young women from across the state who come from a variety of diverse backgrounds and academic disciplines. Every alum consulted in this engagement could speak to how the Institute, particularly through the Leadership Academy, paved the way to the high-impact roles, across sectors, in which many have found themselves. Program presenters and volunteers spoke to how the connections, networks, and exposure facilitated by the Institute, particularly within the Leadership Academy, are aligned with best practices about how to build the leadership capacity and impact of underrepresented populations, including women. While the Institute has made other significant programming contributions, including campaign training and board and commission appointment oversight, there are now other organizations who are fulfilling these functions.

As echoed throughout this report, stakeholders were also aligned in a major caution that University leadership must consider as they chart the path forward. They feel that this is not the time to divest from women’s civic leadership and engagement efforts; in fact, many entities are doubling down on this in response to community demand and to the current political landscape. As such, if it’s perceived that UMSL is
divesting from the mission of Sue Shear, it could lead to a negative perception of UMSL within the greater community.

Further, stakeholders agreed that if the right fit can be identified, they see opportunities for the Sue Shear mission to live on within another unit on UMSL’s campus so long as it remains visible and mission-driven. It was offered that one way to achieve this is to continue the Leadership Academy and to ensure adequate staffing that is responsible for overseeing and implementing other Institute programs and functions, as well as serving as a visible steward for the mission within the community.

And finally, stakeholders truly appreciated and found it refreshing that they were asked for their input and would like the opportunity to continue to provide input as decisions are made.

**Stakeholder convening**

In late June, each of the stakeholders who had been part of the engagement process were invited by the consultant to reconvene for a report-out of the stakeholder engagement process findings. About 15 stakeholders attended the convening held on June 28. At the convening, stakeholder attendees also heard additional background information from Provost Dr. Kristin Sobolik, engaged in Q&A, reacted to engagement process findings, and had the opportunity to share additional thoughts.

Feedback at the convening and from convening evaluation forms indicate that stakeholders affirmed the consultant’s findings, synthesis, and summary of the engagement process. Much of the discussion at the convening was about opportunities for the Sue Shear Institute to better track and demonstrate its impact both to the UMSL community and to the St. Louis region and beyond. For example, when it comes to demonstrating impact to UMSL, one question that was surfaced was whether Institute programming helps to increase retention and graduation rates of participants. And when it comes to demonstrating impact outside of UMSL, it was asked how the Institute can quantify the impact of its programs; for example, how many women who have gone through the Leadership Academy program are now in elected office or in civic or policy leadership positions? There was a consensus among convening attendees that they would like the Institute to have some time and space to better document its impact as part of the larger effort to underscore the importance of sustaining the Institute’s mission. Further, there was recognition that this kind of data is needed so that University leaders can make the case for the Institute’s mission as core to the University’s mission.
Next steps and conclusion

It is the goal of current Institute staff and University leadership that Sue Shear programming will resume by 2020 and that the mission of the Institute will continue with strengthened or new ties to academic units and other UMSL programs that are focused on leadership and civic engagement; this will require some follow-up conversations with potential partners on UMSL’s campus including the College of Education and the Community Innovation and Action Center.

In the coming months, University leadership will consider the findings of this stakeholder engagement period as they plan for Sue Shear’s future and identify what it looks like to continue the mission of the Institute outside of its current structure and business model. Based on the findings of the stakeholder engagement period, it is recommended that the ensuing planning continue to incorporate opportunities for stakeholders to provide feedback, and to leverage stakeholder subject matter expertise, connections, and resources in continued support and stewardship of Sue Shear’s mission.

Ultimately, the Sue Shear Institute is one of many efforts that underscore the University’s long-standing commitment to offering robust academic experiences to prepare community leaders. The time is right to ensure that the Sue Shear mission can and will continue, while adding value to the University’s strategic plan and commitment to students and the St. Louis community writ large.
Appendix A

Stakeholders Interviewed

**Advisory Board**

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<tr>
<th>Name</th>
<th>Email</th>
<th>Affiliation(s)</th>
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<tbody>
<tr>
<td>Monica Combest</td>
<td><a href="mailto:mcombest@hotmail.com">mcombest@hotmail.com</a></td>
<td>Manager, Political Action Committee at Enterprise Holdings, Inc.; UMSL alum</td>
</tr>
<tr>
<td>Malaika Horne</td>
<td><a href="mailto:hornem@umsl.edu">hornem@umsl.edu</a></td>
<td>Served on UM Board of Curators when Sue Shear Institute was established; current UMSL faculty</td>
</tr>
<tr>
<td>Monica Huddleston</td>
<td><a href="mailto:Mc4466@swbell.net">Mc4466@swbell.net</a></td>
<td>Former Mayor of Greendale, MO</td>
</tr>
<tr>
<td>Julia Muller</td>
<td><a href="mailto:jmuller@j43.com">jmuller@j43.com</a></td>
<td>Community volunteer; former elected official and former Dean of Students at UMSL</td>
</tr>
<tr>
<td>Linda Rallo</td>
<td><a href="mailto:lindarallo@gmail.com">lindarallo@gmail.com</a></td>
<td>Vice President, Aligned; former municipal elected official</td>
</tr>
<tr>
<td>Sherri Rogers</td>
<td><a href="mailto:Sherri.rogers2@gmail.com">Sherri.rogers2@gmail.com</a></td>
<td>Former elected official and program alum</td>
</tr>
<tr>
<td>Erv Switzer</td>
<td><a href="mailto:eoswitzer@sbcglobal.net">eoswitzer@sbcglobal.net</a></td>
<td>Attorney &amp; Officer, Greensfelder</td>
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**Alumnae**

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Affiliation(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elisabeth Condon</td>
<td><a href="mailto:Condonelisabeth@gmail.com">Condonelisabeth@gmail.com</a></td>
<td>Leadership Academy alum; current staffer at Missouri House of Representatives</td>
</tr>
<tr>
<td>Kyra Cooper</td>
<td><a href="mailto:Kyra.m.cooper@gmail.com">Kyra.m.cooper@gmail.com</a></td>
<td>Leadership Academy alum; Truman State alum; former Institute intern</td>
</tr>
<tr>
<td>Jenny Connelly-Bowen</td>
<td><a href="mailto:Connelly.jh@gmail.com">Connelly.jh@gmail.com</a></td>
<td>Leadership Academy alum; Executive Director at Community Builders Network</td>
</tr>
<tr>
<td>Jennifer Drake</td>
<td><a href="mailto:jenniferldrake@gmail.com">jenniferldrake@gmail.com</a></td>
<td>Leadership Academy alum; former Institute staffer; Senior Consultant at The Rome Group</td>
</tr>
<tr>
<td>Michelle Landers-Ochsner</td>
<td><a href="mailto:ms.landers87@gmail.com">ms.landers87@gmail.com</a></td>
<td>Leadership Academy alum; former Institute staff; UMSL MPPA alum</td>
</tr>
<tr>
<td>Heather Lasher-Todd</td>
<td><a href="mailto:hlashertodd@gmail.com">hlashertodd@gmail.com</a></td>
<td>Leadership Academy alum; current public engagement and communications consultant</td>
</tr>
<tr>
<td>Brianna Lennon</td>
<td><a href="mailto:briannalennon@gmail.com">briannalennon@gmail.com</a></td>
<td>Leadership Academy and Pipeline to Politics alum; program presenter</td>
</tr>
<tr>
<td>Name</td>
<td>Email</td>
<td>Affiliation(s)</td>
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<tr>
<td>Julia Spoerry</td>
<td><a href="mailto:jssfh7@mail.umsl.edu">jssfh7@mail.umsl.edu</a></td>
<td>Leadership Academy and Pipeline to Politics alum; UMSL MPPA student currently working in municipal government</td>
</tr>
<tr>
<td>Ericka Thomas</td>
<td><a href="mailto:thomas.ericka@gmail.com">thomas.ericka@gmail.com</a></td>
<td>Leadership Academy alum and volunteer; Operations Director at Arch City Defenders</td>
</tr>
</tbody>
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**Program presenters/volunteers**

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<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Affiliation(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laura Cohen</td>
<td><a href="mailto:lauratcohen@gmail.com">lauratcohen@gmail.com</a></td>
<td>Community volunteer</td>
</tr>
<tr>
<td>Margaret Donnelly</td>
<td><a href="mailto:mdonn@earthlink.net">mdonn@earthlink.net</a></td>
<td>Former State Representative; current Judge, 21st Circuit Court, St. Louis County</td>
</tr>
<tr>
<td>Wendy Werner</td>
<td><a href="mailto:wernerwl@yahoo.com">wernerwl@yahoo.com</a></td>
<td>Founder of Werner Associates, LLC</td>
</tr>
</tbody>
</table>

**On-campus stakeholders**

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Affiliation(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vivian Eveloff</td>
<td><a href="mailto:veveloff@umsl.edu">veveloff@umsl.edu</a></td>
<td>Founder and Director, Sue Shear Institute</td>
</tr>
<tr>
<td>Anita Mannion</td>
<td><a href="mailto:maniona@umsl.edu">maniona@umsl.edu</a></td>
<td>Associate Teaching Professor, Political Science</td>
</tr>
<tr>
<td>Emily Rapko-McEneny</td>
<td><a href="mailto:Emily_rapko@umsl.edu">Emily_rapko@umsl.edu</a></td>
<td>Associate Director, Career Services</td>
</tr>
<tr>
<td>Janet Murray</td>
<td><a href="mailto:murrayjan@umsl.edu">murrayjan@umsl.edu</a></td>
<td>Des Lee Professor for Developing Women Leaders and Entrepreneurs, College of Business Administration</td>
</tr>
<tr>
<td>Kathleen Nigro</td>
<td><a href="mailto:nigrok@umsl.edu">nigrok@umsl.edu</a></td>
<td>(retired) Teaching Professor, Gender Studies</td>
</tr>
<tr>
<td>Wally Siewert</td>
<td><a href="mailto:wallys@focus-stl.org">wallys@focus-stl.org</a></td>
<td>(former) Director of Civic Engagement and (former) Director of Center for Ethics in Public Life</td>
</tr>
<tr>
<td>Betty Van Uum</td>
<td><a href="mailto:vanuum@umsl.edu">vanuum@umsl.edu</a></td>
<td>Assistant to the Chancellor and Office of Public Affairs</td>
</tr>
<tr>
<td>Lynn Voss</td>
<td><a href="mailto:lvoss@umsl.edu">lvoss@umsl.edu</a></td>
<td>Associate Director, Sue Shear Institute</td>
</tr>
<tr>
<td>Patricia Zahn</td>
<td><a href="mailto:zahnp@umsl.edu">zahnp@umsl.edu</a></td>
<td>Director, Des Lee Collaborative Vision</td>
</tr>
</tbody>
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Appendix B

Stakeholder Engagement Talking Points

- Through SSI, UMSL has made an important and historic commitment to leadership development and civic engagement, particularly for women.

- Dwindling resources, reduced staff, the decision to temporarily halt a key program (the Leadership Academy) indicate that the SSI is at a critical inflection point.

- The Institute and University leaders agree that the SSI mission is important, and at this inflection point, the University is committed to continuing to serve this mission even though the current structure (the Institute) is no longer sustainable.

- In order to begin the process of understanding and identifying the many ways that the Institute’s mission might be sustained within a new structure/structures, University leadership knew it was important to start by engaging with the Institute's many advisors, champions, benefactors and other stakeholders.

- This is the part of the process that I am leading. My goal over the next few weeks is two-fold:
  
  o To hear from SSI partners and champions: How do we continue the mission even though the structure is changing? What does that look like in terms of priorities? Activities? What's worth continuing, and why?
  
  o And to hear from potential new partners across campus: Where does your work potentially align with SSI's mission? Do you have interest and capacity to help sustain this important mission?

- Please be candid and open in your thoughts. Your feedback will not be traced back to you unless it’s about how you’d like to stay involved.

- SSI leaders and staff are supportive of this process. They are informed and their feedback has been sought. But it’s important for feedback from stakeholders to be candid, open, honest so it would not be appropriate to include them in 1:1s or small group meetings.

- By the end of June, I will report back what I heard to the Provost. She will consider these findings as she makes decisions about what’s next to continue the mission of the Sue Shear Institute.