

Shared Governance and Institutional Change



**2022 Institute for Chief Academic Officers
with Chief Financial and Chief Enrollment Officers**



2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers

TENACIOUS. CONFIDENT. FORWARD-LOOKING.



The Council of
Independent Colleges

guidebook

WILEY University Services

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Presenters

Colin Irvine, Provost and Executive Vice President,
Augustana University (SD)

Nancy G. Schreiber, Provost and Vice President for
Academic Affairs, Salve Regina University

Chair: **David Dausey**, Executive Vice President and
Provost, Duquesne University

Learning Outcomes

1. Share a structured model for leading change
2. Learn how Augustana reimaged shared governance
3. Applying Kotter's Model
4. Create a plan to use Kotter's model back home

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Create a Sense of Urgency

- Why must we change now?
- Identify threats & opportunities
 - ✓ Threats are more compelling
- Communicate, communicate, communicate
- Augustana's sense of urgency...

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Create a Sense of Urgency

What would be on your list?

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Higher Education Context



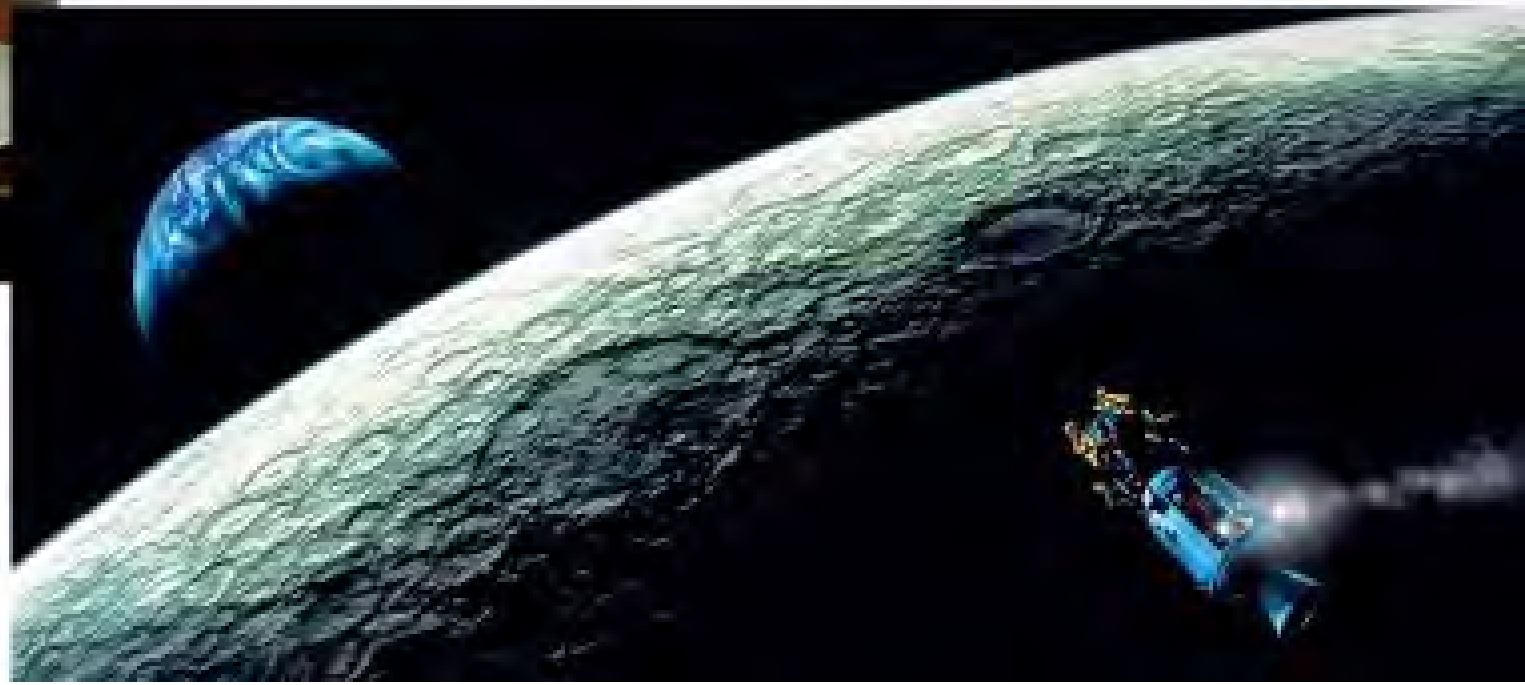
“Currently, the conventional wisdom for independent four-year colleges points towards a decline in the coming years. The narrative, however, may presume heedless emulation of familiar models in those institutions.”

“Strategic Change and Innovation in Independent Colleges: Nine Mission-Driven Campuses. A Report for the Council of Independent Colleges” written by, James C. Hearn, Jarrett B. Warshaw, & Erin B. Ciarimboli

20th Century Ingenuity



“Houston, we have an opportunity.”



Necessity is the Mother of Innovation



Building a Guiding Coalition

- Influencers to spread buy-in
- Build a strategic constituency map
 - ✓ Titles are less important than you think
- Augustana's Guiding Coalition...

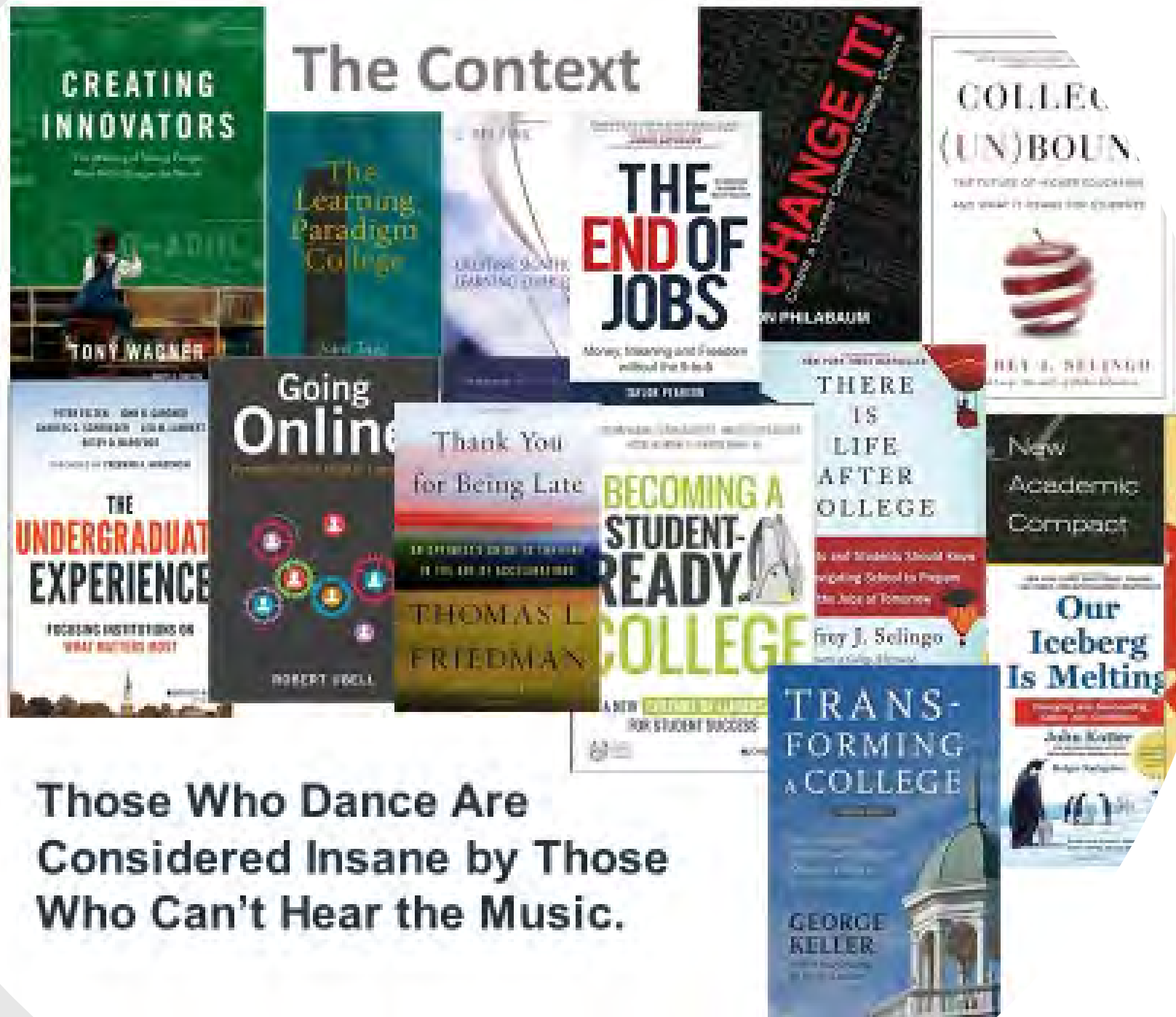
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The Context



**Those Who Dance Are
Considered Insane by Those
Who Can't Hear the Music.**

THE NATIONAL LANDSCAPE FOR SMALL COLLEGE OPERATIONAL MODELS

New American College Model

Maintain liberal arts core and general education and residential experience. Professional programs and graduate programs added to strengthen student recruitment and expand market.

Examples: Vast majority of non-elite small private colleges in the country

Distinctive Program Model

Establish a common student educational experience or signature program to enhance quality, recruitment, and retention. Most maintain New American College model core programs.

Examples: Agnes Scott College, Carroll College, Connecticut College, Dominican University of California, Furman University

Traditional Model

Undergraduate, residential, liberal-arts based curriculum. Originally included faith-based and values-based institutions. Today, those that remain are wealthy, high reputation, with recruitment based on institutional quality and reputation.

Examples: Amherst College, Pomona College, Swarthmore College, Williams College

Expansion Model

Limited remaining liberal arts commitment, focus on additional professional and graduate programs and enrollment growth.

Examples: Chapman University, Drew University, Utica College

Expansion and Separation Model

Extensive enrollment in branch campuses and online programs to capture additional students. Modest or nonexistent liberal arts core and residential campus.

Examples: Antioch University, Goddard College, Southern New Hampshire University

Building a Guiding Coalition

- Who would be on your list?

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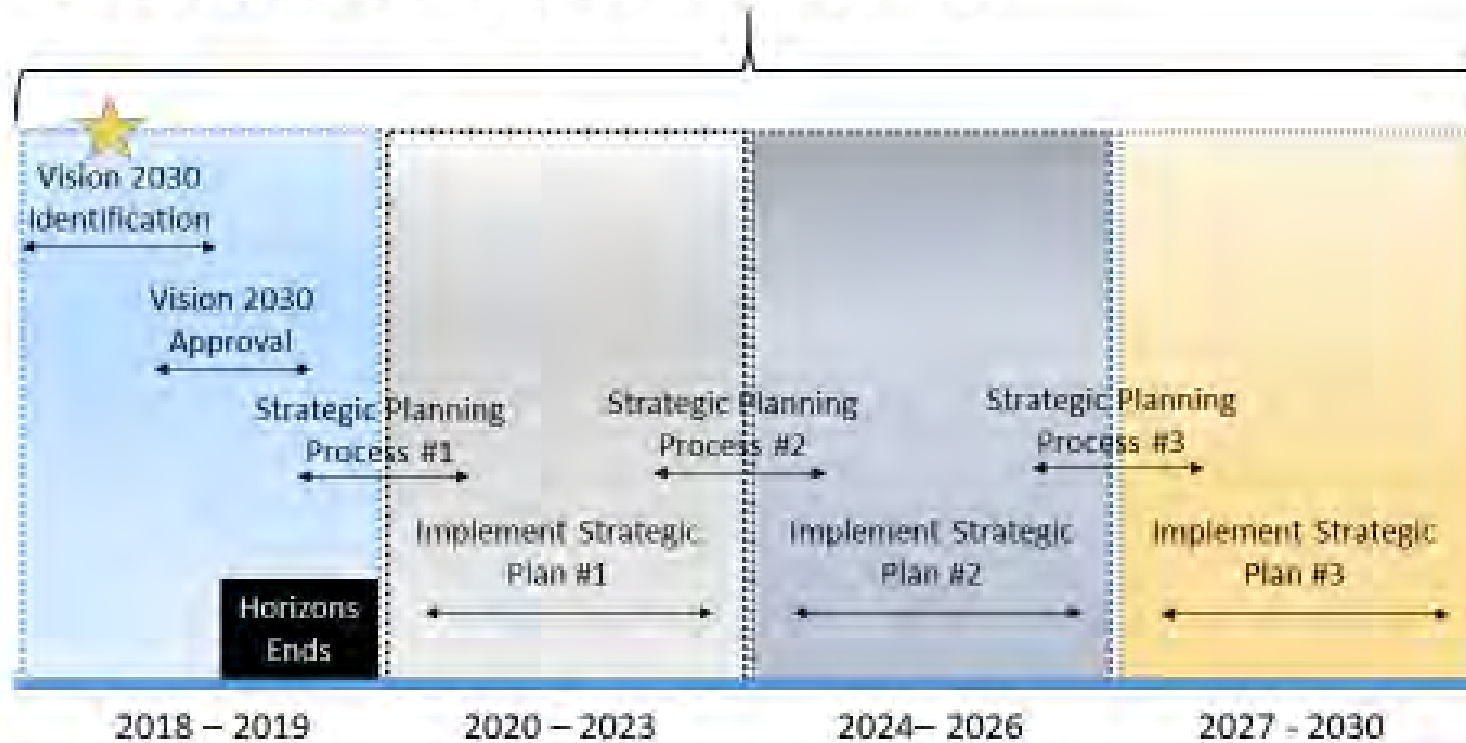
Form a Strategic Vision

- Guiding coalition questions:
 - ✓ How will the future be different from the past and today?
 - ✓ How can you make that future a reality through action tied to the vision?
- Augustana's Strategic Vision...

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AU: Vision 2030 Timeline



★ = Here's where we are!



Augustana College circa 1938

**Social
Sciences**

Humanities

**Natural
Sciences**



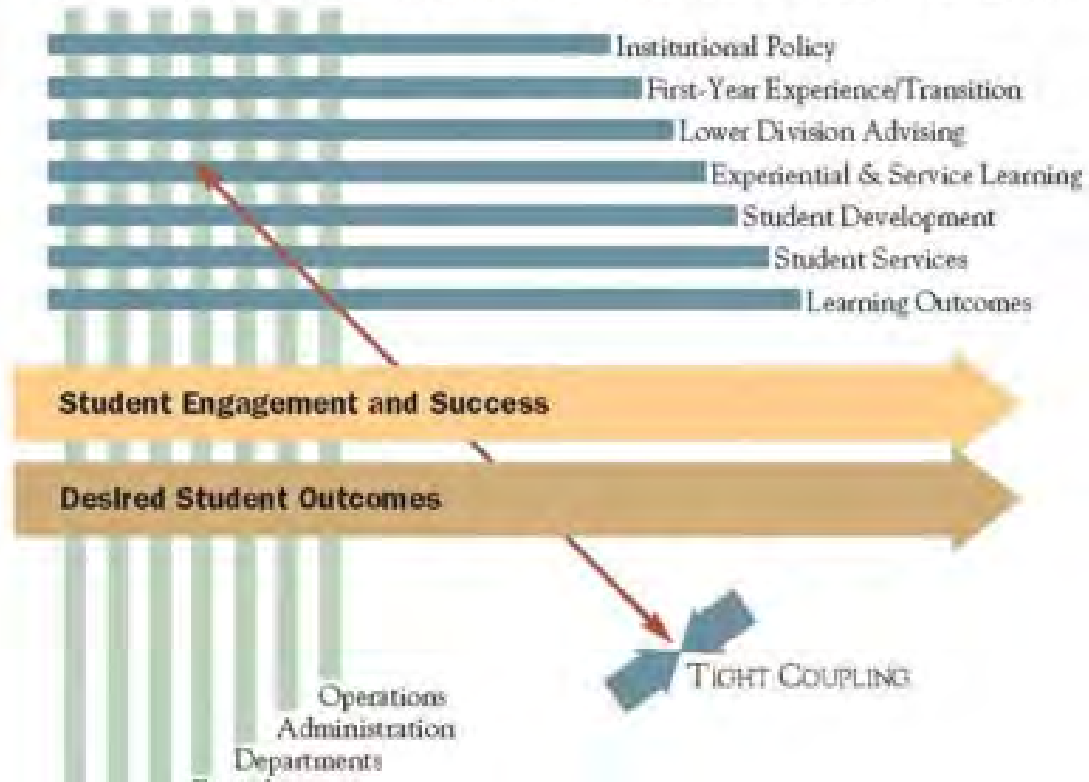
General Education/Liberal Arts Foundation

Augustana University 2019

**3 Divisions, 100 + Majors, Minors, and
Pre-Professional Programs, Plus Graduate Programs**



Figure 1. **Horizontal and Vertical Structures in Higher Education**



Integration
+
Innovation
+
Collaboration

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Enlist a Volunteer Army

- Source more Influencers to spread buy-in
- Build a second strategic constituency map
 - ✓ Titles are less important than you think
- Augustana's volunteer army...

Expanded Graduate & Distance Learning

Alumni & Dista

- risks if we don't innovate (online; hybrid)
- cf. telehealth
- ships with churches as online/digital learning centers (another venue hybrid - HS solitary & expertise)

Expanded focus connecting alumni & AU

Expanded Flexible housing

Additional Athletic Offerings (ie- addition of swimming last year)

Hockey - men's and women's

Learning Centers in Key Metro Areas - TC, Omaha, etc.

Control cost of tuition

Englehardt, P

- TR
- 192
- 440
- New/old
- 1500
- 175
- 5% annually
- No'll need some things
- Support - 2000
- 200
- 100
- 100
- 100
- 100

Flex...
 Moderate -
 Graduate -
 Graduate -
 Graduate -
 Graduate -
 Graduate -
 Graduate -
 Graduate -
 Graduate -
 Graduate -

Tech II - bring...
 Already...
 done...
 recommendation...
 line of...
 new...

Will...
 May...
 LMS (Learning Management System)
 Moodle...
 Canvas...
 Proprietary...
 Open...
 Moodle...
 Canvas...
 Moodle...
 Canvas...

Proprietary...
 Moodle...
 Canvas...
 Moodle...
 Canvas...

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Expanding...
 Expansion...
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Enable by Removing Barriers

- CAO actions are critical in this phase.
 - ✓ What is getting in the way?
 - ✓ Check in frequently to see if support is needed
 - ✓ Show commitment to remove the barriers
 - ✓ Be intentional about progress and the past
- Augustana's barriers and solutions...

Generate Short Term Wins

- Change takes too long to wait until the end to celebrate:
 - ✓ Find milestone moments to recognize people
 - ✓ Show the timeline (frequently) of what has been accomplished and what remains.
 - ✓ Keep your pulse on change fatigue factor
- Augustana's short term wins...

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PHASE 1 - VIKING BOLD 2019-2022

[Home](#) > [Phase 1 - Viking Bold 2019-2022](#)



PHASE I VIKING BOLD 2019-2022

ACADEMICS

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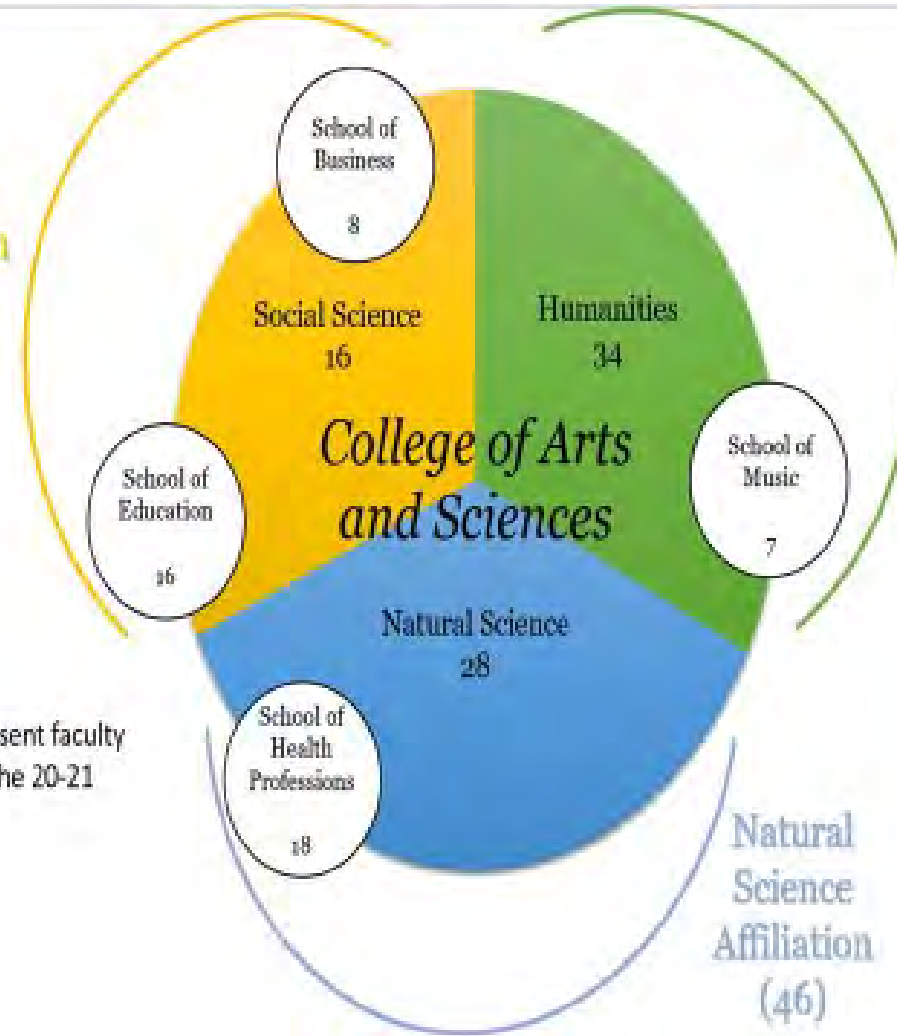
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Sustain Acceleration

- Keep your pulse on change fatigue factor
- Don't skip steps
- Forward progress, not perfection is the goal
 - Communicate, communicate, communicate
- Augustana's acceleration...

Social
Science
Affiliation
(40)

Humanities
Affiliation
(41)



*numbers represent faculty
in each area in the 20-21
academic year

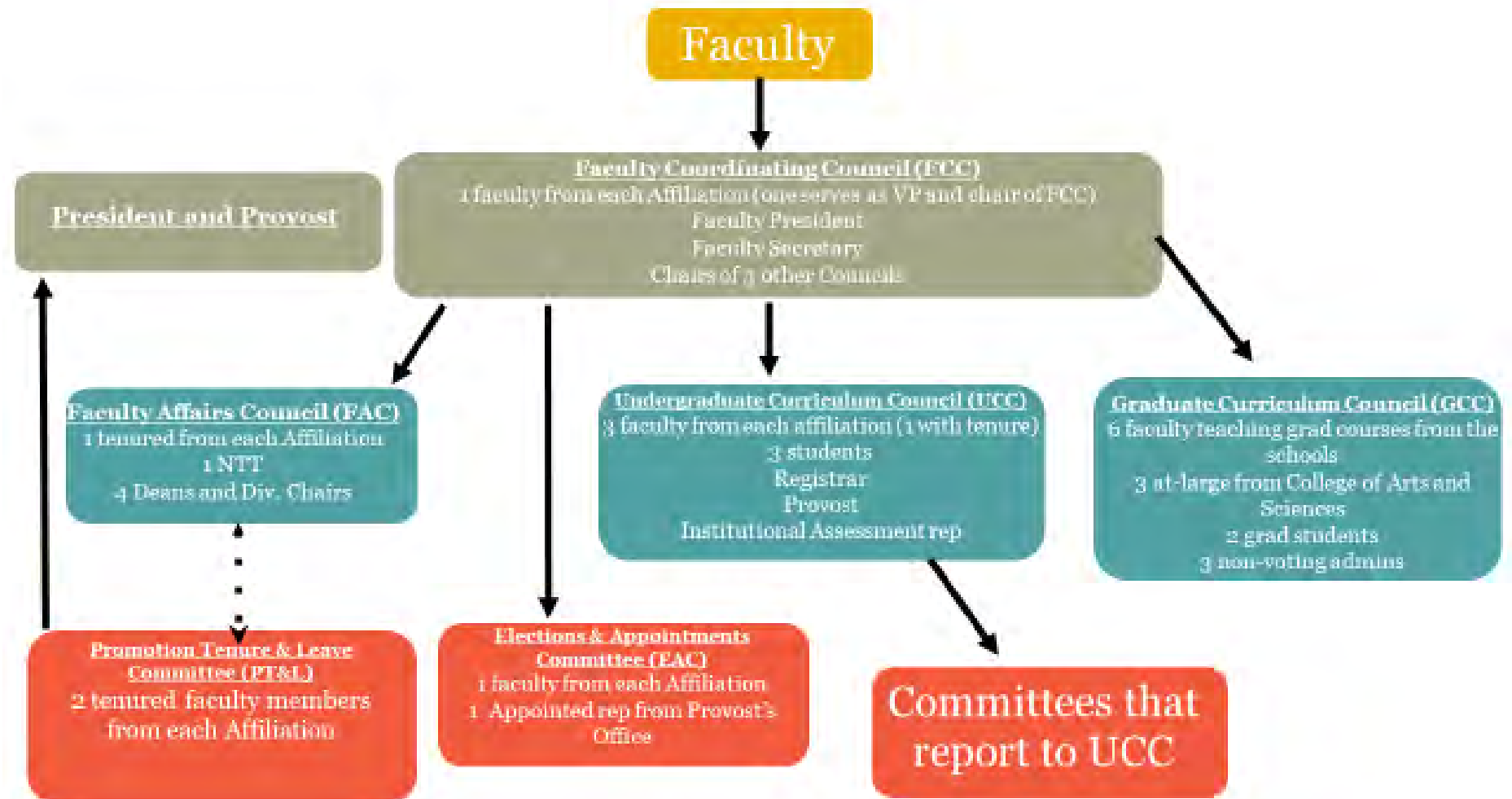


VIKING
FLEX PLAN

INNOVATIVE ENGAGEMENT

Institutionalize the Change

- Root it in the cultural fabric for permanence
- Reward and recognize new behaviors that reflect organizational success.
 - ✓ Make them strong enough to replace bad habits
- Evaluate systems and processes to reinforce new management practices, behaviors, and mindsets.
 - ✓ Partner with HR
- Augustana's institutionalization of change...





Well-Being Model



QUESTIONS?

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THANK YOU



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