Town Hall
April 19, 2016
Howard Teibel, Teibel, Inc.
www.teibelinc.com
Key Question

How do I engage positively with the changes I’m facing?
Academic and Administrative Structure

Strategy

Workshops on Leadership, Change and Building Team
Navigating Change
The Podcast from Teibel, Inc.

Dr. George Martin — President, St. Edward’s University

Grant Lichtman

Ahmed Abdel — Provost and Chief Academic Officer, Lewis Lowell

Mary Lou Merkt, SACUBO
Vice President for Finance and Administration
Furman University

Dr. Teresa Hardoe
Chief Operating Officer
Delaware State University

Dr. Stephen Fowl, Loyola
University Maryland

Joanne L. Ystromski
University of Massachusetts Lowell

UPCOMING EVENTS
Strategic Planning
Vision
Leadership
Decision-Making
Strategic Communication
Staffing and Teams
Communication Collaboration
Balancing Urgency with a Vision

Willingness to uncover and discuss the brutal facts!  

A positive view of the future!
Takeaways from Open Forum
Observations

- Cautious optimism from some and desire for moving faster from others
- Turning point
- Recognition in coming together – we share the same concerns
- Overwhelmingly – people want the change to succeed!
Snapshot
- SKEPTICISM -

"Cynic is a man who knows the price of everything, and the value of nothing."

_Cesare Biscaretti

COURAGE

OPTIMISM

CURIOUSITY

Millions saw the apple fall, but Newton asked why.

_Bernard Baruch_
Driving Need For Change

Technology

Will MOOCs Change the Way Professors Handle the Classroom?

Massive open online courses: Either the answer to the biggest problems in higher education, or a sign of the commodification of college. What’s all the fuss about MOOCs? The article on this page is an excerpt from a new e-book, Beyond the MOOC Hype, which provides a helpful and compelling guide.

November 7, 2013

Students

Financial Aid Numbers

Sixty-three percent of all undergraduates received some form of financial aid during the 2003-4 academic year, up from 55 percent in 1999-2000, according to a report released this month by the National Center for Education Statistics.

The data, part of the center’s National Postsecondary Student Aid Study, indicate that in 2003-4 students received $7,400 each, on average, up from $6,200 in 1999-2000, the last previous year for which the study was conducted.

Three out of four students in graduate school or a professional program

March 18, 2013

Financially Strapped Colleges Grow More Vulnerable as Economic Recovery Lags

R. Young, one of the authors, says that while the tech fad is over, the future of state support for public colleges remains uncertain.

March 24, 2014

25 Years of Declining State Support for Public Colleges

An Era of Neglect | The Tipping Point | Equalizer No More | Explore State Support by College | Who Foots the Bill?

Explore how state and federal support has declined as a share of overall revenue—putting a greater burden on students at more than 600 four-year public colleges and universities since 1987.

March 3, 2014

Plymouth State University

Photo by Tom L. Postle

Ashland U. dedicated a new athletics building in 2010 but was forced to cut its men’s soccer program in 2013. The university has added new academic programs and dropped tuition to attract more students.
Danger

Hidden Opportunity
SHIFT in Higher Ed

Building a Culture of Innovation in Higher Education: Design and Practice for Leaders
2Revolutions and Educause
Culture

Organizational resistance

- Threat to established resource allocations
- Structural inertia
- Threat to established power relationships
- Limited focus of change
- Group inertia
- Threat to expertise
Innovating with Strategic Clusters

Clusters are communities of disciplines that work together.

- Exploration & Discovery
- Justice & Security
- Tourism, Environment & Sustainable Development
- Health & Human Enrichment
- Arts & Technology
- Education, Democracy & Social Change
- Innovation, Entrepreneurship
<table>
<thead>
<tr>
<th>Role</th>
<th>Contact Person</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>Paul Mroczka</td>
<td>Music, Theatre and Dance</td>
</tr>
<tr>
<td>Guide</td>
<td>Matt Kizer</td>
<td>Music, Theatre and Dance</td>
</tr>
<tr>
<td>Guide</td>
<td>Cathie LeBlanc</td>
<td>Communication and Media Studies</td>
</tr>
<tr>
<td>Guide</td>
<td>Nick Sevigney</td>
<td>Art</td>
</tr>
</tbody>
</table>

**Education, Democracy + Social Change**

<table>
<thead>
<tr>
<th>Role</th>
<th>Contact Person</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>Gail Mears</td>
<td>Education, Health and Human Services</td>
</tr>
<tr>
<td>Guide</td>
<td>Maria Sanders</td>
<td>History, Philosophy and Social Studies Education</td>
</tr>
<tr>
<td>Guide</td>
<td>Cynthia Waltman</td>
<td>Counselor Education and School Psychology</td>
</tr>
</tbody>
</table>

**Exploration + Discovery**

<table>
<thead>
<tr>
<th>Role</th>
<th>Contact Person</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>Joe Boyer</td>
<td>Center for the Environment</td>
</tr>
<tr>
<td>Guide</td>
<td>Lourdes Ayilé</td>
<td>Atmospheric Science and Chemistry</td>
</tr>
<tr>
<td>Guide</td>
<td>Chris Chabot</td>
<td>Biological Sciences</td>
</tr>
<tr>
<td>Guide</td>
<td>Elliott Gruner</td>
<td>English</td>
</tr>
</tbody>
</table>

**Health + Human Enrichment**

<table>
<thead>
<tr>
<th>Role</th>
<th>Contact Person</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>Mark Fischler</td>
<td>First Year Experience and Criminal Justice</td>
</tr>
<tr>
<td>Guide</td>
<td>Annette Holba</td>
<td>Communication and Media Studies</td>
</tr>
<tr>
<td>Guide</td>
<td>Barbara McCahan</td>
<td>Health and Human Performance</td>
</tr>
<tr>
<td>Guide</td>
<td>Nancy Puglisi</td>
<td>Counselor Education and School Psychology</td>
</tr>
</tbody>
</table>

**Innovation + Entrepreneurship**

<table>
<thead>
<tr>
<th>Role</th>
<th>Contact Person</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>Robyn Parker</td>
<td>Business Administration</td>
</tr>
<tr>
<td>Guide</td>
<td>Brad Allen</td>
<td>Business Administration</td>
</tr>
<tr>
<td>Guide</td>
<td>Chris Drever</td>
<td>Information Technology Services</td>
</tr>
<tr>
<td>Guide</td>
<td>Kathleen Norris</td>
<td>Educational Leadership, Learning and Curriculum</td>
</tr>
</tbody>
</table>

**Justice + Security**

<table>
<thead>
<tr>
<th>Role</th>
<th>Contact Person</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>Cynthia Vascek</td>
<td>Arts and Sciences</td>
</tr>
<tr>
<td>Guide</td>
<td>Laura Dykstra</td>
<td>Criminal Justice</td>
</tr>
<tr>
<td>Guide</td>
<td>Robert Heiner</td>
<td>Social Science</td>
</tr>
</tbody>
</table>

**Tourism, Environment + Sustainable Development**

<table>
<thead>
<tr>
<th>Role</th>
<th>Contact Person</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>Thad Gulbrandsen</td>
<td>Research and Engagement</td>
</tr>
<tr>
<td>Guide</td>
<td>Katharine Harrington</td>
<td>Languages and Linguistics</td>
</tr>
<tr>
<td>Guide</td>
<td>Adam Keul</td>
<td>Social Science</td>
</tr>
<tr>
<td>Guide</td>
<td>Amy Villamagna</td>
<td>Environmental Science and Policy &amp; Center for the Environment</td>
</tr>
</tbody>
</table>
Other Changes

- Strategic Clusters
- Technology
- Old buildings new buildings
- Open labs
- Leadership change
- Curriculum
- Centralized services for students
- Loss of programs
- Strategic reallocation of resources
- Increased accreditation demands
- Union vote
Example of Change Initiatives outside of PSU
CAIFE
Creativity and Innovation for Effectiveness

Fall 2014

157 Ideas

Cabinet Review

120 Sent to Departments for Review

10 Ideas

Boldest Ideas

January – June 2015

New Employee Onboarding

State and Foundation Forms

Student Travel

Bulldog Trails

International Transfer Credit

Leadership Conference

Sustainability Institute

Solution Finder

Magic Bands (TAG)

Social Network

Touch the Community Competition

Fresno State Mobile App

Project Work

12 CAIFE teams charged with assessing idea and implementing if feasible

Professional Development

Change Management

Cont. Improvement

Innovative Thinking

Spring 2015

73 Showcase Projects submitted representing

• Academic & administrative excellence
• Educational innovations
• Individual & team achievements
• Enhanced student services
• New strategic partnerships
• Students-led initiatives

15 Not feasible
Already being done
Comverse/Sort Idea

Quick Wins
Innovating on one campus

- Develop new programs
- Share services
- Centralize functions
- Decentralize functions
- Eliminate duplication
- Modify/Eliminate a service or program
- Modify/Eliminate expenditure
- Change policy/procedure
- Outsource/Insource
- Additional revenue streams
Interdisciplinary Focus

- **Mission**: What we do
- **Vision**: What we aspire to
- **Themes**: What we're committed to
- **Goals**: What we plan to do
- **Objectives**: What we can measure or change to achieve goals

Academic Excellence

Critical Media Practices

Advertising, Public Relations and Media Design

Information Science

Journalism
Educational futurist John Moravec observed that:

Industrial society is giving way to knowledge and innovation work. Whereas industrialization required people to settle in one place to perform a very specific role or function, the jobs associated with knowledge and information workers have become much less specific concerning task and place…. A nomadic knowledge worker…is a creative, imaginative, and innovative person who can work with almost anybody, anytime, and anywhere.
Building a Positive Case for Change

Howard Teibel – 1/6 2/3 1/6

- Resistors
  1. Respect
  2. Listen
  3. Ignore

- Difficult ‘Style’
  - Don’t put your energy here!
  - You’ll never get everyone with you

- Get Buy In
  - More people will want to go with the change

- Improve the quality of the project

- How can I be involved?
  - What are the benefits?
  - But tell us why

- We’ll go with you on a change effort

- Influence the middle group

- Position your champions to tell your story and ‘change agents’

- Opt In or Opt Out
  - Will never change - ever!
CLUSTER CONNECTIONS
Friday, April 29
2-5pm | 5-6pm BBQ
Hage Room, HUB
All faculty and staff are welcome.
https://www.plymouth.edu/clusters