

Building a Culture that Embraces Change

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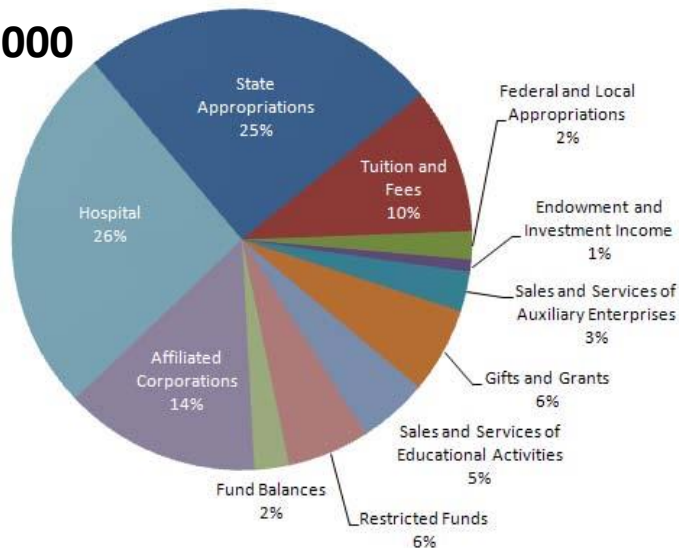
Professor, Department of Molecular and
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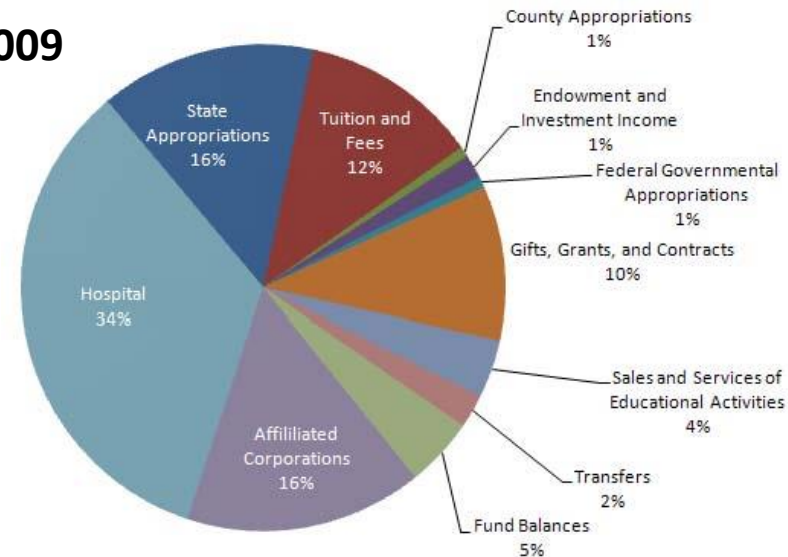
What is currently driving the need for change in traditional universities?

- Decline in federal and state support
 - University of Virginia
 - Past 20 years: 26% to 7%
 - University of Michigan
 - Past 20 years: 48% to 17%
 - University of Kentucky

1999/2000



2008/2009



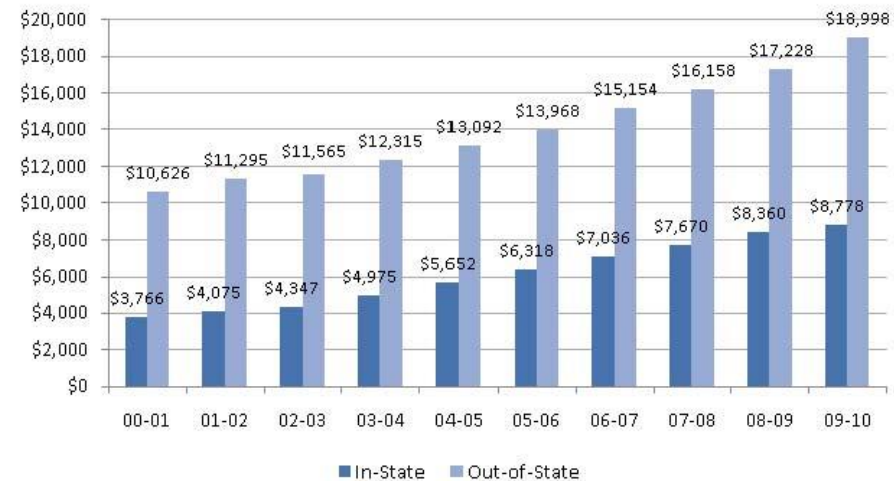
What is currently driving the need for change in traditional universities?

- Growing cost per student

Tuition and Fees for Full-Time Undergraduate Students



Tuition and Fees for Full-Time Graduate Students



What is currently driving the need for change in traditional universities?

- Practical ceiling on tuition
- Advent of technology
- Disconnect between the real purpose of the university and reality
 - The university serves scholars and scholarship before students
 - How do we respond to student needs?
 - Are our students well prepared for the workplace?
 - How do we allocate our resources for research versus student learning?

“The essence of strategy is choosing what not to do.”

Michael Porter, Professor
Harvard Business School

- Defending the status quo is futile.....

.....and no fun.

Four things we know

- Faculty members have good hearts and heads.
- Young people will always want to come to college.
- Technology and innovation make it possible to grow our way out of financial trouble and organizational resistance to change.
- The future holds unimagined opportunities
 - EMBRACE INNOVATION

What drives us to be creative and innovative?

- Do we truly value and reward innovative scholarship and teaching?
- Do our conversations start with “What if?” or “why not?”
- Do we constantly identify and remove disincentives?

“We must justly prize those faculty who are truly gifted, magical teachers.....we will never totally forsake recognition for publishing in the usual academic journals, but we must be brave and wise enough to appreciate and reward other forms of scholarship as well.”

Gordon Gee, President, Ohio State University

The university must put questions of people ahead of questions of strategy

- Do our current policies and practices abide by that principle?
- Does our strategic plan?
http://www.uky.edu/Provost/strategic_planning/index.htm
- How could they be changed to ensure that students, staff and faculty are our first priority?

Our UK Culture

- Are we a “rule-based” culture?
- What are some of our core myths that unconsciously structure our behavior?
- How do we view failure?
- Do we have a collective vision of our future?
- Do all individuals see a role in this vision?
- Do we involve student and alumni in developing our vision?

How do we encourage change?

- Do we empower faculty and staff to be change agents?
- Do we communicate effectively?
- Are our structures aligned with our vision?
- Do we provide appropriate training?
- Can faculty and staff effectively confront supervisors who undercut change?
- How do we celebrate “small wins?”

How do we encourage change?

- How do we build trust?
- Do we reward only individual achievement?
- How can our policies be changed to reward collaborative behavior and teamwork?

How do our current customs, policies and procedures encourage “new leaders”?

- “Old” leadership has failed
 - Hierarchical, power-based and bureaucratic
- “New” leadership
 - Relies on people’s innate creativity and caring
 - Practices consistent innovation and courage
 - Thinks in terms of interconnectedness
 - Must invent the future while dealing with the past

Promoting “new leadership”

- Involve everybody who cares
- Understand that it is difficult to break with tradition
- Manage conflict
- Encourage problem-solving behavior

Do our current policies support and encourage a broad avenue of scholarship?

- The public scholar
 - Communicates with a wide audience
- The translational scholar
 - Works at the intersection between basic research and commercialization
- The artistic scholar
 - Includes musicians, actors, dancers, writers and filmmakers
- The entrepreneurial scholar
 - Builders who facilitate dialogue by being inquisitive and focused on problem-solving
- The engaged scholar
 - Combine academic pursuits with a broadly defined view of service

Name one thing that we could do right
now to facilitate change

Additional Resources

- Finding our way: Leadership for uncertain times. Margaret J. Wheatley
- Leading change. John P. Kotter
- The power of positive deviance: How unlikely innovators solve the world's toughest problems. Richard Pascale, Jerry Sternin and Monique Sternin
- Engines of innovation: The entrepreneurial university in the 21st century. Holden Thorp and Buck Goldstein
- The innovative university: Changing the DNA of higher education. Henry J. Eyring and Clayton M. Christensen