Getting From Here to There in Tough Times: Do's and Don'ts for Creating Culture Change

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Who we are ....

*MJ Brukardt*, Special Assistant to the Chancellor for Strategic Planning
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*Formerly* … Vice Provost and Dean of Graduate Studies
University of Wisconsin - Eau Claire
Our Context

• At this time last year …
  – Potential budget cuts

• And now …
  – Growth initiatives and budget increases

• The “process” common denominator …
  – Evidence-based decision making
Our Goal was … Integrated Planning

• Priorities and strategic directions (Gold Arrows)

• Budget decisions / process

• A solid understanding of the “position” of each program
  PEEQ = Program to Evaluate and Enhance Quality
The “State of the University”

• A culture of contradictions …
  – Reject top-down decision making
  – Passive about taking initiative
  – Proud of academic innovation
  – Change averse
  – Excessive about bureaucratic policies
  – Not fully invested in assessment & continuous improvement

And yet…
Help Wanted! Change Needed

• Collaborative
• Nimble
• Evidence-based decision making
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Evidence-Based Decision Making

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The Foundation for PEEQ

• PEEQ has been guided by Robert Dickeson’s book:
  – *Prioritizing Academic Programs and Services* (1999)

• … and also by work done at Bemidji State University and Drake University
PEEQ’s Three Major Criteria

Mission Centrality

Quality

Cost

+ opportunities

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Color Wheels

• Expressing the “evaluation” using colors

Quality

- Modern and Well-Developed Curriculum
- Well-Developed Assessment Process that Improves the Program
- Instructional Currency
- Faculty Scholarship
- Not Vulnerable to Staffing Changes
- Experiential and Transformative Learning
- Demonstrates and Promotes EDI
- Excellence in Teaching and Advising
- Contribution to the University's Identity / Distinctiveness
Holistic Evaluation

- Mission Centrality
- Quality
- Cost

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Do's and Don’t's for Culture Change

1. Do involve all leaders, but lead by following

2. Don't get locked into a process: build the plane in the air

3. Don't forget to communicate

4. Do give people permission to change

5. Do hold people accountable
Questions?

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• Our materials are available at …
  – http://www.uwec.edu/chancellor/stratplan