

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



*NCCI Annual Meeting 2010 • San Francisco*

## Who we are ....

*MJ Brukardt*, Special Assistant to the Chancellor for Strategic Planning  
University of Wisconsin - Eau Claire

*Stephanie Jamelske*, Budget Officer for Academic Affairs  
University of Wisconsin - Eau Claire

*Andrew T. Phillips*, Academic Dean and Provost  
U.S. Naval Academy

*Formerly ...* Vice Provost and Dean of Graduate Studies  
University of Wisconsin - Eau Claire

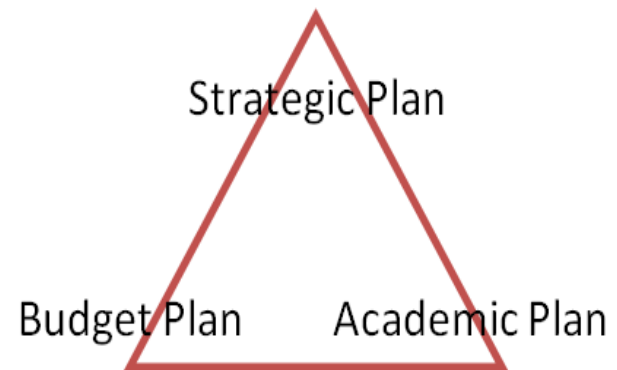
# Our Context

- 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 And yet...
  - Passive about taking initiative
  
  - Proud of academic innovation And yet...
  - Change averse
  
  - Excessive about bureaucratic policies And yet...
  - Not fully invested in assessment & continuous improvement

# Help Wanted! Change Needed

- Collaborative
- Nimble
- Evidence-based decision making

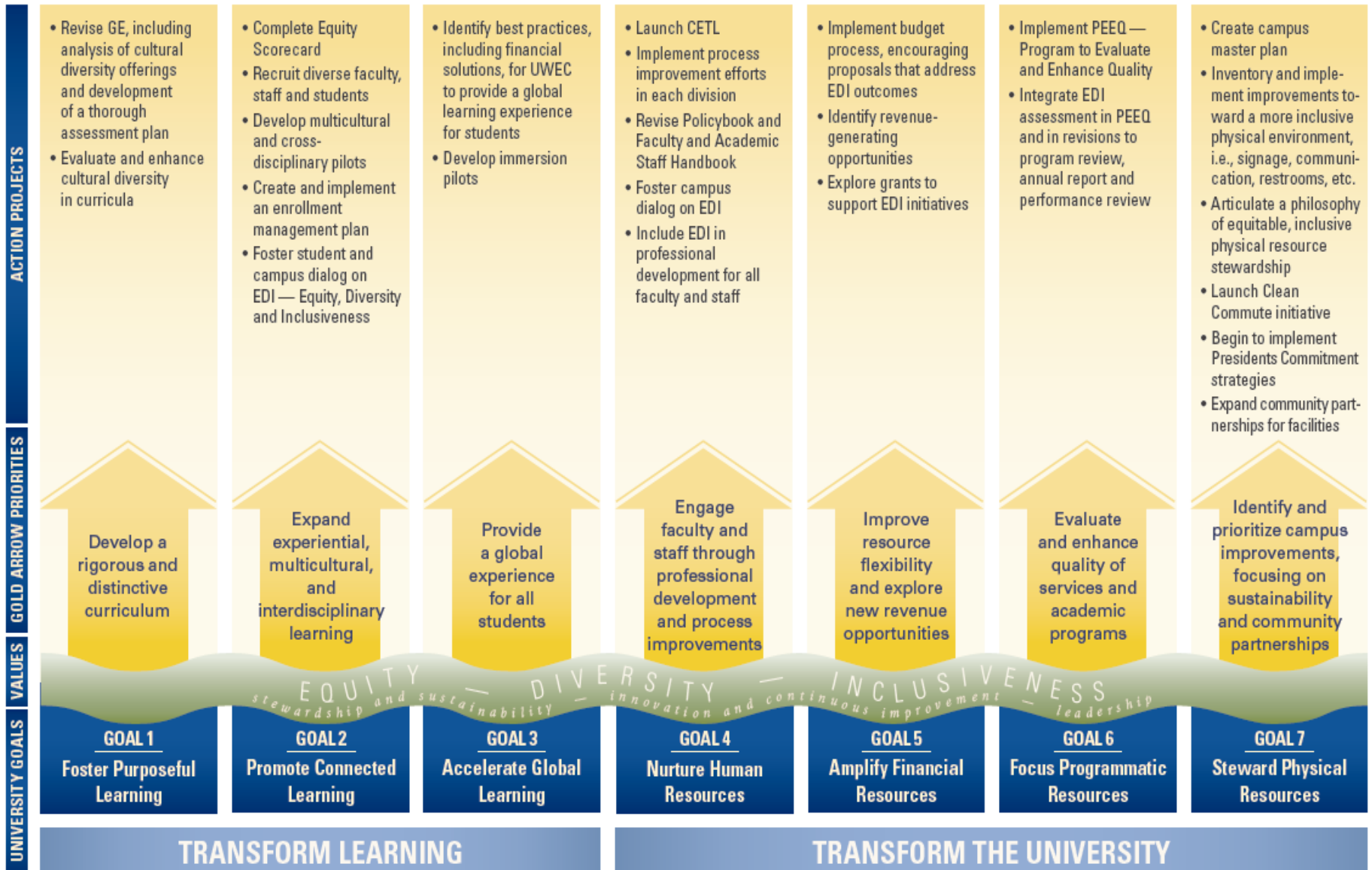




# IMPLEMENTING *our* PLAN

2008-09

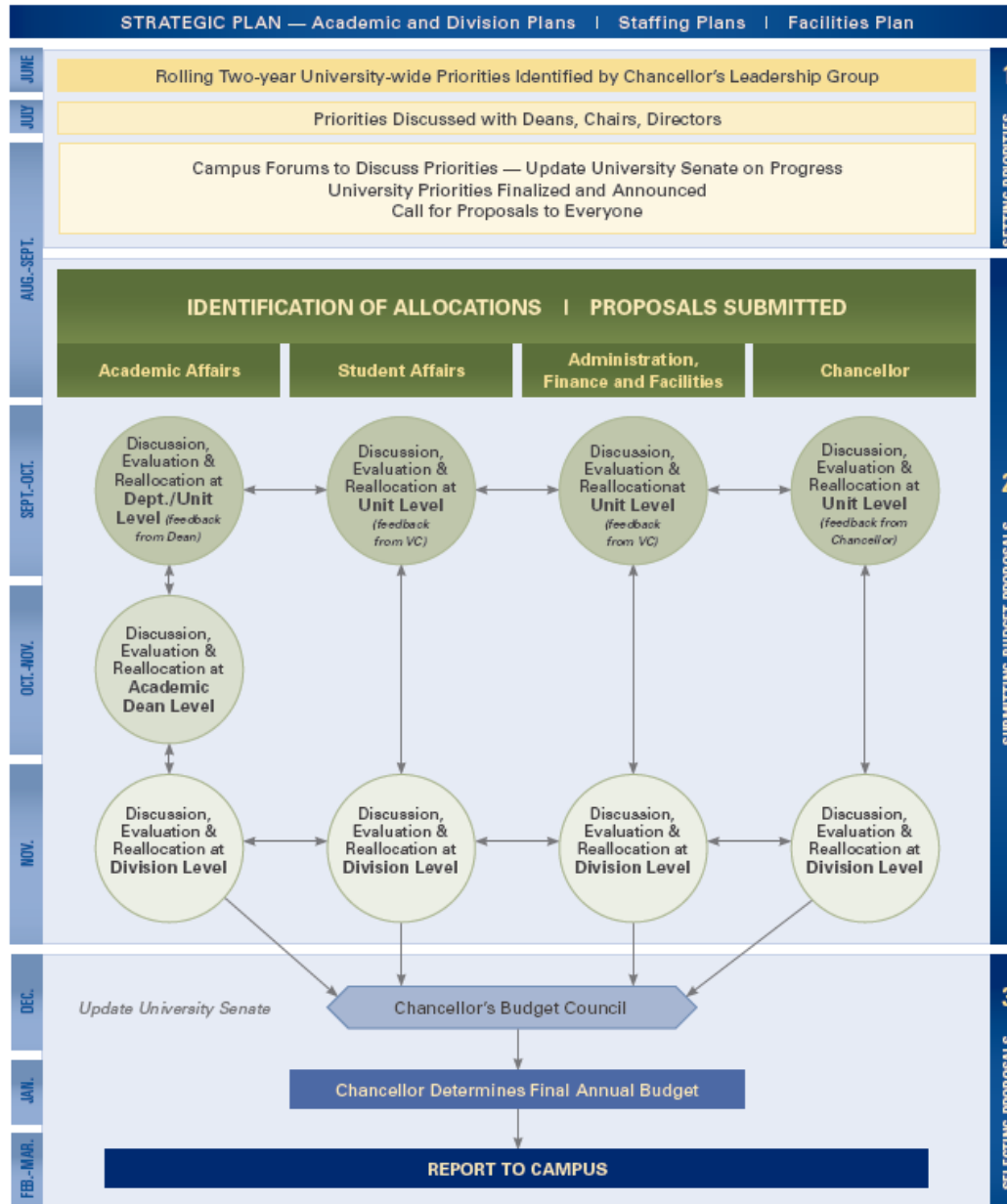
TRANSFORMING OUR FUTURE ... TOGETHER



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# INTEGRATED BUDGET PROCESS



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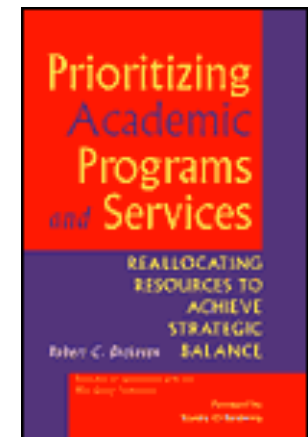
# Evidence-Based Decision Making



# 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



**+ opportunities**

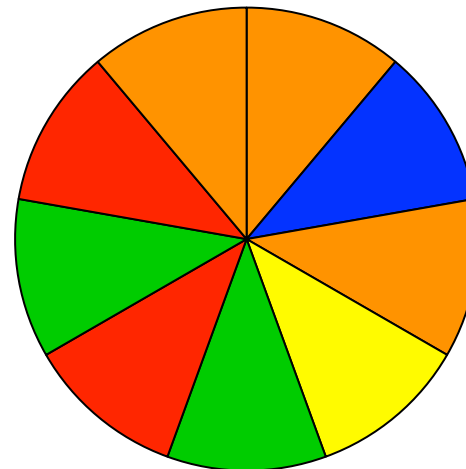
# Color Wheels

- Expressing the “evaluation” using colors

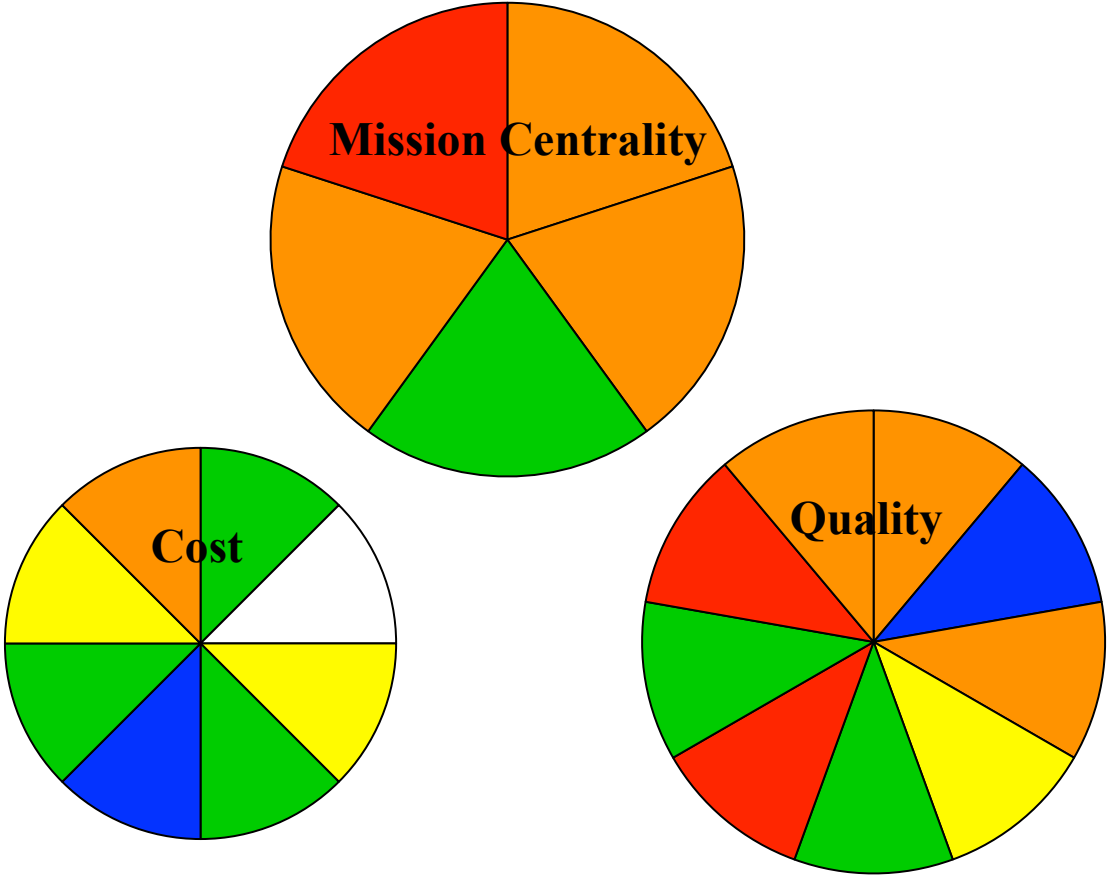


## Quality

- 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



# 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?

- Feel free to contact us ...
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- Our materials are available at ...
  - <http://www.uwec.edu/chancellor/stratplan>