President and Provost Roundtable Discussion

Topic – An Entrepreneurial University

NOTE: Articles cited are for reference purposes – not necessarily endorsed by President or Provost.

Discussion: Do you perceive SHSU as innovative/entrepreneurial? Do you see this characteristic as important?

Making Innovation a Core Competency

• Areas of Innovation at Work
  o Sustaining
  o Transformational
  o Revolutionary
  o Disruptive

• What It Takes to Be Successful
  o Culture
  o Competency
  o Courage

• The Path to Innovation
  o Lead
  o Plan
  o Practice

The Innovative University

• Three most important strategic questions
  1. What students will we serve?
  2. What subject matter will we emphasize?
  3. What types of scholarship will we pursue?

• Three vital jobs for traditional universities
  o Discovering and disseminating new knowledge
  o Remembering and recalling the achievements and failures of the past
  o Mentoring the rising generation

• Universities must be nimble and cost-effective
  o Broaden traditional definition of excellence
    ▪ Remain affordable and accessible
    ▪ Redefine academic meritocracy
    ▪ Make careful choices about the types of students to serve
    ▪ Satisfy customers’ needs consistently better than one’s competitors
    ▪ Be different; Make exclusive strategic choices
    ▪ Discover the university’s strengths and maximize them; create a focused mission and unique brand
    ▪ Ensure a sustainable financial model

• A focused mission allows these institutions to improve their execution while allowing their delivery model and processes to be tailored to meet the objectives of their student population
Liberal Arts Colleges
- Public Universities
- Community Colleges
- Certificate Granting Institutions

Babson College President, Leonard Schlesinger
- “More and Better”—Universities must reframe their approach to management rather than setting short term goals in the hopes that everything will return to normal

**Winning by Degrees**
- Five practices appear to raise degree productivity without reducing quality or restricting access
  - Contribute to raising the rate at which students complete their degrees
    1. Systematically enabling students to reach graduation
    2. Reducing nonproductive credits
  - Contribute to reducing cost per student
    3. Redesigning the delivery of instruction
    4. Redesigning core support services
    5. Optimizing non-core services and other operations

**Essential elements for transforming degree productivity**
- Efficient and effective operational processes supported by appropriate technology and tools
- Effective management systems to ensure progress, build capabilities, and manage implementation
- Leaders and staff who are committed to achieving degree productivity gains alongside high-quality educational outcomes
- Support from state and institutional policies that allow them to choose how to achieve their quality and efficiency goals

**Cultivating Creativity**
- The ability to approach problems in non-routine ways using analogy and metaphor
- Conditional or abductive reasoning (posing “what if” propositions and reframing problems)
- Keen observation and the ability to see new unexpted patterns
- The ability to risk failure by taking initiative in the face of ambiguity and uncertainty
- The ability to heed critical feedback to revise and improve an idea
- A capacity to bring people, power and resources together to implement novel ideas
- The expressive agility required to draw on multiple means (visual, oral, written, media-related) to communicate novel ideas to others

**References**


