



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 Competency¹

- Areas of Innovation at Work
 - Sustaining
 - Transformational
 - Revolutionary
 - Disruptive
- What It Takes to Be Successful
 - Culture
 - Competency
 - Courage
- The Path to Innovation
 - Lead
 - Plan
 - Practice

The Innovative University²

- 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
 - Discovering and disseminating new knowledge
 - Remembering and recalling the achievements and failures of the past
 - Mentoring the rising generation
- Universities must be nimble and cost-effective
 - 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 Degrees³

- 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 Creativity⁴

- 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 and unexpected 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

1. Jarousse, L.A. (2012). Making innovation a core competency. *Trustee*, 26-27.
2. Christensen, C. M., & Eyring, H. J. (2011). *The innovative university: changing the DNA of higher education from the inside out* / Clayton M. Christensen and Henry J. Eyring. San Francisco: Jossey-Bass, c2011.
3. Auguste, B. G., Cota, A., Jayaram, K. & Laboissière, M. C. A. (November 2010). *Winning by degrees: the strategies of highly productive higher-education institutions*. Retrieved from:
<http://mckinseysociety.com/downloads/reports/Education/Winning%20by%20degrees%20report%20fullreport%20v5.pdf>
4. Kuh, G.D, Tepper, S.J. (2011). Let’s get serious about cultivating creativity. *The Chronicle Review*, B13-B14.