

BUILDING INNOVATIVE AVENUES FOR FACULTY GROWTH AND SUCCESS

SESSION 3

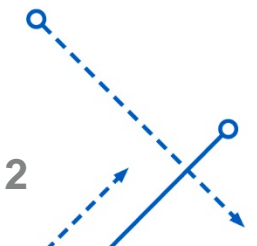
What is Innovation

A creative and collaborative effort producing new organizational....

- forms
- processes
- routines
- products
- services

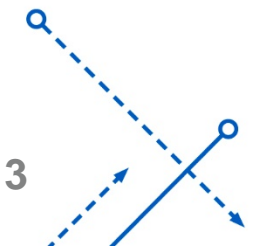
... that lead to new pathways for achieving and expanding an organization's economic, reputational, legitimacy, or political goals.

Organizational change and innovation are critical to success of higher education in the 21st century!



Disruptive Forces

- Path to jobs as critical factor for college attendance
- Students enter college with advanced involvement in technology
- The creation and distribution of knowledge is rapidly transforming
- Demographics of students and population will continue to rapidly change
- Enrollment storms produce uneven declines of interest in some disciplines
- The general level of trust within institutions, including higher education, has been eroding
- Growing expectation that university researchers address the world's grand challenge
- Increasing expectation that universities in general participate in economic development
- Changing funding mechanisms for research – decreasing public support in some fields, increasing industry grants
- Increasing budget challenges and the decline in state support
- Increasing numbers of non-tenure track faculty

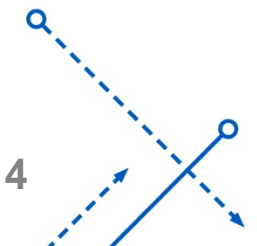


The Dilemma of Innovation in HE

Universities are not at a loss for innovative ideas and want to move forward...

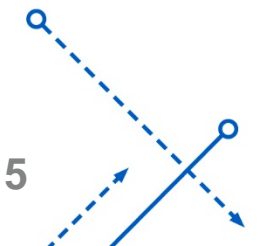
BUT

...the implementation of innovation and change is often stifled.



Culture of Innovation

An environment that continually introduces new ideas, practices or ways of thinking and then translates them into action to solve specific problems or seize new opportunities.



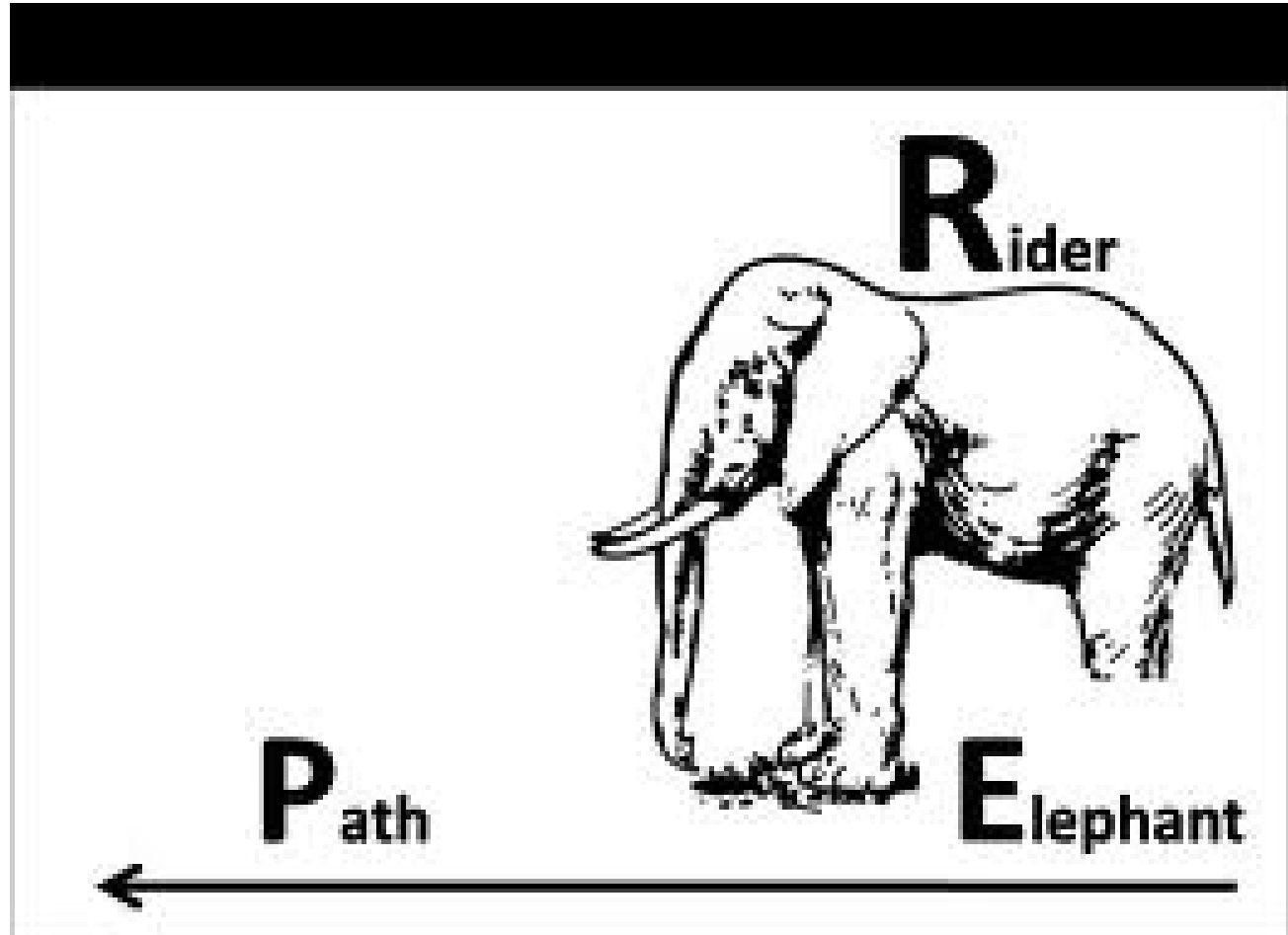
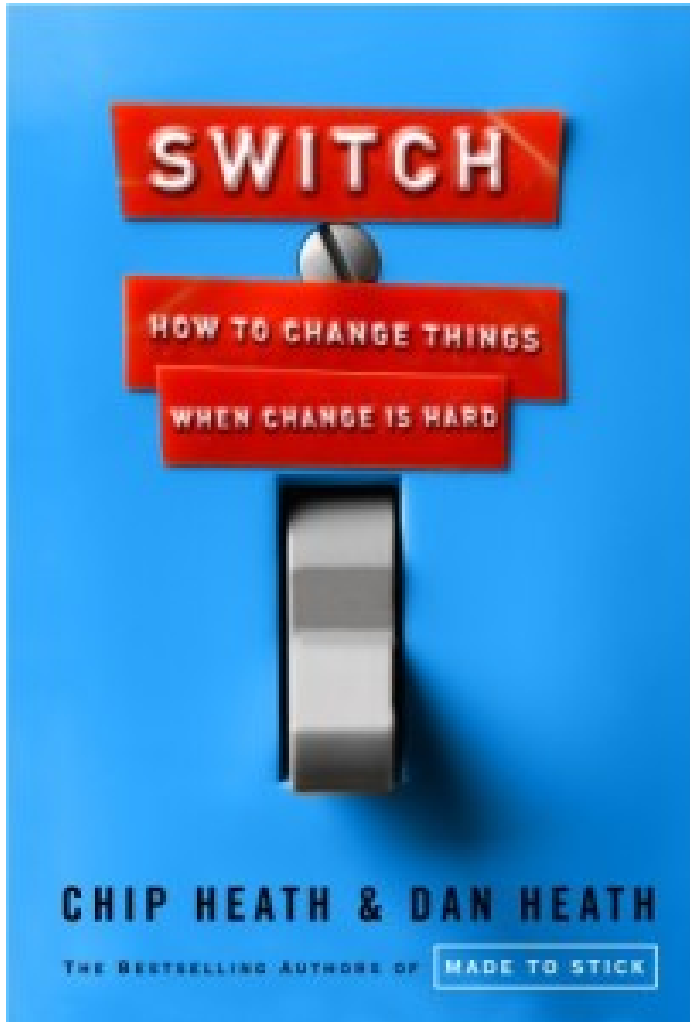
Principles for Leading Change and Innovation

(1995), “Leading Change: Why Transformation Efforts Fail”

John Kotter



Direct the Rider, Motivate the Elephant, and Shape the Path



Leading Large-scale Transformative Change

1

Establish a Sense of Urgency

- ☐ Examine market and competitive realities
- ☐ Identify and discuss crises, potential crises, or major opportunities



2

Form a Powerful Guiding Coalition

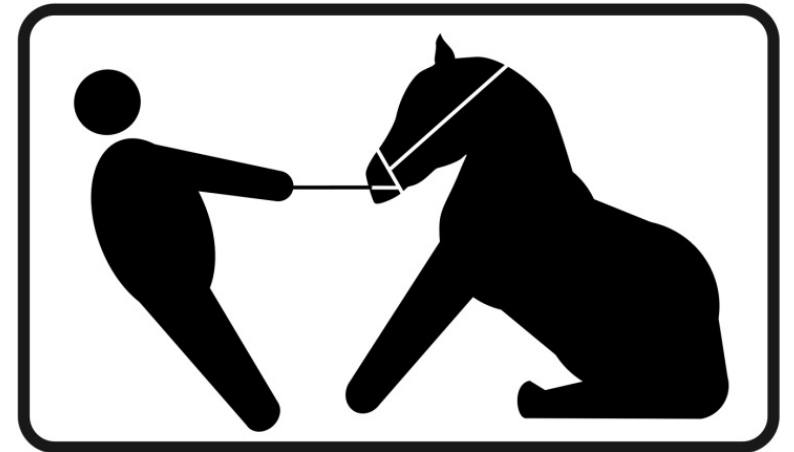
- ☐ Assemble a group with enough power to lead the change effort
- ☐ Encourage the group to work together as a team

Decoding Resistance To Change

What is often seen as resistance to change, is often actually valuable feedback to improve change efforts

Strategies to use resistance as a resource:

1. Boost awareness – The “what”
2. Return to purpose – The “why”
3. Change the change – The “how”
4. Build participation and engagement – The “who”
5. Complete the past – The “when”



Leading Large-scale Transformative Change (Con't)

3

Create a Vision

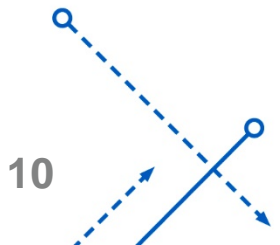
- ☐ Create a vision to direct the change effort
- ☐ Develop strategies for achieving that vision



4

Communicate the Vision

- ☐ Use every vehicle possible to communicate the new vision and strategies
- ☐ Teach new behaviors by example



Motivate The Elephant

- Find the Feeling
 - Defines a purpose that resonates emotionally
 - Not:
 - Analyze, **THINK**, Change
 - Instead:
See, *feel*, Change



Leading Large-scale Transformative Change (Con't)

5

Empower Others to Act on the Vision

- ☐ Remove obstacles to change
- ☐ Change systems or structures that undermine the vision
- ☐ Encourage risk taking and nontraditional ideas, activities, actions

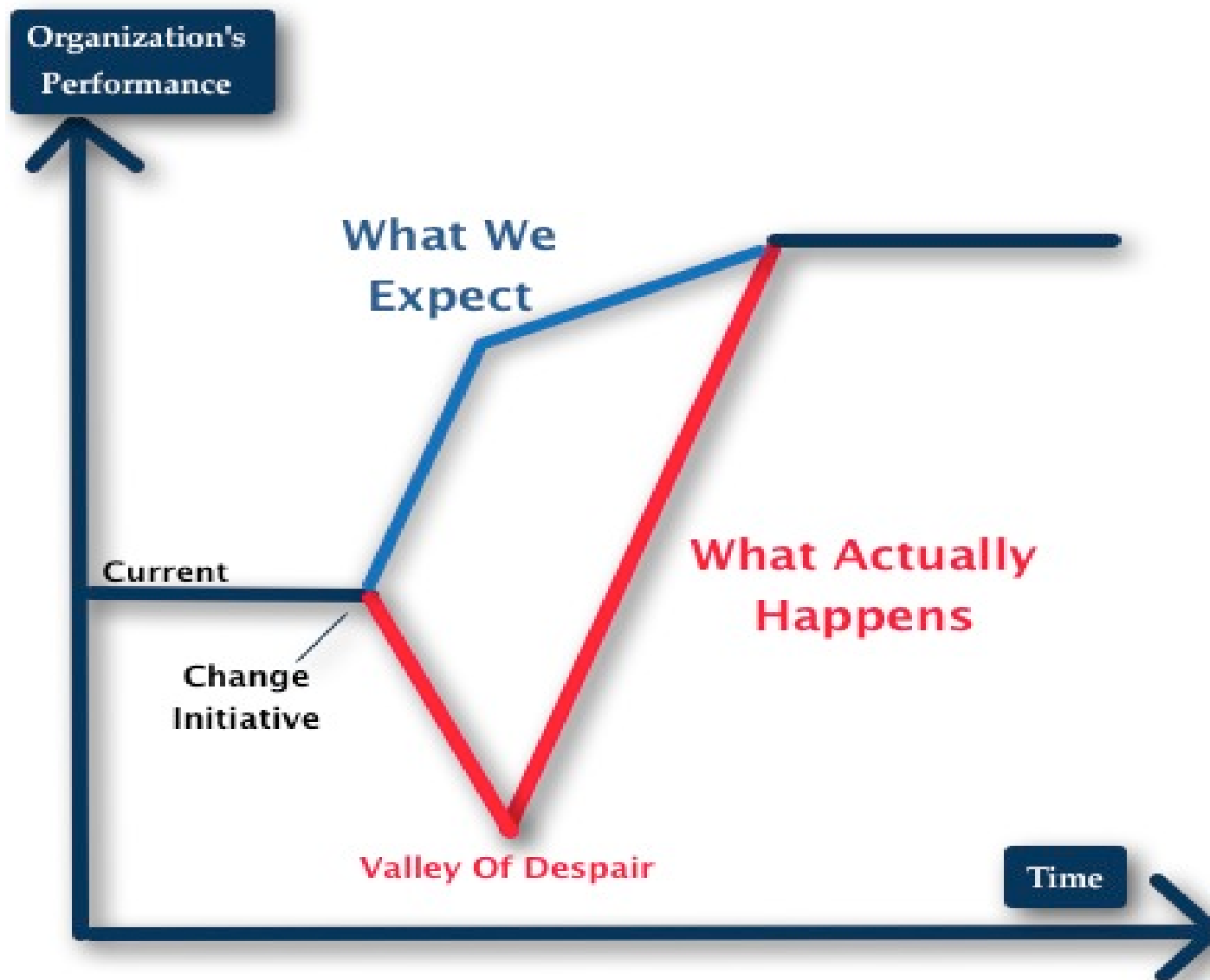


6

Plan for and Create Short-Term Wins

- ☐ Plan for visible performance improvements
- ☐ Recognize and reward those involved in improvements





Leading Large-scale Transformative Change (Con't)

7

Consolidate Improvements and Produce Additional Change

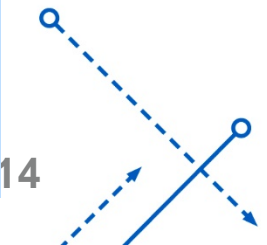
- ☐ Use increased credibility to change systems, structures or policies that don't fit the vision
- ☐ Hire, promote and develop those who can implement the vision
- ☐ Reinvigorate the process with new projects, themes and change agents



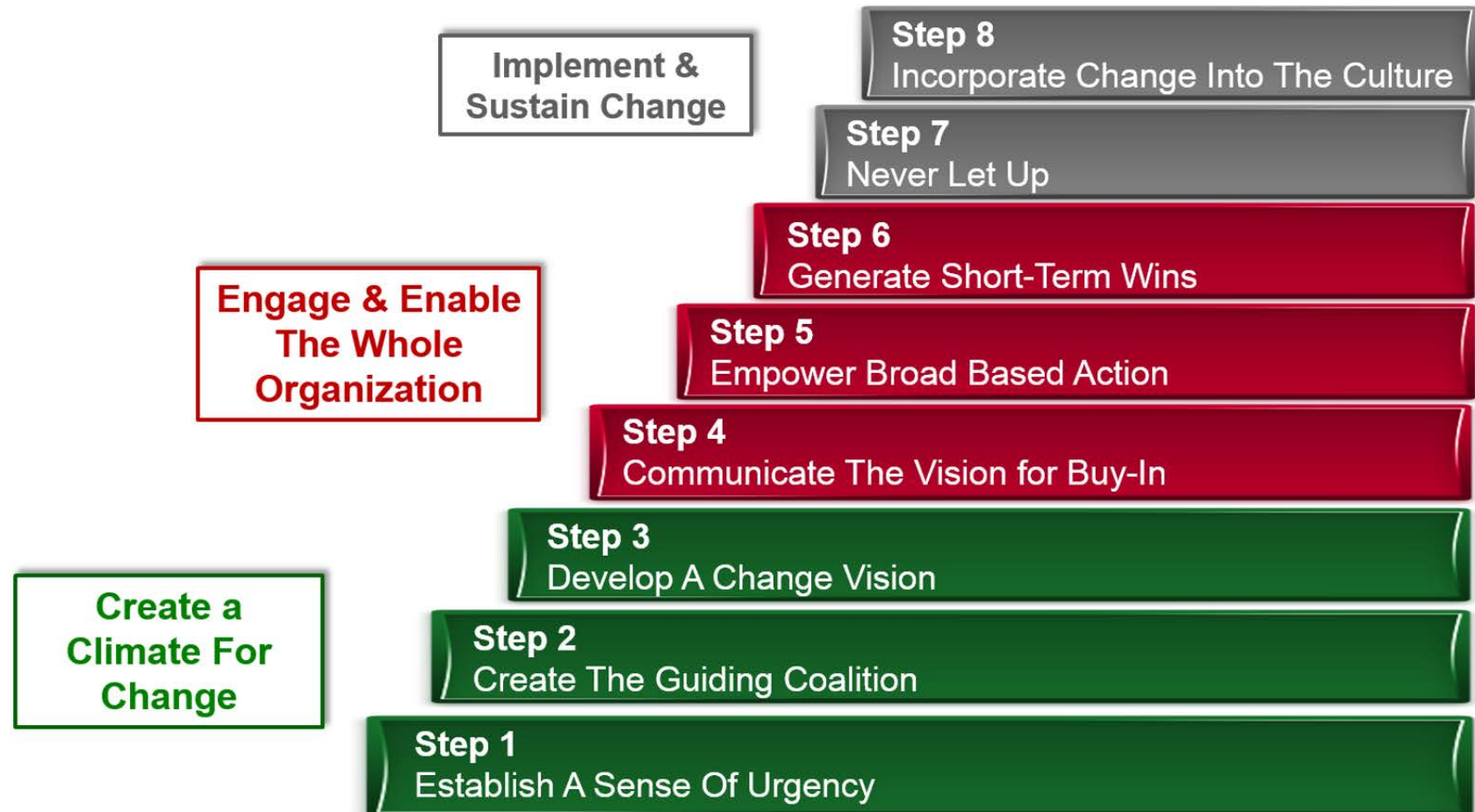
8

Institutionalize New Approaches

- ☐ Articulate the connections between new behaviors and success
- ☐ Ensure the means to ensure leadership development and succession



Building a Culture of Innovation



CONCLUSIONS

- Clear vision and process
- Rider, elephant and path working in unison
- Build a culture of innovation
- Leadership is essential

Innovations in Faculty Development and Engagement

- New Faculty Academy – *Tilman Baumstark, Associate Vice Provost*
- Center for Educational Innovation – *Christine Kroll, Director and Assistant Vice Provost*
- Inclusive Excellence – *Despina Stratigakos, Vice Provost for Inclusive Excellence*
- UB Libraries – *Evviva Weinraub Lajoie, Vice Provost and Dean of Libraries*

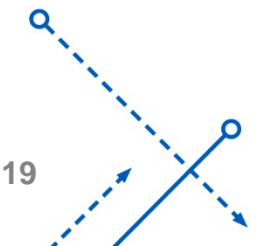
Insert Tilman – Panel Slides

Breakout: Begin Capstone Project

Goal: Create a new initiative to implement at your home institution around a topic such as:

- Faculty success
- Leadership development
- Community engagement

- 1) Here at UB:** Project planning begins today, using opportunity to discuss with presenters and fellows from other institutions. Explore potential for collaborations, funding opportunities (e.g. MAC grants, others).
- 2) At Home:** Working with your liaison, project development continues over the next months. Concept and outline are expected to be highly developed before the February conference at NIU.
- 3) At NIU:** Finalization of the project will occur at NIU conference, allowing for incorporation of workshops topics and additional perspectives. Presentation to fellows and liaisons from other institutions at concluding showcase.





Breakout: Begin Capstone Project

Today, at your table:

- 1) Identify a new faculty development program you would like to implement
- 2) Identify trends and issues that may either positively or negatively impact the success of your initiative
- 3) Identify what action steps would be needed to facilitate implementation:
 - What strategies and steps will be required?
 - What types of influence will need to be exerted?
 - Who are stakeholders that need to be engaged?
 - What obstacles do you anticipate that may be rooted in your campus culture?
How will you tackle them?
 - What changes do you envision as a result of your efforts and this new initiative?
What will success look like?
- 4) Develop a timeline from today leading to the anticipated future launch
- 5) Present initial concept today at showcase/networking session before lunch

BREAK

Sharing Plans & Initiative Showcase

Final Reflections & Closing Ceremony