

Leading Meaningful Change

SCUP-52, SCUP's Annual Conference:
We Strengthen and Transform Higher Education



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Overall Goal of Today's Presentation

Gain insight from shared experiences by seasoned institutional leaders of community, public and private institutions of issues leaders must successfully address to implement a meaningful strategic planning process.



1. Evaluate and reflect upon the existing organizational culture to identify factors of the culture that can promote or hinder guiding the institution through the strategic planning process.
2. Develop strategies to build community, set direction, and empower others as an intentional effort at making a new culture to displace the old.
3. Advanced a strong strategic planning culture in a meaningful way by making it a core of every leadership action.
4. Address challenges from stakeholders as events that need to be anticipated and managed.



The strategic management process provides an institution with a direction that can lead to a positive outcome but, on the other, propels the institution onto an uncharted and potentially perilous course.

Mintzberg, H. (1994). The fall and rise of strategic planning. *Harvard Business review*, 72(1), 107-114.

Taylor, J. S., De Lourdes MacHado, M. & Peterson, M. W. (2008). Leadership and strategic management: Keys to institutional priorities and planning. *European Journal of Education*, 43(3), 369-386. doi:10.1111/j.1465-3435.2008.00363.

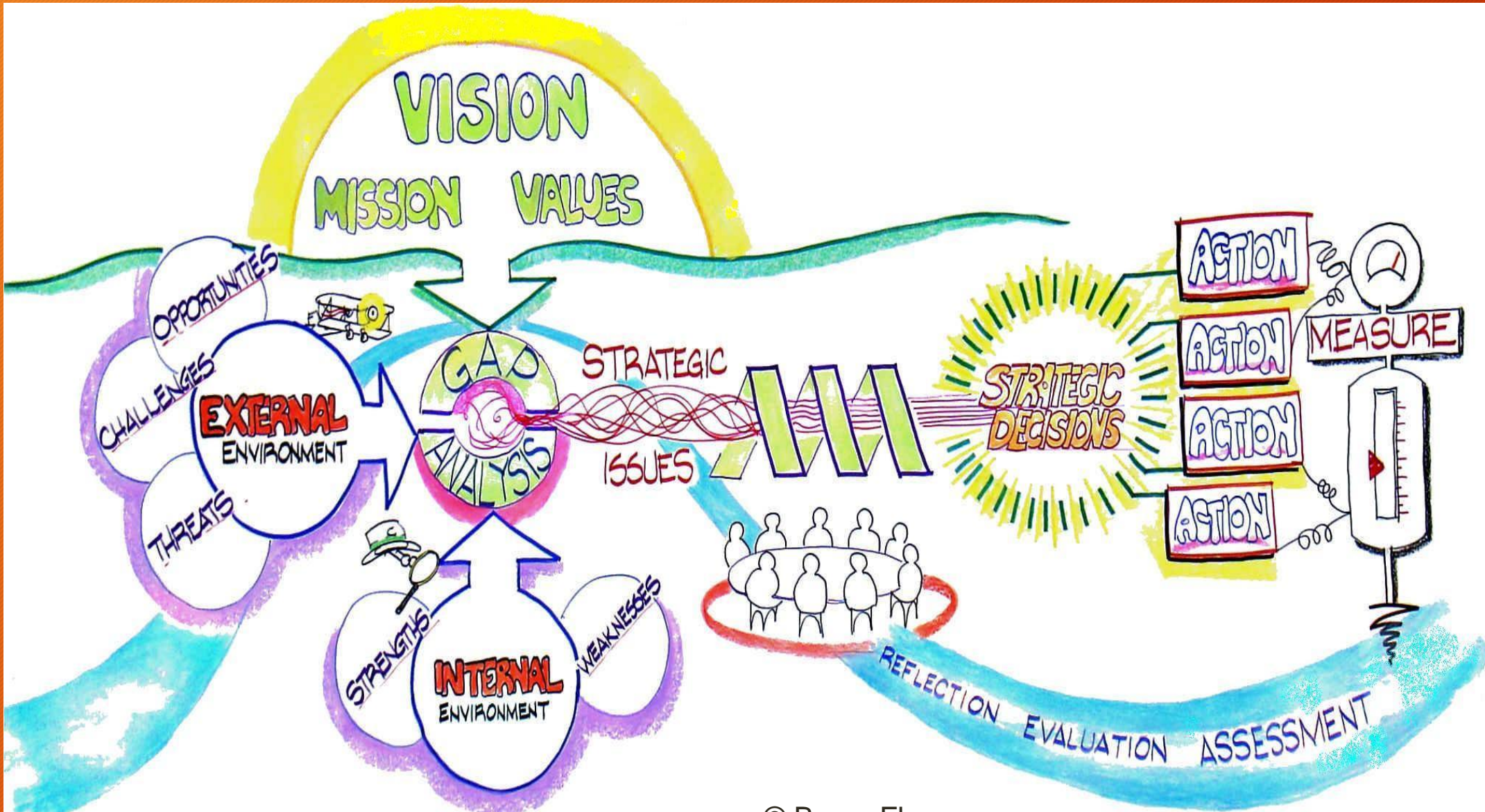
Taylor, J. S., & De Lourdes MacHado, M. (2006). Higher education leadership and management: From conflict to interdependence through strategic planning. *Tertiary Education and Management*, 12(2), 137-160. doi:10.1007/s11233-006-0003-3

Models of Strategic Planning



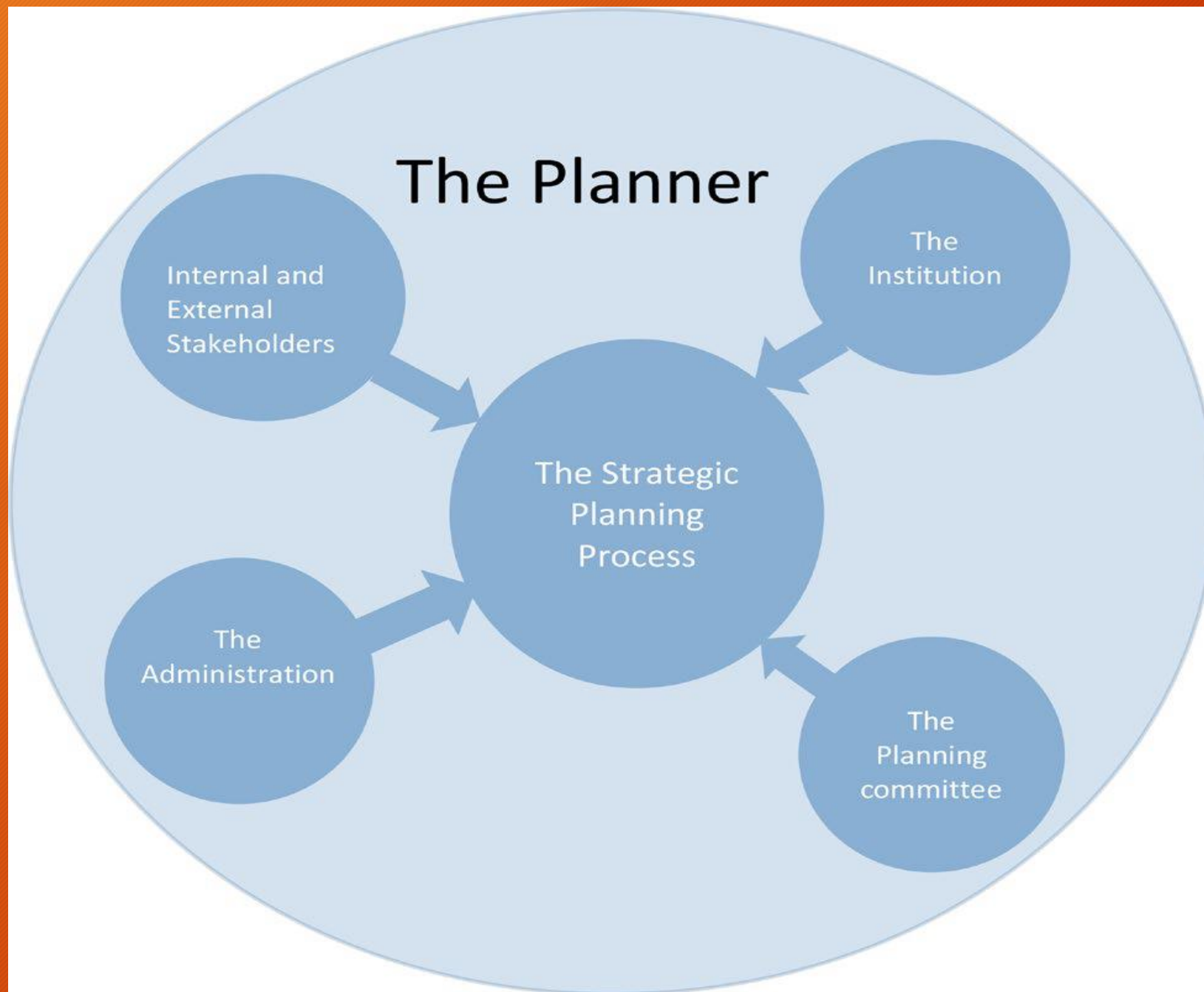
- Linear
- Organic
- Social Construction

Linear Model



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Organic Model



Social Construction

Three umpires disagreed about the task of calling balls and strikes.

The first one said, 'I call them as they are.'

The second one said, 'I call them as I see them.'

The third and cleverest umpire said, 'They ain't nothin' till I call them.'"

Social Construction

Premise: Organizations are entities of social construction, built upon the stories, narratives, experiences, and interactions of its members.

Leaders create the reality of the strategic plan by:

- Engaging members to make sense of the process for them.
- Acknowledges the importance of communication and creating a language (by what they say and do) that will encourage the strategic planning process and make it real .

Examples of When Leadership Gets it Wrong

- Just went through the motions.
- Did not involve members in the process.
- Believed that one size fits all.
- Did not follow through with implementation.
- Laissez-faire attitude in managing the process.
- Responded poorly to resistance.
- Did not assess readiness to participate in the process.

Lessons learned from your experience as an institutional leader for strategic planning.

What advice would you offer to a leader new to the strategic planning process in higher education?

Lessons learned from your experience as an institutional leader for strategic planning.

As a leader how do you promote and foster organizational change that builds upon the skills, insights, and conceptual abilities of individuals within the organization?

Lessons learned from your experience as an institutional leader for strategic planning.

As academic leaders how do you empower others to do their required tasks so they can reach given objectives?

Lessons learned from your experience as an institutional leader for strategic planning.

How do you build community among the varied stakeholders groups while addressing each group's concerns?

Lessons learned from your experience as an institutional leader for strategic planning.

How to do you prepare for the unexpected? It that possible?