

Innovation & Strategic Leadership for the Current Environment New Presidents Program Council of Independent Colleges January 2023

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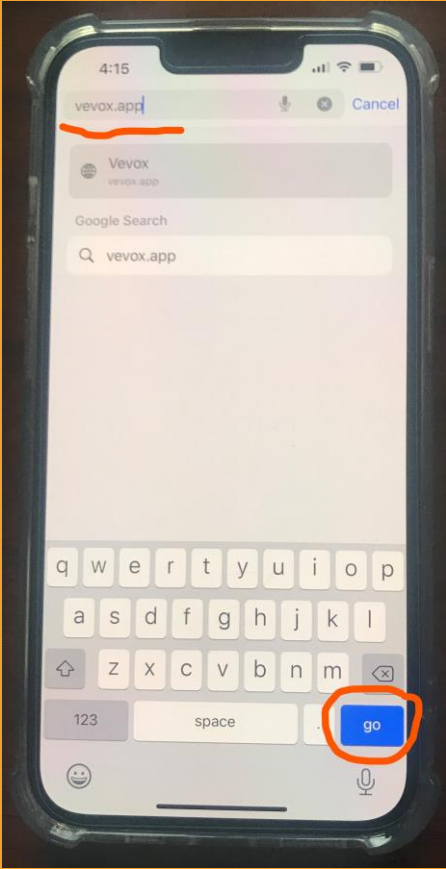
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Innovation & Strategic Leadership

Session Objectives

- What innovation means for you as a leader
- Areas in need of innovation in higher education
- Innovations that can make your institution more financially sustainable, more mission-driven, more student-centric, more culture-focused
- Leading innovation and risk
- Aligning innovation and strategy

Live Polling



Get out your phones and let's share some ideas!

- Open a web browser on your phone (e.g., Safari, Chrome)
- In the URL field type **vevox.app** and click “go”
- Enter ID # **161-851-289**

What Sets Innovative Organizations Apart?

Think about innovative companies, non-profits, universities, or other organizations that are more innovative than others in their competitive space.

Using one or two words, type the thing these organizations do that makes them more innovative and successful.

What do organizations do that makes them innovative and successful? (Enter terms one at a time, please.)

Qualities of Innovative Organizations



What is Innovative Leadership?

“Innovative leadership is the ability to both think and influence others to create “new and better” ideas to move towards positive results”

George Couros

(<https://georgecouros.ca/blog/archives/5921>,
accessed August 4, 2022)

For colleges and universities...

“Your school is doing something different it has never done before”

Areas in Need of Innovation in Higher Education

- Civil Discourse
- Cost & Affordability
- Data & Technology
- Demographics & Enrollment
- Diversity, Equity, Inclusion, Justice
- Institutional Value & Branding
- Learning Modalities
- Partnerships, Mergers & Acquisitions
- Political Divides
- Restructuring
- Retention & Completion
- Shared Governance
- Sustainable Business Models

What are the Challenges Fostering Innovation in These areas of Higher Education?

What are the challenges you and your institutions face in trying to innovate in these areas?

Type the one or two words that you feel are (or will be) your biggest challenges or obstacles when trying to foster innovation in these areas.

Biggest challenges or obstacles to fostering innovation? (Enter terms one at a time, please.)

Higher Ed Innovation Challenges



Mini-case 1: Financial Distress

Innovation at Hiram to Address Financial Distress

Situation

- Declining net tuition revenue due to enrollment decreases
- Higher incoming student discount rates

Tasks

- Reposition Hiram in regional market
- Grow enrollment and net tuition revenue

Actions

- New branding campaign: *The New Liberal Arts*
- New signature program: *Tech and Trek*
- New tuition model: *Learn More, Earn More, Spend Less*

Results

- Lowered tuition discount rate & slightly grew enrollment
- Increased first-year retention

Mini-case 2: Shared Governance

Innovation at UC to Address Shared Governance Concerns

Situation

- Followed a long-serving president (29 years)
- Faculty and staff disengaged, frustrated, and nervous

Tasks

- Create a quick win to maintain excitement and momentum
- Identify root causes and address shared governance concerns

Actions

- Innovation Competition
- Faculty-Administration-BOT working group

Results

- UC-IC: 42 entries, 5 projects selected involving 41 faculty & staff
- Formal and informal communication enhancements to BOT and Faculty Assembly meetings

Innovation & Risk

Assessing Risk Capacity

- How do you assess your capacity for risk right now?
- How do you assess your team's capacity for risk?
- How do you assess your organization's capacity for risk?
- How do you assess your Board's capacity for risk?

Each table answers one of these questions and reports out

Aligning Innovation with Institutional Strategy



Values, mission, vision, goals, priorities



Structure dedicated times
for ideation & innovation

Small group meetings

Idea forums

Competitions



Reinforce through messaging, recognition, and/or
rewards



It's as much about the culture as the results



Trying and failing is better than doing nothing

Questions and Sharing

