

LEADING CHANGE IN TEACHING AND LEARNING: VISION, INFLUENCE, ACTION

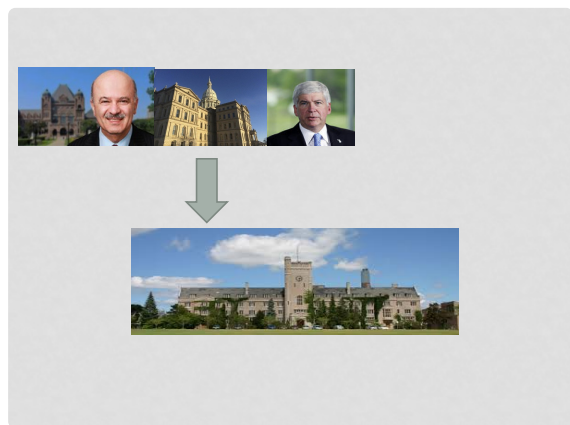
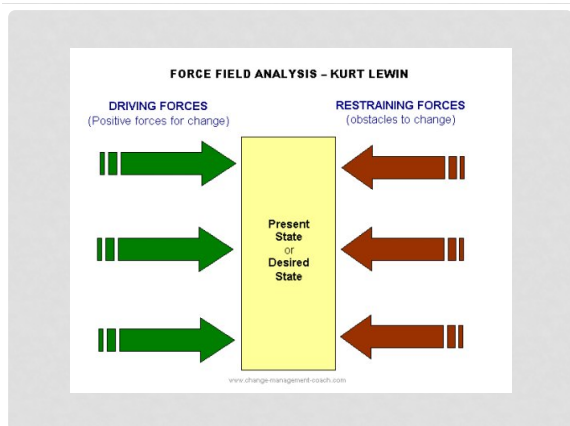
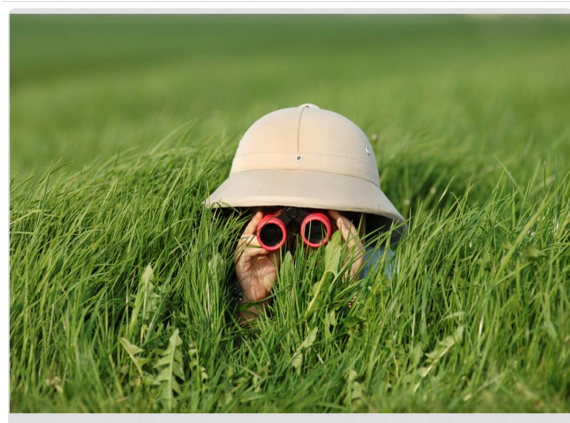
OAKLAND UNIVERSITY

Ninth Annual Conference on Teaching and Learning
University of Windsor, Windsor, ON
May 13-14, Pre-conference Forum May 12, 2015

University of Windsor

ANSWERING THE CLARION CALL: GRASSROOTS STRATEGIES FOR CATALYZING CHANGE IN THE ACADEMY

JULIA CHRISTENSEN HUGHES
UNIVERSITY OF GUELPH



GOVERNMENT

- Minister Reza Moridi – Ontario Ministry of Training, Colleges and Universities
- Gov. Rick Snyder – Michigan
- Significant fiscal challenges (declining funding)
- State funded, State supported, State located
- Senate Bill 134; School Aid Fund for K-12 schools, used to subsidize a 2% increase in community college and higher education budgets
- Escalating costs – salaries, pensions, operating (new buildings), deferred maintenance
- Increasingly reliant on tuition dollars
- Higher student/faculty ratios
- “Ponsy Scheme”

BONNIE PATTERSON, COU

- “Ontario universities are facing ongoing financial pressures, including declining operating grants per student, which have been for years at the lowest per-student rate in the country.”
- “For universities to maintain the best possible quality of education for students, and indeed improve it in order to be nationally and internationally competitive, increased government investment in university education in the near future is crucial.”



<http://cou.on.ca/news/media-releases/cou/ontario-universities-looking-to-province-for-strat>

SENATOR TONYA SCHUITMAKER

- Main architect of the higher education budget
- “We should be investing more in public higher education. We have been disinvesting for far too long and this budget is another step in the right direction.”



http://www.mlive.com/tansing-news/index.ssf/2015/05/159_billion_budget_funding_gov.html



- Revenue generation
- “Different with less” - Innovation
- More accountable
- More sophisticated - at justifying new programs, developing curriculum, assessing learning outcomes, and managing data



KEN COATES UNIVERSITY OF SASKATCHEWAN

- Cut university enrolment 25 to 30 %
- “Canada’s superb and growing polytechnics system gets it”
- “Its administrators and educators work closely with employers, focus on career-ready programs, and adapt quickly to new technologies and changing workplace requirements.”



<http://www.cbc.ca/news/business/cut-university-enrolment-by-30-expand-colleges-ceo-commissioned-report-urges-1.3014893>

LLOYD AXWORTHY, PRESIDENT UNIVERSITY OF WINNIPEG

- The assertion of Dr. Ken Coates... is a prescription for a return to an elitism in higher education, excluding all those who aspire but who are handicapped by family background, finances and starting gate disadvantages.
- I see education as a fundamental building block in the wellbeing of democracy and justice in our community, necessary for the enhancement of individual talent and as an experience that must be open and available to all those who seek its benefits.



<http://news.nationalpost.com/full-comment/lloyd-axworthy-everyone-should-have-a-chance-to-attend-university>

REX MURPHY, JOURNALIST

The ability to think clearly, and the absorption of the best that has been thought and said, have given the world all the moral and scientific progress — real progress — it has ever known.

As universities become more and more the willing hostages of the anti-thought brigades, the more they will diminish in both esteem and worth.



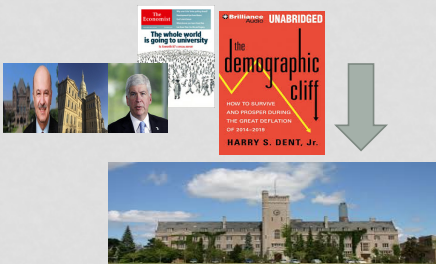
<http://news.nationalpost.com/full-comment/rex-murphy-the-modern-university-risks-becoming-a-cocoon-of-self-indulgence-and-anti-intellectualism>

THE ECONOMIST (MARCH 28TH)

- Oxbridge College
- Germanic research institution
- Mass education (1944 GI Bill)
- Research, human capital, equity
 - World leading research (19/20)
 - Graduates lag in numeracy, literacy, critical thinking
 - 8th in participation; graduation between rich & poor diverging
- "The problem lies in getting value for money on the teaching side"
- "There is no way of assessing which universities are doing the educational side of their job well."
- Students are not "buying education", they are "buying degrees"
- "America, having exported its model to the world, could learn some lessons from other countries about how to improve its own system"




- Public questioning our priorities, relevance and effectiveness
- Government – increasing focus on assurance of learning; social impact of research
- Ontario – SMAs, metrics; completion rates (50 to 86%; Windsor – 74%); and post university employment (6 months, 80 to 93%; Windsor – 85%)
- Michigan - college completion rates, the gap between underrepresented minority and majority student graduation rates, high cost of college tuition, first year retention

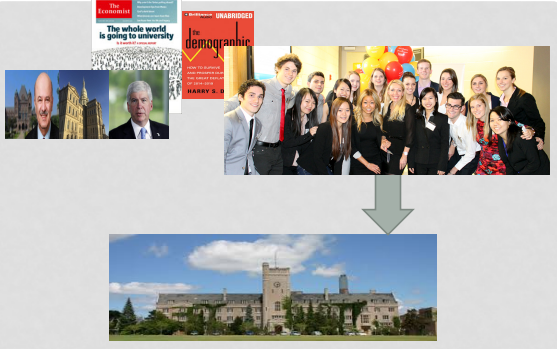


DEMOGRAPHIC CLIFF

- After a decade of year over year growth, applications to Ontario universities are down for 2015
- Trend is expected to continue for the next ten years
- From 2010 to 2020, #18 year olds are projected to decline from 5% in BC to 24% in NFLD; Ontario 8%



- More savvy and aggressive student recruitment and conversion activity
- Promotional campaigns - social media, high school liaison efforts, campus experiences, and entrance scholarships
- Temptation to lower entering grades or to reduce entrance requirements
- More interest in "new markets" - college pathways, older learners, first-generation, international students

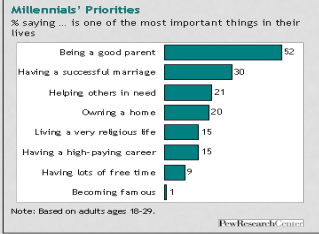


INCREASING STUDENT DIVERSITY

- Commuters versus residential
- Learning and physical diversity
- Psychological issues
- First generation
- International students

MILLENNIALS - GEN Y (1980 TO 2000)

<http://www.pewsocialtrends.org/2010/02/24/millennials-confident-connected-open-to-change/>



Priority	% saying ... is one of the most important things in their lives
Being a good parent	52
Having a successful marriage	30
Helping others in need	21
Owning a home	20
Living a very religious life	15
Having a high-paying career	15
Having lots of free time	9
Becoming famous	1

Note: Based on adults ages 18-29. PewResearchCenter

MILLENNIALS - GEN Y (1980 TO 2000)

- 81% have donated money, goods or services. [Walden University and Harris Interactive]
- 75% see themselves as authentic and are not willing to compromise their family and personal values. [Bentley University's Center for Women And Business]
- 61% of millennials are worried about the state of the world and feel personally responsible to make a difference. [Huffington Post]

<http://www.pewsocialtrends.org/2010/02/24/millennials-confident-connected-open-to-change/>



- More sophisticated support
- More pedagogical innovation
- Projects that tap into social issues



MILLENNIALS - GEN Y (1980 TO 2000)

- 20% have posted a video of themselves online
- 65% of Millennials say losing their phone or computer would have a greater negative impact on their daily routine than losing their car
- 75% have a profile on a social networking site
- 80% sleep with their phones

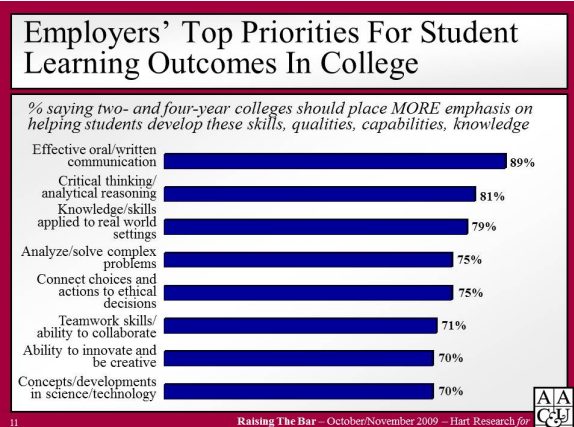
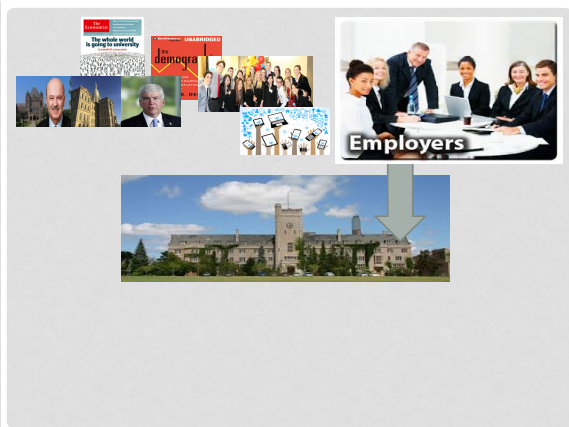
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CLAY SHIRKY, PROFESSOR OF MEDIA STUDIES, NYU

- "We've known for some time that multi-tasking is bad for the...kind of cognitive work we ask of college students."
- "People often start multi-tasking because they believe it will help them get more done. Those gains never materialize."

<http://www.washingtonpost.com/blogs/answer-sheet/wp/2014/09/25/why-a-leading-professor-of-new-media-just-banned-technology-use-in-class/>

- Ubiquity of information
- Informational literacy
- Producers and users
- More effective use of technology



Employers assess the potential value of high impact educational practices.

% saying each would help a lot/fair amount to prepare college students for success

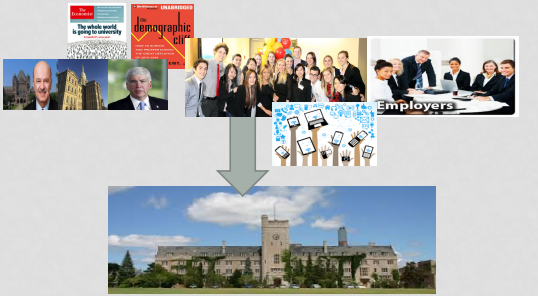
- 84%** Expecting students to complete a significant project before graduation that demonstrates their depth of knowledge in their major AND their acquisition of analytical, problem-solving, and communication skills *(62% help a lot)*
- 81%** Expecting students to complete an internship or community-based field project to connect classroom learning with real-world experiences *(66%)*
- 81%** Ensuring that students develop the skills to research questions in their field and develop evidence-based analyses *(57%)*
- 73%** Expecting students to work through ethical issues and debates to form their own judgments about the issues at stake *(48%)*

AIA
C&L

Raising The Bar - October/November 2009 - Hart Research for



- More interdisciplinary & applied learning
- Employers as partners
- Community engagement



TOP TEN LIST (MORE...)

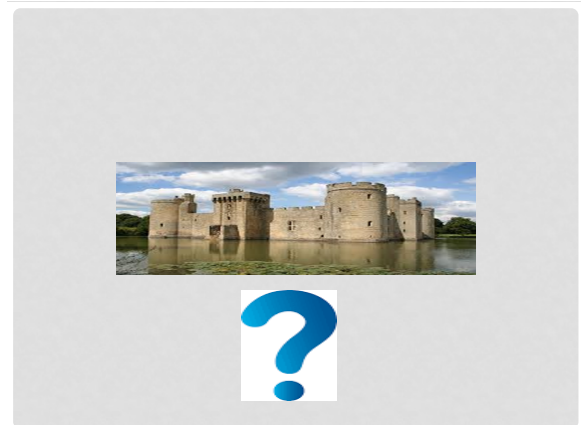
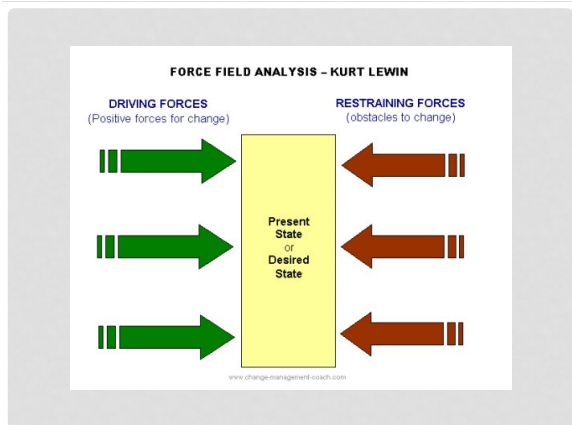
1. Efficient
2. Accountable
3. Sophisticated at assessing outcomes & managing data
4. Savvy and aggressive student recruitment & conversion activity (value proposition)
5. Accepting of diverse students
6. Sophisticated support (integrated)
7. Pedagogical & assessment innovation
8. Applied projects that tap into social issues
9. Focus on information literacy, numeracy & critical thinking
10. Effective use of technology

When the winds of change
blow, some people
build walls and
others build windmills.
-Chinese proverb



a. Bruce Call

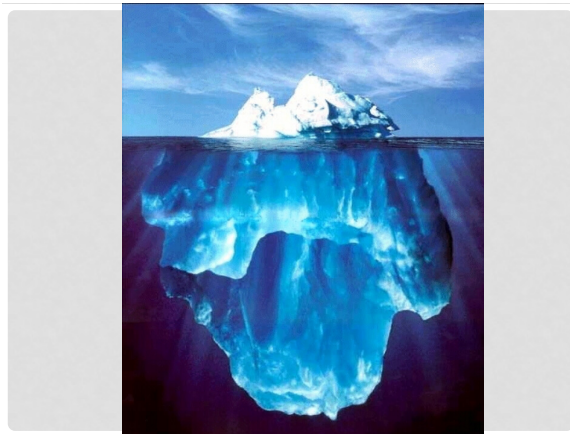
"There's talk of innovation out here. Winds of change are headed your way. Lock your door, pull the shades and hide under your desk."



- BARRIERS TO CHANGE:
SYSTEMS & TRADITIONS OF THE
ACADEMY**
- Financial System - budgets (historic)
 - Marketing/Branding – expertise?
 - Information/Communication – distributed?
 - Physical infrastructure (design and reinvestment)
 - Human Resource System
 - Define jobs (changing roles)
 - Selection decisions
 - Tenure and promotion
 - Staff (valued as partners?)
 - Structure – disciplines
 - Publishing and peer review
 - New programs/curricular change - Senate
 - “Collegial” Culture
 - Path of least resistance



- CHANGE IS OCCURRING:
WHAT & HOW WE TEACH**
- Learning outcomes (integrated curriculum)
 - Assurance of learning (integrated assessment)
 - Community-based projects (service learning)
 - Team teaching (inter-disciplinary problem solving)
 - Flipped classrooms (hybrid learning)
 - Semester-long projects – Wikipedia
 - Social justice issues – critical analysis of articles in popular press



SYSTEM CHANGE

- Resources (allocation)
- Roles
- Recruitment
- Retention
- Rewards
- Research – relevance
- Risk taking/entrepreneurship

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Strategic Planning & Leadership

FORMAL/LEGITIMATE POWER

- Lead strategic planning; clear goals
- Systems alignment
- Support & reward the change makers ("early adopters" – Diffusion of Innovation, Everett Rogers, 2003)
- Allocate resources
- Engage talent & hold people to account

RATIONAL OR PERSUASIVE POWER

- Appeal to external pressures for change (levers)
- Establish "authenticity" of crisis (consequences of inaction)
- Evidence-informed/data-driven decision-making (scholarly approach)
- Consultants/facilitators
- Attract resources
- Run "pilots"
- Hire facilitators

INSPIRATIONAL/CHARISMATIC POWER

- Enthusiastic & positive "change maker"
- "Resilient" personality
- Self-discipline
- Referent power; lead by example (show that it can be done)
- Encourage the heart: Celebrate small wins

SERENITY PRAYER

AMERICAN THEOLOGIAN REINHOLD NIEBUHR (1892–1971):

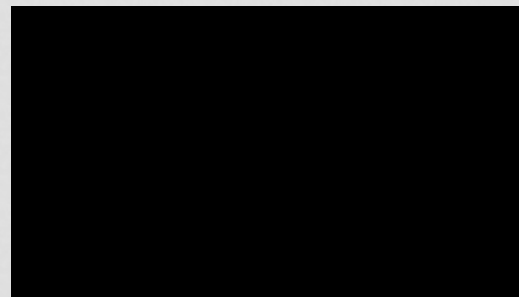
God, grant me the serenity to accept the things I cannot change,
The courage to change the things I can,
And the wisdom to know the difference.

EXPERT POWER

- Be the answer to someone's problem – understate and over deliver (builds trust)
- How can I help you?
- Work with individuals
- Work with teams
- Work with those with formal power
- Be an effective follower!

THE TIPPING POINT MALCOLM GLADWELL

- "The success of any kind of social epidemic is heavily dependent on the involvement of people with a particular and rare set of social gifts"
- 80/20 principle
 - Connectors – social network
 - Mavens – information specialists
 - Salespeople – charismatic individuals with power of persuasion



[guy dancing at festival](#)

<http://www.youtube.com/watch?v=fW8amMCVAJQ&sns=em>

VISION, INFLUENCE, ACTION



MARGARET MEADE (1901 – 1978)

"Never doubt that a small group of committed people can change the world. Indeed, it is the only thing that ever has."