



HLC Accreditation 2016-2017

Evidence Document

Office of the President

John W. Bardo

Student Centered / Innovation Driven

Additional information: PowerPoint of the President Bardo's August 19, 2016 address to the faculty and staff.

IT STARTS HERE.



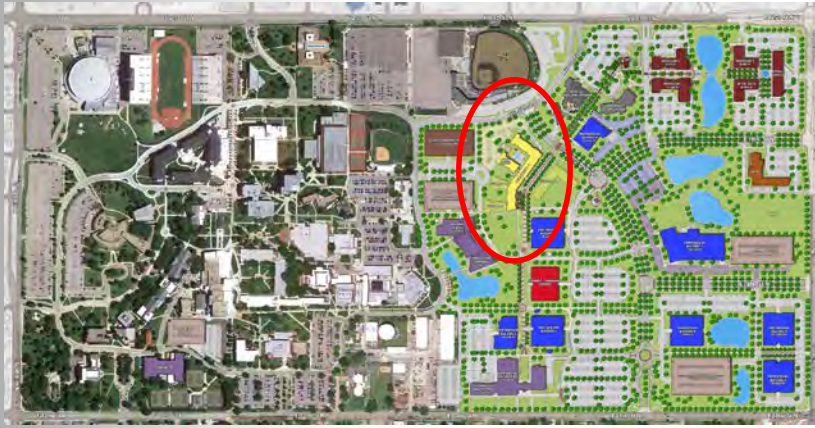
**STUDENT CENTERED
INNOVATION DRIVEN**



Welcome to the 2016-2017 Academic Year



It is FRIDAY!



New Student Housing: August 2017



University Goals: KBOR Foresight 2020

- Increase higher education attainment among Kansans
- Improve alignment of the state's higher education system with the needs of the economy
- Ensure state university excellence

WSU's Strategic Plan

VISION:

Wichita State University is internationally recognized as the model for applied learning and research.

Organizational Culture

“Culture is how organizations ‘do things’.”

— Robbie Katanga

“Organizational culture defines a jointly shared description of an organization from within.”

— Bruce Perron

Organizational Culture

- Culture is carried in people's heads—it is the basis of their actions every day.
- Cultures need to be consistent with the goals and direction of the organization.

Big Issue: WSU Needs Culture Change

In key areas, our culture is highly internally focused and based on internal interests.

It is a maintenance culture, not a growth culture.



Disconnect makes it hard to achieve mission.

In our case...

Many elements of our internal culture are hampering our ability to meet KBORs' goals and our own mission.

Does WSU's Culture Align with Goals & Strategy?

- WSU spent many years focusing on stability, not growth--we have a culture based on stability.
- KBOR's plan cannot be achieved without enrollment growth.
- We must move from a culture of stability to a culture of growth.

**The student experience...
Sometimes you have to
move the stairwell.**



So, what does this mean: the elevator speech

WSU's cultural goal:

Student centered,
innovation driven

Core of the Culture

- What do students really need?
(Not what do I wish they needed.)
- How do **I** try new things to make a difference? It is up to **me**.

It's the Little Things

Us Centered:

“Go to X office across campus”

Student Centered:

“I’ll call One Stop to make sure that you get to the right place”

It's the Little Things

Us Centered:

“We’ve always done it that way”

Student Centered:

“Wow, what if we did it this way?”

It's the Little Things

Us Centered:

“That is not my job.”

Student Centered:

“I can help, what do you need?”

Um...yeah...that's not
my job...



your  cards
someecards.com

It's the Little Things

Us Centered:

“The rules say...so you have to do it”

Student Centered:

“Does this rule make sense?”

It's the Little Things

Us Centered:

“You broke the rule and must be punished”

Student Centered:

“Does the rule make sense? Does it help us achieve our mission?”

“Is this what is best for the student?”



Cultural Differences

“I’m important and don’t have to work with you because I have control”

Instead:

“Together, we can help students achieve their goals”

Cultural Differences

“My silo is more important than your silo.”

Instead:

“If we share resources we can move funds to have greater impact on our students.”



Differences in Culture

“But, I have to have (an assistant, control, etc).”

Instead:

“If we organize this way we can save money and allocate to help students.”

Differences in Culture

“But I only teach on Tuesdays and Thursdays.”

Instead:

“When do students need my class?”



“No, Wilson. This room is meant to make you feel that *I*’m important, not that *you’re* important.”

Differences in Culture

“I can’t do X because there is no new money and everything I’m doing today is very important.”

Instead:

“How can I change what I do to have a bigger impact on the student and offer programs that the community needs?”

**SORRY FOR THE
INCONVENIENCE,
BUT WE ARE
TRYING
TO CHANGE
THE WORLD**

NO-GODS-NO-MASTERS.COM 

Cultural Differences

“I’m the only one with standards, that’s why students fail my class.”

Instead:

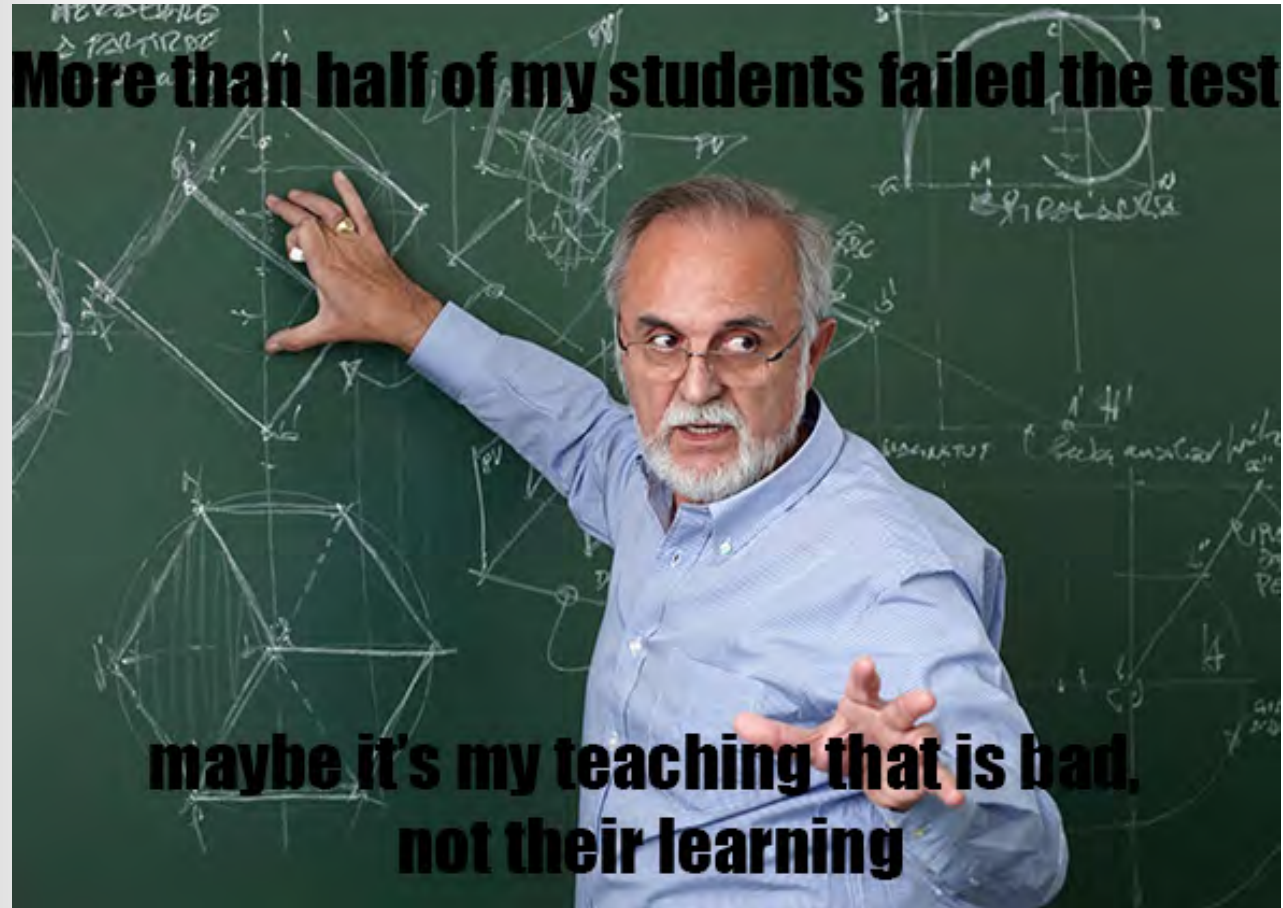
“How can I change my class to help students learn this important material?”

Cultural Differences

“If the university would just get smarter students...because I’m a great teacher.”

Instead:

“Without learning, there is no teaching.”



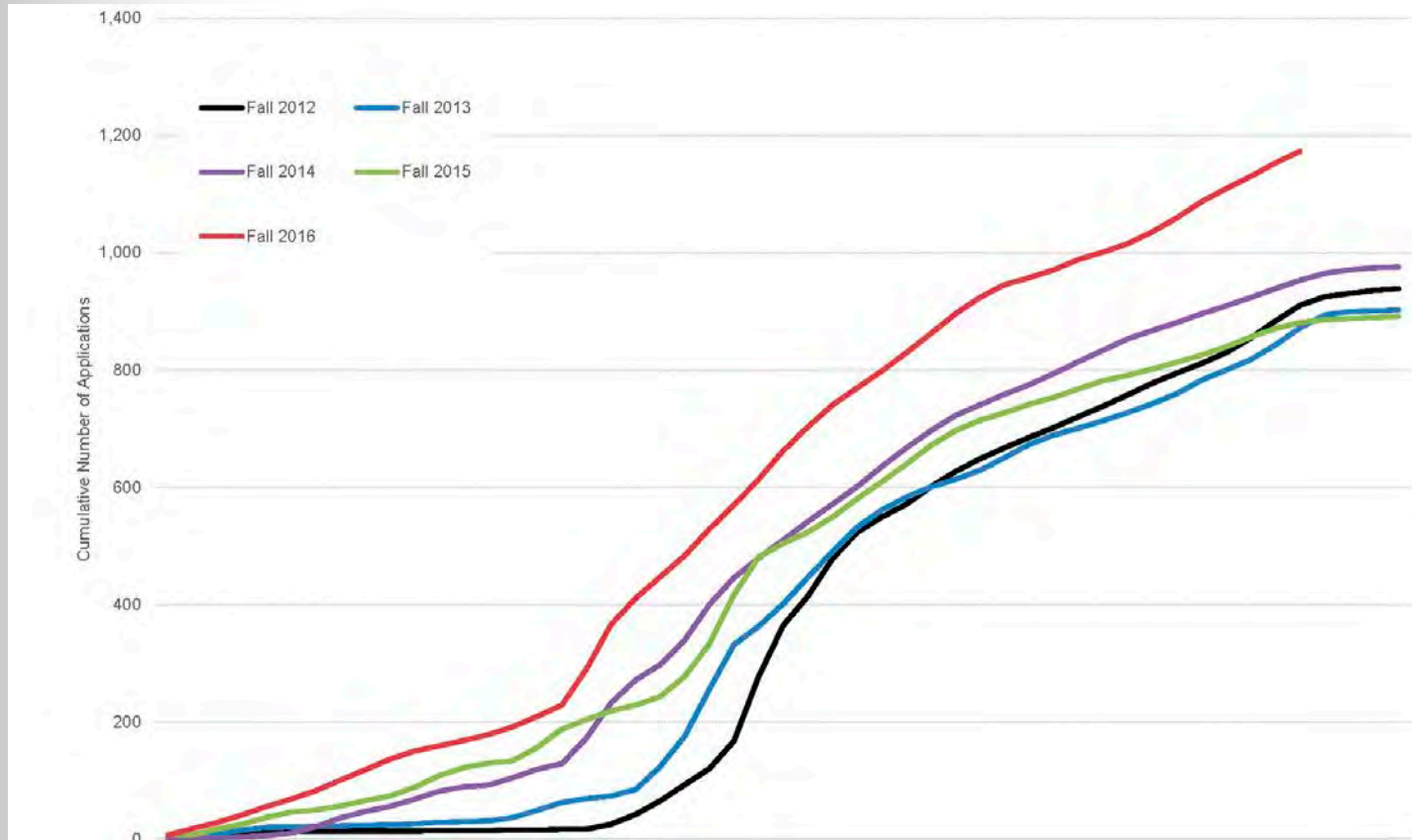
Many areas have not been involved in culture change

- Most areas are operating as they have for years—and that is inconsistent with where we need to be.
- A few areas have undergone substantial cultural change: all are making measurable headway.

An Example: Housing

- Transition in housing was difficult for some long-term employees.
- But, look at outcome:

Housing Reservations



Honors College

- New approach to recruiting and developing high achieving students.
- Integrates academics and student life.
- Some supporters of old model still upset; but, look at outcome:

Dorothy and Bill Cohen Honors College

Honors College Membership by College			
	Fall 2014	Fall 2015	Fall 2016
Total	413	502	551
Arts & Sciences	147	163	163
Business	61	75	98
Education	41	43	39
Engineering	110	147	175
Fine Arts	9	20	22
Health Professions	44	53	52

Strategic Enrollment Management Plan

- Developed with faculty and staff leadership.
- Will be introduced to campus August 29.
- Short and long term recommendations included.

Strategic Enrollment Plan

- One leader for enrollment management.
 - Admissions, enrollment, and retention
 - Advising, student support services for retention and degree retention
- A much more robust One Stop.

A much more robust One Stop

- Focus on student transactions in all areas.
- Big difference between course selection and advising.
- Focus on policies that get in the way—most of which were created for the right reasons but have negative impact.

Advising

- College advising needs a consistent philosophy and leader will have authority to act.
- It has to be student centered.

Next steps

- Rick Muma will oversee recruitment and retention of undergraduates.
- Hire retention-oriented VPSA.
- Not all colleges in same place; meeting with each dean to ensure common understanding of next steps.

Next steps

- Refocus advising and differentiate from course selection.
- Develop a client satisfaction model with regard to education and a “customer satisfaction” model for services—very different approaches and both are important.

It's about...

- Culture; not “bad” or “good” people
- Organization
- Priorities
- Meeting our obligations to the people of Kansas, KBOR and each other.

We are Wichita State. We can make this happen.

IT STARTS HERE.



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