

# Clarifying Mission & Identity in an Era of Rapid Change

Dr. Dave Holden

Dr. Randall S. Bergen



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# Introductions

Dr. Dave Holden  
Dean - School of  
Professional Studies

Dr. Randall S. Bergen  
Provost

[dave.holden@greenville.edu](mailto:dave.holden@greenville.edu)

618-664-6750

[randy.bergen@greenville.edu](mailto:randy.bergen@greenville.edu)

618-664-7020

# Today's Session

- Key elements of this rapid change era.
- Thinking about the role of mission and identity in planning.
- Program Design: Matching new learning ideas with identity.

Comments or  
questions - #hlc2012id

# A Unique Time

- Higher Education never more important or criticized.
- Technology creating rapid change - Christensen, DeMillo, Arum & Khan.
- The rapid pace of change and increasing accountability demands will continue.

“Make the big time where you are.”

- Westering

- Identity and Mission are still paramount.
- Do not chase and change just to change.
- Still the foundation of HLC Criteria.

# New HLC Criteria

## Criterion One: Mission

*The institution's mission is clear and articulated publicly; it guides the institution's operations.*

1.A. The institution's mission is broadly understood within the institution and guides its operations.

1.B. The mission is articulated publicly.

1.C. The institution understands the relationship between its mission and the diversity of U.S. society.

# Identity or "What for"

Seth Godin

- Scanning your foundational documents for key thinking.
- Know your heroes and their stories (faculty, staff, alums & students).
- Avoiding "well we have always done it that way."



## Key Documents and Key Words

**Question: Describe your school?  
What documents do you turn to?**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Question: What are the key words  
and phrases? Why?**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

# Programs = Identity

- What programs match your identity, stories and heroes?
- The role of passion and expertise.

# Your heroes and their stories

**Who are your school's heroes?**

**Why?**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**What are their stories?**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

# Star Programs, Key Words and Heroes

What are your institution's star programs?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

How are institutional distinctives present in these programs?  
(format, pedagogy, students served, etc.)

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

# The grid challenge

Change needed

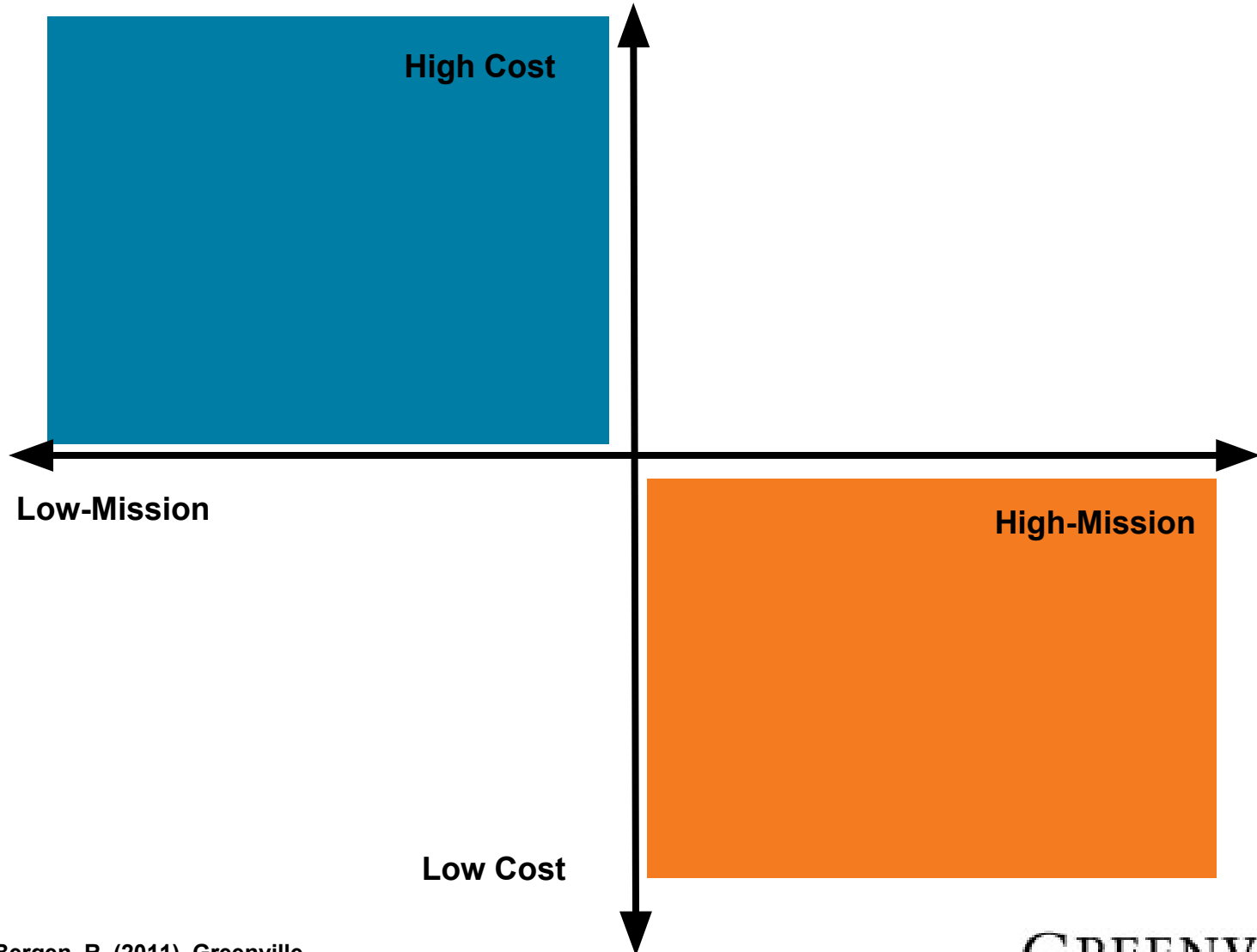


Target Zone

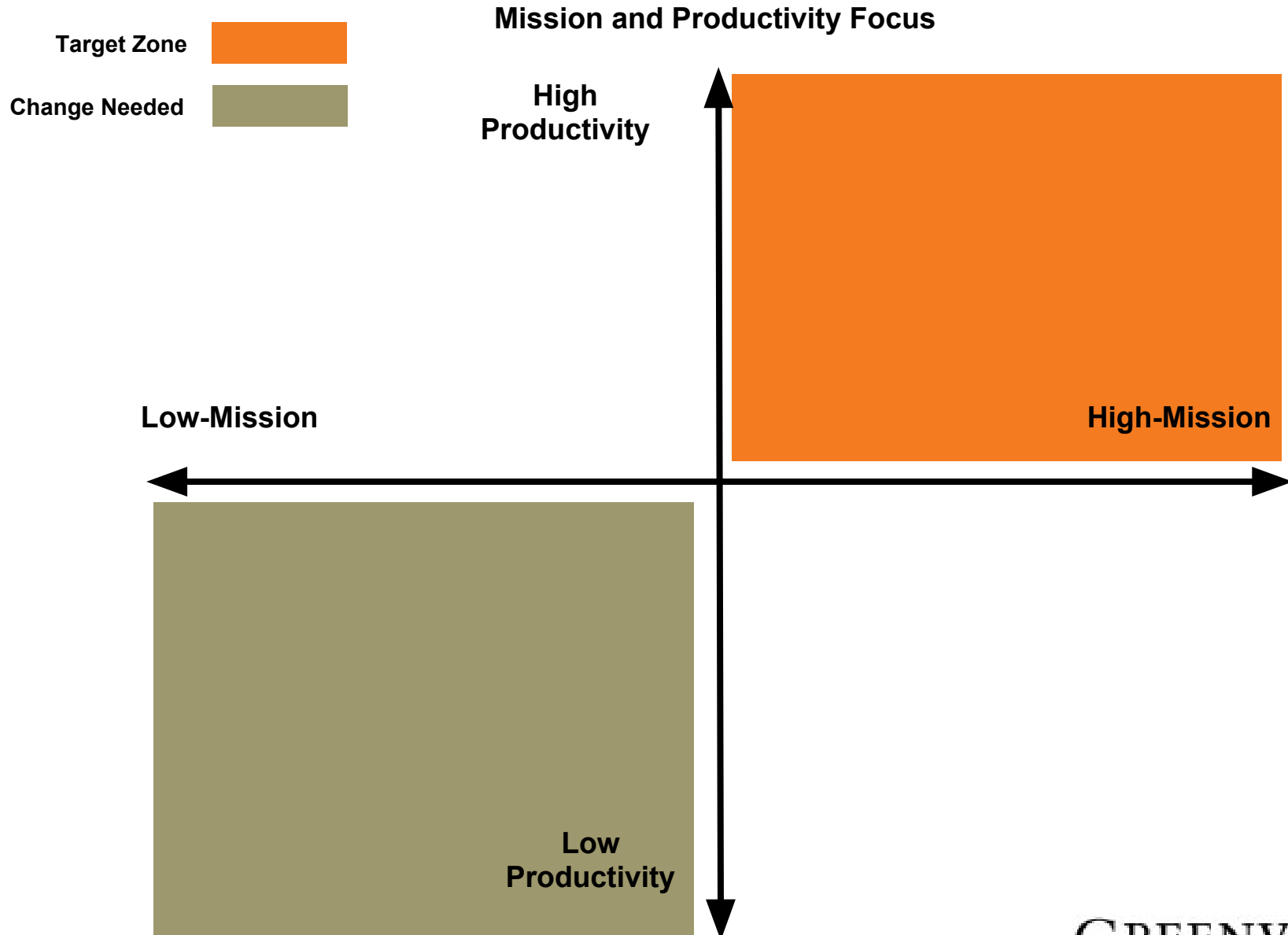


## Program & Mission Alignment

Mission and Cost Focus



# Program & Mission Alignment



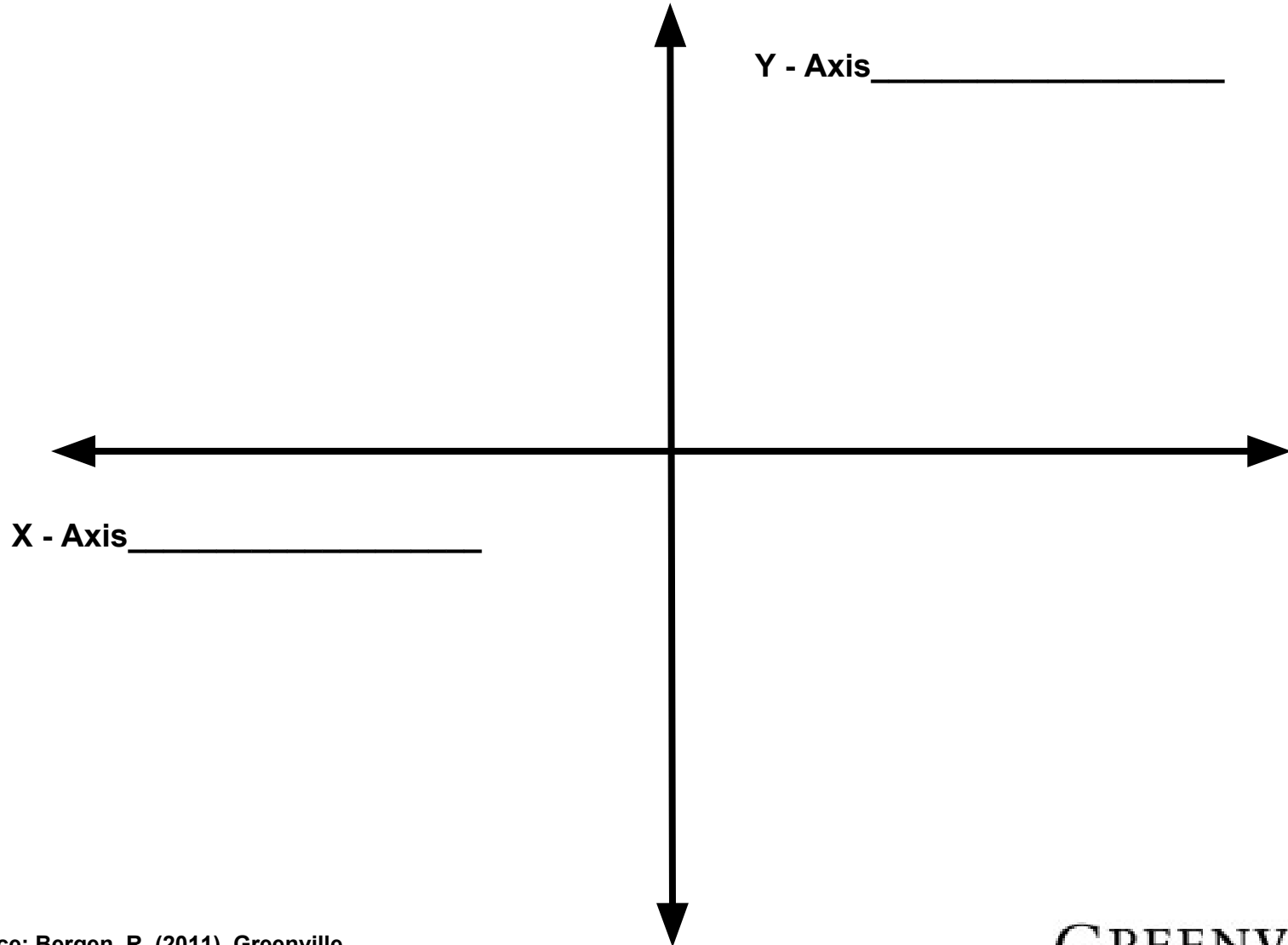
Change needed



Target Zone



\_\_\_\_\_ & Mission  
**Alignment**  
Mission and Cost Focus





# Placement Criteria

- Program priorities and mission fit.
- What are your mission and identity metrics?  
(table handout)



## Program Evaluation Criteria

Criteria	Scoring		
Fit with Mission	3	2	1
Fit with historic strength of college	What sub-criteria determine the scores?		
Growth Potential			
Graduate School / Career options for graduates			
Probable start-up costs			
Faculty Availability			
<b>Totals</b>			

# What are your next programs?

(or which ones are being revised?)

## Next Programs - New or Revised

What are the new or revised programs you are working on? Why?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

What new learning tools will be employed in putting the program together? Why?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

# Organizational and Program Components

- Does your current mix of programs and their design fit your mission and identity?
- New program models - for profit partners, subscription, open courses, MOOCs and badges.
- Leadership (expert vs. structural) and integration vs. division.

# Who will design and how?

- Trust & Speed. (Covey, Merrill, Covey)
- Remember the role of relationships.
- Peer, mentor, faculty, community.

# Comments or questions?

#hlc2012id

# More conversation

- Twitter - dholden74
- LinkedIn - <http://www.linkedin.com/pub/dave-holden/3/5a2/942>
- Blog - <http://learningsportslife.blogspot.com/>



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