Strengthening Higher Education and Creating Coherence Through Integrated Institutional Effectiveness:
A Conversation with Daniel Seymour

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In partnership with The Society for College and University Planning
Presenter

Daniel Seymour
Professor, California State University, Channel Islands
and Co-author of The Institutional Effectiveness Fieldbook: Creating Coherence in Colleges and Universities (2018)

Moderator

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President, Association of Higher Education Effectiveness (AHEE),
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Systems Thinking

All systems and processes are perfectly “designed” to produce the results that they get.

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If you want to change the results, you have to consciously change the design of the systems and processes.
Why is Integrated Institutional Effectiveness (IIE) Worthwhile?

1. Demonstrating Responsibility
2. Creating Coherence
3. Designing an Integrated Institutional Effectiveness Function
Part 1: Demonstrating Responsibility

If colleges and universities don’t demonstrate responsibility for the design of its systems and processes, others will do it for us as a means to hold us accountable for our outcomes.
## Part 1: Contrasting Futures

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<th>Inertia</th>
<th>Momentum</th>
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<tr>
<td>Environment</td>
<td>High Velocity</td>
<td>High Velocity</td>
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<td>System</td>
<td>Loosely coupled</td>
<td>Moderately coupled</td>
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<td>Paradigm</td>
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Part 1: Demonstrating Responsibility Resources

Part 2: Creating Coherence

The act of creating coherence—“to stick together”—is the primary way that colleges and universities can begin to demonstrate their responsibility.
Part 2—Creating Coherence Model

Loose

- Less interdependency
- Less coordination
- Less information flow

Tight

- More interdependency
- More coordination
- More information flow
Part 2: Creating Coherence Reference

Article: “Help Wanted: Chief Coherency Officer,”
SCUP’s Planning for Higher Education Journal (July-September, 2018)

https://www.scup.org/resource/help-wanted-chief-coherency-officer/

By Daniel Seymour, Michael D. Bourgeois
Part 3—Designing IIE

Institutional effectiveness is, “the purposeful coordination and integration of functions that foster student success and support institutional performance, quality, and efficiency; those functions include strategic planning, outcomes assessment, institutional research, regional/specialized accreditation, and program/unit review.”
AHEE Integrated Institutional Effectiveness Model
Why is IIE Worthwhile?

1. Demonstrating Responsibility
2. Creating Coherence
3. Designing an Integrated Institutional Effectiveness Function
Time for Questions

Daniel Seymour
Professor, California State University, Channel Islands and Co-author of *The Institutional Effectiveness Fieldbook: Creating Coherence in Colleges and Universities* (2018)

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Thanks for Joining us!

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