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

**June 25, 2019**



*In partnership  
with*



**The Society for College  
and University Planning**

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## 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



### **Jan Lyddon**

President, Association of Higher Education Effectiveness (AHEE), and Principal, Organizational Effectiveness Consultants



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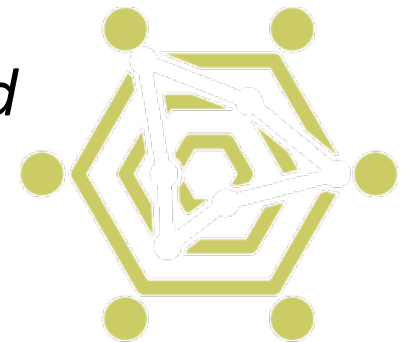
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## Systems Thinking

*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.*



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## Why is Integrated Institutional Effectiveness (IIE) Worthwhile?

1. Demonstrating Responsibility



2. Creating Coherence



3. Designing an Integrated Institutional Effectiveness Function

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## 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.

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## Part 1: Contrasting Futures

	<u>Inertia</u>	<u>Momentum</u>
<i>Environment</i>	High Velocity	High Velocity
<i>System</i>	Loosely coupled	Moderately coupled
<i>Structure</i>	Oscillating	Advancing
<i>Learning</i>	Adaptive	Generative
<i>Tools</i>	Threat-rigidity	Virtuous Cycles
<i>Paradigm</i>	Accountability	Responsibility

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## Part 1: Demonstrating Responsibility Resources

- *Momentum: The Responsibility Paradigm and Virtuous Cycles of Change in College and Universities*, Rowman and Littlefield, 2016.
- “Demonstrating Responsibility: How Colleges Can Regain Control of Their Own Futures,” *About Campus*, Nov.-Dec. 2016.  
<https://onlinelibrary.wiley.com/doi/pdf/10.1002/abc.21265>

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## 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.

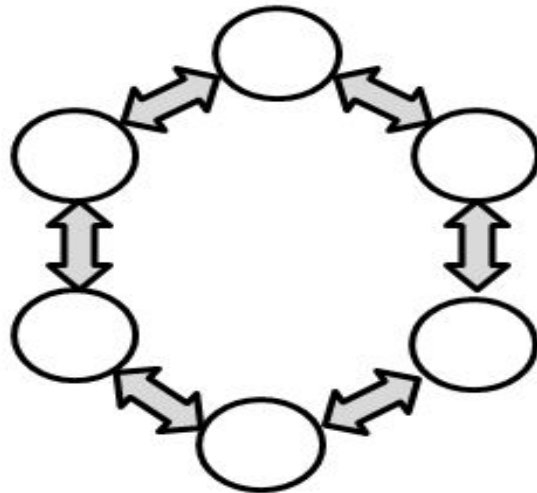
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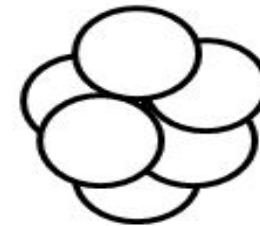
## Part 2—Creating Coherence Model

**Loose**



- **Less interdependency**
- **Less coordination**
- **Less information flow**

**Tight**



- **More interdependency**
- **More coordination**
- **More information flow**

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## 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**



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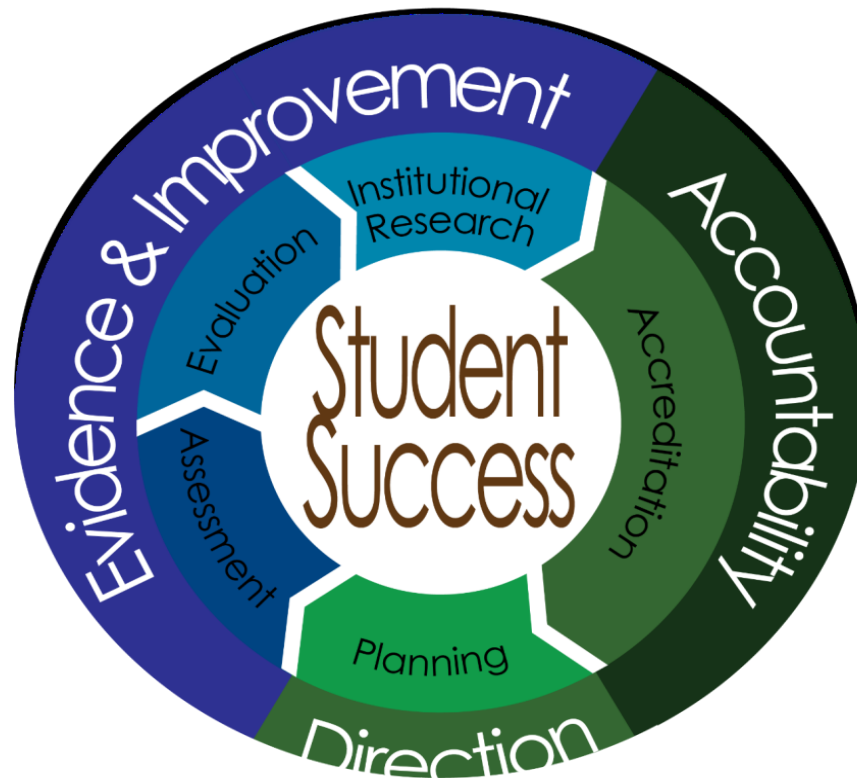
## Part 3—Designing IIE

*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.”*

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# AHEE Integrated Institutional Effectiveness Model



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## Why is IIE Worthwhile?

1. Demonstrating Responsibility



2. Creating Coherence



3. Designing an Integrated Institutional Effectiveness Function



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# Time for Questions



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**Thanks for  
Joining us!**

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