EDACE 861 –Fostering Desired Culture: Fundamentals and Strategies for Organizational Development

John E. Roueche Community College Leadership Program

College of Education

Kansas Sate University

Spring 2023

Larry Rideaux, Ed.D.

Week 1: Introduction to Organizational Design Theory (EDAC 861)

Zoom Session: Thursday 1/12/2023 from 6-9pm CST

Assignment: Discussion Board Post due no later than 1 p. m. on Friday, 1/13/23

Class Activity: Introductions & Dialogue

- Week 1 REQUIRED READING from *Organizational Theory in Higher Education*;

- Week 1 REQUIRED READING from *Introduction of Images of Organization*;

- Speaker: Chancellor Kim Beatty's Chief of Staff, Mr. Joshua O'Brien

Instructors Objective (s) for the Class Session -

LEARNERS WILL:

✓ Be exposed to various organizational models

✓ Become aware of key trends regarding the current state of US Education

✓ Understand leadership principles at play within the executive ranks of community colleges (Matrix)

Joshua O'Brien

Week 1: Introduction to Organizational Design Theory (EDACE 861)

| Time	Item
6pm – 6:30pm	Introduction and Dialogue
6:30pm – 7:30pm	Introduction to Org Theory in Higher Education – Chapter 1 – Manning/ Introduction to Images of Organizations – Morgan
7:30pm - 7:45pm	Break
7:45pm – 8:30pm	Presentation by Chief of Staff Josh O'Brien – Leading in the The Matrix
8:30pm – 8:45pm 8:45pm – 9:00pm	Feedback and Key Take-a-Ways Preparation for Next Agenda

Organizational Theory in Higher Education
The Current State of US Higher Education

Complexity within an educational system is expressed in institutional type, environmental pressures, size, multiple and simultaneously occurring organizational structures, and the numerous professional identities of its members

Those working in higher education can only make sense of its complexity by understanding and using a combination of theoretical perspectives through which to understand the educational environment

Manning presents EIGHT ORGANIZATIONAL THEORIES that provide prospective through which to understand our institutions
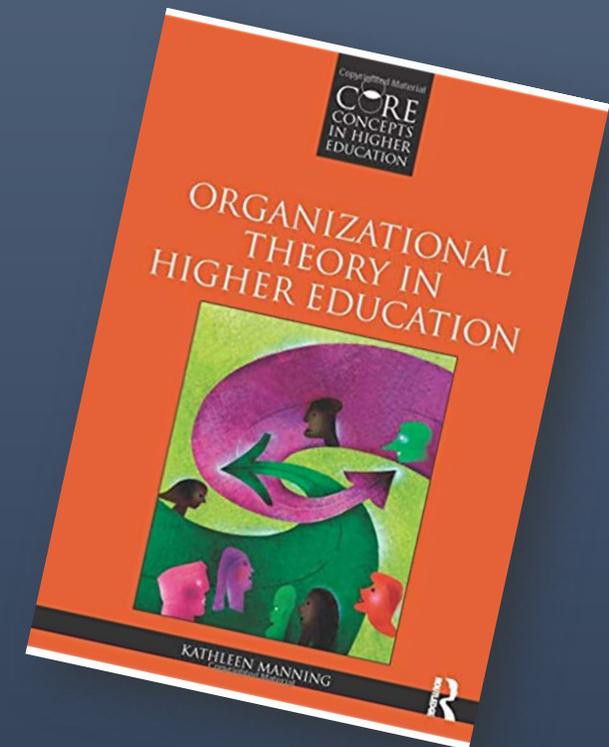
U.S. Higher Education As A Mature Industry

- Theorist postulate that organizations progress through a life cycle: 1) birth and early development; 2) institutionalization; 3) and maturity

- In maturity, slow to change, structure is concrete, fossilized, less room for nimble modifications or novel innovations; minimal flexibility within functions; complacent about their market niche.

- Mature organizations have choice to stay dynamic or pass into decline
  - No matter how old you are, never lose your cool!
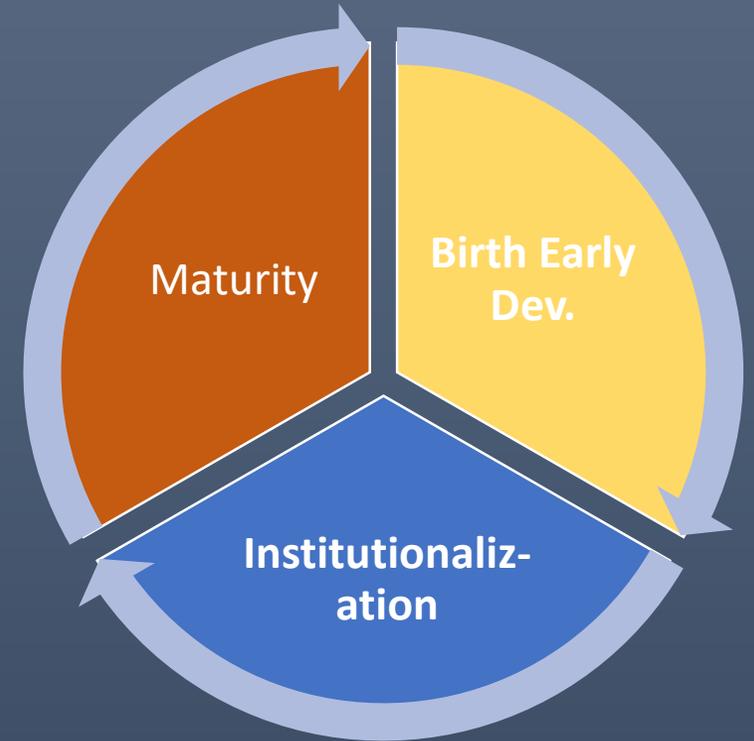
Traditional and Current Tensions Within Higher Education

- **Specialization versus Integration**
  - In terms of curriculum, is it better to specialize in majors and minors or integrate knowledge through core curricula and general education requirements
    - The highly professional nature of faculty and the specialized approach of the academic department structure have limited the ability of faculty and administrators to quickly adapt to market driven curriculum changes and student needs.
      - Ex. Behavioral Health at MCC

- **Public vs. Private Good**
  - Is Education a Public or Private Good?
    - Private – shift from grants to loans and that students and families are responsible for the cost of education

- **Competition versus Cooperation**
  - Is productivity achieved by pitting employees in healthy competition or engaging them in cooperative approaches?
  - Without an understanding of how colleges and universities work, administrators, faculty, and higher education stakeholders remain puzzled about why their institutions remain impervious to change.
    - Faculty hard–pressed to make policy decisions regarding curriculum
    - Trustees struggle struggle to determine effective institutional purposes
    - Administrators fight to keep up with the rapid pace of change

Higher Education Trends

- What trends alter higher education?
    - New computer technologies
    - Innovative ways of communicating
    - Borderless education, globalization
    - Changed configurations of faculty hiring
    - Re-shaped pedagogies

    - ❖ Understanding these trends is about understanding the ways organizational theories can assist faculty, students, and administrators with the environment in which they live and work

Adapting to New Technologies

- Technology is reshaping pedagogy and teaching, calling into question traditional beliefs about the role of the professor. It is also spurring the development of new institutional offices and requiring innovations concerning strategy, and resource allocation. (Green, Eckel, & Barblan, 2002, p.1)

- Communication, teaching, and knowledge dissemination currently available through computer technology is unparalleled.
  - Online journals and databases have transformed libraries – all you need is computer and internet
  - Teaching delivery systems have changed teacher-student communication patterns (e.g. chats, videos)

Globalization and Internationalization

- Higher education has always been Global with student and scholar exchanges:

  - Here are some things to think about:
    - US has always welcomed international visitors
    - Borrowed practices from distant institutions
    - Generated research via international collaboration

  - Globalization has raised some vexing issues:
    - Overwhelming prevalence of English
    - Hegemony of capitalism
    - The dominance of developed over undeveloped and developing nations
    - Diminishment of national identities and culture (Green et al., 2002, p.1)
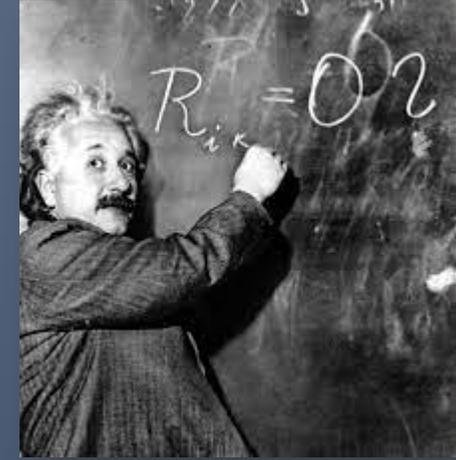
Dwindling Resources

Funding Higher Education

- Nations, states, and various government structures have steadily decreased funding

- Public good to private one

- Budget cuts have been accompanied by historic tuition increases

- Tuition increases have resulted in high student loan borrowing that threatens to burden future generations

Shifts in Faculty Roles

- The "graying of the faculty"
- Decrease in FT faculty/Increase in adjunct
- Restructure of academic divisions

- Does this mean less support for students? Exploitation of adjuncts? Decrease self governance and policy-making efforts of the faculty?

- Academic Freedom is protected through the tenure/multi-year contract process

Collaborations and Competition

- Industry-related training organizations, for-profit institutions, and online options are a few of the recent developments emerging as competitors to the traditional two- and four-year education institutions

- Through research consortia, teaching partnerships, articulation agreements, and university-corporate partnerships, for example, traditional forms of higher education are being re-crafted into novel possibilities

Climate Change

Climate change has the potential to influence student enrollment patterns, interrupt operations due to catastrophic weather events, affect physical plant operations, and limit student and scholar mobility due to the rising costs of travel

✓How do community colleges exercise leadership in this area?

Social Media

Traditional sources of knowledge dissemination are replaced with social media outlets, self publishing, and other tech-enhanced means.

- Outlets for cutting edge research and ideas have increased, the time to publication has decreased, and the promise of disseminating ideas without lengthy time to publishing are encouraging developments in this area

- Issues concerning peer review, appropriate vetting, and trustworthiness of knowledge shared are vexing issues raised by the use of social media and knowledge dissemination

Multi – Modal Approach

- Multiple theories are needed because a singular approach cannot provide the range of understanding needed to lead our complex and dynamic institutions.

- Models can be combined to explain the various circumstances within an institution.

- People perceive organizations in a different number of ways because of their very-own frame of reference

- Theories build on one another

- Need modern and postmodern theories to understand these institutions

- No one perspective or model will explain all aspects of higher education

- How can the different choices in models explain different facets of the organization?

Never a singular way!
Check out these Idioms about Organizational Theories

- **Bureaucratic** – A place for everyone and everyone in their place

- **Collegial** – We're all equal colleagues here. Let's discuss this over coffee

- **Cultural** – we have a legacy and tradition to maintain. This is not about us but about the past and the future.

- **Feminist and Gendered** – Let's build an organization that builds on our strengths across different identities

- **Institutionalization** – We need to consider the systems and institutions that guide our work

- **Organized Anarchy** – Don't try to make sense of it – just trust that it works

- **Political** – I'll scratch your back if you scratch mine

- **Spiritual** – if we accomplish the task but don't bring our whole selves to it, we've failed

21st Century Challenges in Higher Education

- Globalization and Internationalization including massification
- Economic Challenges including decreased state funding and ongoing tuition increases
- Shift of higher education from a public to a private good
- Increases in competition and market driven emphasis
- Changes in management, administration, and teaching due to technological innovations
- Increased power to administrators due to need for advanced budget and management expertise
- Diversification of students including increased students of color, gender variant people, and women's degree attainment
- Increased openness to students, faculty, and staff who are LGB, queer, and transgender
- Challenges to the teaching, research, and service priorities of higher education from a public and federal government that is increasingly anti-intellectual
- Education that is increasingly unbundled and disaggregated from faculty effort through standardized pre-packed curriculum
- Tensions created by student debt load
- Continuation of the traditional tension between vocationalism and the value of a liberal education

Gareth Morgan – Images of Organization

Introduction & Postscript

Introduction

- Effective managers and professionals can "read" the situations they are attempting to organize and manage
    - Experience and Natural Ability
    - Reading and rereading is believed to happen sub-consciously
    - It is often believed that effective managers and problem solvers are born rather than made and have a magical power to understand and transform the situations they encounter

    - Effective leaders have a capacity to remain open and flexible, suspending immediate judgements whenever possible, until a more comprehensive view of the situation emerges
    - Less effective managers and problem solvers seem to interpret everything from a fixed standpoint
        - These folks usually hit road-blocks they cannot get around and their actions are often rigid and inflexible
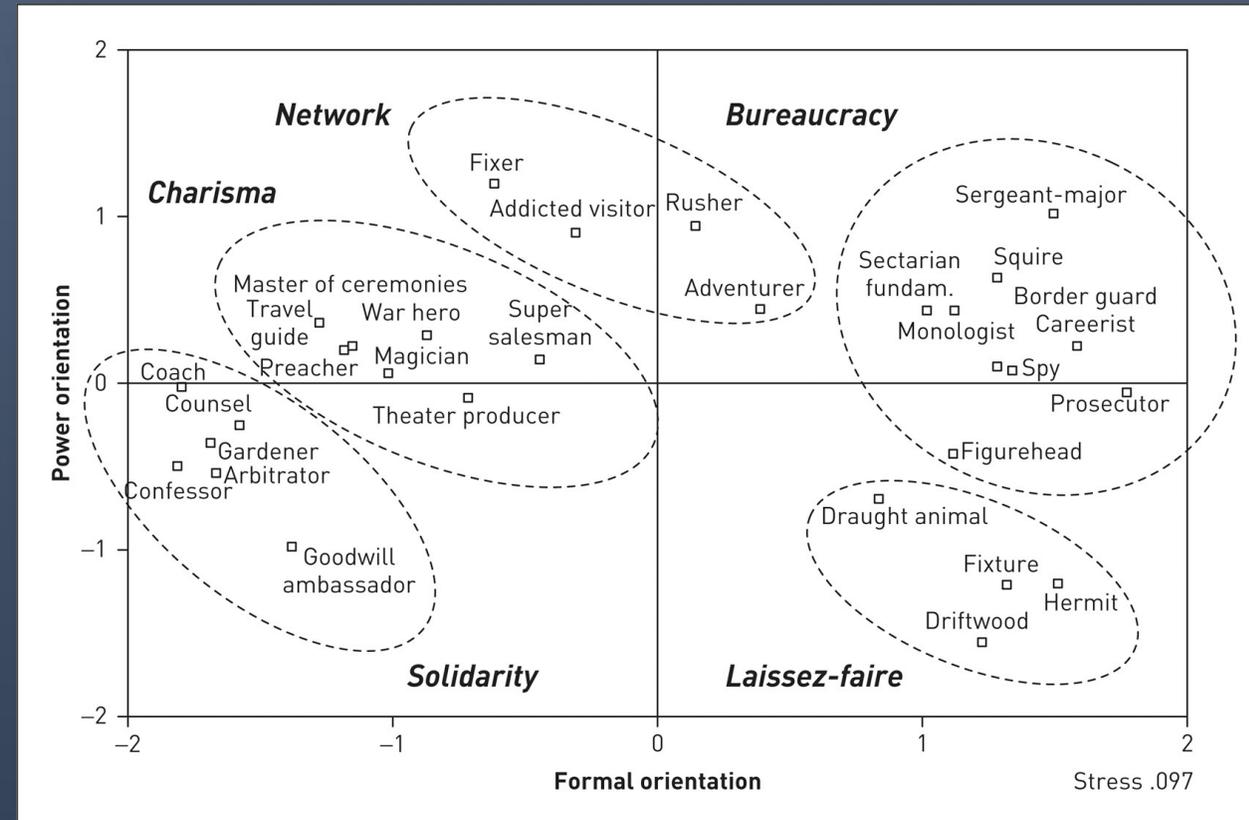
Morgan's Book

"Explores and develops the art of reading and understanding organizational life. It is based on a very simple premise: that all theories of organization and management are based on implicit images or metaphors that lead us to see, understand, and manage organizations in distinctive yet partial ways"

"Metaphor is *a way of thinking* and *a way of seeing*"

Every professional in this class is a *"LEARNING MACHINE"*

- Metaphor is used to understand one element of experience in terms of another
- The slide title frames our understanding of each professional in a distinctive yet partial way
- Metaphor never tells the entire story
- It always produces this kind of one-sided insight
- Metaphors always create distortion
- Metaphors help you see the similarities but hardly ever the differences – See Exhibit 1.1, pg. 5

All Theory is Metaphor

- ALL theory is incomplete, biased, and potentially misleading

- Metaphor creates powerful insights that also become distortions
  - Metaphor is also a way of not seeing!

Distortion   Distortion

Insight
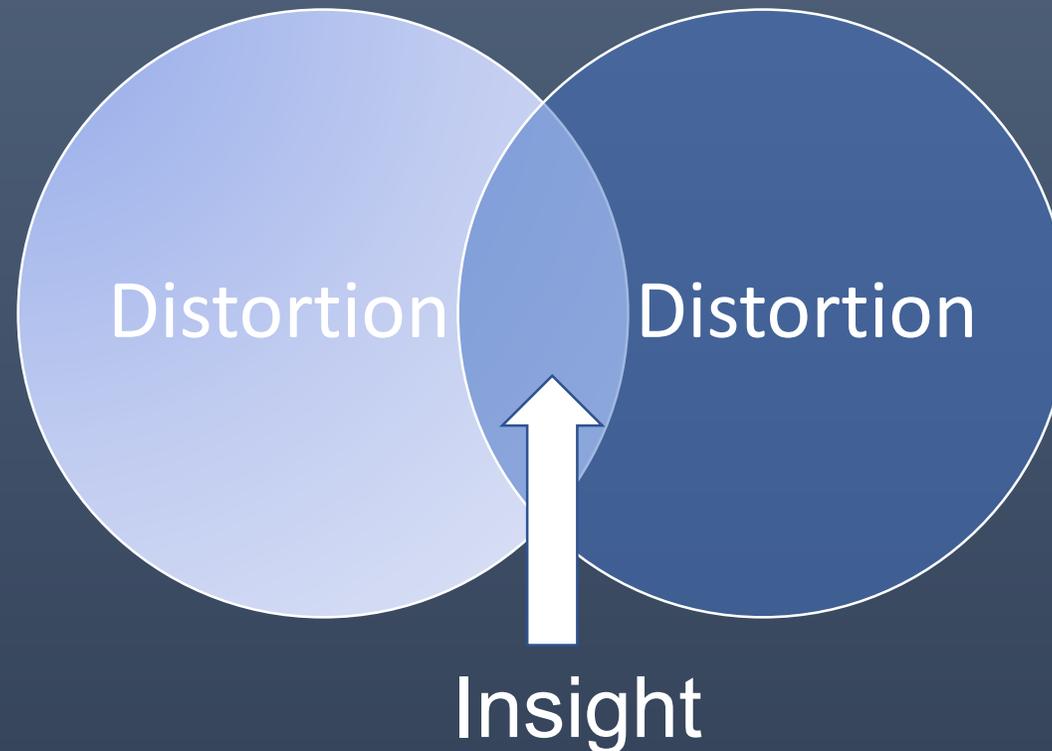
Leadership Theories and Styles

- **GREAT MAN THEORY** - Leaders are born not made / great leaders will arise when there is great need.

- **TRAIT THEORY** - People are born with the right combination of traits that are particularly suited to leadership

- **BEHAVIORAL THEORY** - Leadership is based in definable, learnable behavior

- **PARTICIPATIVE LEADERSHIP THEORY** - involvement of people in decision-making

- **SITUATIONAL LEADERSHIP THEORY** - Leaders here work on such factors as external relationships, acquisition of resources, managing demands on the group and managing the structures and culture of the group

- **CONTINGENCY THEORY** - The main difference is that situational theory tends to focus more on the behaviors that the leader should adopt, given situational factors (often about follower behavior), whereas contingency theory takes a broader view that includes contingent factors about leader capability and other variables within the situation.

Leadership Theories and Styles – Cont.

- **TRANSACTIONAL LEADERSHIP Theory** - Transactional leadership is based in contingency, in that reward or punishment is contingent upon performance.

- **TRANSFORMATIONAL LEADERSHIP THEORY** - People will follow a person who inspires them. A person with vision and passion can achieve great things. The way to get things done is by injecting enthusiasm and energy.

- **PROCESS LEADERSHIP THEORY** – the work of the leaders is to focus on the wellbeing of others with a focus on some form of social responsibility.

- **DISRUPTIVE LEADERSHIP** - associated with changing the way people think, or the way in which things are done.

- **PURPOSE-DRIVEN LEADERSHIP** – is defined as creating a clarity of purpose to gain and sustain employee engagement, motivation and discretionary effort; through aligning beliefs and values to the organizational vision, mission, and objectives.