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Seven Minute Motivator:

Entrepreneurial Thinking- Four Perspectives on Adapting Strategies and Tactics in Times of Change



The Parliament Group



“Innovation” in conversations

INSIDE
HIGHER ED

Higher Education Needs to Innovate. But How?

Not for innovations sake, but to support student success.

By Steven Mintz
// February 6, 2019

6 COMMENTS

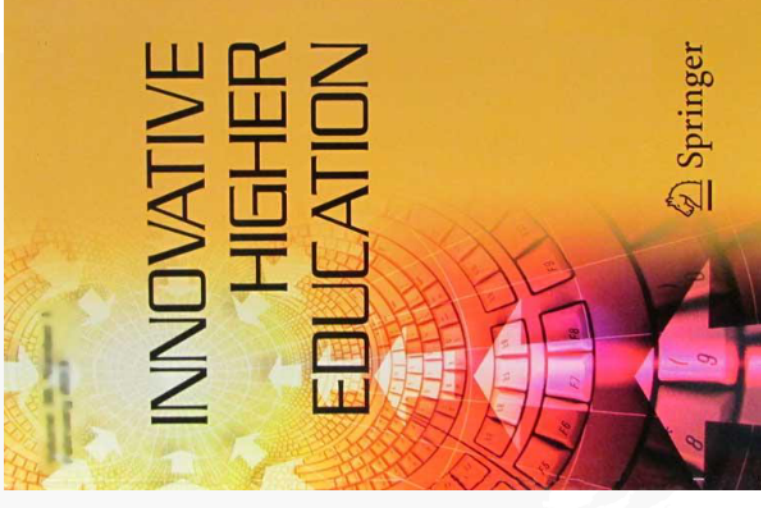
Too often, innovation in higher education goes “the way of all flesh.”

A headline in a recent issue of the *Boston Globe* says it all: “Experimental colleges once were the future. Now, what is their future?” One after another, the innovators of the 1960s and 1970s are biting the dust, fading, or transforming themselves into pale shadows of their original ambitions. It’s not just Hampshire College, but I ranconia, Goddard, New College, and perhaps even Evergreen State College. Innovation within higher education is extremely difficult to sustain. Think of North Carolina’s Black Mountain College, whose faculty and students included Buckminster Fuller, Walter Gropius, Robert Motherwell, Robert Rauschenberg, Merce Cunningham, and John Cage. Founded in 1933, it didn’t make it to its 25th anniversary.

Higher education needs to innovate, not for innovation’s sake, but to increase student success. Except



The STATE of _____ **INNOVATION** in **HIGHER EDUCATION:** _____ A Survey of Academic Administrators



Innovation implies “NEW product/service/approach” but it DOESN’T necessarily imply FINANCIALLY SELF-SUSTAINING product/service/approach... For Int’l Education, we think there’s a better WORD...



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What Makes Entrepreneurs Entrepreneurial?

Goals/Takeaways

Effectuation Theory: Process that Entrepreneurs tend to follow to launch new projects

1. The future cannot be predicted, but it can be managed through engagement/collaboration with others
2. 5 Principles
 1. Bird-in-the-Hand
 2. Affordable Loss
 3. Lemonade
 4. Crazy Quilt
 5. Pilot-in-the-Plane

Examples from Our Panelists

- illustrate the concepts, and provide a heuristic for approaching challenges in the future
- provide you with some ideas to take home



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Effectuation Theory*

Effectuation Theory: Process that Entrepreneurs tend to follow

5 Principles

1 Bird-in-the-Hand

Start with your means. Don't wait for the perfect opportunity. Start taking action, based on what you have readily available: who you are, what you know, and who you know.

2 Affordable Loss

Set affordable loss. Evaluate opportunities based on whether the downside is acceptable, rather than on the attractiveness of the predicted upside.

3 Lemonade

Leverage contingencies. Embrace surprises that arise from uncertain situations, remaining flexible rather than tethered to existing goals.

4 Crazy Quilt

Form partnerships with people and organizations willing to make a real commitment to jointly creating the future-product, firm, market-with you. Don't worry so much about competitive analyses and strategic planning.

5 Pilot-in-the-Plane

By focusing on activities within their control, expert entrepreneurs know their actions will result in the desired outcomes. An effectual worldview is rooted in the belief that the future is neither found nor predicted, but rather made.

*Dr. Saras Sarasvathy, UVA., **“What Makes Entrepreneurs Entrepreneurial?”**, www.effectuation.org.



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Bird-in-the-Hand Principle

Start with your means. Don't wait for the perfect opportunity. Start taking action, based on what you have readily available: who you are, what you know, and who you know.



San Mateo CC

Promoting Community Colleges and University Transfer Admissions



UWM

Restructuring Int'l Programming to Match Research and Access Missions



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Rethinking existing resource utilization.



Affordable Loss Principle

Set affordable loss. Evaluate opportunities based on whether the downside is acceptable, rather than on the attractiveness of the predicted upside.



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Investing in New Markets



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

San Mateo CC
Invest in providing Pre-departure Orientations.



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Developing a new conversation at UWM

Lemonade Principle

Leverage contingencies. Embrace surprises that arise from uncertain situations, remaining flexible rather than tethered to existing goals.



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We're Drowning in Lemonade!

CSUN

Graduate application delays, complaints from agents.
Brought agents and dean together. Enrollments now up 12%.

San Mateo CC

What to do about Housing...??



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Crazy-Quilt Principle

Form **partnerships with people and organizations willing to make a real commitment to jointly creating the future** – product, firm, market – with you.
Don't worry so much about competitive analyses and strategic planning.



The block contains two logos. On the left is the logo for San Mateo Community College District, featuring three interlocking rings and the text "SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT". On the right is a dark blue silhouette of a world map.

San Mateo CC
Partnerships, Partnerships, Partnerships



The logo for Global Ed Professionals, featuring a stylized globe icon on the left and the text "GLOBAL ED PROFESSIONALS" in a vertical, spaced-out font on the right.

Global Ed Professionals
Study NJ, instant decision day



This block contains three logos. On the left is "The Parliament Group" logo with a globe icon. In the center is the "UWM UNIVERSITY of WISCONSIN MILWAUKEE" logo. On the right is the "California State University Northridge" logo with a red and white globe icon.

UWM
Improving Internal Stakeholder Partnerships

Pilot in the Plane Principle

Wrapping Up. Working to Pilot your plane through opportunities and challenges alike.

Jeff Hutcheson



Diane Arguijo



Larry Kuiper, PhD





DISCUSSION

Thank You!



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