



Effecting Change through Institutional Analysis

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Who We Are



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The
**Enrollment
Management**
Association

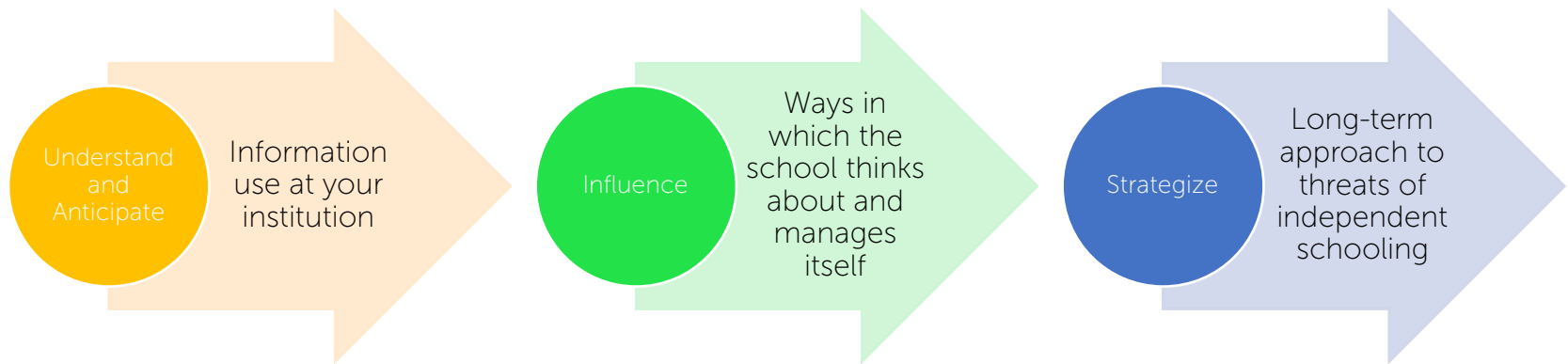


Learning Objective



Introduce the theoretical concepts for how decisions get made in an organization so that you can successfully operate within your institution to effect change.

Analyze to Effect Change



The Skill to Get Things Done +

"It is not enough for a leader to know the right thing. He must be able to do the right thing [...]. The great leader needs [...] the capacity to achieve."

-Richard Nixon

SEM as a Driver of Change

- EM as a shared responsibility rooted within the academic ethos
- Align enrollment strategies with the priorities of the academic divisions and special programs that support the institution

“If EM starts with the institutional mission, it ultimately succeeds or fails based on the strengths of its link to academics and student success.”

-Bontrager

Knowledge and Power

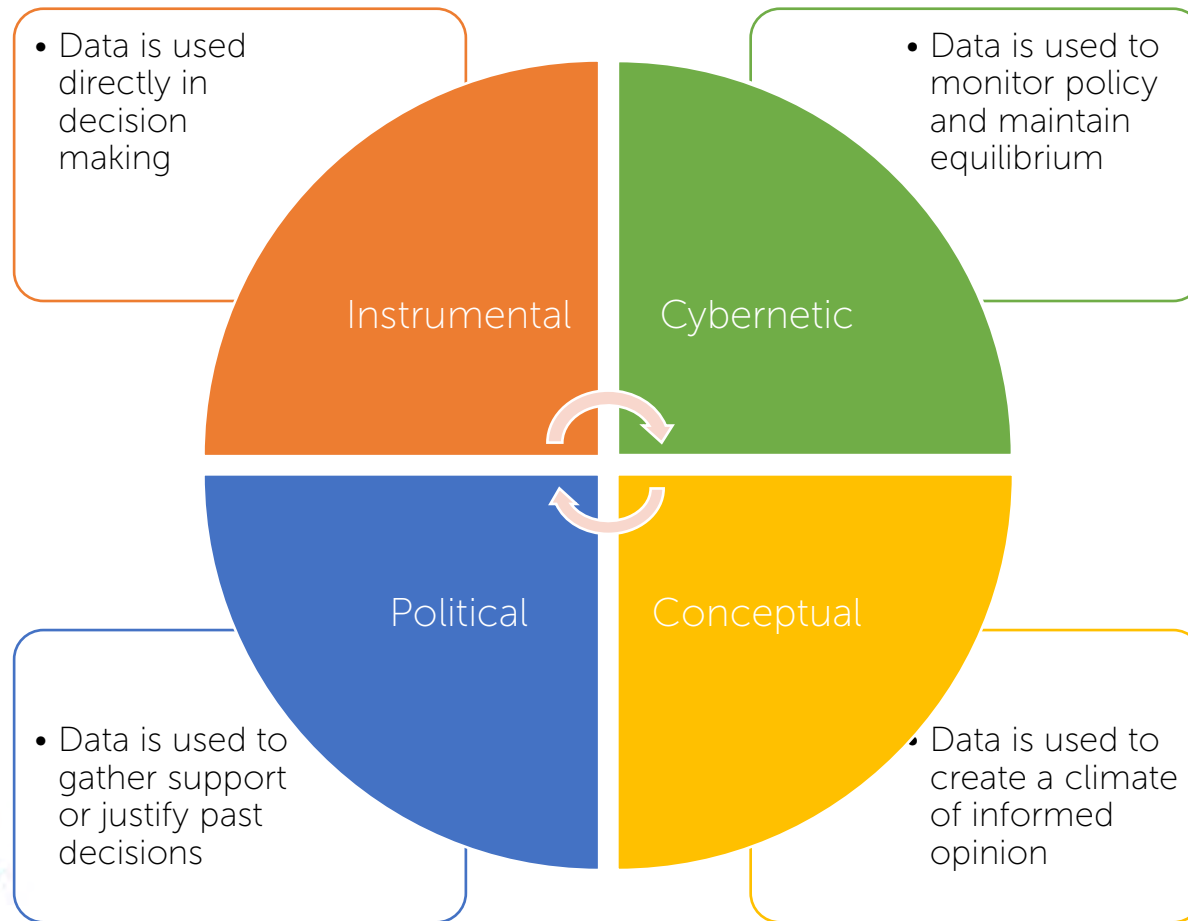


“Enrollment management is driven by mission but grounded in data.”

-Kalsbeek



Typology of Information Use



Typology of Information Use

- Instrumental
 - Data is used to solve problems, make decisions, and influence policy
- Cybernetic
 - Data is used to monitor activity and the implementation of initiatives and policies
- Political
 - Data is used to legitimize decisions, gather support, or manipulate situations in favor of an agenda

Typology of Information Use

- Conceptual
 - Data provides a contextualizing framework that creates a climate of informed opinion
 - Data is used to enlighten stakeholders of broader trends, challenges, opportunities, comparative market position, and performance
 - Opportunity for reflection and strategic planning

Ways Things Get Done



Formal
Authority



Shared Vision &
Common Goals



Organizational
Politics

"[...] achieving enrollment management goals requires us to understand that our 'organizational life is dominated by political interactions' (Bacharach 1982)."
-David H. Kalsbeek

Politics is not a dirty word

Why is it a political process?

- Uncertainty
- Inherent conflict
- Increasing specialization and professionalization
- Interdependence



"Politics is a natural way of getting things done in enrollment management because, by its nature, enrollment management relies on an interdependence of many departments, functions, and processes."

-Kalsbeek

Common Political Strategies

- Framing the discussion
- Mental models and the impact of precedent
- Sharing or withholding of information



“Political effectiveness lies largely in our ability to influence the ways in which decisions and discussions are framed.”
-Kalsbeek

Interpersonal Dynamics

- Spheres of Influence
- Social anchoring
- Reciprocity
- Cooperation and collaboration



"The interpersonal dynamic of organizational life underlies all of our political activity; we do enrollment management in social settings."

-Kalsbeek

Leadership through Inclusivity and Transparency

- Shared vision and common goals
 - A shift from consumption of information to construction of meaning
- Build teams - be inclusive and accessible. It's all about "we"



Become a “Peripatetic Leader”

- Leadership at schools should be people-oriented
- Work towards common goals that are student and mission driven
- Embrace change - move from change avoidance to change acceptance

“Enrollment leaders serve many roles throughout the change management process, such as that of visionary, encourager, storyteller, facilitator, arbitrator, problem solver, manager and coach.”

-Black

Leadership through Storytelling



- Start with the mission - a cohesive message
- Communicate frequently and enthusiastically
- Persuade others to engage in the telling of the story as if it were their own
- Appreciate all sources of knowledge

Political Will vs. Skill



"[...] while political skill is necessary, leadership also demands political will, the desire and courage to be in the arena, to avoid being passive in the face of the overwhelming challenges we face, and to act politically to influence how intentions become reality."

-Kalsbeek