



 Education Management Services

The Innovative Mindset in Adult & Online Education

@EducationMGT, LLC
Succeed and Grow

Why **Innovate?**

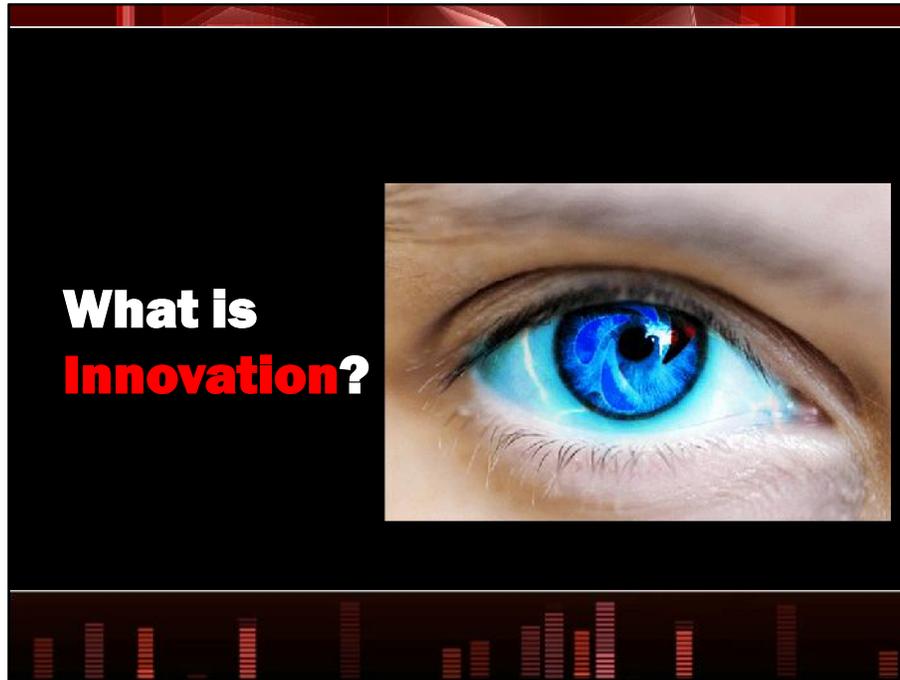
I'm a doctor, not . . .

- an Inventor
- an Artist
- a Designer



Many in the academy don't think of themselves as innovators. They think of themselves as academics, administrators. . .generally stayed individuals.

However, now, maybe more than ever, educators must become innovators. You as leaders at your institutions must go beyond what you've always done, the ways you have always done it. To reach groups you have not been able to reach in the past with the message that God has given you to share to accomplish the mission God has given you to accomplish.



What are some definitions or concepts you associate with innovation?

Conceptions of **Innovation**

BusinessDictionary
.com

"The process of translating an idea or invention into a good or service that creates value or for which customers will pay."

Steve Jobs

"Innovation distinguishes between a leader and a follower."

Jason Calacanis

"You have to have a big vision and take very small steps to get there. You have to be humble as you execute but visionary and gigantic in terms of your aspiration. In the Internet industry, it's not about grand innovation, it's about a lot of little innovations: every day, every week, every month, making something a little bit better."

I went in search of some of the ideas surrounding innovation in the field, including a general definition. You will see a number of names that you recognize along with those that you may not that have a good point to make about innovation.

Conceptions of **Innovation**

John Emmerling

"Innovation is creativity with a job to do."

Jeff Bezos

"I think frugality drives innovation, just like other constraints do. One of the only ways to get out of a tight box is to invent your way out."

Rosabeth Moss Kanter

"Mindless habitual behavior is the enemy of innovation."

Charles R. Swindoll

"I'm not against screens, or new songs, or innovation. I just don't like the gimmicks. I want to know when worship is over that that leader's sole purpose was to glorify the Lord Jesus Christ."

Emmerling's quote is a favorite of mine.

Conceptions of **Innovation**

Chang Zhu

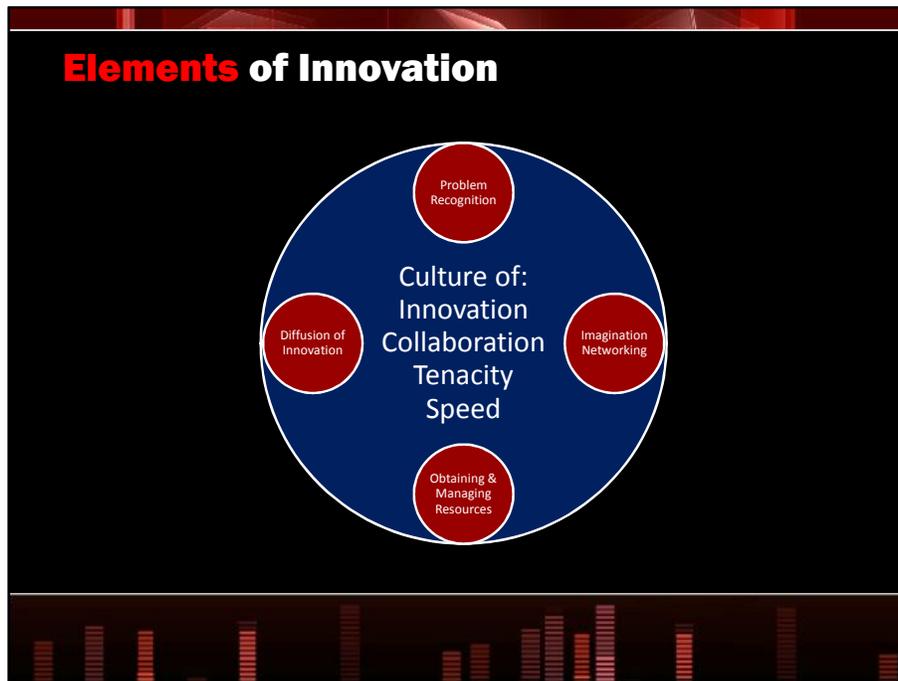
"In educational settings, innovation involves new curriculum and new ways of working."

David Cohen
Deborah Ball

Educational Innovation is "...departure from current practice—deliberate or not, originating in or outside of practice, which is novel in educational policies, practices, curriculum design and implementation, assessment regimes, pedagogical technologies and resources, teacher capacities, etc. "

Francis A. Schaeffer

"The Christian is the one whose imagination should fly beyond the stars."

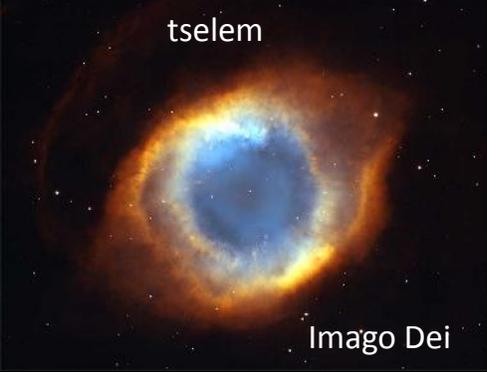


In a content analysis of field literature, a review of the themes associated with innovation yielded several primary elements of innovation.

- Establish the Culture (of innovation, collaboration, tenacity, speed, based on a biblical foundation)
- Then we look for Problems
- Then we begin looking for solutions by Imagination Networking
- Then we Obtain and Manage the Resources for our Innovation
- Then we Implement and Diffuse our Innovation

The Image of God

Then God said, 'Let us make man in our image, in our likeness, and let them rule over the fish of the sea and the birds of the air, over the livestock, over all the earth and over all the creatures that move along the ground. So God created man *in his own image*, both male and female he created them. (Gen 1:26-27)



tselem

- Creative
- Intelligent
- Aesthetic
- Moral
- Relational
- Spiritual

Aspects of Image

Imago Dei

Peter May
General Synod
Church of England

To me, innovation is part of the aspect of the image of God in us. Peter May of the Church of England wrote an article to this effect that is listed in the references of this presentation should you desire to read it. However, he highlighted these 6 areas as aspects of the Image of God (tselem in Hebrew or the more popular Imago Dei in Latin).

It is the creativity that God has built into us that is a reflection of His Divine Creativity. When we think of Creativity, we think of the artist. Some of us think that we don't have a creative bone in us. However, I want to assure you that innovation is creativity and we're built for it.

Applicable Scripture

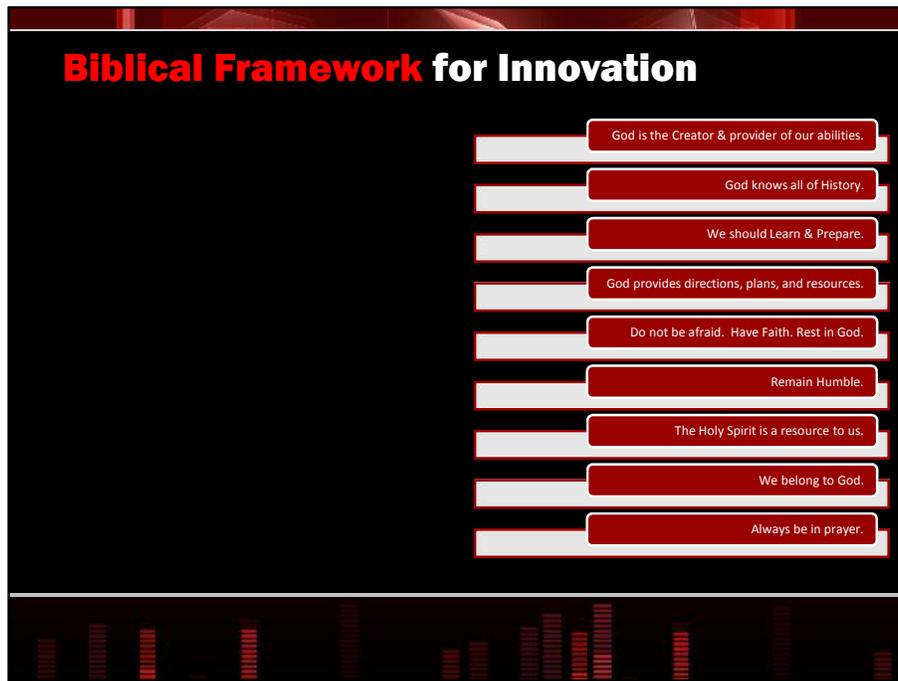
- Mark 2:21-22 “No one sews a piece of unshrunk cloth on an old garment. If he does, the patch tears away from it, the new from the old, and a worse tear is made. And no one puts new wine into old wineskins. If he does, the wine will burst the skins—and the wine is destroyed, and so are the skins. But new wine is for fresh wineskins.”
- Psalm 119:105 “Your word is a lamp to my feet and a light to my path.”
- John 14:26 “But the Helper, the Holy Spirit, whom the Father will send in my name, he will teach you all things and bring to your remembrance all that I have said to you.”
- 2 Timothy 2:15 “Do your best to present yourself to God as one approved, a worker who has no need to be ashamed, rightly handling the word of truth.”

As I began to consider The Biblical Basis for Innovation, the scriptures that I found were almost too many to include. As a result, I went for principles that arose from those scriptures.

Here are few scriptures that were particularly good that I would like to share.

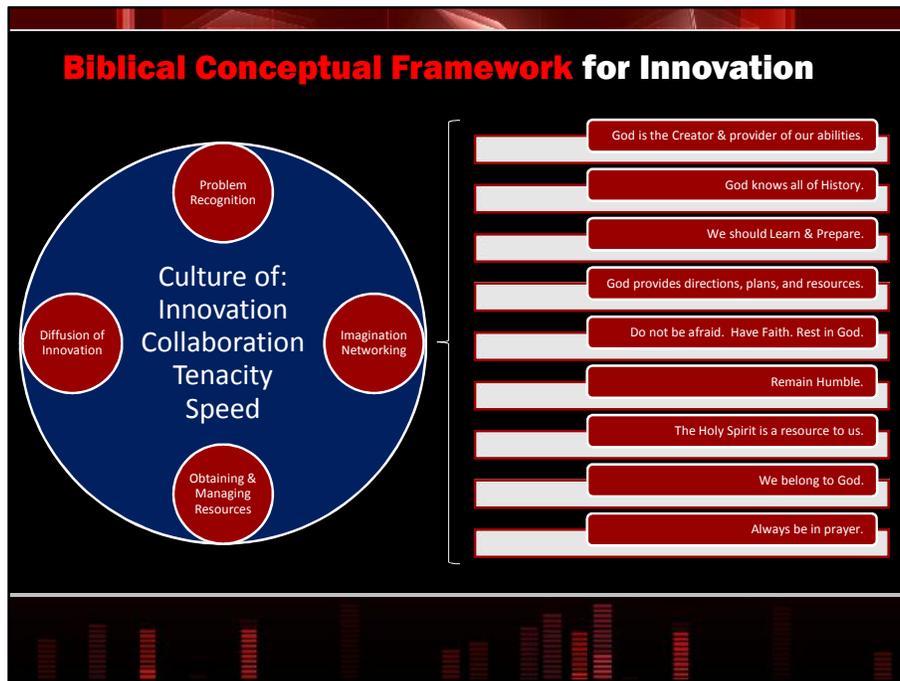
Applicable Scripture

- Romans 12:2 “Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is--his good, pleasing and perfect will.”
- 2 Timothy 1:7 “For God did not give us a spirit of timidity, but a spirit of power, of love and of self-discipline.”
- 1 Thessalonians 5:16-19 “Be joyful always; pray continually; give thanks in all circumstances; this is the will of God for your life.”
- Proverbs 16:18 “Pride goes before destruction, a haughty spirit before a fall.”
- Ecclesiastes 11:4 “He who observes the wind [and waits for all conditions to be favorable] will not sow, and he who regards the clouds will not reap.”



Based on the scriptures that I found, I developed the following principles. Again, these are not exhaustive as the Bible relates to innovation. However, they are ones that I found important.

Are there other principles that occur to you that might affect innovation?



Based on the model of innovation that I developed from the literature and the principles I found from the Bible, we can then implement a Biblical Conceptual Framework for Innovation.

I know this looks a bit like the Star Ship Enterprise as shown on the screen. However, that was only to make it more readable. It would actually be better shown looking more like a trophy with the scripture as foundation. With the Bible as the basis, we can establish a culture of innovation, collaboration, tenacity, and speed.

Then, with the principles from the Bible still in place, we can work through the process of innovation.

Why we **don't** innovate?

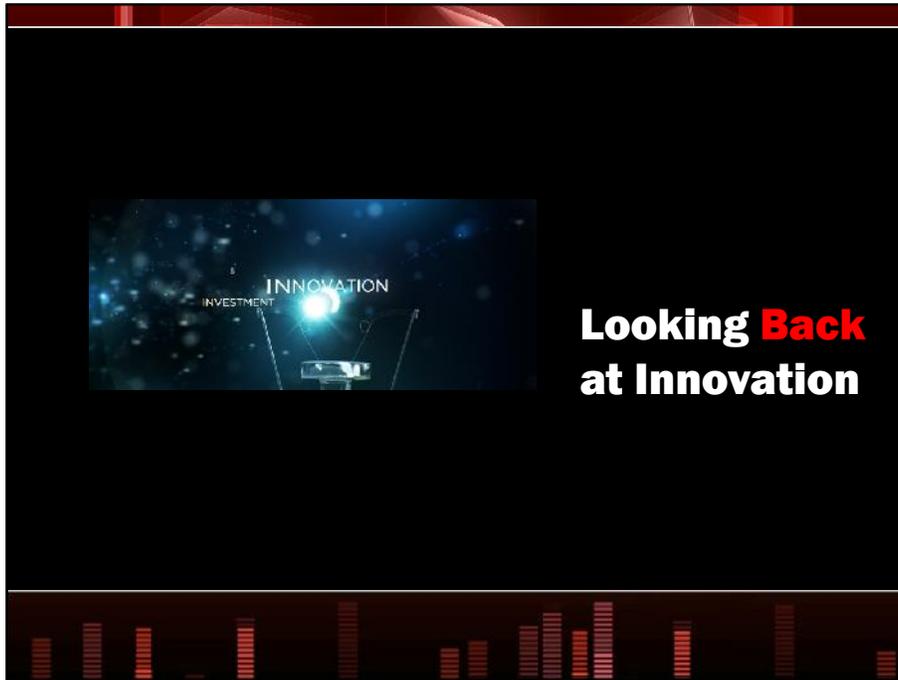
We often don't innovate because we have made our practices, processes, and methods equal to our faith convictions.

We think Jesus taught in a semester-based format wearing a tweed-jacket with arm-patches, gave objective and essay tests, and lectured Monday, Wednesday, and Friday, right before chapel.



I'm willing to be wrong on these points. However, from what I have observed in Christian Higher Education (both as a staff member and now as a consultant), these are reasons we don't innovate and change for the better.

I would contend that these beliefs are almost as out there as this picture of Jesus.



It's really only by looking in hindsight that we start to see patterns and trends emerge (on our own, anyway).

So, let's look backwards a bit.

Trends in Academia

- Three-quarters of all undergraduates are “non-traditional:”
- Delayed enrollment
- Attend school part-time
- Work full-time
- Financially independent
- Have dependents
- Are single parents
- Lack a high-school diploma
- Need to re-tool due to corporate “down-sizing”
- Need job skills/degree to advance

What other characteristics are you seeing at your institutions?

Trends in Academia

- Increased enrollment in higher ed in the last 30 years
- Enrollment growth in two-year institutions exceeded growth in four-year institutions
- More students attend college part-time
- Higher proportion of students are women
- More students are over age 25

With the recognition of the importance of lifelong education, even if from a pragmatic point of view, enrollment is up. Additionally, the non-traditional methods of schooling in higher ed are becoming more “traditionalized.”

Implications for Academia

- Eliminate delays in financial aid and admissions processes
- Focus on customer service
- Incorporate experiential, interactive, authentic learning: games, sims, online labs/courses, group learning
- Stay connected through technology: email, online, wireless access

Based on the Trends in Academia slides that we saw in the last section, here are some of the outcomes of those trends.

Why does this relate to innovation?

- It's giving us marching orders.
- We may have to innovate to accomplish and work around the "we don't do it that way" mentality.

Popular Program Areas

- 1) Bachelor's in Psychology
- 2) Master's in Counseling
- 3) Master's in Psychology
- 4) Bachelor's in Business Administration
- 5) Master's in Nursing
- 6) Associate's in Early Childhood Education
- 7) Master's in Special Education
- 8) Bachelor's in Early Childhood Education
- 9) Associate's in Religion
- 10) Master's in Health Administration
- 11) Bachelor's in Nursing
- 12) Master's in Curriculum and Instruction
- 13) Bachelor's in Health Administration
- 14) Master's in Business Administration
- 15) Bachelor's in Accounting
- 16) Doctorate in Psychology
- 17) Bachelor's in Religion
- 18) Master's in Religion
- 19) Associate's in Business Administration
- 20) Associate's in Criminal Justice

<http://www.prweb.com/releases/mental/health/prweb5280394.htm>

Top Ten Growth Ideas

1. Have a VP in charge of enrollment (It is your lifeline)
2. Have a great campus visit program several times per month (Use social media)
3. Focus on transfers going into ministry (Big pool)
4. Focus on adult learners (70 – 400)
5. Sell your low cost/accreditation
6. Develop many partnerships (churches/businesses/schools)
7. Start online programs
8. Develop new degree programs
9. Develop diverse programs
10. Leader: above all keep positive and share vision



For some getting innovation started is as daunting and overwhelming as the problems faced for which innovation is needed.

As you think about incorporating innovations, you must understand that you don't have to do all the lifting on the finding and incorporating innovation as the leader of your institution or even as your institution alone. Rather, you can observe the field for innovations that would help your institution and either implement them on your own or get help implementing them.

That's the type of business that I'm in: helping institutions implement innovation. For it to be innovation, you don't have to do absolutely brand new. . .it could be new to you and meet a need you have. However, it is an innovation that is available for them to incorporate. I work in several different companies that can assist you to implement innovations or guiding practices and principles that will assist you in doing so.

Education Management Services is a higher education consulting company particularly focused on adult, graduate, and online education. We can help you look at new methods of offering programs and curriculum, help you with your enrollment practices, help you with your financial aid, etc.

K-12 Christian Academies works with groups to implement a K-12 Online program that can help provide a revenue source as well as a lead source for higher ed programs.

Progressus Education Services is a company designed to help you learn and implement quality management practices in your organization through its various services. Additionally, we have several curricular programs for you to offer through your institution.

Ramsey's Momentum Theorem

$$\frac{Fi}{T} (G) = M$$

As we think about the mindset of an innovator, I want to share a theorem that will provide some encouragement. To begin let's look at the innovator in the field: the entrepreneur.

Being an Entrepreneurial Leader is not a random circumstance. Rather, it is an intentional choice. Certainly, there are those who are gifted by God to be entrepreneurially minded.

In his book *EntreLeadership*, Dave Ramsey discusses the Momentum Theorem, a concept he developed to help his team reach farther in their practice. Consequently, if you haven't purchased and read *EntreLeadership*, I recommend it highly. As an Entrepreneurial President or Leader, you must consider the aspects of

The "F" stands for Focus.

Maintaining focus on the plan without changing the plan erratically is vital.

"i" stands for Intensity

"Some people don't think of themselves as intense until they find something they care deeply about" (Ramsey, p. 84).

"Our intensity must purposefully be directed at things that really matter and purposefully not directed at things that don't" (Ramsey, p. 84).

"T" stands for Time

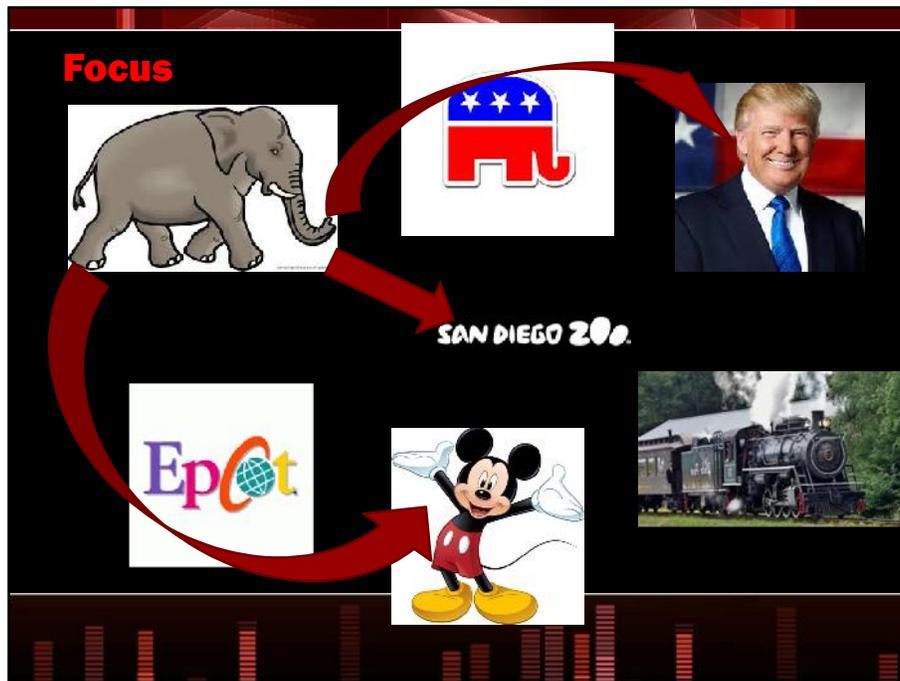
In pure mathematical terms, this formula is not correct. But the concept is "Focused Intensity over Time." It takes time doing the right things, with the right focus, to gain momentum.

"G" stands for God

Romans 16:25 "Now to Him who is able to establish you according to my gospel and preaching of Jesus Christ, according to the revelation of the mystery which has been kept secret for long ages past, but now is manifested, and by the Scriptures of the prophets, according to the commandment of the eternal God has been made known to all the nations, leading to obedience of faith."

Dave Ramsey relates that our efforts are finite. However, if we are Christ followers and place God at the center of our efforts, following His plans, we gain His infinite multiplication in this formula.

To be an innovative leader, you must learn the lessons of focus, intensity, their combined effect over time, powered by God's infinite capability to gain the momentum in your practice.



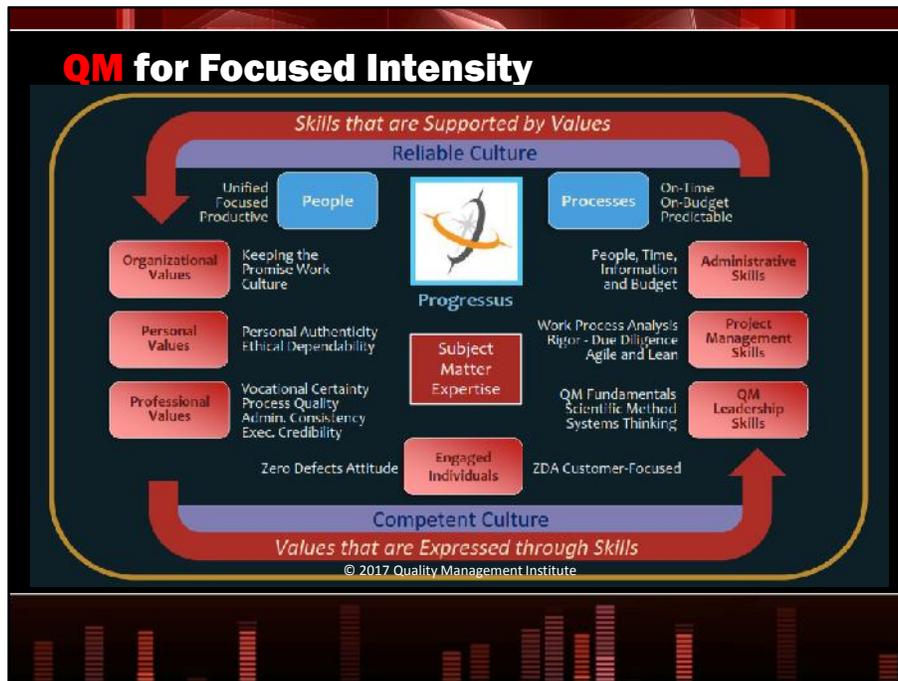
In Dave Ramsey's formula, you saw the aspect of Focused Intensity. For some people that seems like just a nebulous construct. If we do the mental exercise of focusing on an elephant for example, how long is it before you move mentally from thinking about the elephant to thinking to something else. Here are the quick paths that my head went with in the period of about 30 seconds:

From elephants to Republicans to thinking about President Trump. . .

Or maybe you start with just thinking about an elephant and start thinking about TRACS being back in San Diego and going to the San Diego Zoo and seeing elephants there.

Or you start thinking about elephants and then heading out to EPCOT and riding Soarin' and seeing the elephant blow dirt up in the air as you fly over and that gets you to thinking about Mickey.

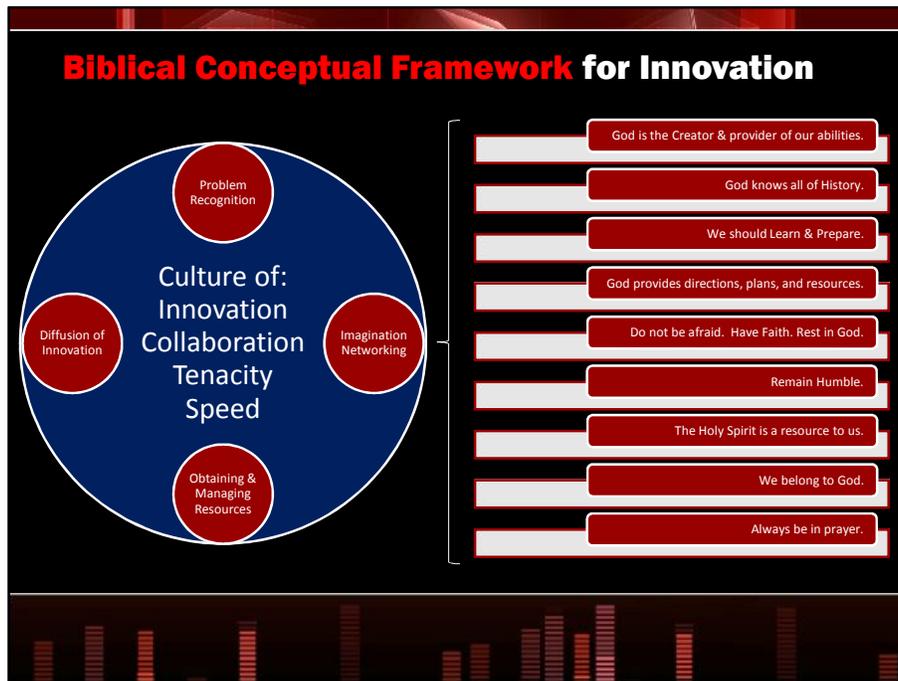
Or any other train of thought. . .



One of my other companies I mentioned (Progressus Education Services) is one that works in the Quality Management arena. The reason that I bring it up is that Quality Management offers a set of tools and guiding principles that assists the individual and organization to maintain focused intensity needed for momentum.

Tomorrow, Dr. Larry Kennedy will be delivering a workshop that goes more in-depth on the constructs of QM. Larry is a former Apollo-era NASA engineer who went on to work with Dr. Phil Crosby, one of the “big three” in the initial quality revolution in the US.

Larry’s session is entitled “The Quality Ethic: A Challenge to Higher Education Leadership.” I encourage you to attend that workshop. I’ll be there as well. Progressus is an affiliate of Quality Management Institute, Dr. Kennedy’s company.



With that in mind, remember the framework we discussed earlier.

We need to:

- Establish the Culture (of innovation, collaboration, tenacity, speed, based on a biblical foundation)
- Then we look for Problems
- Then we begin looking for solutions by Imagination Networking
- Then we Obtain and Manage the Resources for our Innovation
- Then we Implement and Diffuse our Innovation

Let's walk through this with some examples.

Establish the Culture

Culture eats strategy for breakfast,
technology for lunch, and products
for dinner, and soon thereafter
everything else too.



-Peter Drucker, Mark Fields, Bill Aulet

As administrators and faculty of higher educational institutions, we must be able to establish a culture that reaches and embraces this class of students. To remain aloof to their needs in an attempt to “maintain standards” as they have always been does not serve to motivate their learning. Our willingness to show them our adaptability shows them that we are ready to support their learning.

A quote that I’ve heard attributed to Peter Drucker and Mark Fields of Ford and modified further by Bill Aulet expresses just how important culture is to your organization.

Problem Probing

Look for Problems!

- In your Curriculum
- In your Budget
- In your Market
- In your Operations



As you establish the team and develop the culture, you will then need to begin looking for the problems that need innovative solutions.

Imagination Networking

This phase will include the work of innovation:

- Research
- Discussion
- Design
- Development



It will require Creativity, Working with those inside and outside your organization to find the right answers, and a Thick Skin.

I found a number of descriptors for this part of the process but came up with this term. It reflects the creativity and collaboration that will be required at this stage to find the solution.

Redesign Curriculum

- Curriculum that is marketable (titles/program change)
- Curriculum that is 21st century focused
- Curriculum that is flexible (hybrid, online, short format)
- Curriculum that is expandable (core with expansion)

Rethink (and Rework) Budgets

- Focus on revenue expansion – not always on costs
- Focus on rewarding and supporting innovation
- Focus on economic engine

Reposition in the Market

- How and where are you marketing your college program?
 - Facebook
 - Mobile Apps
 - Church Relations (on-site)
 - Education Fairs
 - Monthly Visitation Days
- What kind of plan do you have for enrollment?
- Who controls your enrollment process?
- What is your approval process?

Revamp your **Operations**

- Systematize
- Remove barriers for staff, faculty, and (most importantly) students
- Restructure for growth
- Restructure for service

Obtaining & Managing Resources

In the process of innovating, you will need to consider the resources needed to develop and implement.

Often, however, one of the main reasons you may have found a need to innovate is due to resource scarcity.

If the specific resource (money being a normal one) is not there in the first place, you may have to find an innovation to find the resources first.



In order for an innovation to be successful, it will need resources to implement the innovation.

Diffuse your Innovation

Get your innovation in place to do its work!

- Implement the program, process, or procedure
- Share the information with others to affect the culture
- Test it, adjust it, make it more
- Spread the love ;-D



Don't confuse this term with Defuse!

The Innovative Mindset



$$\frac{Fi}{T} (G) = M$$



Reading & Resource List

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Coiffait, L. (ed.) (2011). *Blue skies: New thinking about the future of higher education*. Retrieved from Pearson Centre of Policy and Learning website: <http://pearsonblueskies.com/download-the-book/>

Dave Ramsey says that “Leaders are Readers.” If you are going to lead innovation at your institution, you must continue to read and develop your abilities as a leader and innovator.

Reading & Resource List

Education Management Services.

<http://www.educationmgt.com>

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Reading & Resource List

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Questions for **Consideration**

- What areas of your practice/institution need your focused intensity?
- How are you keeping God's plan at the center of your plans for your practice/institution?
- How are you actively making connections for your practice/institution?

For More Information



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 <http://educationmgt.wordpress.com/>

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