

Creating a Strengths-Based Campus Culture

Anita Fitzgerald Henck, PhD

Karen Longman, PhD

Azusa Pacific University

Doctoral Programs in Higher Education



Before we jump in ...

In pairs...

Spend a few minutes each
describing:

**What do you love about your work when
you are at your best?**



Just think about...



What if every student could experience that same feeling on our campuses?

What if students experienced that same fulfillment of being at their best *while learning*?

What if a goal of higher education was to help students become all that they were designed to be?

What would we do if we really loved our students?

How can we work to become a strengths-based campus?



- What and who are the challenges?
- What and who are the supports?

Complete the left column of the handout

What will it take to change a culture?

- Strategies used to implement change
- Campus examples of navigating the labyrinth



Importance of Defining the Institutional Culture

“Culture is an abstraction, yet the forces that are created in social and organizational situations that derive from culture are powerful. If we don't understand the operation of these forces, we become victim to them”

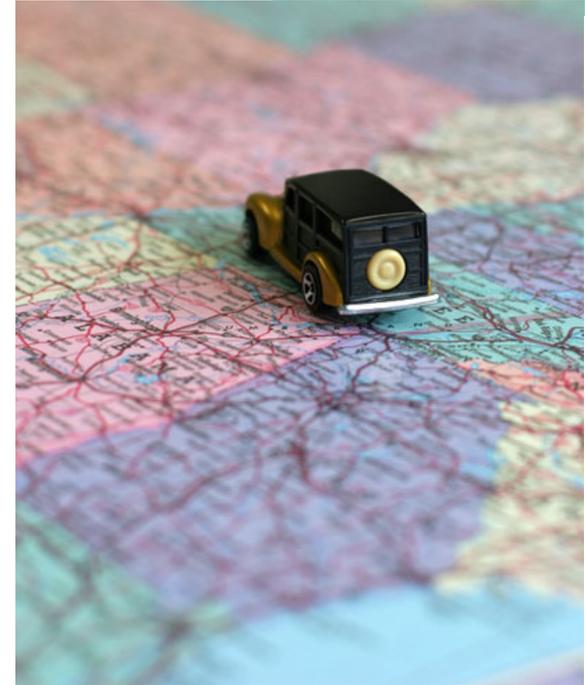
(Schein, 2004, pg. 3).

Where do we start?

- Overview of Change Theory

- Implications for Practice

- Benefits for Campuses and Students



Leading Change - Kotter

- Establishing a sense of urgency
- Creating a guiding coalition
- Developing a vision and strategy
- Communicating the change vision
- Empowering broad-based action
- Generating short-term wins
- Consolidating gains and producing more change
- Anchoring new approaches in the culture



Establish a sense of urgency

- Identify the need
- Communicate this to others



Create a guiding coalition

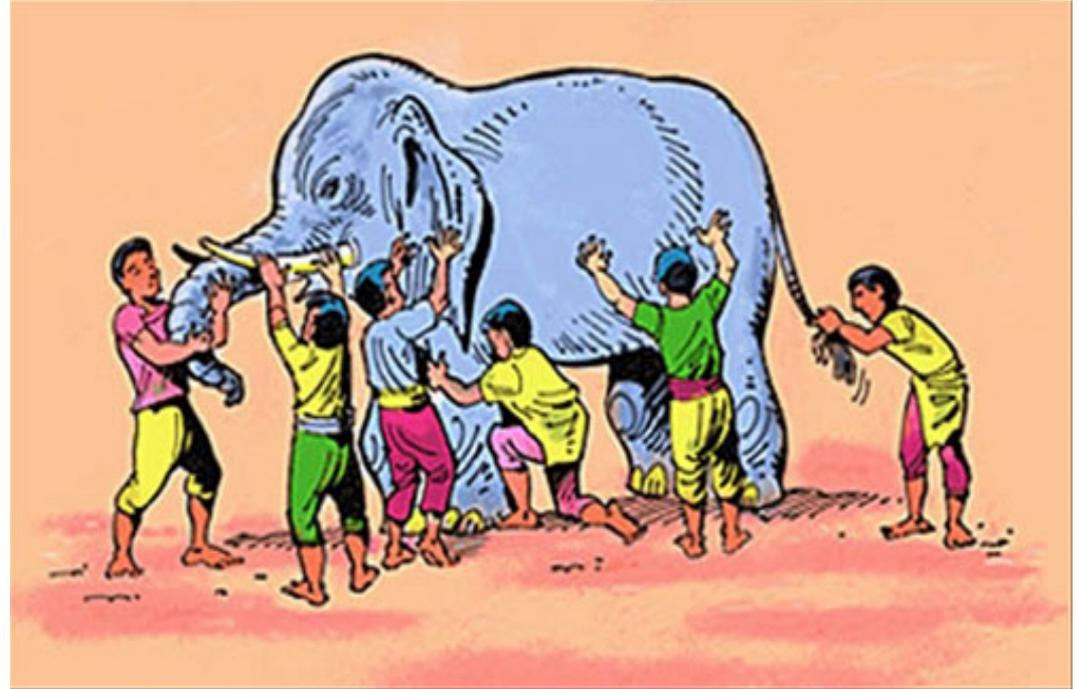


- Find “kindred spirits”
- Create a pilot program
- Communicate well and often

Develop a vision & strategy

Communicate the change vision

- Clearly understand current climate and future goal
- Plan how to enlist support
- Strategize the plan for “best of the best”
- Communicate the change vision



Empower Broad-Based Actions Generate Short-Term Wins

- Build support through inviting and allowing growing participation



- Recognize accomplishments along the way!

Next ...

- Consolidate gains which produce more change
- Prune what isn't work!
- Build on what is progressing



Final Stage ...

- Anchor in Culture
 - Build new traditions
 - Link within established culture



How do we address challenges and opportunities?



Strategize how to enlist support (Return to the worksheet)

Plan how challenges will affect your efforts

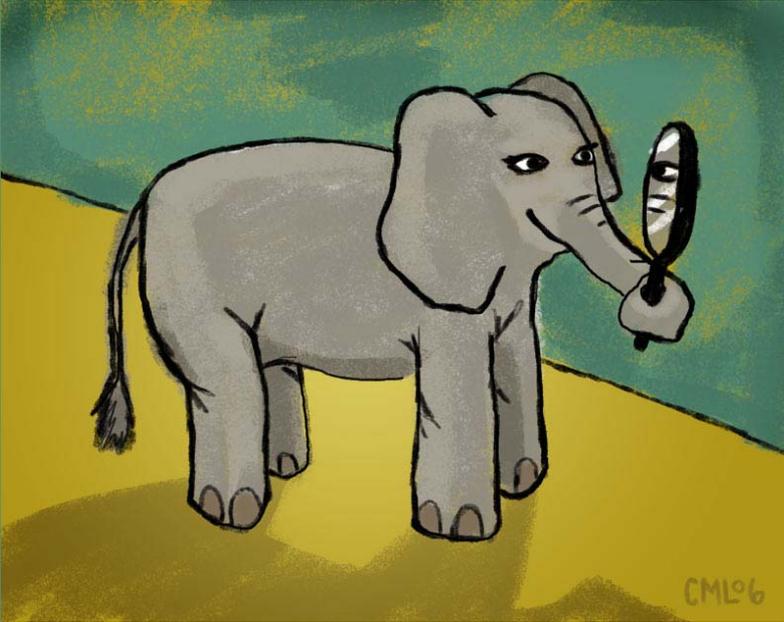
- Share with small groups - Listen well!

Practical Tips for Campuses

- Build strengths into the campus culture and programs wherever you have influence
 - *Academic Affairs*
 - Student Development
 - Building a Team Approach



Benefits for Our Students



Enhanced self-awareness

Improved mindfulness

Increased respect for peers

Transcends previous labels
and stereotypes

What would we do if we really loved our students?

Encouragement for the journey ...

**Go in search of your people--Love Them;
Learn from Them; Plan with Them; Serve
Them. Begin with what They have; Build
on what They know.**

**But of the best leaders, when their task is
accomplished, and their work is done,**

The people all remark:

"We have done it ourselves."

--Old Chinese Proverb

Further contact

- Anita Fitzgerald Henck, PhD
 - ahenck@apu.edu

- Karen Longman, PhD
 - klongman@apu.edu