# Higher Education 101: What Do We Know About Our Enterprise?

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#### Mission Statements

- Mission statement of an institution you attended or for which you have worked.
- What do you notice about the statement?
  - Is the statement easy to find?
  - What is the purpose of an institutional mission statements?

# Institutional Diversity: Where You Work Matters

- Unsystematic institutional diversity
- Political, economic, geographic conditions
- Variety of types of institutions
- Mass enrollments public policy shifts
- History of inclusion and exclusion

## Be a cultural anthropologist





# Context Matters: What IS this Tribal Behavior?

- International, domestic, regional, local
  - Narratives
  - Rituals, customs
  - Symbolic behavior
  - History and social contexts
  - Diversity of positions, perspectives, ambiguities, conflicts, contradictions

Observing and Participating in our Institutions: Some Sociocultural Constructs

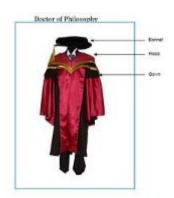
Economic, political structures
Decision-making, law, conflict
resolution
Patterns of consumption and exchange
Kinship, family structures
Gender, race, abilities
Childrearing, acculturation
Religion, ethics, morals

#### Tribal Behavior

## Exhibit A Ritual!















# Tribal Behavior: Sacrosanct

## Exhibits B and Beyond

- The creation + discovery of knowledge
- Academic Freedom

Prestige is the currency of the real

- Independence, autonomy
- Democracy

Varied culture





# Current Challenges and Opportunities

- Financing
- Student access
- Faculty
- Competition
- Accountability
- Student learning



### More Challenges and Opportunities

- Compliance
- Interdisciplinary collaborations
- Athletics
- Online learning
- Global competitiveness
- Data management, privacy
- Campus climate inclusion, diversity

### Personal Context

What are your values?

- What is education?
- Public good or private benefit?
- What is knowledge? And who decides? And when?
- When is exclusivity OK?
- Who pays? How? And how much?
- Who is special and when?

It depends....

### Leading Your Tribe

Managing Your Territory

Advancing the Enterprise



Thoughts?

