Changing Institutional Culture
Using Instructional Design

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Sullivan University

- 54 years old
- SACSCOC accredited, doctoral granting
- 4,000 students
- Louisville, Lexington, Ft. Knox, Northern & Eastern Kentucky
- Over 50 career-oriented degree & certificate programs
The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.

— Edgar Schein —

Image from: www.azquotes.com/author/23194-Edgar_Schein
Established culture

- Stuck in old paradigm: “Put my F2F course online”
- Courses built in a vacuum
- Courses built on textbooks
- Inconsistent compensation
- Courses varied widely in quality & consistency

Image from: www.sprypoint.com
Emerging culture

- New paradigm
- Online development “drives the bus”
  - Online courses built on ID principles
  - New course built online first
  - F2F adapted from online
How it was done

- Incremental instructional design innovations
- Piggybacking on change initiatives

Image from: http://ostic.wp.tem-tsp.eu
Incremental innovations

- Establish ID standards
- ID evaluation controls
- Change faculty role & compensation
- Empower instructional designers
Incremental innovations

- Use database to manage ID projects
- OER
- Multi-layer approach to course development maps
Change initiatives

- New LMS
- New SIS/ERP
- New administration
- Strategic planning
- Accreditation
  - Regional & programmatic
  - Measurable objectives, assessment, QEP
- Decline as opportunity

Image from: passageworks.org
Questions
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