

# Emergent Strategy for Organizational Change

● **Core**

Research-validated components of effective teaching and learning – learner agency, curriculum, assessment, community, relationships.

● **Essential Activities**

These activities are the operational core of providing learners access to and effective delivery of education programs, leading to credentials with labor market value.

● **Innovations**

Experiment with new approaches to advance learners on a credential pathway by aligning core and essential activities with operating capabilities.

● **Operating Capabilities**

Provide the foundation for a higher education institution to exist as well as plan, design, implement and manage education programs.

● **Ecosystem Variables**

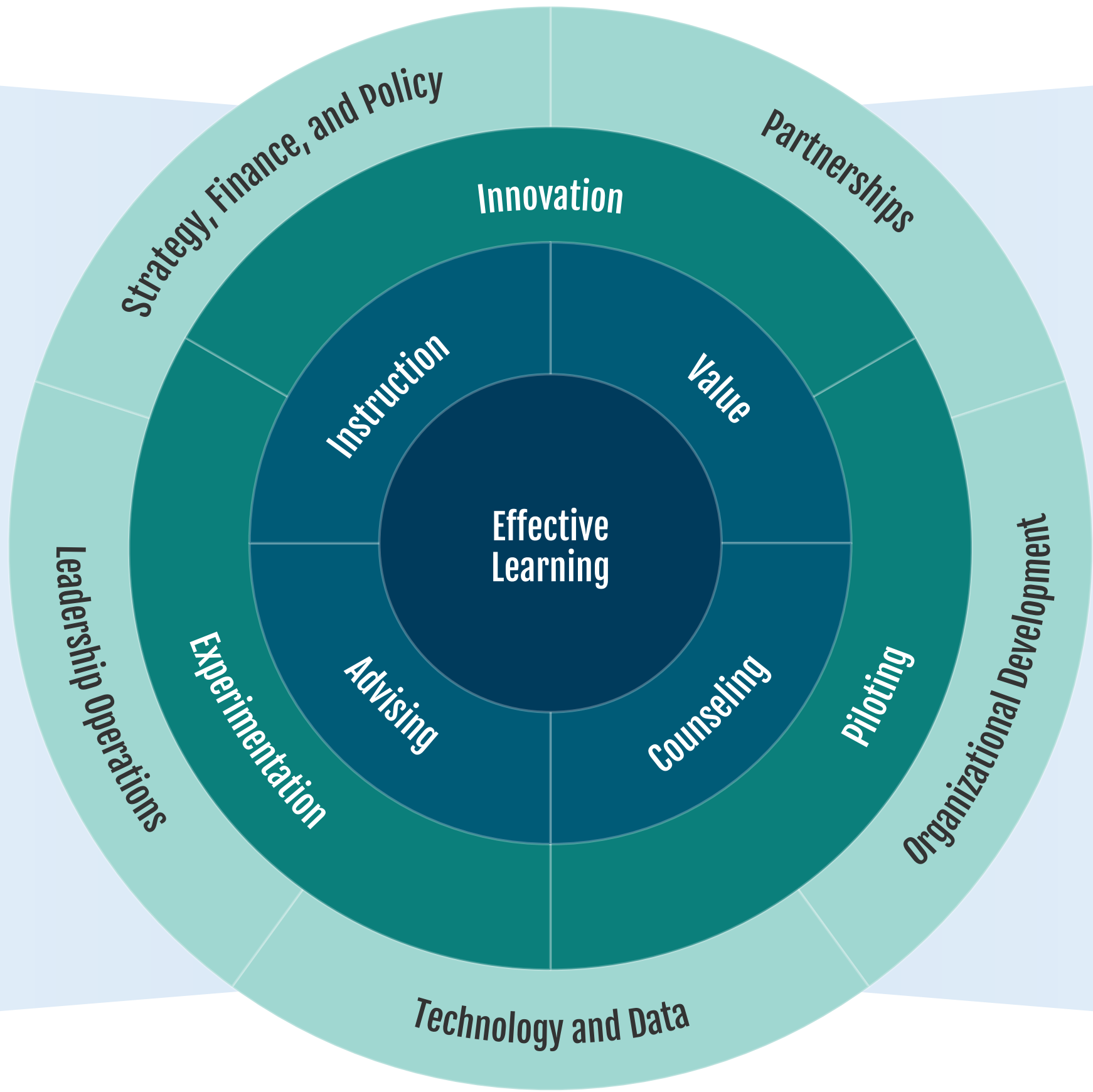
Larger context within which the institution exists and the stakeholders with whom it interacts.

● **Guiding Questions**

High-level questions to connect today’s reality and the future taking ecosystem and operating capabilities into account.

**Ecosystem Variables**

- Demographic trends
- Federal policy
- State policy
- Accreditation
- Local and regional economy
- Technological change
- Political and social environment
- Market competition
- Stakeholder interests



**Guiding Questions**

- What near term goals align current approach with emerging trends in the ecosystem?
- To which students are we best positioned to deliver value?
- What blend of educational delivery does this suggest?
- How might we best deploy faculty and staff?
- Is our current financial model appropriate?