

# The Innovative University

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# Compare & Contrast Harvard and BYU-Idaho

- ▶ Don't emulate- Innovate
- ▶ Stop competing with other schools
  - ▶ Focus on meeting students' and community needs
- ▶ Narrow your focus

“Do not wish to be anything but what you are, and try to be that perfectly.”  
– Francis de Sales

# Case Studies

## ▶ Harvard

- ▶ Oldest, most prestigious
- ▶ Gold standard
- ▶ DNA of traditional universities
  - ▶ Gen ed, electives, tenure, faculty rank, shared governance
  - ▶ Highly specialized departments
  - ▶ Complex admin structure
  - ▶ Substantial private fundraising
  - ▶ Research > Teaching
  - ▶ High Admission standards
  - ▶ Quality = bigger is better

## ▶ BYU- Idaho (Ricks)

- ▶ 2 year public (now university)
- ▶ Disruptive Innovation
  - ▶ Mission: moral code/ Spirit of Ricks
  - ▶ Undergraduate focus
  - ▶ Open admissions; accessible price
  - ▶ Focus on teaching
  - ▶ Online
  - ▶ Internships; peer-peer learning
  - ▶ Gave up Athletics, 2 semester academic calendar, faculty rank, breadth of programing, traditional instruction

# Strengths:

- ▶ YC has reputation in community for providing quality education
- ▶ Talented employees
- ▶ Per NL/CCSSE surveys, students generally satisfied
- ▶ Great location: landscape, weather, history
- ▶ Beautiful facilities
- ▶ Diverse CTE & Health choices
  - ▶ Destination: Aviation, Gunsmithing, NARTA, Vit/ Enol
- ▶ Early adopter of online options

# Weaknesses:

- ▶ No consensus on who we are
- ▶ No shared vision of our Blue Ocean (with associated Innovations)
- ▶ Majority of faculty and staff are happy with status quo
  - ▶ Average Graduation & Transfer rate of 47%
  - ▶ Unaware of threats
    - ▶ Competition
    - ▶ Enrollment/ expenditure limit
  - ▶ No sense of urgency/ culture of resistance to change/ “YC bubble”

# Opportunities:

- ▶ This strategic planning process can inform and provide clarity to the internal and external stakeholders of who we are and where we are going.
- ▶ Completion Agenda: AZ 60
- ▶ Listen to student demand
  - ▶ Programs
  - ▶ Schedules
  - ▶ Price
  - ▶ Support services
  - ▶ Delivery modes
- ▶ Leverage unique programs
  - ▶ Attract students to come to YC
  - ▶ Export classes beyond county via Online
- ▶ Adopt best pedagogy and retention practices

# Threats:

- ▶ Competition
  - ▶ COVID has forced everyone online
  - ▶ ASU is expanding into online, dual, associates & certificates
- ▶ Changing demographics of county means fewer credit seeking students
  - ▶ Dropping enrollment creates lower expenditure limitation
- ▶ State legislature values economy, not education