

**Escaping the Silos:
Building Community Around General Education and Assessment
Andrea Bilics, Lori Dawson, Bonnie Orcutt
Worcester State College**

Organizational Frames of Reference Bolman & Deal				
Frame	Primary Metaphor for Organizations	Core Concepts	Managerial and Leadership Style	Fundamental Challenge
Structural	<ul style="list-style-type: none"> • Factory • Complex Machine 	<ul style="list-style-type: none"> • Rules • Roles • Goals • Policies • Technology • Environment 	<ul style="list-style-type: none"> • Social architect • Chief Executive Officer • President 	<ul style="list-style-type: none"> • Attune structure to task technology, environment • Align people, process, and technology
Human Resources	<ul style="list-style-type: none"> • Families 	<ul style="list-style-type: none"> • Needs • Skills • Relationships 	<ul style="list-style-type: none"> • Empowerment 	<ul style="list-style-type: none"> • Align organizational and human needs
Political	<ul style="list-style-type: none"> • Jungle 	<ul style="list-style-type: none"> • Self-interest • Power • Conflicts • Competition • Politics • Intrigue 	<ul style="list-style-type: none"> • Advocacy • Political savvy 	<ul style="list-style-type: none"> • Develop agenda and power base
Symbolic	<ul style="list-style-type: none"> • Temples • Carnivals • Theater 	<ul style="list-style-type: none"> • Culture • Meaning • Metaphor • Ritual • Ceremony • Stories • Heroes 	<ul style="list-style-type: none"> • Inspiration 	<ul style="list-style-type: none"> • Create faith, beauty and meaning

Bolman, L. G., & Deal, T. E. (2008). *Reframing organizations: Artistry, choice, and leadership*. San Francisco, CA: Jossey-Bass. p. 18

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<p>Concrete Examples Using STRUCTURAL Frame of Reference:</p> <p>Submission forms Syllabi of Record Separate Office – physical environment/separate space – important for identification Dedicated website – identification and communication Brief news updates Program Area Chair/Program Coordinator – title, responsibilities, Negotiating the governance structure (policies and rules) to support LASC Introducing new advising software Building advisory boards, working groups, to focus on committees and the respective specific responsibilities</p>			

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Human Resource Frame of Reference			
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<p>Concrete Examples Using HUMAN RESOURCE Frame of Reference:</p> <p>Build bridges with faculty and among departments</p> <p>Multiple advisory boards</p> <p>Drew on Advising Leaders and Internal Expertise to build capacity</p> <p>(Engage in or be attuned to significant organizational needs, such as reaccreditation, strategic planning, financial crises, political unrest)</p> <p>Coordinate with faculty development services to offer:</p> <ol style="list-style-type: none"> a. professional development workshops on syllabus design, rubrics, SLOs, etc. b. Book discussion—Generation Me 			

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<p>Concrete Examples Using POLITICAL Frame of Reference:</p> <p>Establish sufficient control over program so it has space to evolve, e.g. program status, space, Listen for unrest and determine what needs to be addressed quickly Advocate for program whenever and wherever needed Build foundations before presenting proposals to entire campus Establish priorities so not distracted by issues that can wait.</p> <p>E.g. book discussion “A New Agenda for Higher Education: Shaping a Life of the Mind for Practice” bringing people together to build coalitions between what is traditionally considered professional and liberal arts programs</p> <p>Book discussions—Learning Reconsidered, LEAP</p> <p>This is an example of how the same activity—book discussion—can be used for multiple purposes—the first example (Generation Me) was more for professional development, that latter 2 more for coalition building</p>			

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<p>Concrete Examples Using SYMBOLIC Frame of Reference:</p> <p>Get people together in a variety of settings and for a variety of purposes, e.g. book discussions, guest speakers</p> <p>Identify institutional core values—adopted the LEAP CAN</p> <p>Move to learning-centered approach to help institute a culture of assessment</p> <p>Implicit:</p> <ul style="list-style-type: none"> Incentives: award for creating LASC course’, public recognition, Celebration/images/slogans Bookmarks, handouts, Identity Developing a brand Sense of community 			

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