

**Module 3 Assignment**

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## **Hult International Business School's Adaptation of a new Student Information System**

The office of the provost for the Hult International Business School (HIBS) is the academic head of the institution and is therefore responsible for identifying problems affecting teaching. HIBS has seven campuses across five cities around the world (Boston, London, Dubai, Shanghai, and San Francisco) (Fischer, 2018). The institution offers undergraduate, postgraduate, and executive education with the undergraduate and postgraduate programs being designed to encourage students to rotate from campus to campus to receive real-world exposure to key market areas (Hult International Business School, n.d.). The provost must communicate and identify possible solutions for the problem and if necessary, get presidential approval to implement the solution. The provost remains current on academic matters as "all of the academic deans...typically report to the provost" (Ehrenbert, 2000, p. 27).

### **Constituents and Communication**

#### **Internal Constituents**

The office of the provost's primary internal constituents are the faculty and staff of the institution. The faculty interact directly with the students through providing instruction and advising while the staff, specifically those operating under the student affairs umbrella, provide services outside of academic instruction. These services often include identifying potential setbacks regarding a student's overall academic performance, providing financial advising, or preparing students for post-graduation success through career planning to name a few.

The advising departments must receive at least one month's notice before shifting completely to the new SIS system so members have the opportunity to undergo technical training if they want. There is also a level of uncertainty and discomfort in switching systems, so a short adjustment period is warranted.

#### **External Constituents**

The office's primary external constituents are academic accreditation bodies who verify the institution is providing an academic education that meets regional standards. Maintaining academic excellence is vital because, "in many ways, the value of the degree is tied to the legitimacy of the institution granting it" (Hendrickson et al., 2013, p. 123). HIBS answers to five different accreditation

bodies in four countries, so reports surrounding academic performance must be clear, precise, and include all of the relevant data to maintain accreditation. The accreditation bodies will be notified of the change when the new SIS system has been fully implemented. The accreditation bodies provide instruction as to what data is important then receive data reports from the HIBS institutional research and assessment offices. Therefore, they will not need to participate in training nor will they need previous notification of the change. The biggest difference they will experience is increased clarity and accessibility of the yearly submitted.

### **Communication Strategies**

#### **Internal Constituents**

The office of the provost must provide more detail regarding the purpose of implementing such a large system change to the faculty and staff. A majority of the faculty and staff at my institution are middle-aged and are generally more resistant to technological change than our younger staff. To mitigate pushback, I must convince the internal constituents that this change will streamline data entry and access to ultimately make their professional duties easier to perform. Additionally, it is important to emphasize that the university plans to use this system for many years, so it is worth the initial frustration of adapting and utilizing it. To do so, I will give a short presentation announcing the changes and demonstrating the software.

#### **External Constituents**

On the other hand, the accrediting bodies likely do not care about previous miscommunications between departments or the difficulties our campuses have become accustomed to working around to share data about specific students or departments. Accrediting officers are generally very busy and want to receive relevant information in a clear and succinct way. This external constituent is likely only interested in knowing how, when, and in what format they will receive the documents needed to evaluate the institution. Therefore, a flier delivered via mail or e-mail, depending on previously defined preference, will be distributed to explain what changes to expect.

## References

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Hendrickson, Robert, Lane, Jason, & Harris, James (2013). Academic Leadership and Governance of

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