

**SOUTH DAKOTA BOARD OF REGENTS**

**Planning Session**

**AGENDA ITEM: 2 – B  
DATE: August 7-8, 2019**

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**SUBJECT**

**Moving from Transactional to Transformational Higher Education in South Dakota**

**CONTROLLING STATUTE, RULE, OR POLICY**

None

**BACKGROUND / DISCUSSION**

Currently higher education in general is bound by fences created to manage people and situations. Oftentimes, there is no exit from these fences, or the exits are from particular gates. To survive and then flourish in this century, higher education must kick the fences down and “ride the prairie.”

Positive movement will primarily happen if the system can move from a transactional approach to a transformational model. But both models are based on the kind of leadership inherent to the organization. A transactional model employs traditional rewards and punishments for performance. It is a reactive model that works best to preserve the status quo and develop the existing organizational culture and structure. A transformational model employs enthusiasm and aspiration to proactively inspire change in the existing structure. Therefore, a transformational model is not looking for the one next big thing as much as the next many opportunities to change an institution or an institutional culture from one based on bureaucracy to one based on innovation and group priority, not individual priority.

The models of course and content delivery, content management, on-line education, lifelong learning, control of information, changing critical thinking skills, applied learning to replace traditional classroom seat time, global influences on cultural interpretation and perspective, immediacy of necessary learning, relatability of job to degree, and technologies that are transforming our vision of what knowledge means—these are just some of the realities that higher education is grappling with and must figure out in the 21st century. And figuring out how it all fits into a new world of higher education will require kicking the fences down and embracing transformational thinking.

**IMPACT AND RECOMMENDATIONS**

With preparations for strategic planning for the future of higher education in South Dakota underway, the Board of Regents has an opportunity to discuss and review how higher education can grow, mature, and develop in the future.

**ATTACHMENTS**

None

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**INFORMATIONAL ITEM**