



14 Things We Believe

- 1 We live in times of unprecedented rapidity of change.
- 2 Returns to creativity are increasing.
- 3 Returns to narrow expertise are decreasing.
- 4 The nine century consensus of the university as an assembly of experts is eroding.
- 5 Education is shifting from the mastery of a fixed body of knowledge to a balance between mastery and learning to learn.
- 6 Education is shifting from a focus on a largely cognitive tasks to a balance of multiple capacities and mindsets.
- 7 A balance between different capacities and mindsets requires a foundation of sharp soft skills—particularly listening—among all actors.
- 8 Education is shifting from obedience to authority to a balance of discipline and unleashing human potential.
- 9 Unleashing human potential takes place best in an environment of positive emotion, connection, and openness.
- 10 Individuals are unleashed by trust which begets courage which begets initiative which begets authentic learning.
- 11 Transformative change differs from bureaucratic change and must be managed according to a different set of increasingly well understood rules.
- 12 Transformative change in an academic setting requires both substantial innovation and respect for faculty governance.
- 13 Transformative change for organizations is fundamentally cultural and institutional.
- 14 Transformative change for individuals is fundamentally emotional and experiential and is driven or inhibited by personal or cultural narrative.