

Cultures of the Academy



ADVANCE CENTER
TEXAS A&M UNIVERSITY

Berquist's Four Cultures of the Academy: The *Managerial* Culture

- Values work directed at specific goals
- Fiscal responsibility and effective supervision
- Set goals, measure outcomes
- Corporate values
- Purpose of Higher Education:
 - **Provide knowledge, skills, attitudes to create responsible citizens**



Berquist's Four Cultures of the Academy: The *Developmental* Culture

- Activities that further personal/professional growth
- Openness & service to others
- Believes all people desire to attain maturity
- Politically naïve
- Purpose of Higher Education:
 - Encourage cognitive, affective and behavioral maturation among students, faculty and staff



Berquist's Four Cultures of the Academy: The *Collegial* Culture

- Meaning in academic disciplines
- Research and scholarship
- Quasi-political governance
- Values rationality
- Values autonomy
- Leadership through committee
- Purpose of Higher Education:
 - **Generation, interpretation, dissemination of knowledge**



Berquist's Four Cultures of the Academy: The *Negotiating* Culture

- Equitable policies and procedures
- Concerned about distribution of resources and benefits
- Confrontation and fair bargaining
- Concerned about power
- Purpose of Higher Education:
 - **Replace repressive social conditions and liberating ones**



Berquist's Four Cultures of the Academy

The Four Cultures

- Managerial
- Developmental
- Collegial
- Negotiating

The Cultures and You

- With which of the four cultures do you **most closely align**?
- Which set of cultural assumptions do you find **least compatible** with your own perspective?
- What are the **implications** of Berquist's four cultures for interacting with staff?