Cultures of the Academy
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?