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Student information

Student name (First, Middle, Last): Shawn Michael Cramer

Graduate Program: LGP

Dissertation / Project Portfolio information

Title of dissertation / Project Portfolio: Lake Hart Innovation Residency: A Journey of Surprise

Advisor: Dr. Pablo Morales

Graduate program: LGP

Date of Dissertation / Project Portfolio Approval by Graduate Program: April 2022

Copy and paste your 300---word Dissertation / Project Portfolio Abstract below:

Many large organizations inevitably lose their entrepreneurial spirit. The gravitational force descends from progress to policy, adaptability to bureaucracy, and creativity to sterility. Cru, formerly Campus Crusade for Christ, is a 70-year-old interdenominational collegiate ministry that fits this problem. In short, the culture of Cru largely inhibits innovation. In this work, I propose a robust, comprehensive approach toward increasing Cru's innovation capabilities. I identify the keystone change of developing a brave culture of disciplined experimentation. This underlying philosophy includes fostering necessary mindsets, forming a theology of making, training in Design Thinking methodology, constructing a mechanism for incubating ideas, emphasizing field ministry, and establishing an innovation network. The facets of this strategy are delivered through a nine-month residency program as the first stage of implementation.

Cru, formerly Campus Crusade for Christ, is a significant, interdenominational collegiate ministry. After serving in the field for thirteen years, I transitioned to serving in our Innovation Department. There, I discovered an urgent problem about Cru's inhibitive culture. If Cru is to avoid the pitfalls of many large organizations, it must recapture its innovative spirit.

In this work, the Lake Hart Innovation Residency is presented in detail. Fourteen residents from nine departments have devoted an entire school year to being equipped with mindsets and methodologies of effective innovation. Through weekly training, guest presenters, project incubators, and outside inspirational field trips, these residents are being formed into leaders who can thrive in perpetual uncertainty. They are developing the heart and competency of effective change agents. Over time, these residents will become hubs of healthy innovation within their respective departments. This critical mass becomes the necessary momentum to bring about systemic culture change by providing traction to further implement my comprehensive solution. More than anything, through this work I extend an invitation for Cru to consider a journey of possibilities.

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Innovation, imagination, institutional change, design thinking, human-centered design

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Graduate Program Approval

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Graduate Program Director name (printed): Loren Kerns
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