



Fostering the Relationships, Structures, and Capacity to Sustain Change

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Fostering the Relationships, Structures, and Capacity to Sustain Change

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Agenda



Organizational change in higher education and across the education enterprise



Types of change and why it matters



Common pitfalls and roadblocks



Levers for successful change implementation



Importance of sustainability – individual, group, and change

Higher Education Today



Path to Change

Success



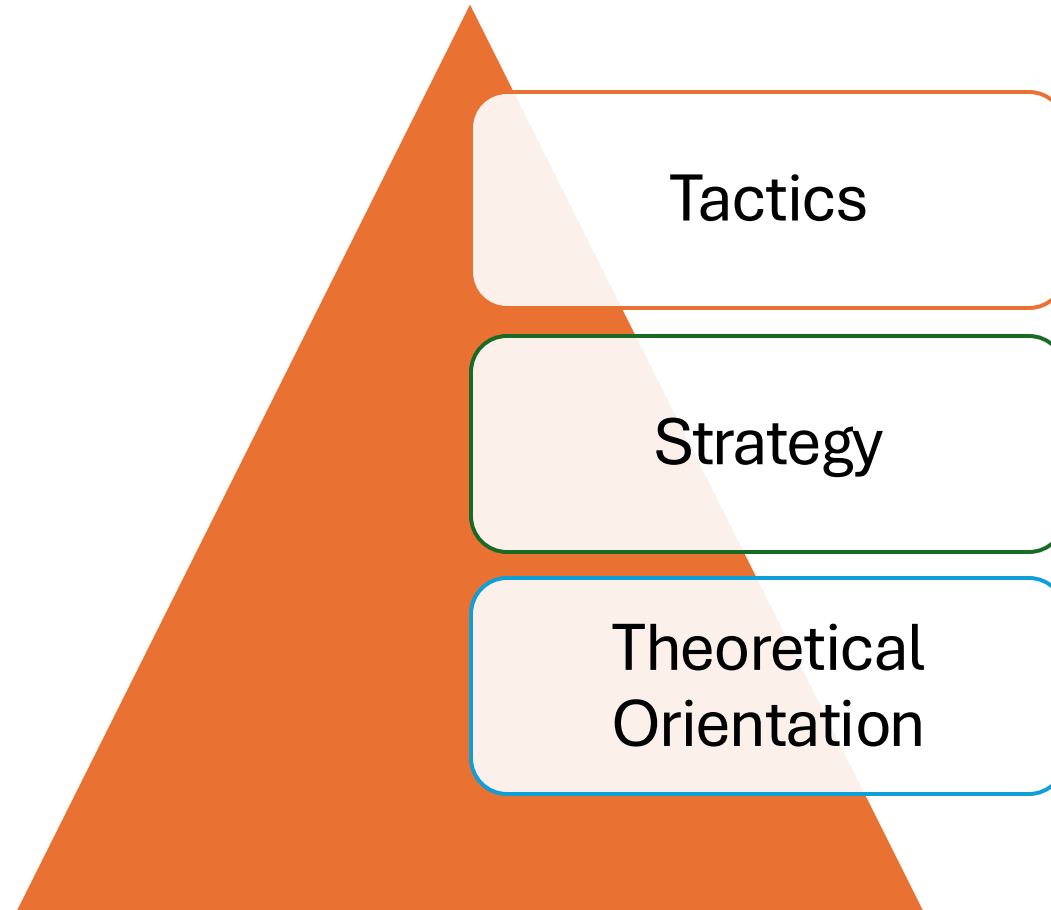
what people think
it looks like

Success



what it really
looks like

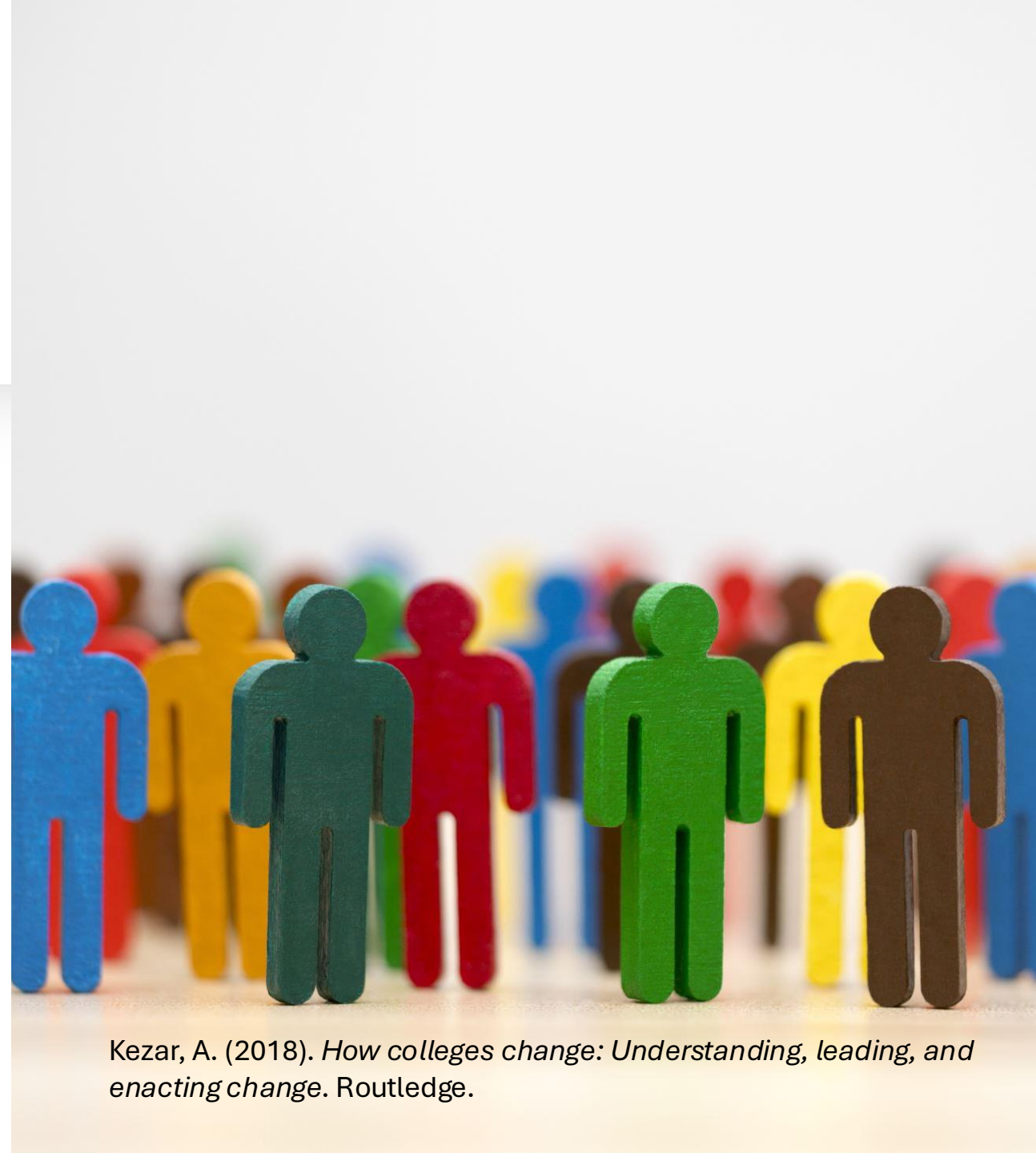
Intentional Path Toward Change



Not All Change is the Same

Theories that help drive how we think about change:

- Scientific management
- Evolutionary
- Social cognition
- Cultural
- Political
- Institutional



Kezar, A. (2018). *How colleges change: Understanding, leading, and enacting change*. Routledge.

Assumptions About Change

How change happens?

What change looks like – transformational vs incremental?

Who has the authority to create change – bottom up vs top down?

How do we measure change?

How do we know change is happening?

What role does data play in change?

How do we sustain change?

Strategy vs Tactics

Strategy – the "why"

- Provides a long term vision and direction
- Define the motivators and purpose
- Defines what will be accomplished and how organization will be different
- Provides guiding frameworks, assumptions, and principles for decision-making

Tactics – the "how"

- Outlines specific actions to achieve the strategy
- Defines a clear plan with short and medium term goals
- Concrete and action oriented
- Creates a space for adjustments when risks and opportunities arise

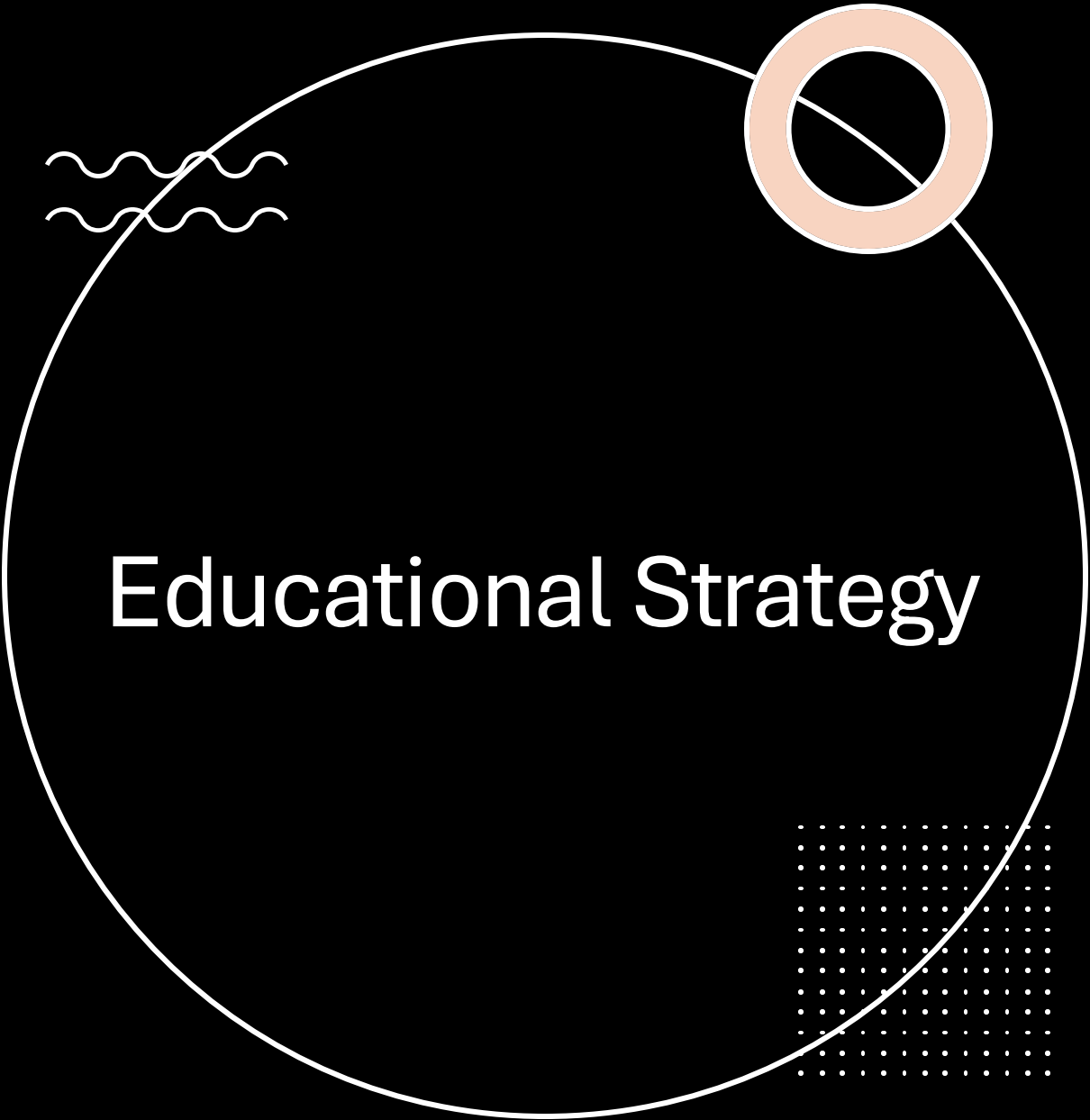
**Culture eats strategy
for breakfast.**

- Peter Drucker

Change Leadership in Higher Education

A 3D rendering of a red puzzle piece standing out from a grey puzzle background. The red piece is in the center, slightly raised, and has the text 'Educational Strategy' written on it in white. The background consists of many grey puzzle pieces, some of which are slightly out of focus, creating a sense of depth.

Educational Strategy



Educational Strategy

“If my approach always ties back to the educational mission, it's hard to criticize the work we're doing. I was not always aware of this and some of my earlier efforts failed. I make a very conscious effort to articulate how the changes I am fighting for are important for our educational mission. It is even better if I can say how the change will improve the teaching and learning environment.”

Educational Tactics

- Student focused
- Professional development opportunities – training and educating others
- Sensitive to fiscal opportunities and institutional rationale
- Strategic partnerships and collaborations
- Data informed and used data for storytelling



Common Obstacles

Individual

- Emotional toll
- Workload



Group

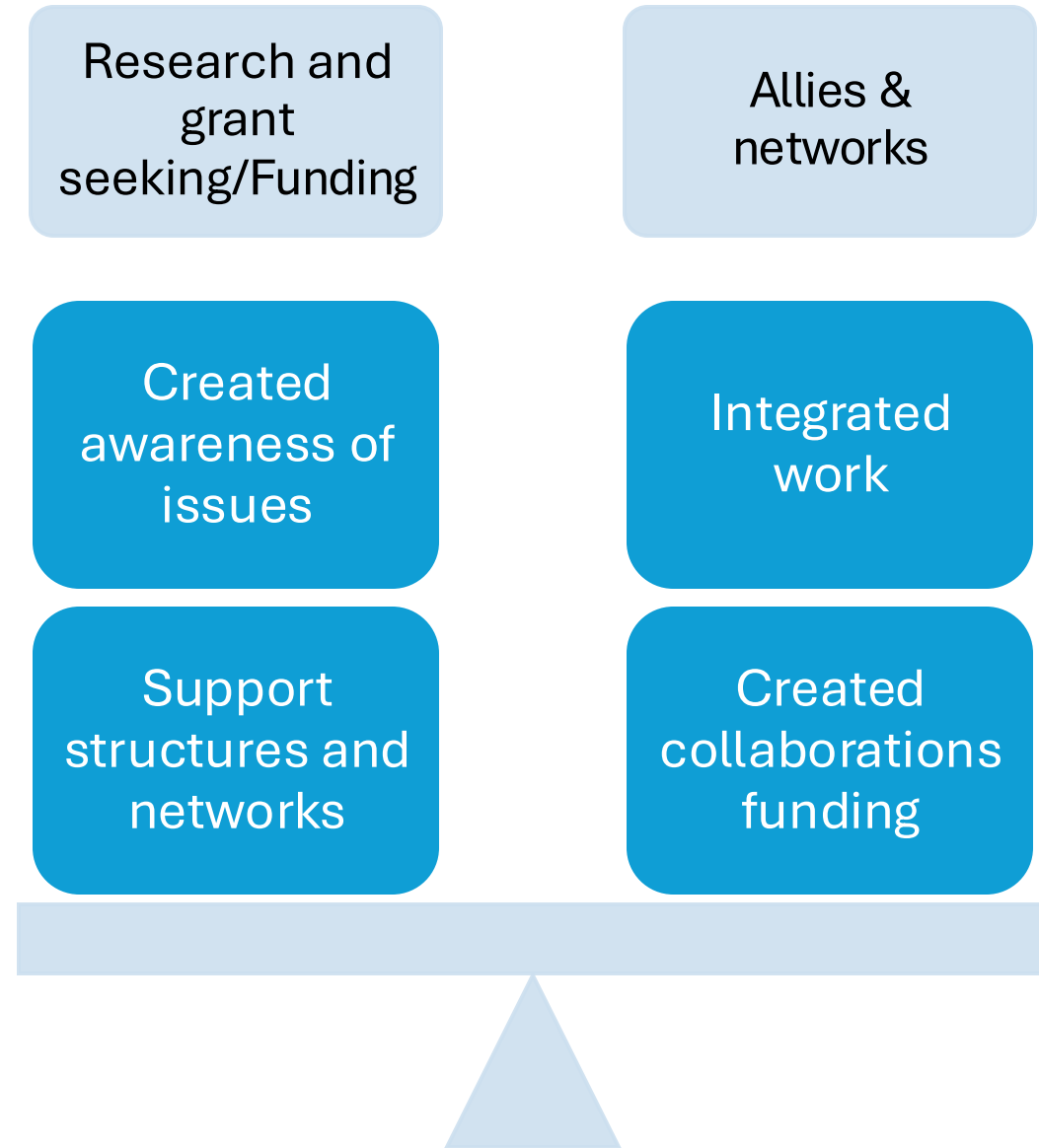
- Interpersonal issues
- Divergent visions
- Group consciousness and solidarity



Organizational

- Institutional decision-making norms
- Balance workload
- Turnover of leadership
- Institutional culture of the status quo

Overcoming Obstacles

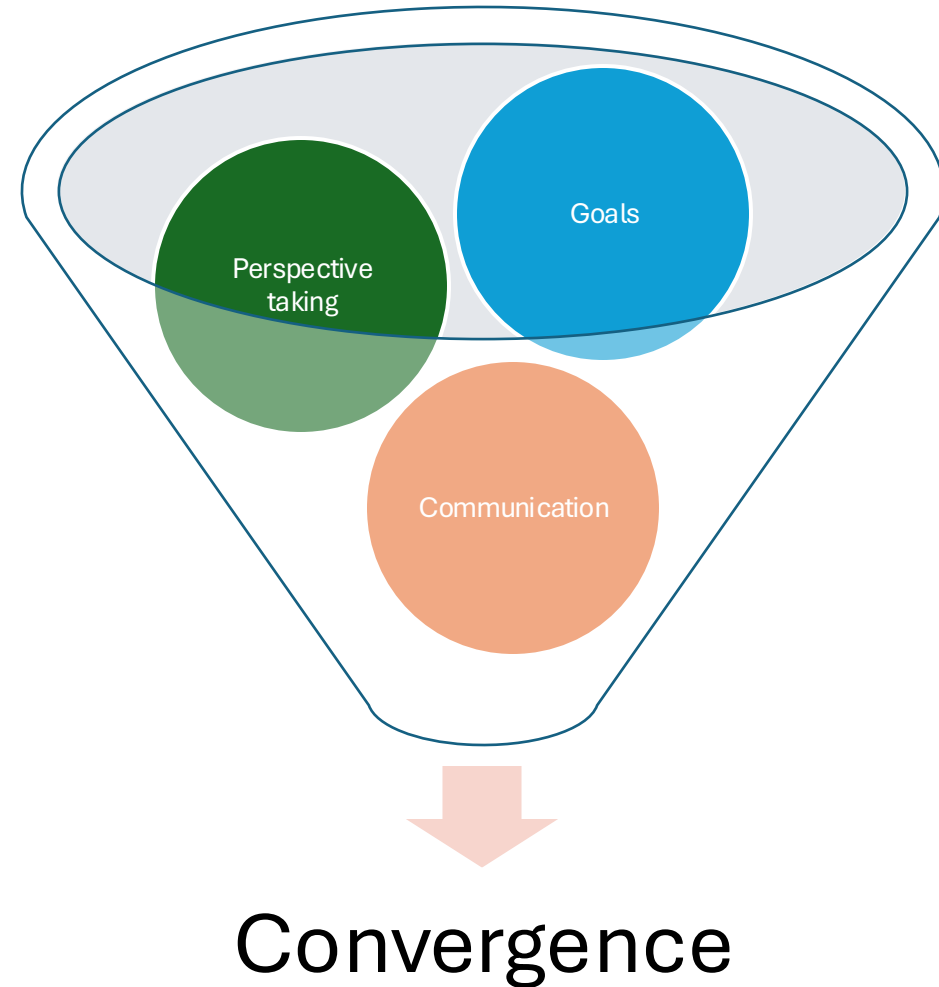




Effective Teams



One Critical Ingredient: Managing Up



Thank you!

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