What is institutional change?
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Outcomes for today

By the end of the day participants will have:

• Increased their ability to articulate the complex nature of change in a PSE setting
• Identified the potential for developers to enact change
• Applied one or more models for change to an authentic situation
• Shared their ideas and gained some practical approaches for use in their work
Setting the context

• What are some example projects that involve your teaching centre that aim to make a change at your institution?
What sort of change?

- Behaviours
- Outcomes
- Policies
- Procedures
- Influencing people to do things in a different way
Who likes change?
What is our role as developers?

• Leading change?
• Facilitating change?
• Advocating for change?
• Determining change?
## Assessment-focused roles

<table>
<thead>
<tr>
<th>Organizational Task</th>
<th>ED Assistance</th>
<th>ED Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider present effectiveness</td>
<td>Identify assessment models and help to implement</td>
<td>Researcher</td>
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<td></td>
<td></td>
<td>Assessment resource</td>
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<tr>
<td>Embrace problem areas</td>
<td>Help decision-makers reflect on assessment results</td>
<td>Friendly critic</td>
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<tr>
<td>Generate possibilities for change</td>
<td>Help increase awareness of new ideas about higher education</td>
<td>Messenger</td>
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<td></td>
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<td>Translator</td>
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<td></td>
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<td>Networker</td>
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<tr>
<td>Try out new possibilities</td>
<td>Provide process consultation, labour, and encouragement</td>
<td>Nurturer</td>
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<td></td>
<td></td>
<td>Partner</td>
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<tr>
<td>Collect data on effects of changes</td>
<td>Assist with assessment</td>
<td>Researcher</td>
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<tr>
<td></td>
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<td>Assessment resource</td>
</tr>
</tbody>
</table>

More general ED roles

- Educator of others
- Investigator of operational resources
- Initiator of change
- Contributor to university committees
- Communicator (trustworthy, neutral)
- Promoter of dialogue

Adapted from: Blumberg, P., 2011, p.176.
What do we know about change?
Theoretical background: organizational change management

1. Evolutionary models
2. Teleological models
3. Life cycle models
4. Dialogical models
5. Social cognition models
6. Cultural models

Source: Kezar, A., 2001
A strategic approach to leading change

1. Create a climate for change
2. Engage and enable the organization
3. Implement and sustain the change
Five models for ED led change

1. Grassroots
2. Faculty led
3. Strategic
4. Community Building
5. Research Based
Grass roots
Faculty led
Strategic
Community Building

COMMUNITY
Research Based
What about you? Time to self-reflect

- What experience do we bring to the process as developers?
- What are our strengths and areas that need to be developed?
Ideas for increasing change management expertise

• Develop an organizational change knowledge base
• Analyze local change initiatives
• Study change processes used by respected leaders
• Reflect on your own assumptions about how change occurs

Planning for a change initiative

Introduction to a heuristic framework

• What is the proposed change?
• What is one proposed initiative intended to support this change?
  • Explore the context
  • Understand the details
  • Identify the players
  • Lay the groundwork
  • Establish and encourage engagement
  • Maintain the change

What is your change challenge?

• Place post it note with your current challenge on the flip chart – these will be used to set groups for the next session
Posters

• Explore the context
• Understand the details
• Identify the players
• Lay the groundwork
• Establish and encourage engagement
• Maintain the change