



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

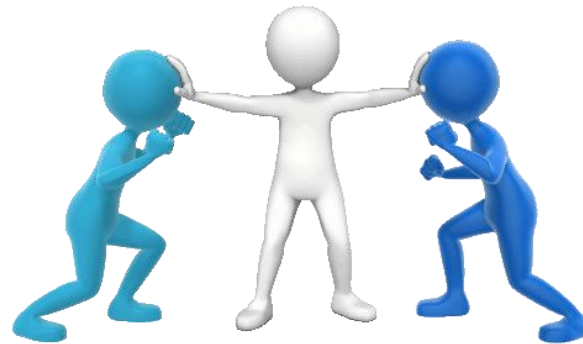


Who likes change?



What is our role as developers?

- Leading change?
- Facilitating change?
- Advocating for change?
- Determining change?



Assessment-focused roles

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

Source: Chism, N.V.N., 2011, p.59.

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

Source: Schroeder, C.M., 2011, pp.214-216.

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



Based on the work of: Felten, et al, 2013; Fishbein & Ajzen, 2010; Heath & Heath, 2010; Kotter, 1995; Taylor & Schönwetter, 2002.

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

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