



Organizational Change Plan

Faculty Line Decisions

APS Summit
2019

Change Readiness Assessment

Please complete this diagnostic for your institution.

1 Create a sense of urgency

Definition

Understand the organizational imperative for change (i.e. the rallying cry) and ensure the dialogue occurs internally to gain buy-in around this urgency.

Potential Barriers

- Lack of clear understanding of the purpose for a defined process and impact on institutional objectives (i.e. communicate the value)
- Failure to spread message at the appropriate times (before the need)
- Unable to secure buy-in on the imperative across the leadership team, deans, and department chairs
- Failure to appoint an executive-level champion for change
- Failure to explain that being good stewards of institutional resources is everyone's job
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

2 Pull together the guiding team

Definition

Build a leadership team that has the credibility, authority, analytical ability, and communication skills to lead the initiative forward.

Potential Barriers

- Failure to appoint the "right" members to the leadership team
- Failure to rally key stakeholders from each department to build engagement
- Failing to establish clear objectives and communicate responsibilities of each team member
- Failure to engage stakeholders at the appropriate times in the initiative's lifecycle
- Failing to regularly meet as a group on progress of initiative
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

3 Develop the change vision and strategy

Definition

Develop a vision for successful outcomes and build a simple strategy for how that will be accomplished. Focus on developing the short mission statement and identify any relevant stories that contain an emotional connection.

Potential Barriers

- Lack of clear understanding of the purpose for an established, data-informed faculty line request process
- Failure to position faculty line requests as part of the overall budget
- Failure to define and standardize processes, frequency, and workflow across departments
- Failure to incorporate impactful examples of success into the change vision and strategy
- Underestimating the magnitude of achieving a culture shift on campus
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

4 Communicate for understanding

Definition

Develop a communication plan and materials that allow for a broad understanding of the why, what, and how.

Potential Barriers

- Failure to socialize a clear understanding of the purpose for an established, data-informed faculty line request process, in relation to the overall budget
- Failure to engage all key stakeholders prior to rollout
- Failure to embed in regular conversations (and not just special meetings or via email)
- Failure to provide clear direction for submitting and assessing requests
- Failure to provide proactive and positive, stakeholder-specific messaging around the process, originating from the Provost office
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

5 Empower others to act

Definition

Remove barriers that prevent others from driving the initiative forward.

Potential Barriers

- Failure to empower key stakeholders during initial stages of rollout
- Failure to act on initial feedback/incorporate end user feedback into action plan (and identify a path for receiving feedback)
- Structure of academic teams does not incentivize engagement across departments and colleges
- Failure to communicate importance of contributions from all levels
- Failure to tie faculty line request process and outcomes to individual responsibility and larger institutional goals and budget
- _____
- _____
- _____

Rating Risk <i>(circle)</i>		
HIGH	MED	LOW

Your Next Steps

6 Produce quick wins

Definition

Identify and create quick wins that can help gain buy-in and generate momentum on campus.

Potential Barriers

- Leadership failure to own and drive process, and define goals
- Spending more time compiling the data than interpreting the data
- Failure to effectively train or supplement training on the process
- Failure to develop easy-to-use templates
- Lack of acknowledgement for end users' small wins towards ultimate goal
- _____
- _____
- _____

Rating Risk <i>(circle)</i>		
HIGH	MED	LOW

Your Next Steps

7 Don't let up

Definition

Ensure the initiative remains an organizational priority and is visible to the team. Recognize that there will be challenges but that they can be overcome.

Potential Barriers

- Failure to track and monitor compliance with the new process
- Diminishing leadership involvement once process is rolled out
- Failure to engage with the appropriate parties to better understand and highlight evolution of academic and budgeting practices and process
- Lack of persistence or maintained urgency
- Not engaging with dedicated consultant proactively to address needs before they become challenges – or incorporate best practices
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

8 Create a new culture

Definition

Sustain improvements and clearly associate demonstrated behaviors with success.

Potential Barriers

- Failure to begin socialization conversations with need for data-informed decision-making vs continuing along the status quo
- Shifting organizational focus once initial compliance has been achieved
- Failure to identify and standardize the right tools and resources used in the faculty line request process.
- Failure to integrate practices and share results throughout organizational culture
- Lack of recognition for those users who have made the greatest efforts
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

Change Readiness Next Steps

Please fill out the table with next steps.

Activity step	Notes
Create a sense of urgency	
Pull together the guiding team	
Develop a change vision and strategy	
Communicate for understanding	
Empower others to act	
Produce quick wins	
Don't let up	
Create new culture	

Change Readiness: Faculty Line Decisions

Please complete this summary **AFTER** completing the diagnostic on pages 2-5. The goal of this exercise is to gain an understanding of what barriers may exist and prioritize accordingly.

Activity step	Summary	What is the level of challenge/risk to completing this step at your institution?		
Create a sense of urgency	Understand the organizational imperative for change (i.e. the rallying cry) and ensure the dialogue occurs internally to gain buy-in around this urgency	HIGH	MED	LOW
Pull together the guiding team	Build a leadership team that has the credibility, authority, analytical ability, and communication skills to lead the initiative forward	HIGH	MED	LOW
Develop a change vision and strategy	Develop a vision for successful outcomes and build a simple strategy for how that will be accomplished. Focus on developing the short mission statement and identify any relevant stories that contain an emotional connection	HIGH	MED	LOW
Communicate for understanding	Develop a communication plan and materials that allow for a broad understanding of the why, what, and how	HIGH	MED	LOW
Empower others to act	Remove barriers that prevent others from driving the initiative forward, whether at the leadership or user level	HIGH	MED	LOW
Produce quick wins	Identify and create quick wins that can help gain buy-in and generate momentum on campus	HIGH	MED	LOW
Don't let up	Ensure the initiative remains an organizational priority and is visible to the team. Recognize that there will be challenges but that they can be overcome	HIGH	MED	LOW
Create new culture	Sustain improvements and clearly associate demonstrated behaviors with success	HIGH	MED	LOW