

# A Framework for Managing Change in Colleges and Universities

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# Presentation Outline

- Overview of the NU Office of Change Management (OCM)
- Examples of current OCM initiatives
- A framework for managing organizational change
- A decision mechanism for undertaking change management initiatives

# Office of Change Management Staff and Reporting Relationship

- Jake Julia, Assistant Vice President
- Dona Cordero, Director of Change Management
- Maria Pena, Program Assistant

Office reports jointly to:

- Larry Dumas, Provost
- Gene Sunshine, Senior Vice President for Business and Finance

# Change Management Advisory Group

- Comprised of deans, faculty, and staff  
(administrative directors and associate deans)
- Provides ongoing input and guidance on the development and execution of the University's change agenda
- Monitors OCM progress on implementing the initiatives on the University's change agenda

# Office Mission

Our mission is to facilitate organizational change at Northwestern University.

We help identify potential change initiatives and work in collaboration with academic and administrative leaders and their staffs to enhance and develop mechanisms for increasing the effectiveness of essential administrative and operational support activities that support Northwestern's core research and teaching mission.

# Office of Change Management Focus

- Improving quality of service across the University
- Improving the effectiveness of work processes
  - Helping to enhance cross-unit work processes
  - Identification and facilitation of process improvement efforts
  - Supporting the work of leaders of units involved in change processes
- Improving cost-efficiency while enhancing the effectiveness of work processes

# Office of Change Management Focus

Office will help:

1. Facilitate the identification of an issue/problem
2. Diagnose the issue/problem
3. Develop a plan/process/solution for addressing this problem
4. Implement the solution to this issue/problem
5. Develop assessment mechanisms for measuring the outcomes of change efforts

# OCM Guiding Principles

1. Focus on initiatives that impact the core mission of the University in some manner
2. Make “timesaving” for faculty, students, and/or staff a central theme in the initiatives the Office facilitates

# OCM Guiding Principles

3. Emphasize “customer” service enhancement in all initiatives undertaken; with special emphasis placed on identifying all types of “customers” affected by the initiative
4. Enhance communications within the University as an integral part of the Office’s work on any change initiative

# OCM Guiding Principles

5. Determine desired outcomes and methods/metrics for assessing the success in attaining these outcomes at the beginning of all initiatives/projects undertaken

# Examples of Current Major Initiatives

- Selection and implementation of an Electronic Time Entry System
- University Research Planning Metrics Initiative
- Department of Human Resources Client Satisfaction Initiative
- NU Information Technology “CONDUITS” Initiative
- Graduate research assistants tuition/Scholarship (GRATS) Initiative
- Student Enterprise System (SES) Version 8 Upgrade
- “Improving Business Operations” (IBO) Pilot in McCormick School of Engineering and Applied Sciences
- Student Financial Services (SFS) Initiative

# A Framework for Managing Change

1. Clearly define the purpose for undertaking change management at the college or university
  - Identify and achieve cost efficiencies
    - Personnel
    - Programmatic
    - Other
  - Increase institutional effectiveness
  - Change institutional culture
  - Implement new technologies
  - Others
  - Combination of these goals

# A Framework for Managing Change

2. Ensure that there is strong and consistent senior leadership support for creating a change management structure
  - Resistance to change natural, will need active senior leadership support
  - Without being heavy-handed, provides leverage for managing change
  - Ensures that change efforts remain focused

# A Framework for Managing Change

3. Carefully consider the institutional culture prior to developing a structure for managing change
  - Leadership culture
  - Faculty culture
  - Staff culture (perceptions of the work environment)
  - Other cultures

# A Framework for Managing Change

## 4. Assess the best structure for managing organizational change

- Scope of effort
  - Comprehensive
  - Administration/support units
- Formal vs. Informal
  - Creation of a new unit versus working within current structure
- Top down vs. grassroots

# A Framework for Managing Change

5. Articulate a change management vision and mission that reflects the developed goals and structure, as well as the organizational culture

# A Framework for Managing Change

## 6. Achieve “buy-in” for the change management efforts and view “buy-in” as an ongoing goal

- Formal and informal communications required
  - Senior leadership
  - Faculty
  - Staff
- Utilize every opportunity to communicate with college/university community
  - Presentations to dean, faculty, and staff groups
  - Create and utilize advisory group
  - Create and maintain a change management web-site
  - Utilize institutional publications when appropriate

# A Framework for Managing Change

## 7. Develop an effective mechanism for reaching agreement on the need for organizational change

- NU change initiative proposal
  - Can be used regardless of potential initiative scope or context
  - Provides:
    - Opportunity to establish initiative parameters prior to starting efforts
    - Communications mechanism
    - Negotiating tool
    - Clarity of change initiative goals and projected outcomes
    - Provides accountability for all involved

# A Framework for Managing Change

## 7. Develop an effective mechanism for reaching agreement on the need for organizational change

- NU change initiative proposal includes:
  - Project's purpose
  - Unit(s) involved in the initiative
  - Initiative leaders (Those who will be ultimately responsible for the success of this initiative)
  - Other key individuals involved
  - Expected outcomes

# A Framework for Managing Change

## 7. Develop an effective mechanism for reaching agreement on the need for organizational change

- NU change initiative proposal includes:
  - Potential costs
  - Projected timeframe for completion
  - Metrics for assessing success
  - Environmental factors that could affect the initiatives' outcomes
  - Potential roadblocks for success

# A Framework for Managing Change in Colleges and Universities

Questions?