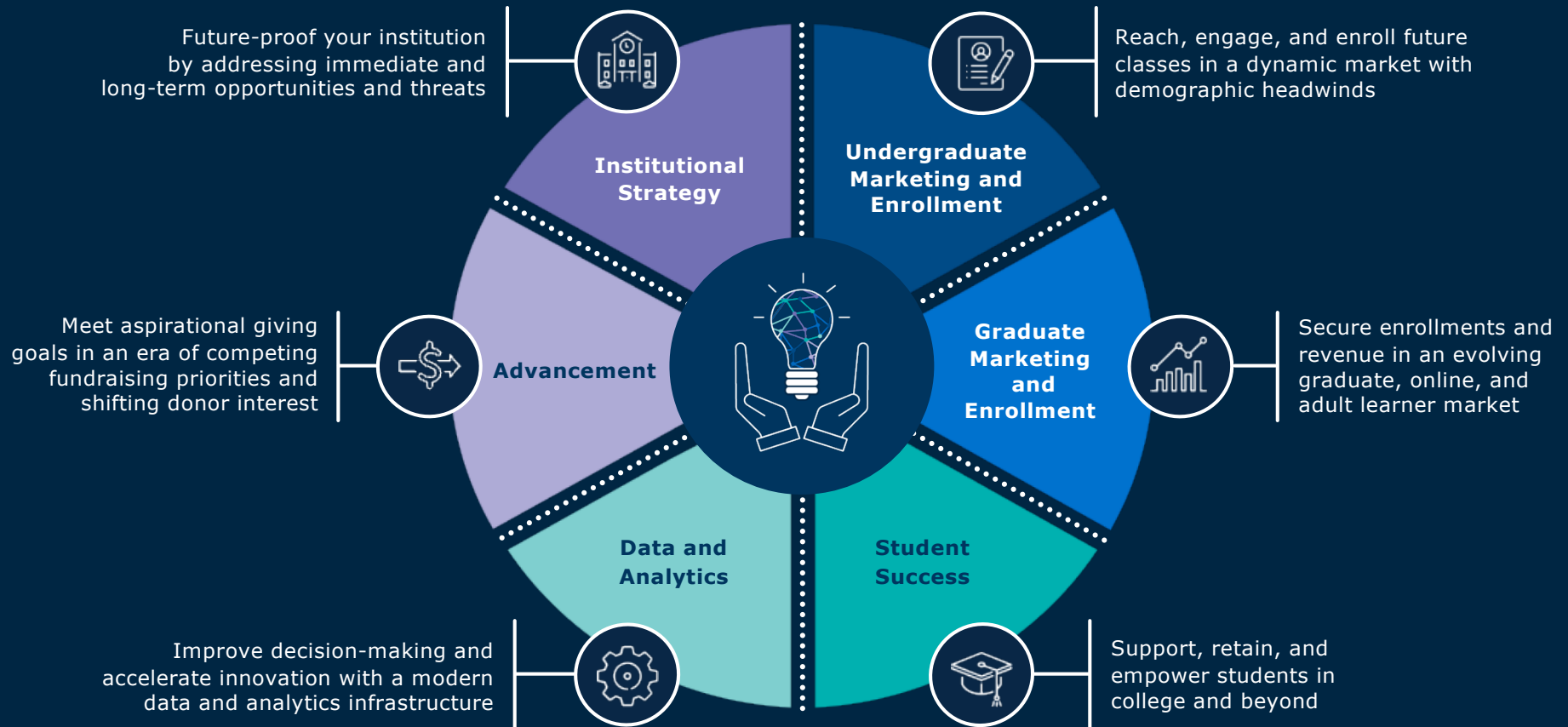




Leading Campus Change Initiatives

A Workshop for Higher Ed Leaders

Insight-Powered Solutions for Your Top Priorities and Toughest Challenges

We partner with **2,800+** institutions to accelerate progress, deliver results, and enable lasting change.

95%+ of our partners return to us year after year because of results we achieve, together.

Meet Your Presenter



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*Director, Research and
Advisory Services*

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- 1 The Evolving State of Higher Education
- 2 The Idea of Change Management
- 3 EAB's Change Management Framework for Higher Ed Leaders

A Black Swan Event



COVID-19 Enabled Rapid Change, But Stakeholders Seek Return to Normal

Representative Changes Institutions Made in Response to the Pandemic

- ✓ Remote instruction and online learning infrastructure
- ✓ Remote work expectations and operations
- ✓ Virtual advising, support services, and programming
- ✓ Academic and administrative cost containment

“The pandemic has forced us to make changes **faster than we ever imagined** we could. Prior to COVID, it probably would have taken a decade to move to near universal virtual instruction. Instead, we did it in a **matter of months.**”

*President,
Large Private Research University*

Factors That Will Complicate Change Efforts Post-COVID



COVID-related changes and lessons learned get crowded out amid competing priorities



Change fatigue prompts intensified stakeholder resistance to future initiatives

Weathering the Storm

How Can We Organize for Resilience in Higher Education's Next Chapter?

Six Market Headwinds

Demographic Decline



Crisis of Confidence



Flight to Size and Selectivity



Student Readiness Crisis



International Market Reshuffle



Compounding Cost Creep



Three Prerequisites for Most Institutions

1. Defined, compelling, differentiated value proposition
2. Relevant program portfolio with demonstrable ROI
3. Leaner but stronger staffing, administration, and operations

Generative AI Already A Staple for Higher Ed



And We Are Only Getting Started...

While Students and Staff Embrace AI Tools...

86%

Of students use AI to augment learning and studying

69%

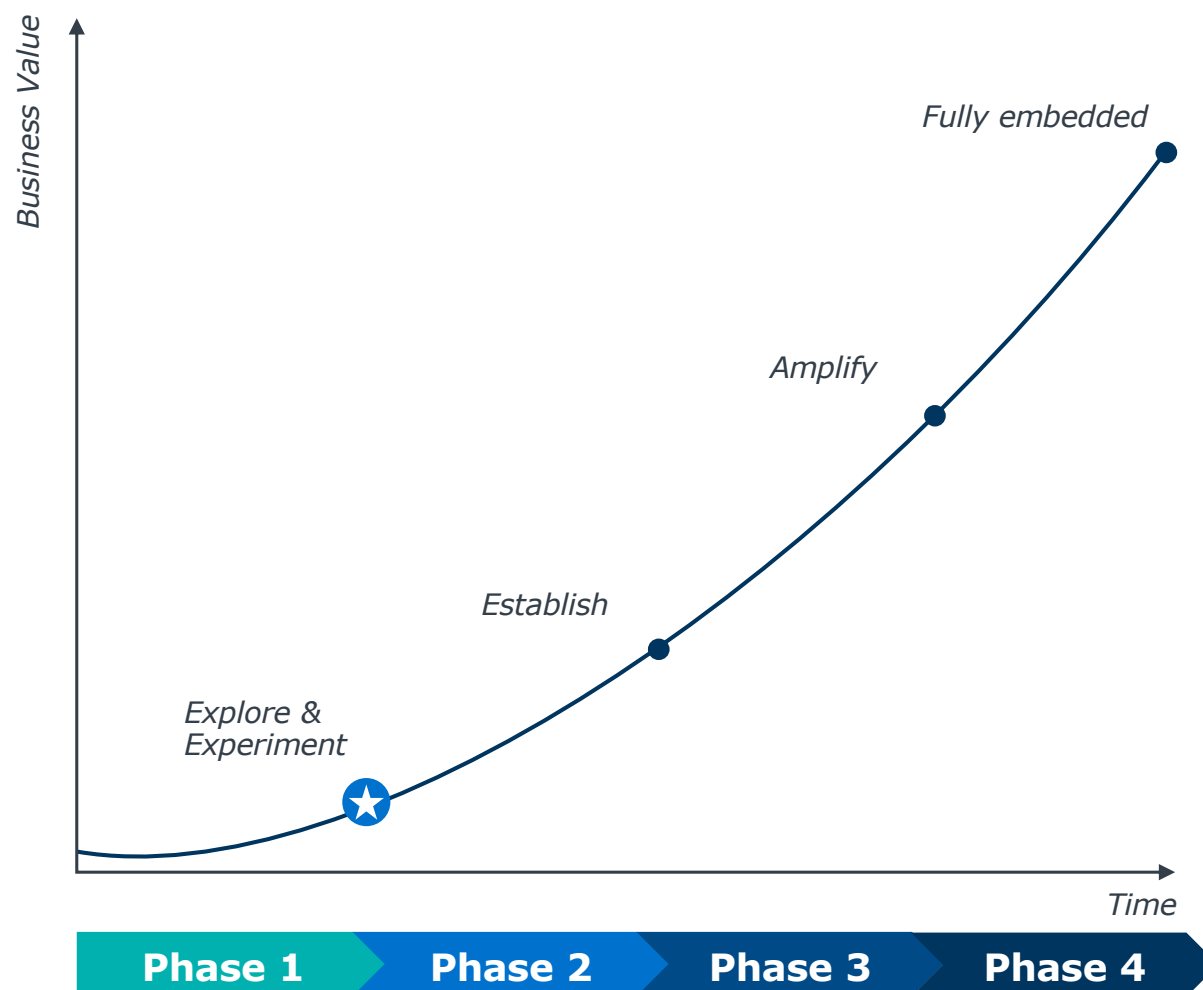
Of higher ed staff reported using generative AI at least once in the past year

80%

Of institutions are not fully meeting students' AI integration expectations¹

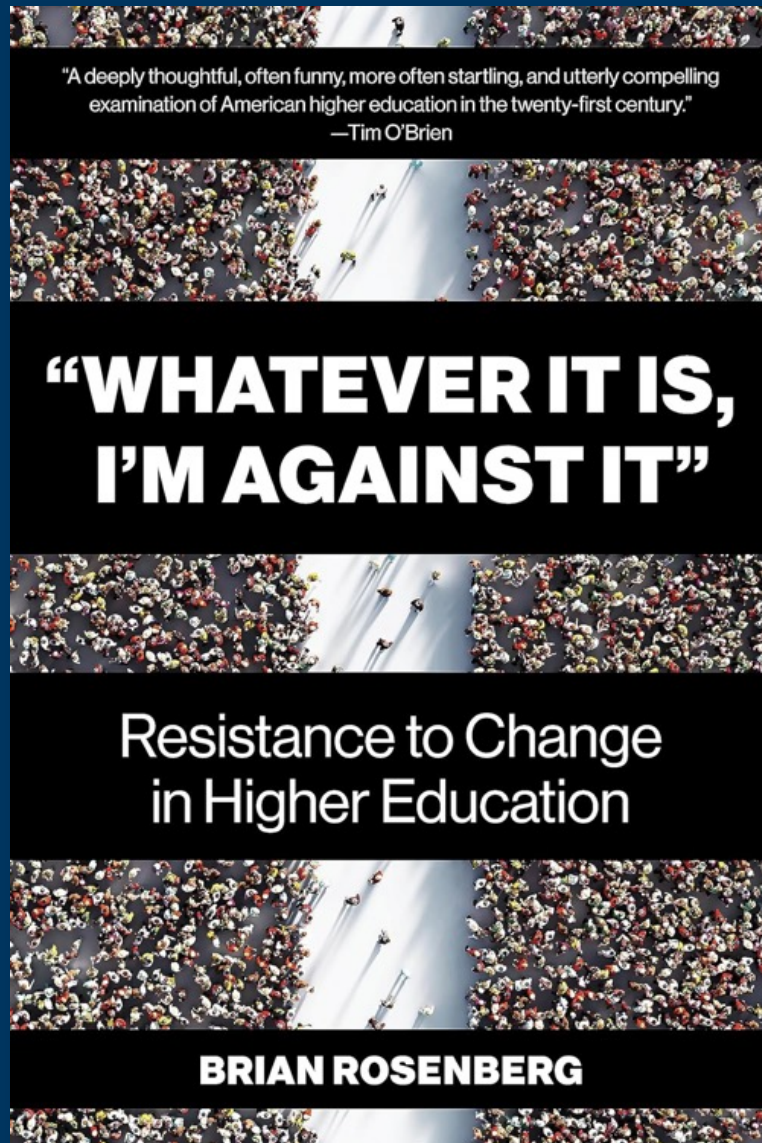
...Higher Ed is Still in Phase 1 of AI Adoption

Arizona State University, AI Maturity Model, April 2024



1) Includes integrating AI tools into teaching and learning, student and faculty training, course topics, or other areas.

Have You Seen This Colleague?



From the Amazon Reviews:

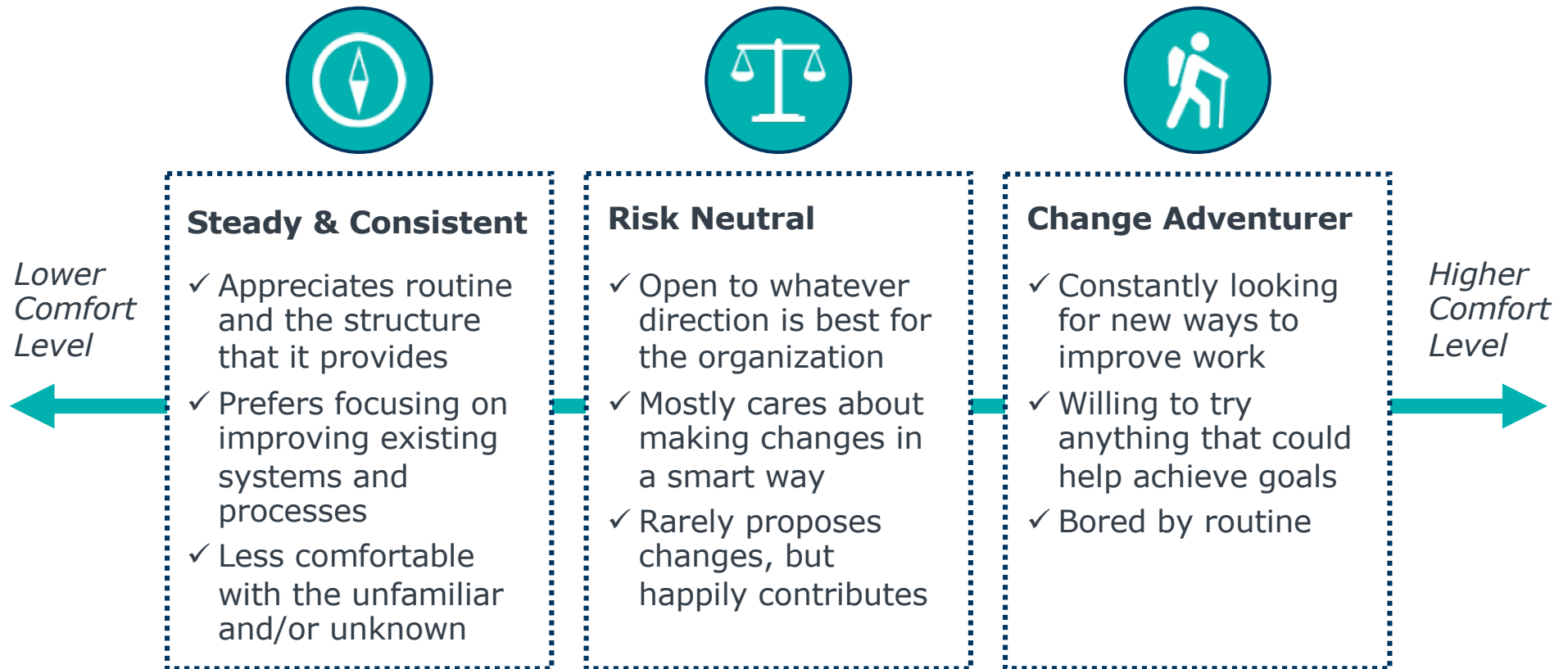
“AMAZING book...I work in higher ed administration and it's like manna from heaven to have someone say in writing what many of us administrators have been thinking for years. **I ended up buying a copy for everyone in my office for their holiday gift.**”

“Unfortunately this book was read by our management team and is **being used against staff to dissuade any opinions that are running counter to their poor leadership...**”

Poll Question

9

How Comfortable Are You With Change?



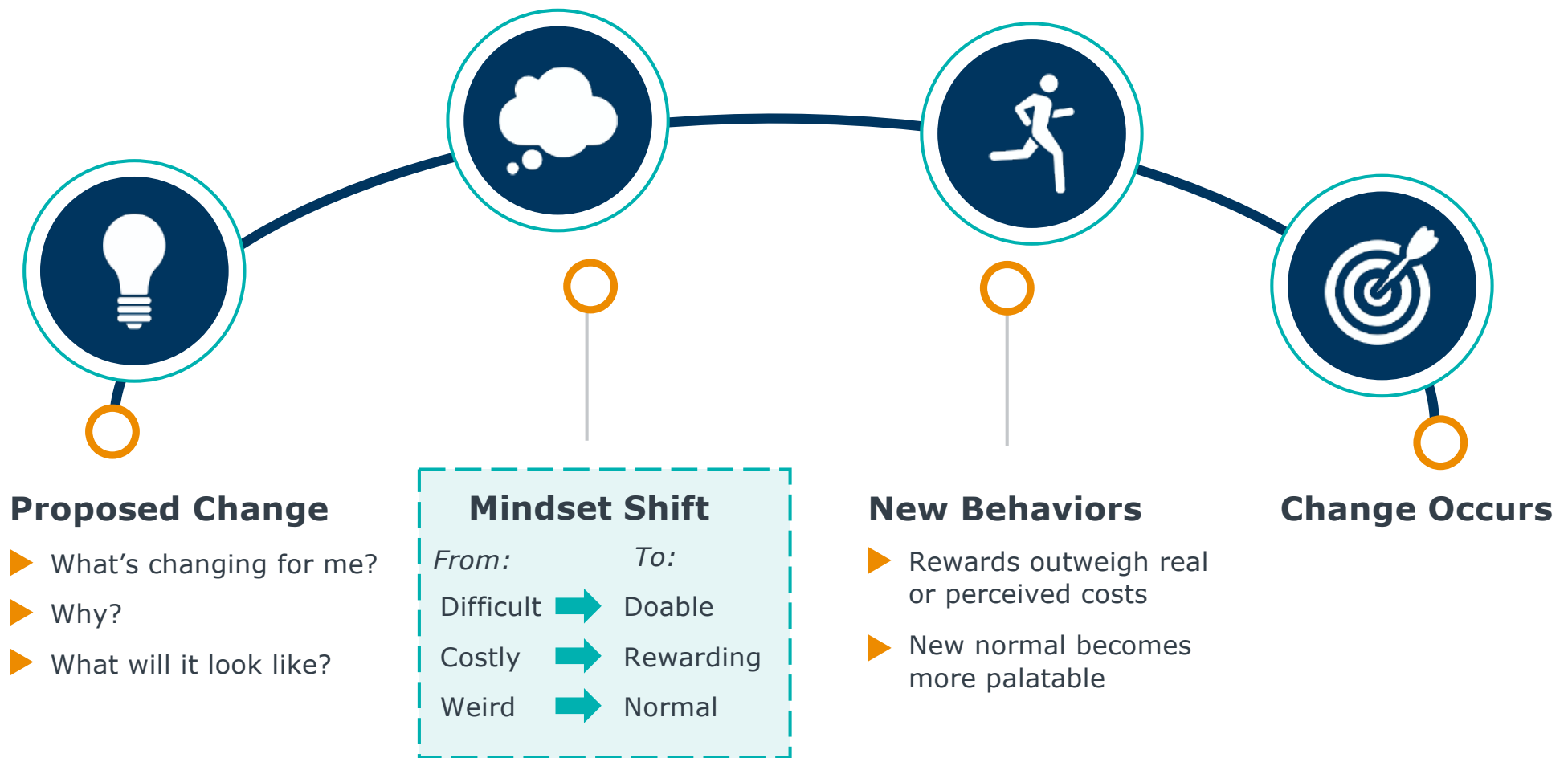
Which of these best describes your comfort level with change?

Our Natural Reactions to Change

10

Humans Initially Perceive Change as a Threat; Must Shift Mindset to Accept It

Erika Andersen's Change Arc

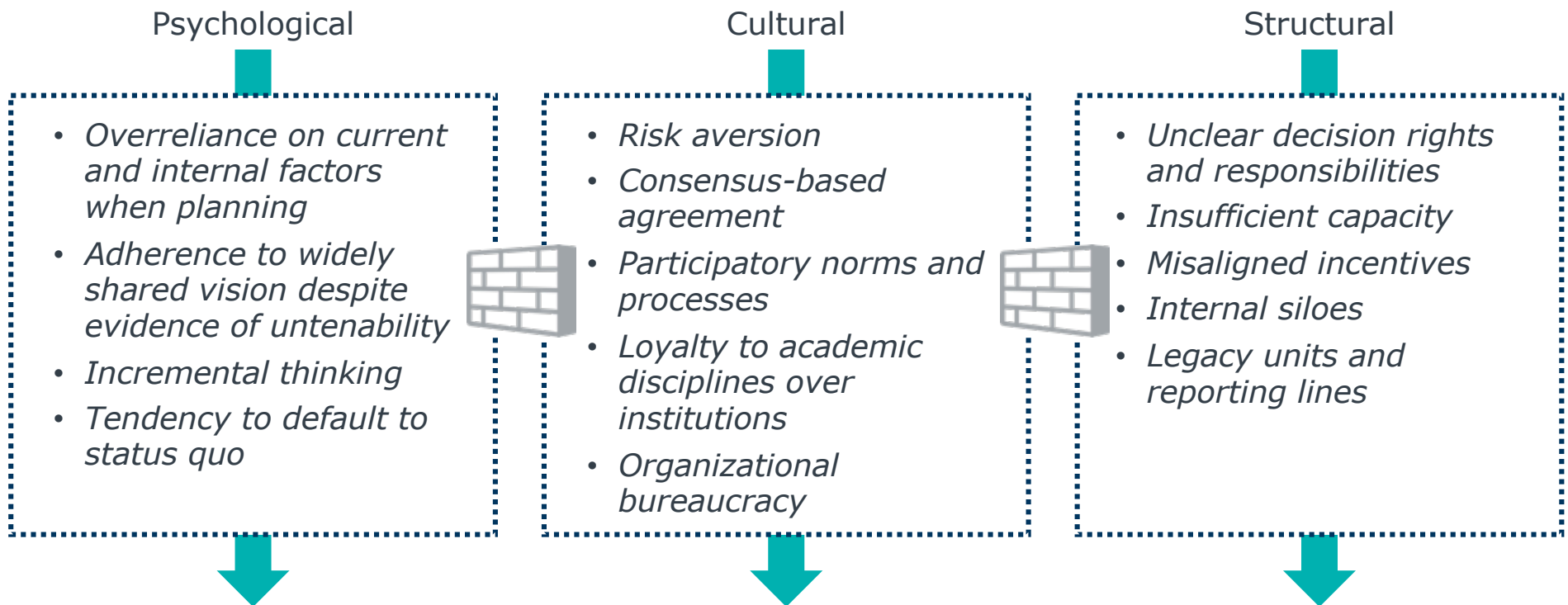


High Barriers to Change in Higher Ed

11

Campus Leaders Face Strong Aversion, Stakeholder Resistance

Types of Barriers to Change



Outcomes

- 1** Deters leaders from initiating change initiatives entirely
- 2** Stops change initiatives early in their tracks
- 3** Leads to long-term stall outs and change fatigue

Imperfect Application in Higher Ed

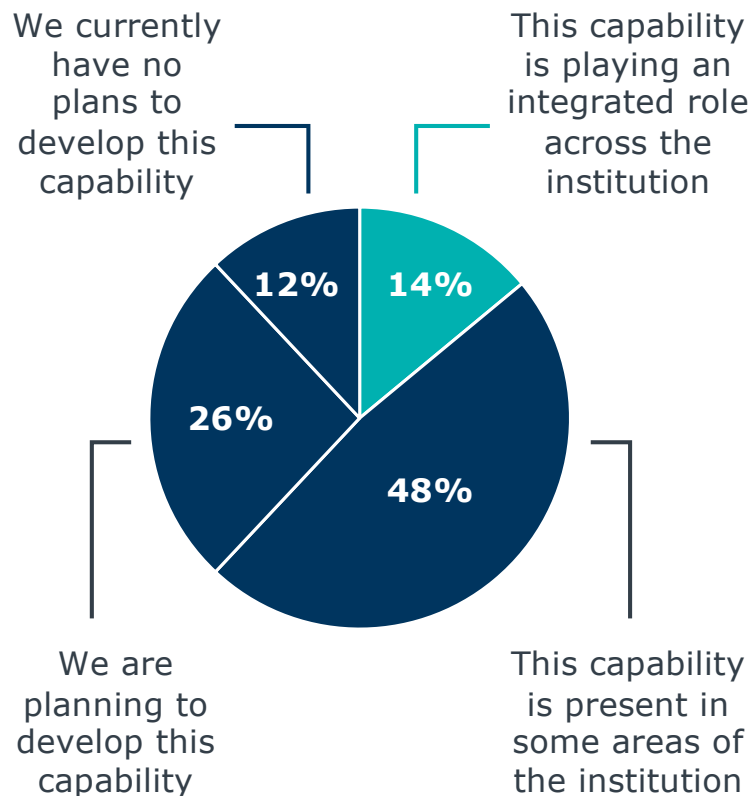


Leaders Struggle to Effectively Deploy Change Management on Campus

Many Institutions Lack Sufficient Change Management Capability

Percent of institutions with change management capability integrated in planning and strategy

n=495 (presidents, provosts, cabinet members)



Common Change Management Mistakes Higher Ed Leaders Make



View change management as a one-time event



Take too narrow of an approach (e.g., focus exclusively on communications or incentives)



Fail to anticipate and assess the real-world impact of changes, especially on key stakeholders



Delegate responsibilities to deputies instead of playing an active role in ongoing efforts

The Discipline of Change Management



People-Centric Approach Improves Likelihood of Success for Change Initiatives

Low Success Rates for Change Initiatives Across Industries

50%

of change initiatives are clear failures

16%

of change initiatives yield mixed results

59%

of organizational changes fail due to insufficient communications



Deploying Change Management

- **Definition:**

A set of practices and processes for garnering buy-in and moving stakeholder groups toward a collective goal and/or changed behavior

- **Key Concepts:**

- Focuses on the human and cultural aspects of organizational change
- Entails building awareness and understanding among people affected by change



Improved Outcomes for Change Initiatives Across Industries

93%

of projects effectively applying change management met or exceeded project objectives

78%

of projects effectively applying change management were at or under budget

69%

of projects effectively applying change management were on or ahead of schedule

Discussion Question:

Put your answers in the chat!



- Which type of barrier shows up most often for you - Psychological, Cultural, Structural?
- Is "change fatigue" a concern? What's the biggest driver of this feeling in your unit right now?

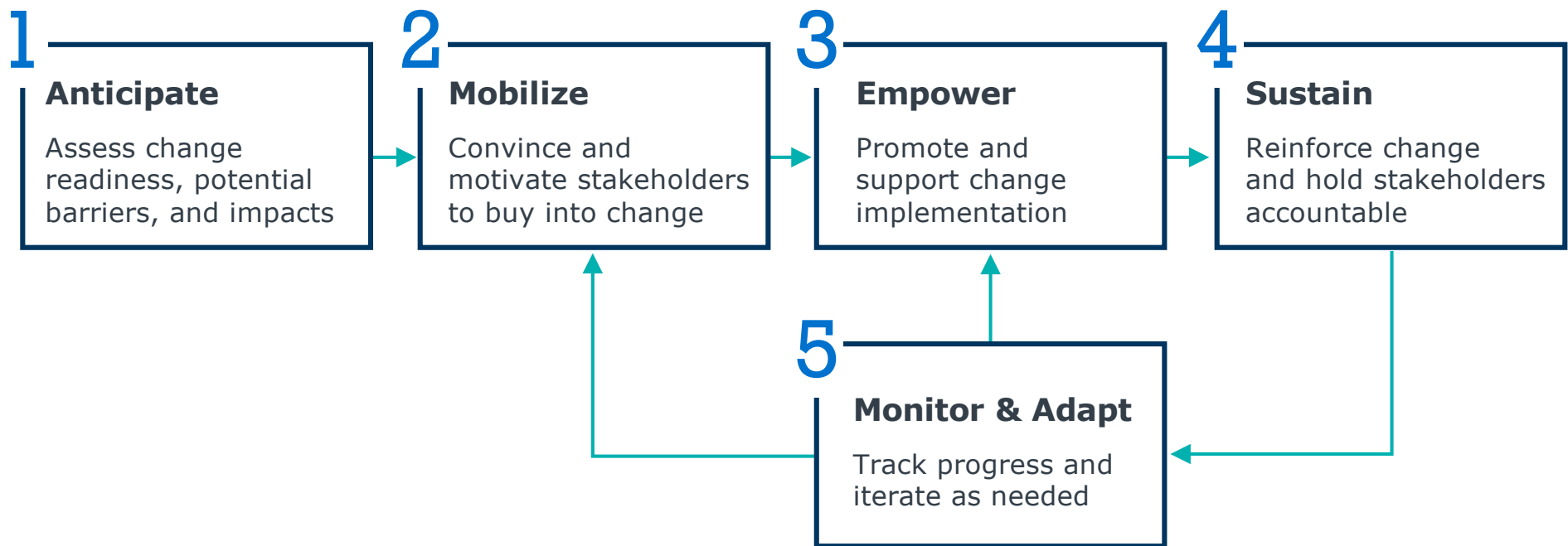


Model for Change Management

A Model for Leading Change in Higher Ed



EAB's Change Management Framework for Higher Ed Leaders



Methodological Notes

Shortcomings of Existing Frameworks

- X Not directly applicable to higher ed context
- X Do not provide actionable guidance
- X Fail to account for rapid and continuous change
- X Do not balance bottom-up and top-down approaches

EAB's Framework Creation Process

- ✓ Analyzed existing literature and frameworks for relevant components for higher ed context
- ✓ Incorporated customized elements based on research and input from higher ed leaders
- ✓ Tested framework via ongoing research

Phase 1: Anticipate



Proactively Assess Change Readiness, Barriers, and Impacts

Common Pitfalls



Prematurely initiating a change without sufficient planning or preparation



Gauging stakeholder concerns only after a change has been initiated and communicated



Narrowly focusing on the macro-, executive-level impact of a change



Consequences



Deters stakeholders and makes it harder to secure buy-in



Underestimates potential risks and opportunities to mitigate them



Overlooks the real-world impact on units and stakeholder groups, leading to campus pushback

Change Leader's Checklist



Assess organizational and stakeholder readiness for change



Proactively identify and address potential risks and barriers to implementation



Pinpoint which units and stakeholder groups the change will impact most



Analyze the change from stakeholders' perspectives to predict possible concerns and questions



Identify and plan for potential change resisters or detractors

Phase 2: Mobilize



Leaders Convince and Motivate Stakeholders to Buy Into Change

Common Pitfalls



Assuming one-off communication about the change is sufficient



Deploying abstract and jargon-filled messaging



Tasking a single leader with community engagement and communications



Over-relying on logic-based rationale to motivate campus stakeholders



Consequences



Reduces stakeholder awareness of and engagement with the change process



Fails to convince stakeholders of the value of change



Misses opportunity to amplify and promote change narrative across campus



Fails to recognize and address emotional impact of change, making it harder to secure buy-in

Change Leader's Checklist



Craft a compelling and stakeholder-centric change narrative



Create a communications plan to proactively address potential concerns



Build and deploy a network of champions to endorse and model the change



Use multiple methods and messages to appeal to stakeholder groups

Phase 3: Empower



Promote and Support Change Implementation

Common Pitfalls



Focusing exclusively on incentivizing stakeholders to adopt a change



Creating implementation plans with rapid, inflexible timelines



Approaching implementation as a top-down process



Consequences



Overlooks and fails to address barriers to implementation



Intensifies pressure on stakeholders, leading to disengagement and change fatigue



Reduces stakeholder agency and voice in the change process, leading to anxiety and resistance

Change Leader's Checklist



Continuously identify and remove hurdles to stakeholder adoption



Test and/or pilot the change prior to full implementation



Provide training, resources to boost stakeholder confidence in the change



Give stakeholders some autonomy and/or options during implementation



Leverage stakeholders' expertise, strengths to ease implementation

Phase 4: Sustain



Reinforce Change and Hold Stakeholders Accountable

Common Pitfalls



Only vaguely discussing desired outcomes



Planning solely for initial implementation



Assuming units and stakeholders will adhere to the change over time



Consequences



Leads to uncertainty and/or disagreement about if and when change is successful



Fails to promote and reinforce the change over time



Lacks accountability mechanisms, stalling momentum and engagement

Change Leader's Checklist



Select metrics and establish concrete targets for success



Assign a clear owner and/or team for ongoing oversight



Set a timeline for formal reassessment



Routinely share updates with stakeholders to highlight progress and address concerns



Regularly solicit and incorporate stakeholder feedback into process

Phase 5: Monitor & Adapt



Track Progress and Iterate as Needed

Common Pitfalls



Consequences



Treating change as a one-and-done event



Fails to dedicate time and capacity for ongoing management, reducing likelihood of long-term success



Rigidly adhering to original vision and plan for change

to



Misses opportunities to course correct and/or further refine approach

Change Leader's Checklist



Continuously monitor implementation and outcomes, iterating on strategy as needed



Identify disengaged stakeholders and revise approach to mobilize and empower them



Pinpoint opportunities to strengthen communications and/or implementation plans



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