



Leading Institutional Change and Campus-Wide Strategic Initiatives

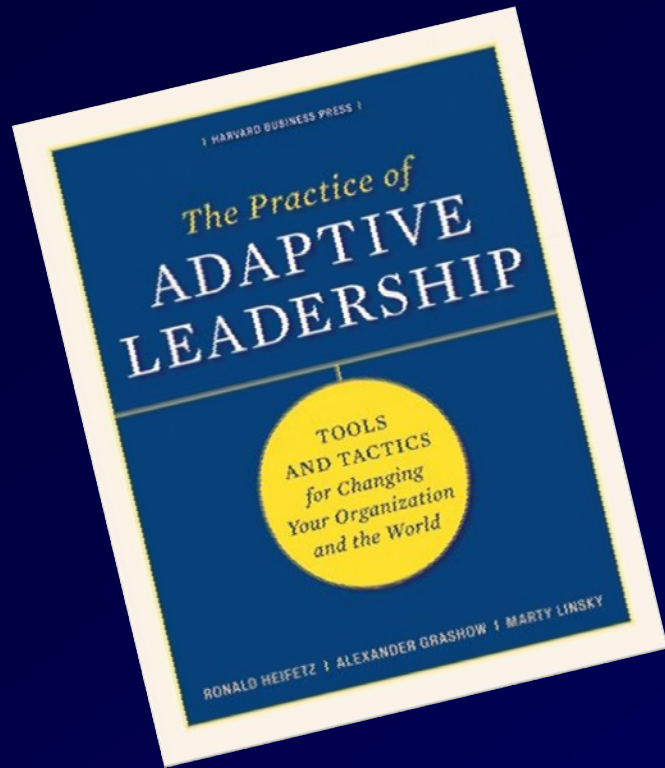
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Change in Higher Ed

- **Demographic changes**
 - **Population trends**
 - **Composition**
 - **Diversity of race, age, sexual identity, socioeconomic status, religion**
- **Demands for greater access**
- **Demands for greater transparency and accountability**

Change in Higher Ed

- **New models of delivery and credentialing**
 - **Generational shifts in expectations**
 - **Private sector influence on innovation**
- **Financial landscape (federal funding, tuition, private foundations, research grants)**



The Practice of Adaptive Leadership

R. Heifetz, M. Linsky, & A. Grashow,
(2009)

Technical Problems and Adaptive Challenges

Kind of Challenge	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear	Authority
Adaptive	Requires learning	Requires learning	Stakeholders

From: Heifetz, Grashow, & Linsky (2009). The Practice of Adaptive Leadership.

What issues currently face
your institution?

Are these issues technical
problems, adaptive challenges,
or a blend of both?

Small Group Discussion

Leadership and Authority

- **Authority:**
 - **Applicable to technical problems**
 - **Define problems and solutions**
 - **Uphold current norms, roles, order**
- **Leadership**
 - **Applicable to adaptive challenges**
 - **Identify challenge and frame key issues**
 - **Open system and individuals to change**

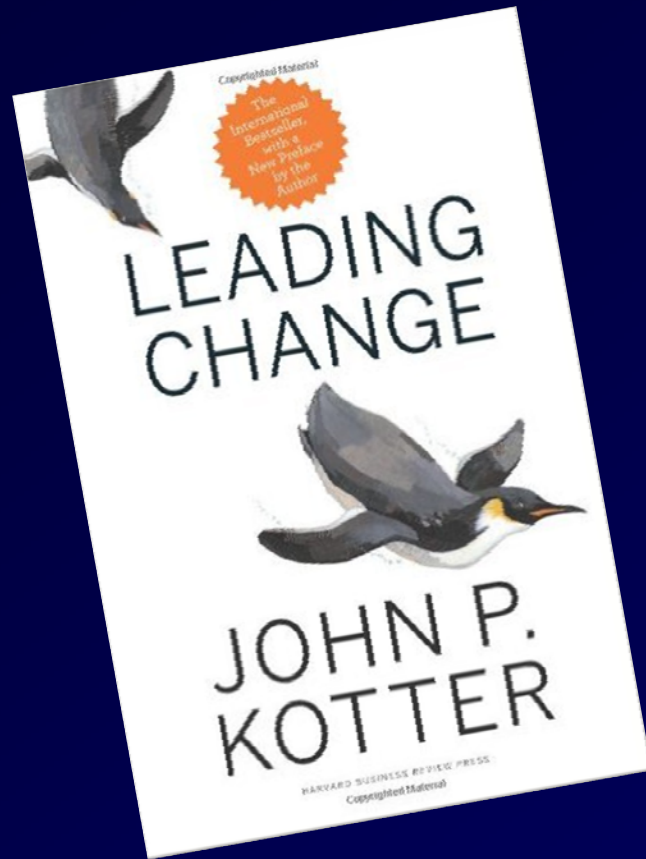
Diagnosis *then* Action

Diagnosis/System	Action/System
Diagnosis/Self	Action/Self

From: Heifetz, Grashow, & Linsky (2009). *The Practice of Adaptive Leadership*.

Engaging in Diagnosis and Action:

Self-assessment exercise



Leading change

John P. Kotter (2012)

Kotter's (2012) Eight-Step Process

- 1. Establishing a sense of urgency**
- 2. Creating the guiding coalition**
- 3. Developing a vision and strategy**
- 4. Communicating the change vision**
- 5. Empowering broad-based action**
- 6. Generating short-term wins**
- 7. Consolidating gains/producing more change**
- 8. Anchoring new approaches in the culture**

Applying Kotter's Process:

Small Group Activity

Applying Kotter's 8-Step Process

Kotter's 8-Step Process	QEP Component/ Consideration
Creating a sense of urgency (Examining data, external factors, internal challenges and opportunities)	QEP institutional process (environmental scan, strategic plan, institutional effectiveness process, assessment results)

Applying Kotter's 8-Step Process

Kotter's 8-Step Process	QEP Component/ Consideration
Creating the guiding coalition (Establishing the leadership team, team group development)	QEP leadership team (SACSCOC Summer Institute, institutional retreats)

Applying Kotter's Process to the QEP process

Kotter's 8-Step Process	QEP Component/ Consideration
Developing a vision and strategy	QEP topic selection process, QEP focus (role of leadership in final selection and assessing strategic value)

Applying Kotter's Process to the QEP process

Kotter's 8-Step Process	QEP Component/ Consideration
Communicating the change vision Developing an active, multi-dimensional communication plan, leadership as role models	QEP broad-based involvement (marketing, constituent engagement, "buy in")

Applying Kotter's Process to the QEP process

Kotter's 8-Step Process	QEP Component/ Consideration
Empowering broad-based action (Removing barriers, changing systems/ structures that undermine change/initiative, establishing new structure/systems to support change/initiative)	QEP institutional capability (personnel, fiscal, physical resources; organizational structure; systems and procedures)

Applying Kotter's Process to the QEP process

Kotter's 8-Step Process	QEP Component/ Consideration
Generating short-term wins (Planning visible improvements/"wins," visibly recognizing and rewarding people who make wins possible)	QEP pilot (depending on the size and complexity of the project), plan initiation

Applying Kotter's Process to the QEP process

Kotter's 8-Step Process	QEP Component/ Consideration
Consolidating gains and producing more change (Hiring/promoting/developing people who can implement the change/initiative; reinvigorating the process with available momentum to build and extend upon change created)	QEP assessment (Regular review and reflection; IE closing the loop orientation of overall institutional quality enhancement)

Applying Kotter's Process to the QEP process

Kotter's 8-Step Process	QEP Component/ Consideration
Anchoring new approaches in the culture (Articulating the connections between new behaviors and organizational success, developing means to ensure leadership development and succession)	QEP continuation (institutionalization)

Thank you!

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