

Making Sense of Transformation in Higher Education: Is it Necessary? Is it Possible?

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University of Washington Bothell



University of Washington Bothell

- Founded 1990, along with UW Tacoma
- Co-located with Cascadia College (3000 students)
- \$120 m total budget
- 6000 state based FTE (600 grad)
- 48% Pell eligible students
- 290 in housing
- 96 degree programs
- 5 Schools
- 360 staff, 360 faculty



University of Virginia

- #3 USN&WR Public University; #25 National University; AAA Bond Rating
- Founded 1819
- 24,360 total enrollment; 16,655 undergraduates
- 69% in-state
- 95% six-year graduation rate
- \$1.7 B academic division budget
- 11 Schools
- 2,511 instructional/research faculty





Let's Talk Transformation

Transformation Headlines in Higher Education



The Role of Technology in The Great Higher Education Transformation
- Forbes

Transforming Higher Education
- Huffington Post

Online Education as an Agent of Transformation
- New York Times

The Future of learning: How Colleges Can Transform The Educational Experience
- The Chronicle of Higher Education

Higher Education in Economic Transformation
- Harvard Kennedy School

Top 6 Digital Transformation Trends in Education
- Forbes

Higher Education: Transformation or Reformation?
- Huffington Post

Taking The Reins: Institutional Transformation in Higher Education
- American Council on Education

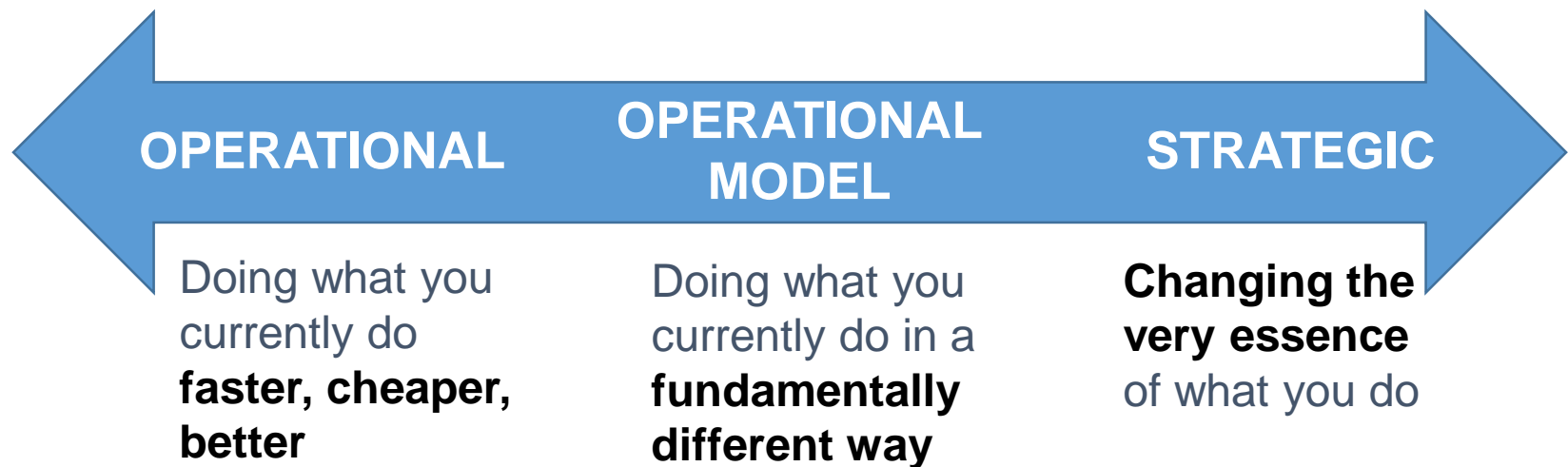
Yes, Higher Education Has Changed More Than We Think
- ITHAKA S+R

Liberalizing The Academy: The Transformation of Higher Education
- Berkeley Center for Studies in Higher Education

What is transformation in higher education?

What do we mean?

Different Ways to Think About Transformation



What Do You Really Mean by Business Transformation?
Harvard Business Review, 2016

Different Ways to Think About Transformation



Different Ways to Think About Transformation



NETWORK for CHANGE & CONTINUOUS INNOVATION

Change vs. Transformation (not the same)

Change Management

- Executing a well-defined initiative
- Discrete
- Shift in the way things work

Transformation

- Portfolio of initiatives, which are interdependent and intersecting
- Reinvent organization
- New business model
- Discovery and experimentation

We Still Don't Know the Difference Between Change and Transformation

Our Experience with Transformation (or not)

UVA:

- Research Administration
- University Business Intelligence
- HR/Workday
- Strategic Sourcing
- University Financial Model
- Data Governance & Strategy
- Faculty Annual Reporting
- Finance Strategic Transformation
- Interdisciplinary research strategy, RCM implementation,...

UW/UW Bothell:

- UW Bothell and Tacoma as new campuses (access)
- HR/Payroll Workday Implementation (tech)
- Finance Workday Implementation (tech)
- Budget Recalibration/Implementation (culture/finance)
- Climate Action Planning/Implementation (culture)
- IT Help desk Improvement (tech/customer satisfaction)

Learning from Your Transformations

Write down a transformation happening on your campus on a post-it note.



Where would you place the examples on the scale from operational to operating model to strategic?

Reflection on Transformation Efforts

We need a few volunteers to share about a transformation.



Enabling Successful Transformation: All Scales and Sizes

A focus on how we drive change
as much as the change we drive

Why Does It Matter?



NETWORK for CHANGE & CONTINUOUS INNOVATION

What are the odds?

- **54% success rate** of major change initiatives (2013 Strategy& Katzenbach Center survey)
- Estimated **50-70%** re-engineering efforts **did not achieve** desired performance (Hammer 1995)
- Survey of executives – **33% total success**; 33% more successful than not, only 10% total unsuccessful (McKinsey 2009)
- **31% change end date** at least once; 28% twice; 19% three times (McKinsey)

So what?

Financial costs, lost opportunity, wasted resources, diminished morale, turnover,...

Successful Transformation Change Drivers

(2014 PMI, Change Readiness, Marge Combe)



NETWORK for CHANGE & CONTINUOUS INNOVATION

Operational Capability

Modify the organization by changing work processes, resources and structures

Commitment

Clarity of understanding of marketplace, competitive needs, and complexity and volatility of environment; alignment of change with values; leadership/sponsorship actions and involvement. Commitment gives confidence that change is needed, is right for the organization, and will be supported to success. It is strongly influenced by culture, and drives capacity.

Organizational Agility

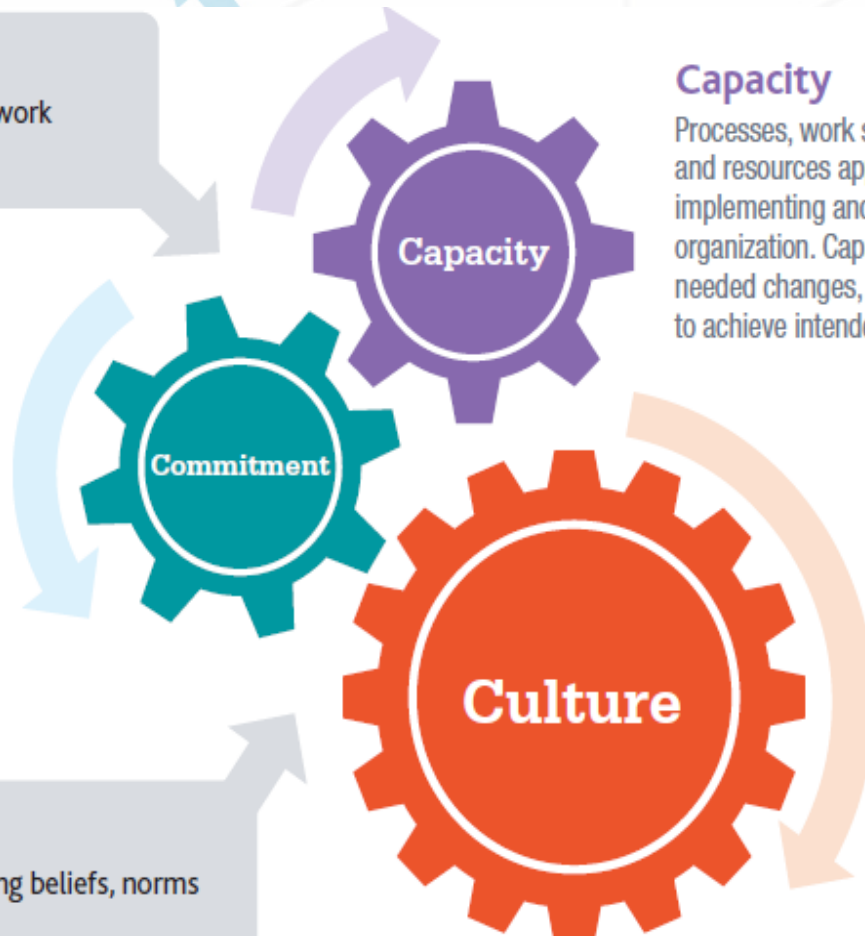
Transform the organization by changing beliefs, norms and behaviors

Capacity

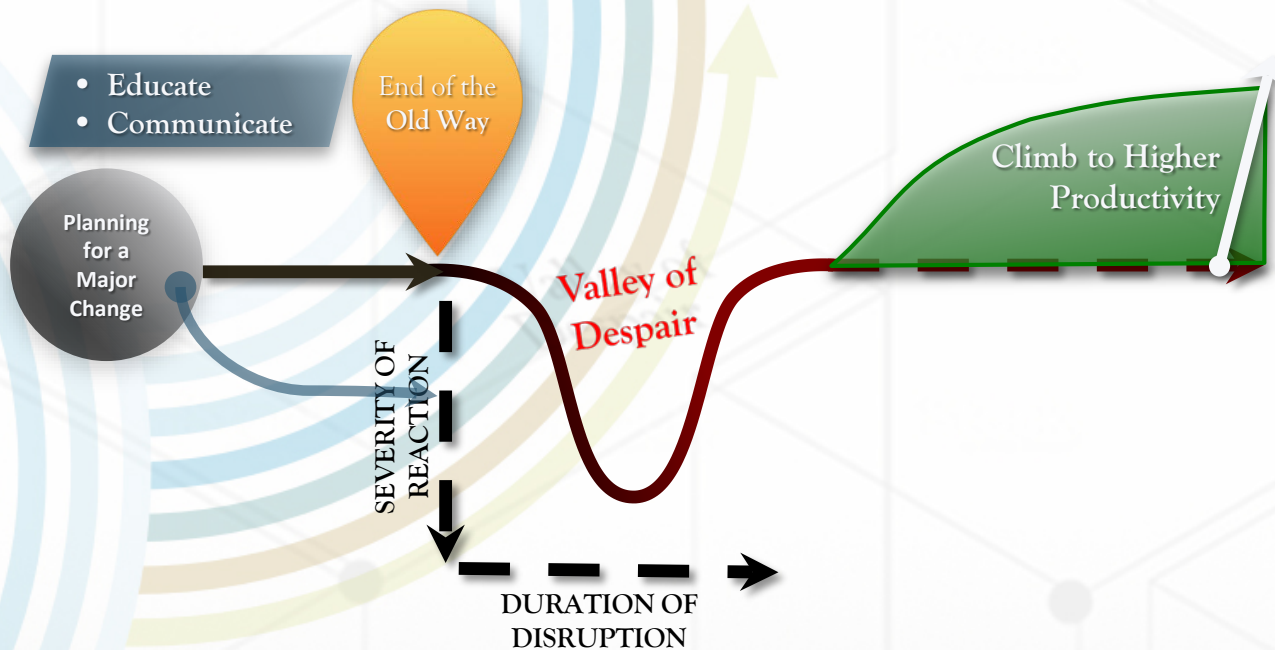
Processes, work structures, knowledge, experience and resources applied to selecting, mobilizing, implementing and sustaining change in the organization. Capacity influences the ability to assess needed changes, to complete a change program, and to achieve intended results.

Culture

Shared norms, beliefs, practices and social behaviors of the organization influence what change is undertaken, what we decide needs to change/not change in the effort, and how the change is implemented and sustained. It drives commitment levels and capacity to create change.




Planning for Improvement



Howard Teibel, Teibelinc.com

Valley of Despair

- 
- Nothing works well
 - A feeling of being nowhere between two somewheres
 - Anxiety rises and motivation falls
 - Feeling disoriented
 - Becoming self-protective
 - People often miss more time from work
 - Feeling of overload
 - Priorities confused
 - Information miscommunicated
 - People become polarized—some rush ahead while some go backward
 - Discord rises
 - Some creativity emerges



Tools to Consider

Ensuring Commitment



- Understand the Need for Change
- Environment
- Stakeholder Engagement
- Sponsorship/Leadership

Tools

- Benchmarking
- [Liberating Structures/](#)
World Café/Appreciative Inquiry
- [Stakeholder Engagement Map](#)
- [Force Field Analysis](#)
- [Project Change Triangle: Project Health](#)
- [Ground Rules](#)

Building Capacity



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- Gap Analysis – current state/future state
- Change Impacts
- Communication

Tools

- DeBono's [Six Thinking Hats](#)
- [Process Mapping](#)
- [Liberating Structures](#)/Design Thinking
- [Change Readiness](#)
- [Communication Channels](#)
- [Communication Cascade Plans](#)
- [Addressing Barrier Points](#)
- [Managing Projects](#)

Improving Culture

- Analysis
- Workforce
- Alignment



Tools

- [Workforce Transition Plan](#)
- [Roadmap](#) for building organizations
- [Change Enabling System](#)
- [Values](#)
- [Balanced Scorecard](#)
- [The Golden Circle](#)
- [Strategy Maps](#)

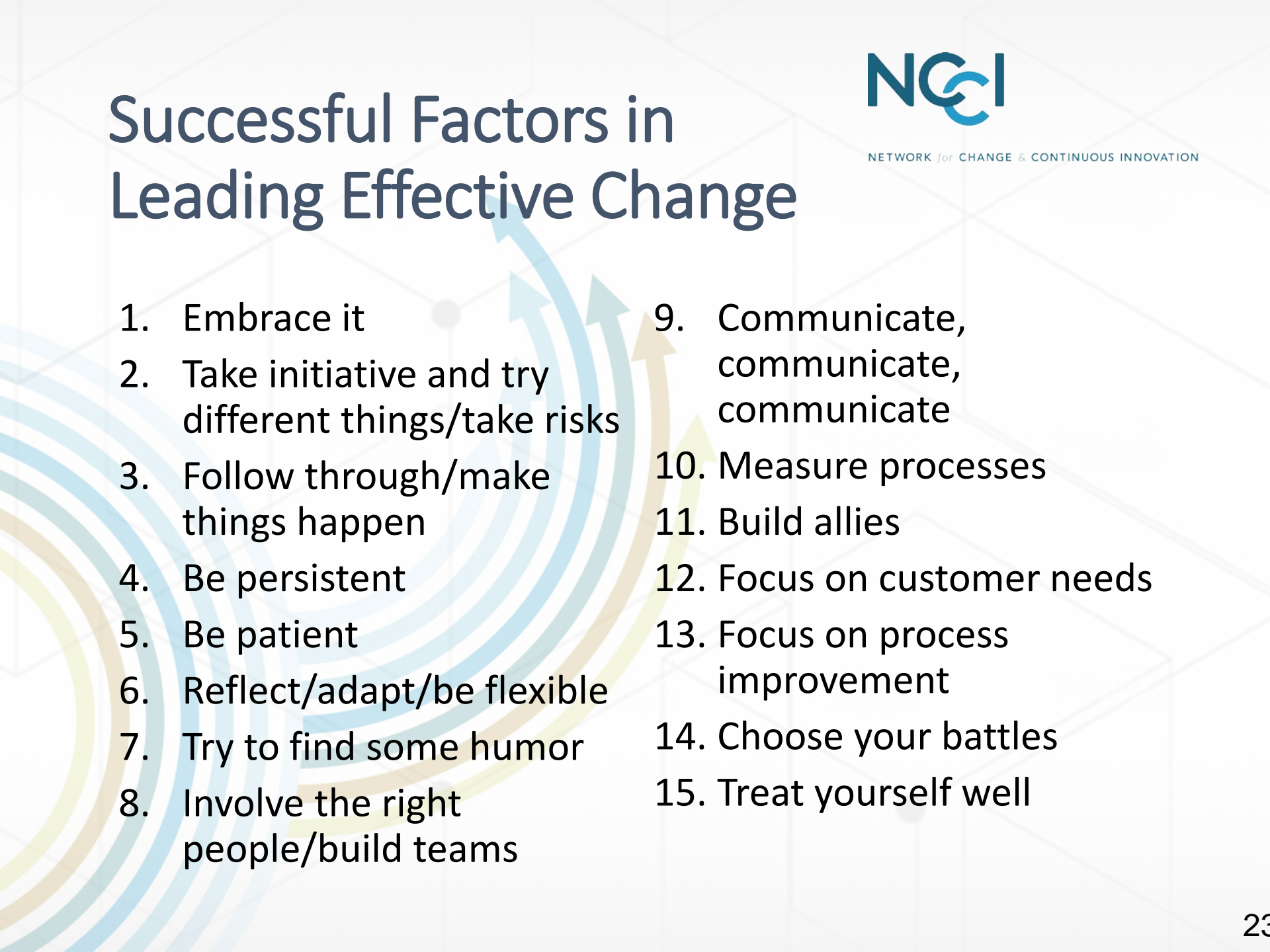
Culture Change to Improve the *Probability* of Successful Transformation

Guiding Principles to make change stick:

1. Culture change takes place more effectively when worked at three levels: **organizational, team, and individual**.
2. Culture change is adopted by **connecting individual beliefs to organizational results**.
3. Culture change requires a **planned and disciplined implementation cascade**.
4. Culture change is accelerated by **equipping leaders** to lead through the transition.
5. Culture change implementation calls for **frequent and ongoing communication** and calibration.

(Driving Culture Transformation during Large-Scale Change, Heckelman)

Successful Factors in Leading Effective Change

- 
1. Embrace it
 2. Take initiative and try different things/take risks
 3. Follow through/make things happen
 4. Be persistent
 5. Be patient
 6. Reflect/adapt/be flexible
 7. Try to find some humor
 8. Involve the right people/build teams
 9. Communicate, communicate, communicate
 10. Measure processes
 11. Build allies
 12. Focus on customer needs
 13. Focus on process improvement
 14. Choose your battles
 15. Treat yourself well



“ We can learn about our future from our past because, regardless of technology or the speed of innovation, *people are still people.* ”

- Simon Sinek

Final Thoughts Transformation in Higher Education

- Is it necessary?
- Is it possible?
- What will you do?

Resources

- [Why Transformation Efforts Fail](#)
- [10 Principles of Leading Change Management](#)
- [How to Communicate Clearly During Organizational Change](#)
- [Leader as Agenda Mover](#)
- [Changing Company Culture Requires a Movement, Not a Mandate](#)
- [We Still Don't Know the Difference Between Change and Transformation](#)
- [Stop Using the Excuse "Organizational Change is Hard"](#)
- [10 Principles of Organizational Design](#)

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Organizational Excellence

Cultivating a Culture of Quality