

Lessons and Reflections: Organizational Change in Higher Education Institutions

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Re-envisioning Promotion and Advancement for STEM

Faculty:

Aligning Incentives with Values

The National Academies

October 18, 2019



Key Lessons

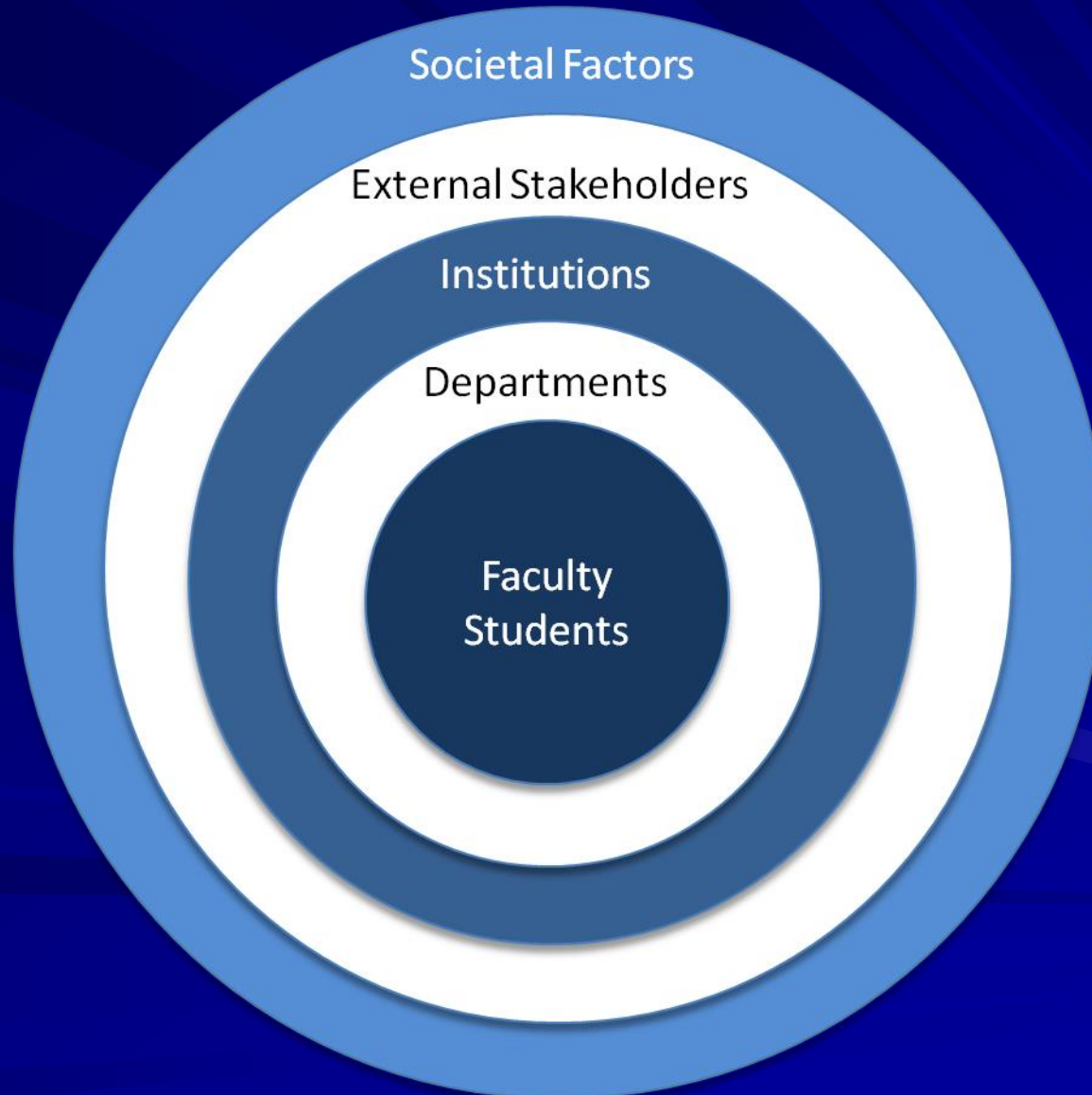
- ◆ Reflections from major organizational change projects
- ◆ The importance of:
 - Taking a systems approach
 - Identifying multiple levers for change
 - Using diverse forms of leadership



Taking a Systems Approach

- ◆ Higher education institutions are complex organizations with unique features.
- ◆ Analyzing the context and landscape is important.
- ◆ Change requires multiple levers addressing multiple levels of the institutions.

A Systems Approach to Understanding Contexts Relevant to Change in Higher Education





Identifying Change Strategies

- ◆ Use several frames to identify levers for change:
 - Structural (rules and policies)
 - Human Resources (demographics and needs)
 - Political (power and resources)
 - Symbolic (meaning, culture, resources)

- ◆ Reference: Bolman, L. G, & Deal, T. E. (1991). *Reframing organizations: Artistry, choice, and leadership*. San Francisco: Jossey-Bass.

Levers to Foster Change in Higher Education





Lessons about Leadership for Change

- ◆ Be strategic in leadership approaches.
- ◆ A range of leadership support is needed.
 - ◆ Senior leadership
 - ◆ Grassroots leadership
 - ◆ Formal and informal
 - ◆ Leadership Teams
- ◆ Different kinds of leadership may be important at different points in a change process.



Summary--Key Lessons:

- ◆ Analyze the context
- ◆ Identify multiple levers for change
- ◆ Align change strategies with institutional priorities
- ◆ Take a strategic approach to leadership
- ◆ Situate change initiatives within a systems perspective
- ◆ Align change goals with institutional priorities
- ◆ Recognize that change processes require long-term commitment