



Managing and Advancing Institutional Change

Session 5



Texas Success Center



Pathways Project Team Time and Group Discussions



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Agenda

8:00 AM – 8:30 AM

Get Breakfast

8:30 AM – 9:45 AM

Pathways Project work

10:00 AM- 1:15 PM

Leading Strong Teams for Internal Transformational Change

Includes lunch break

1:15 PM– 1:30 PM

Wrap Up

1:30 PM

Adjourn

Module 2: Leading Strong Teams for Internal Transformational Change

Dr. Monique Umphrey, Provost,
Austin Community College



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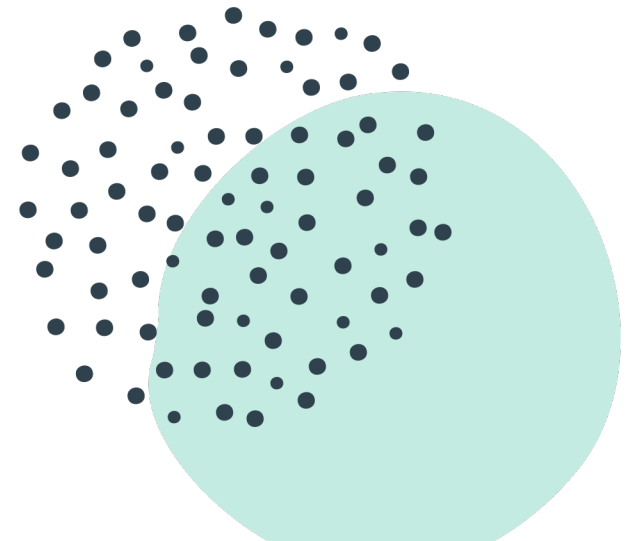


SET UP FOR SUCCESS

Presentation by Dr. Monique Umphrey,
Provost/Executive Vice-Chancellor
for Academic & Student Success



OPERATIONAL
EXCELLENCE





EXPERIENCE

Software Developer, Agile Project
Management, Higher Ed
Leadership - Executive Director,
Dean, Vice-President, Campus
President, Provost



Dr. Monique Umphrey



PROVOST/EVC

Module 2 Objectives and Facilitators

Learning Goals

- Articulate strategies to build and manage effective teams to drive change
- Apply strategies for leading and being a member of a strong team



Welcome!



Take two minutes to reflect on a time you were part of a highly effective team (in your professional or personal life).

What made the time effective? What were the results?

For 10 minutes, discuss these qualities at your table.

Leading Strong Teams: Composition and Common Purpose



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What levers for change exist at the cabinet level?

Composition



Common Purpose



Collaboration + Implementation



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Common Purpose



Collaboration + Implementation



Methodology for curriculum development:

- Aspen identified 19 four-year and two-year institutions for research, based on strength of student success and equity outcomes and reputation for strong executive leadership
- Conducted in-depth interviews with presidents and chancellors
- Conducted follow-up research with college/university leaders on attributes of specific cabinet roles

What levers for change exist at the cabinet level?

Composition



Common Purpose



Collaboration + Implementation



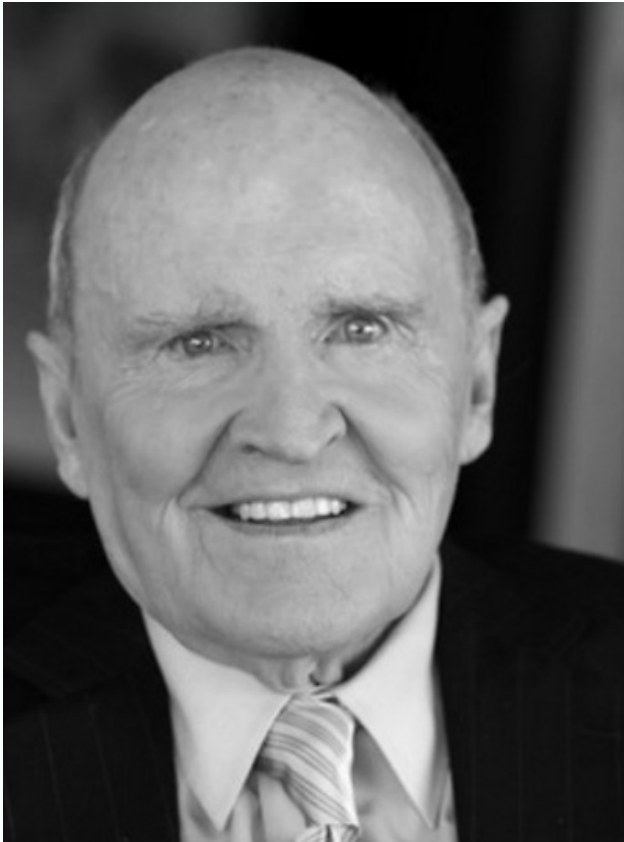
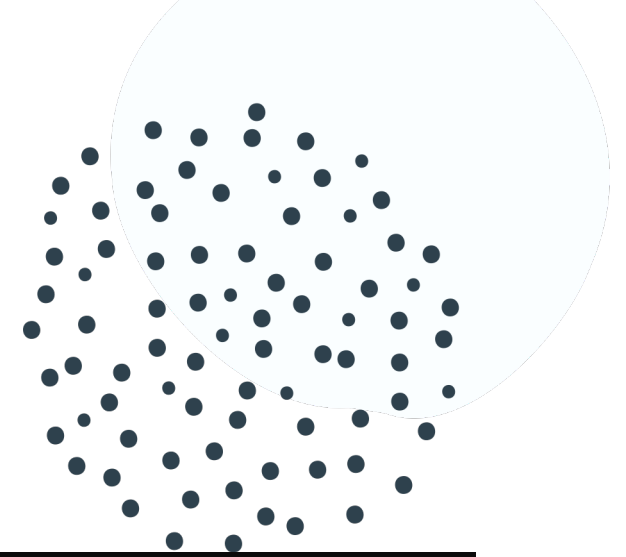
As we progress through this module, consider how this information can be applied to any institution-wide challenges as well as to your current team.



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A Sense of Urgency



If the rate of change on the outside
exceeds the rate of change on the
inside, the end is near.

— *Jack Welch* —

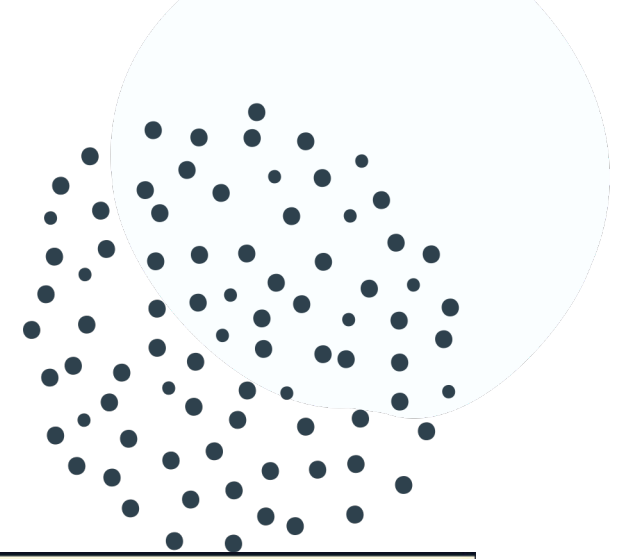
74%

PERCENT OF
TRANSFORMATIONAL CHANGE
EFFORTS THAT FAIL



JACQUEMONT, D., MAOR, D., & ANGELIKA REICH. (2015, APRIL 1). MEDIA. MCKINSEY & COMPANY.
RETRIEVED SEPTEMBER 7, 2022, FROM [HTTPS://WWW.MCKINSEY.COM/ABOUT-US/MEDIA](https://www.mckinsey.com/about-us/media)

A Sense of Urgency



People who bring transformative change have courage, know how to re-frame the problem and have a sense of urgency.

— *Malcolm Gladwell* —

AZ QUOTES

What levers for change exist at the cabinet level?

Composition



Common Purpose



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Senior Teams — Composition



Does the college have:

- *the right team...*
- *with the right skills and attributes...*
- *organized in the right way...*

...to advance the institutional reform agenda?

Do you have the right team with the right attributes to advance reform?

While technical skills are vital, most presidents interviewed trust that the application review and interview process yields candidates with good technical skills, so they distinguish qualified candidates on personal/professional attributes, such as: Do you have the right team with the right attributes to advance reform?

- **Mission-aligned:** Are they committed to student access, success, and equity? Are they outcomes-oriented?
- **Good communicators/collaborators:** Are they emotionally intelligent and good listeners? Are they collaborative in process and action?
- **Trustworthy:** Are they ethical? Do they follow through on what they say?
- **Bold:** Are they energetic/ambitious? Are they willing to push back? Are they courageous/willing to take risks?
- **Strategic and innovative:** Are they analytical, strategic thinkers? Are they innovative and curious about innovations around the country and in other sectors?

What levers for change exist at the cabinet level?

Composition



Common Purpose



Collaboration + Implementation



How can the cabinet develop and foster a common understanding of purpose?

Use consistent, compelling language

- Develop talking points/ideas on reform.
- List the big goals for the year.
- Hold regular meetings that address strategy.

Emphasize common data

- Define a limited set of aligned goals.
- Keep goals in front of everyone.
- Include data review as a standing agenda item.
- Dedicate time for cabinet to discuss progress to metrics.



How can the cabinet develop and foster a common understanding of purpose?

Replicate communications, data, and resource processes in divisions

- Ensure that each cabinet member has a plan in place aligned to the institutional plan:
 - Communications plan to increase understanding of the importance of the student success agenda
 - Data plan to use common data sets aligned to student success goals and strategy
 - Resource allocation plan to reinforce the importance of reform and de-emphasize traditional measures (for example, enrollment growth)
- Share a set of common talking points to tailor for individual divisions
- Create a set of clear, compelling data slides to use in each division
- Create and implement a plan to communicate to the entire institution the link between resource allocation and student success, including through budget and other resource acquisition and allocation processes
- Discuss scale and sustainability for each new initiative.

Common Purpose: Small Group Discussion



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Common Purpose: Small Group Discussion



In small groups, discuss:

- Think about the last meeting you were in where a major reform was discussed. Did everyone at the meeting understand the common purpose? If yes, how did you know? If not, why do you think the common understanding was missing?
- How could you build a sense of common purpose within your current team around a major reform?
- What strategies from this section of the module could you adapt in your current role? Which might be most helpful in a time of crisis?



Break



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Group Report Out



Each table will
report out on one of
the three questions



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Leading Strong Teams: Collaboration and Implementation



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What levers for change exist at the cabinet level?

Composition



Common Purpose



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**COLLEGE
EXCELLENCE
PROGRAM**
aspen institute

How can we create the conditions for collaboration across units?

Create the conditions for honest and open feedback

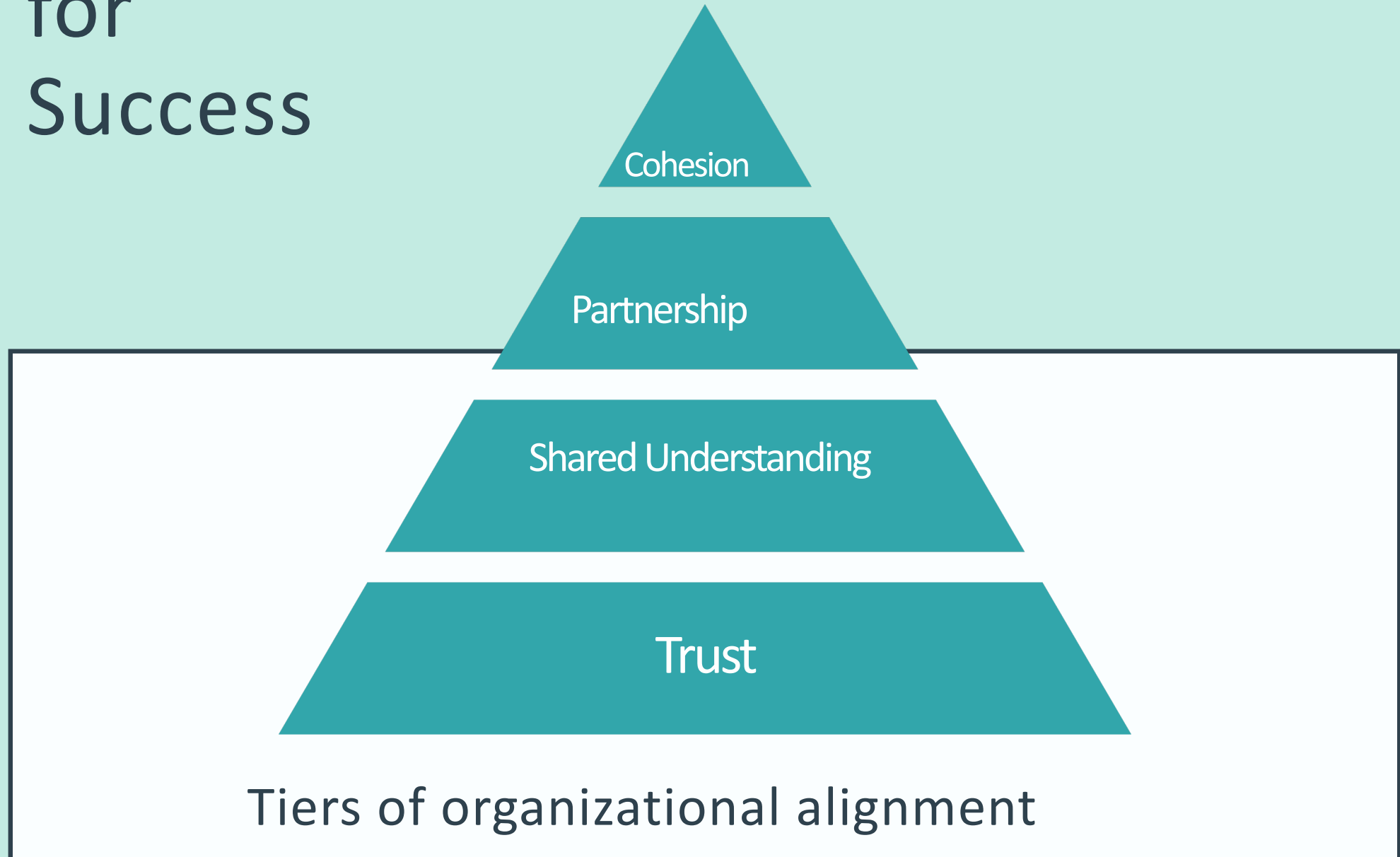
- Make it clear to the cabinet that candid discussion and transparency are valued, and that feedback is welcome.
- Set a policy for the cabinet to disagree openly behind closed doors but present a unified front outside.
- Reauthorize cabinet “rules of engagement” when a new member joins

Ensure appropriate leadership of the initiative

- At cabinet meetings, set aside time to discuss whether collaboration between and within units is adequate for implementation.
- Ask about specific opportunities to deepen understanding and collaboration between units
- Consider the project leads within the units: Do they have the appropriate level of positional authority to collaborate effectively?



Factors for Success



How can we create the conditions for collaboration across units?

Signal the importance of collaboration through performance review and improvement processes

- In cabinet members' annual evaluations and goal-setting, include some common goals for all cabinet members.
- Reserve time in one-on-one meetings to discuss institution-wide goals.
- Consider having each cabinet member's review depend substantially on evaluations from other cabinet members.



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What systems can support strong implementation?

Ensure divisions have accountability systems in place for follow-through

- At the cabinet level, discuss the importance of planning for scale and sustainability, as well as accountability for results.
- Consider training mid-level managers on implementation.
- As a team, normalize and encourage admitting challenges.
- Set the expectation at the cabinet level that SMARTIE goals are set for each major initiative.



What systems can support strong implementation?

Typical goal:

Create course maps for 10 programs of study.

SMARTIE goal:

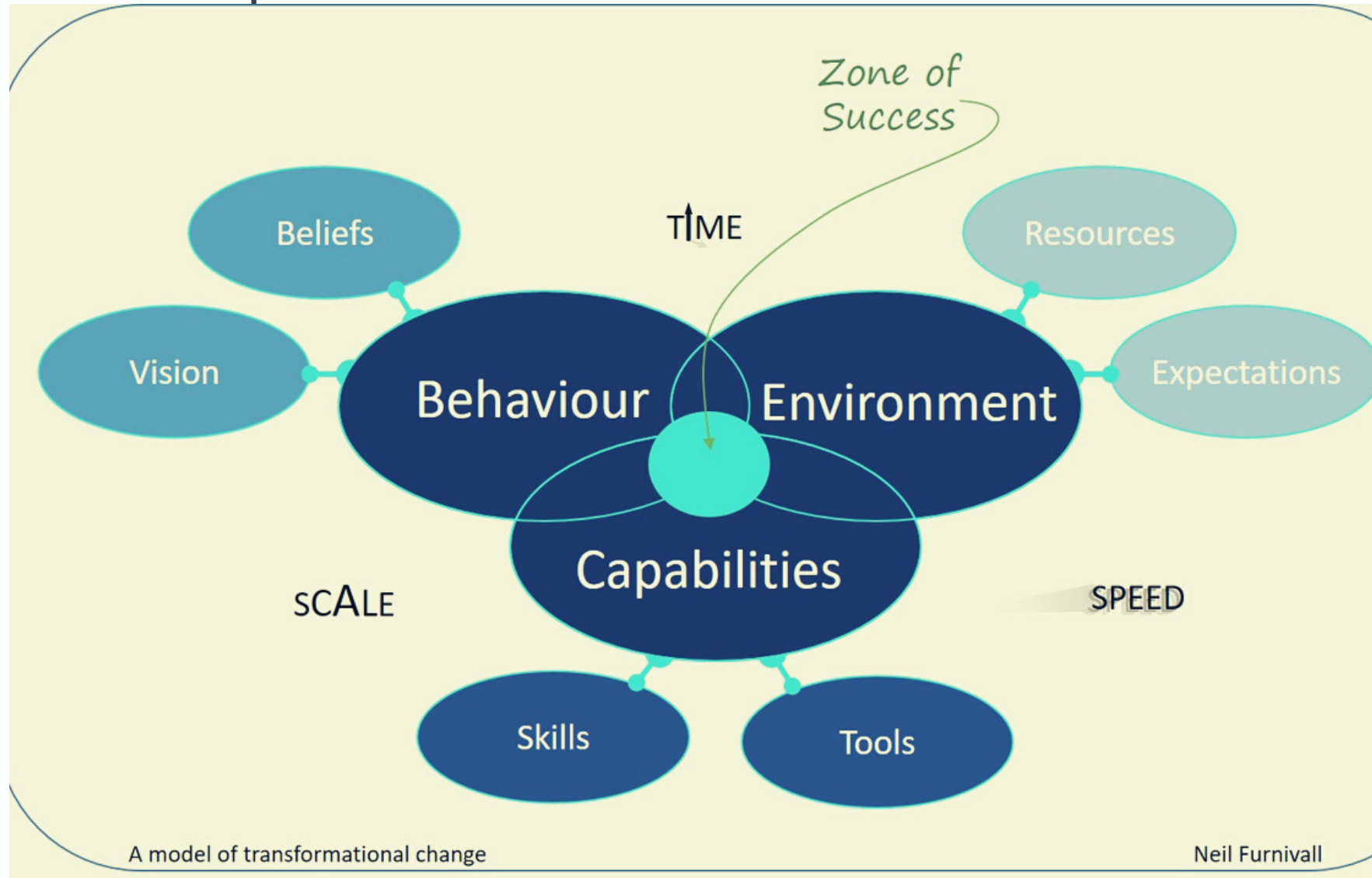
- By August 2025, ensure that faculty and advisors have worked together to create full-time and part-time program maps that set forth course sequences and learning goals for 10 programs of study in a format that is readily available and easily understood by students, advisors, and faculty.
- Prioritize plans for programs of study that (1) are among those most frequently pursued by students, and (2) have significant gaps in success for Black, Latinx, Indigenous, and/or Pell students.

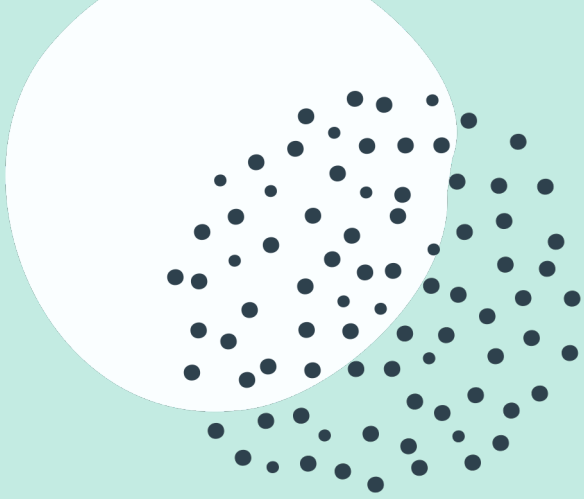


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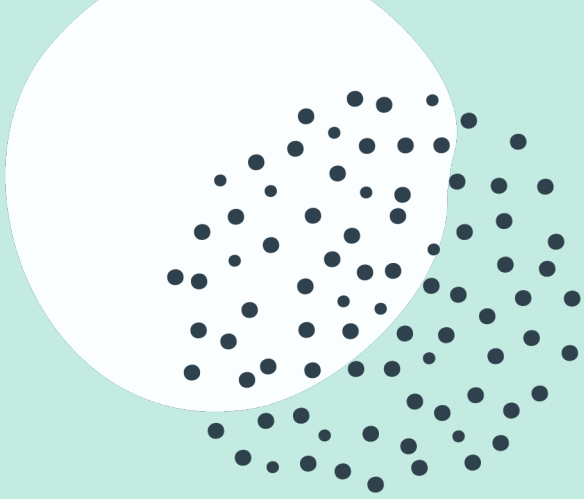


TRANSFORMATIONAL CHANGE



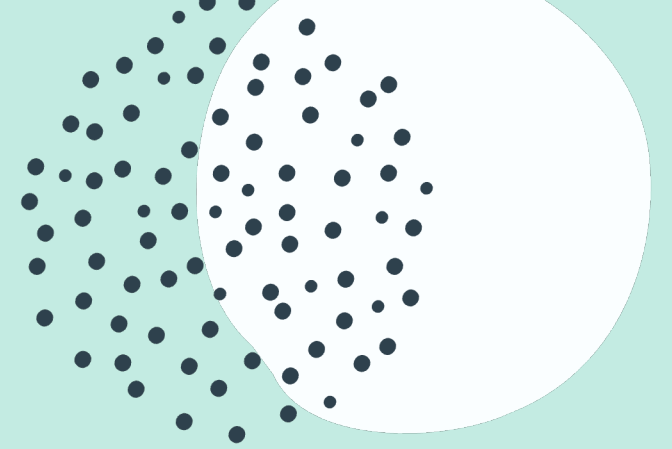


Iron Triangle



Consumer Expectations

Recap



THE WHY

·
PROGRAM MANAGEMENT
FRAMEWORK

ALIGNMENT

INTRAPRENEURSHIP

TRUST



WHAT'S ESSENTIAL FOR TRANSFORMATIONAL CHANGE?

FINAL WORDS

TRUST

Summary of strategies

- Open and honest feedback
- Appropriate leadership
- Performance review
- One-on-one meetings to discuss goals
- Accountability systems



Module 2: Debrief and Reflections



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Independent Reflection



Take a few minutes to independently reflect:

- What are your takeaways from Module 2?
- What questions do you have?
- As a result of this learning, what might you:
 - ...keep doing?
 - ...start doing?
 - ...stop doing?



Walk and Talk



Find a partner and discuss your reflections.

- What are your takeaways from Module 2?
- What questions do you have?
- As a result of this learning, what might you:
 - ...keep doing?
 - ...start doing?
 - ...stop doing?



Group Debrief



- What learning might you take back to your current role, based on this module?
- What might you share with others at your institution?



Thank you!



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