

Graduate Education: A change management story

UMACRAO 2013



UNIVERSITY OF MINNESOTA

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About the author



- Organization and communication!
- Began my professional career at the U of MN in January 2004
- Graduate Student Services and Progress (GSSP) office
- Coordinator, Master's & Certificate Degree Services
- Academic Support Resources (ASR)



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- Significant milestones
- Change management strategy

- My goal for this morning



Our story

- In 2009 the University began a historic restructuring effort designed to enhance the graduate student experience, streamline processes, improve overall quality, and remain competitive. ASR became involved to streamline and usher in new processes, but it became so much more.



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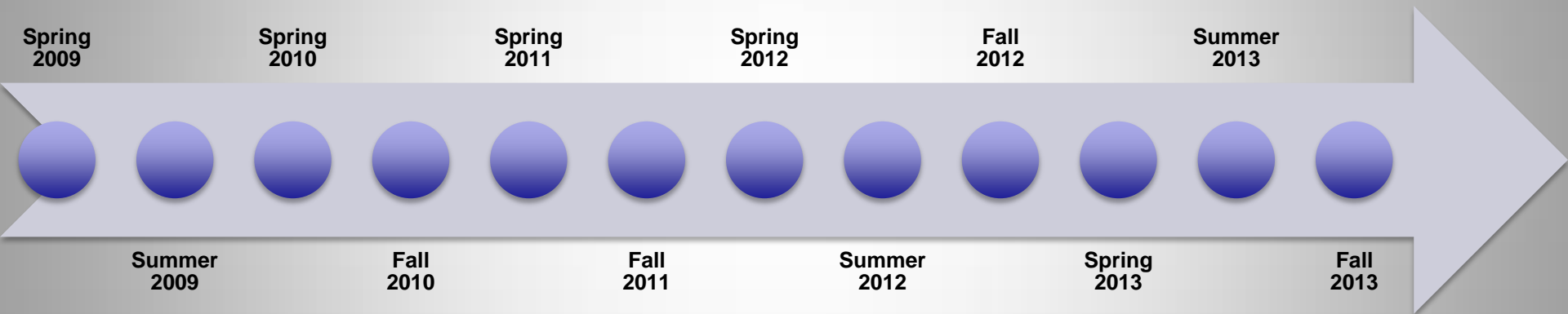
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Hard to read, right?

- So what's missing?
- Punctuation
 - Without it, it's just a bunch of words jumbled together that don't make sense
 - In this story, punctuation are the milestones that define the changes and give them meaning



Our story's timeline



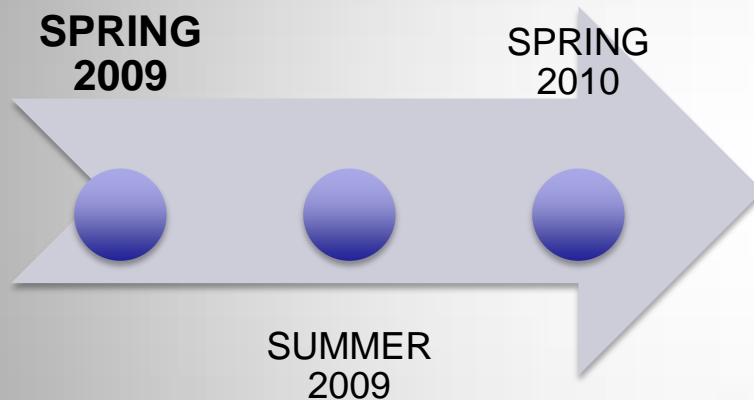
Chapter 1: Milestones Year 1



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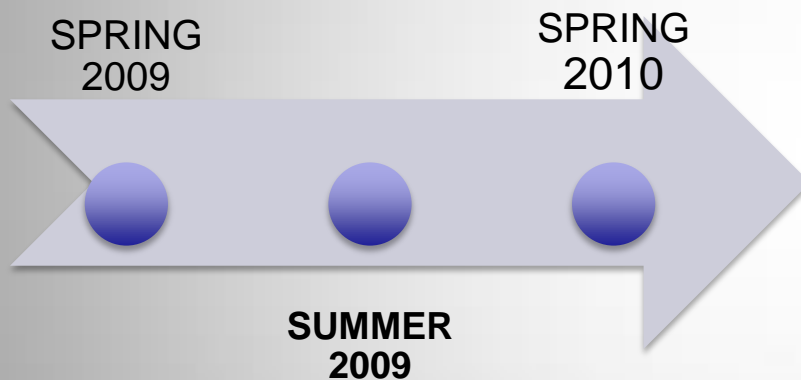
Spring 2009



- February 9, 2009
 - Notice sent to the University community regarding decentralization of graduate education
- February 29, 2009
 - Committee formed
- April 24, 2009
 - Recommendations released



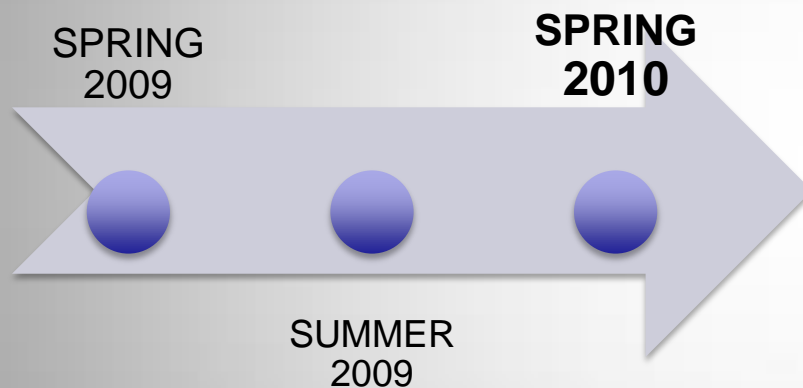
Summer 2009



- President and Provost charged two working with further study of critical issues and processes in graduate education, one on academic issues, and one on student administrative processes



Spring 2010



- Workgroups final recommendations were delivered in April 2010 and endorsed by the Provost in May



Year 1: Lessons learned

- Successes

- Listening sessions
 - Provided an opportunity to gather feedback from the wider community

- Missteps

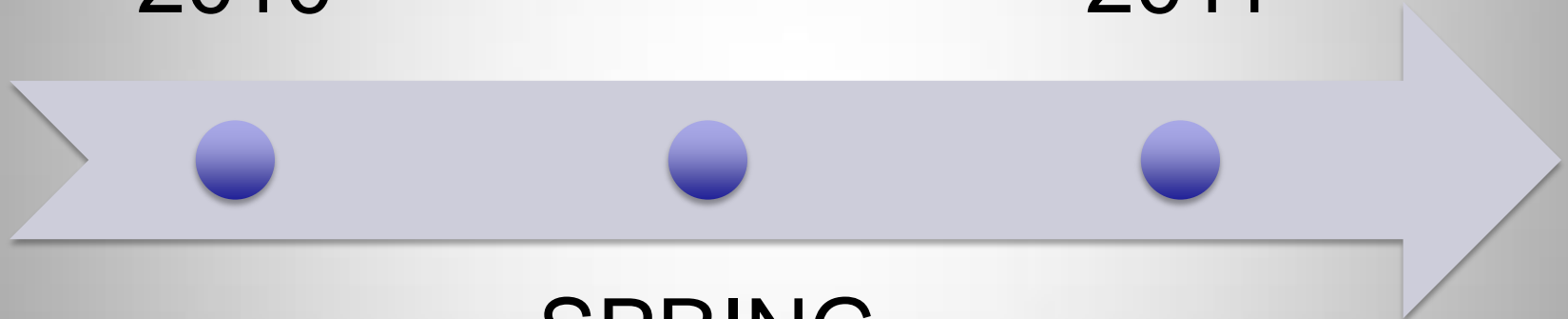
- Lack of proper analysis
 - Make a decision; figure it out later
- Communication
- Created a culture of confusion



Chapter 2: Milestones Year 2

FALL
2010

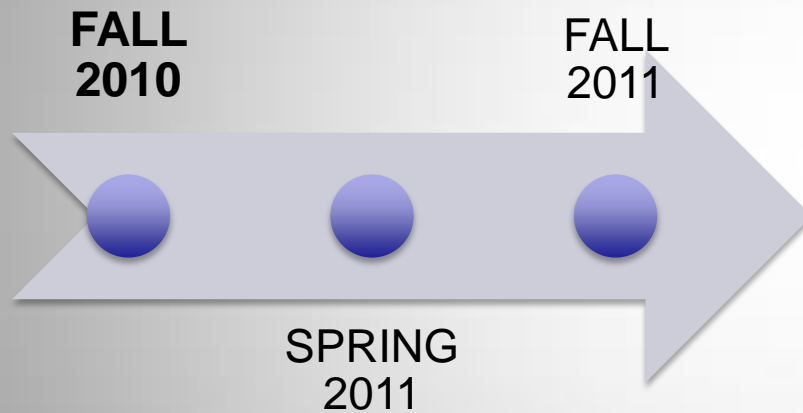
FALL
2011



SPRING
2011



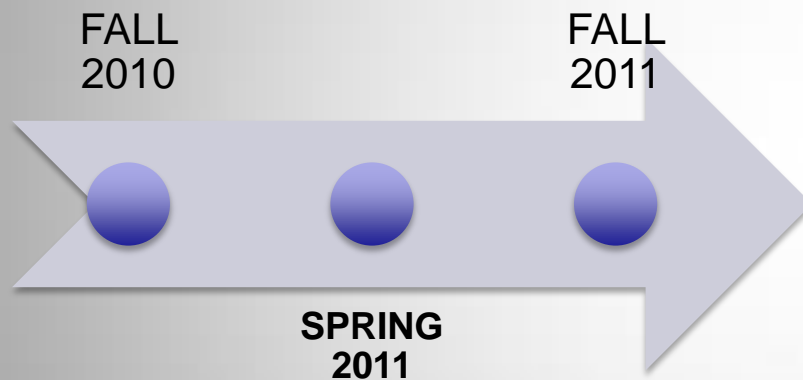
Fall 2010



- Launch Registration Exception workflow
 - Strategic partnerships formed
 - Focus shifted to graduate AND professional education



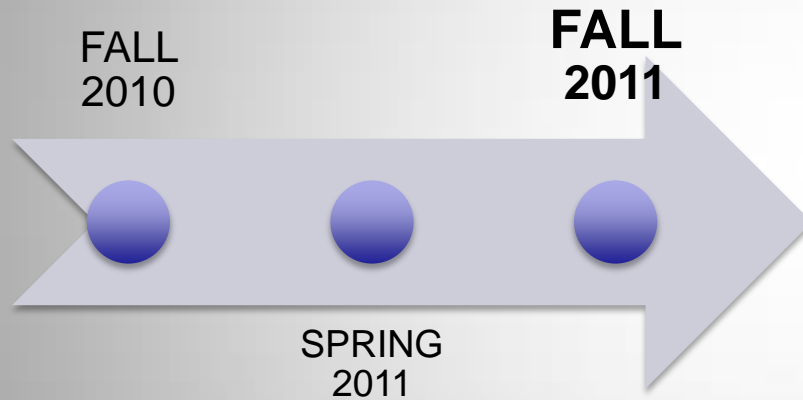
Spring/Summer 2011



- Strong partnership formed between the Graduate School and ASR
- Beginning discussion about shift in reporting lines



Fall 2011



- Data conversion
- Transition planning for GSSP staff to ASR



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Year 2: Lessons learned

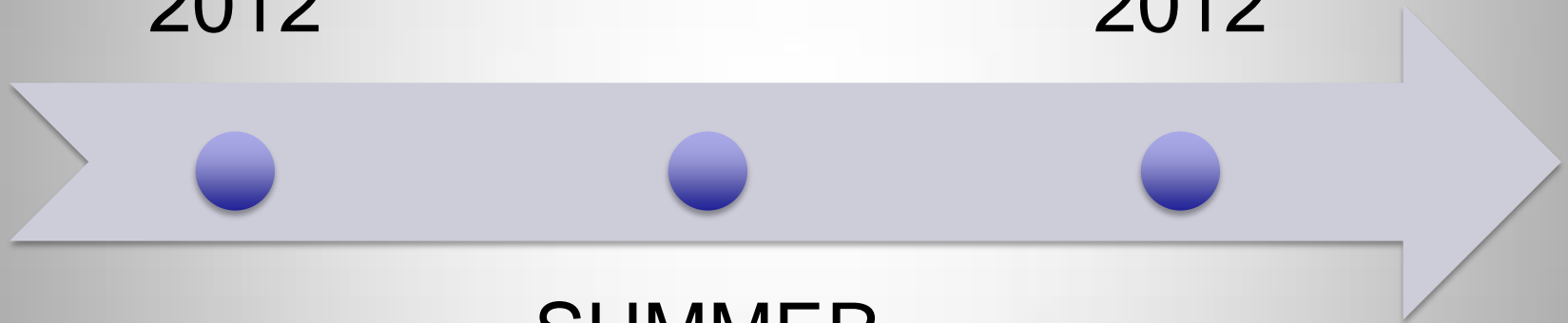
- Successes
 - Building partnerships
 - Creating tools for the wider graduate and professional population
 - Enhanced communication
- Missteps
 - Too much focus on process in staff transition
 - Lack of trust in institutional knowledge



Chapter 3: Milestones Year 3

SPRING
2012

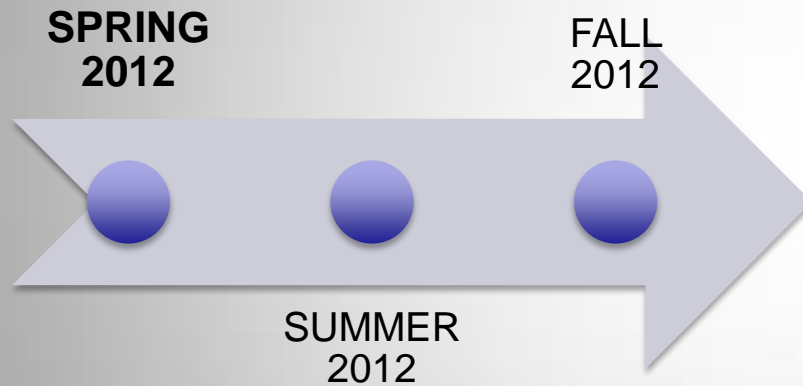
FALL
2012



SUMMER
2012



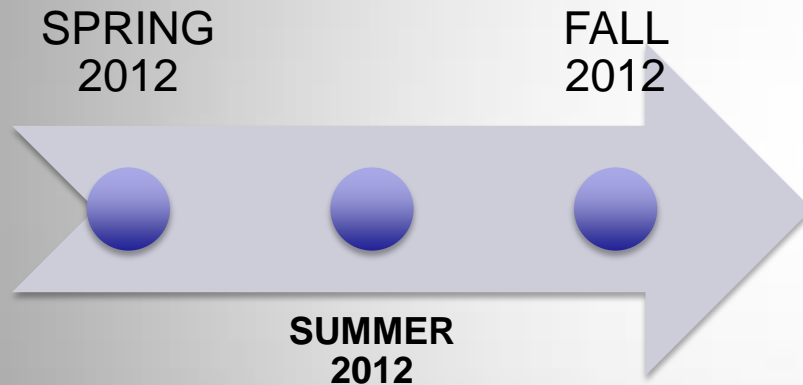
Spring 2012



- Many new graduate education policies implemented
- Formed college advisory group (CAG)



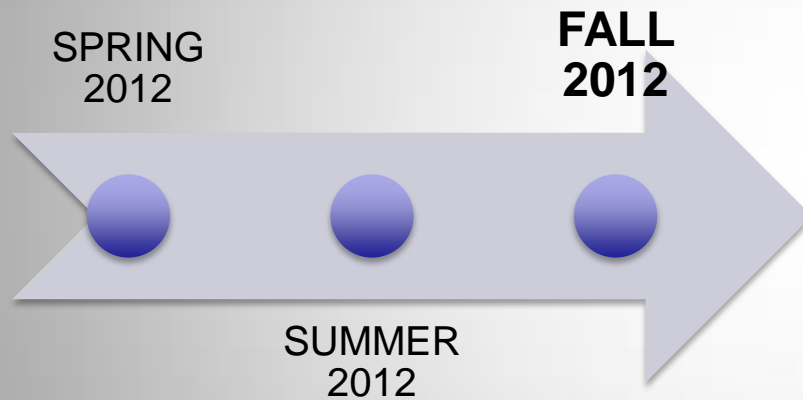
Summer 2012



- GSSP transitions to ASR
- Launch of committee/adviser workflow
- Redesign and discontinue paper forms



Fall 2012



- Broad outreach begins
 - Graduate Education Transition Information Sessions



Year 3: Lessons learned

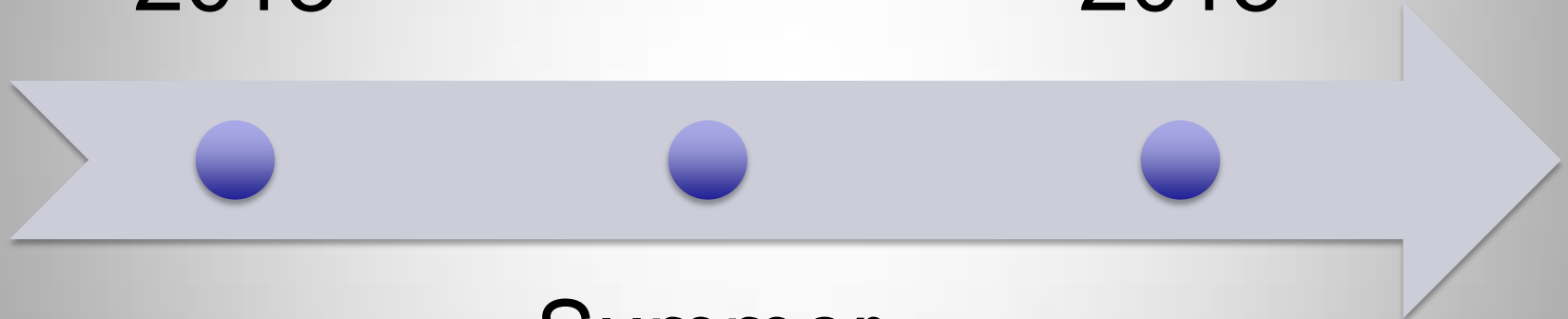
- Successes
 - Strong engagement
 - Building trust in the graduate education community
 - Creation of new online systems
- Missteps
 - Being mindful of internal and external transitions
 - Role confusion
 - Due to new policies



Chapter 4: Year 4

Spring
2013

Fall
2013



Summer
2013

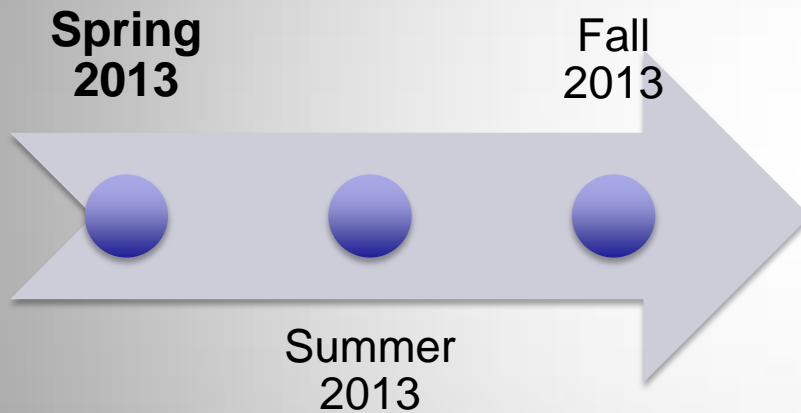


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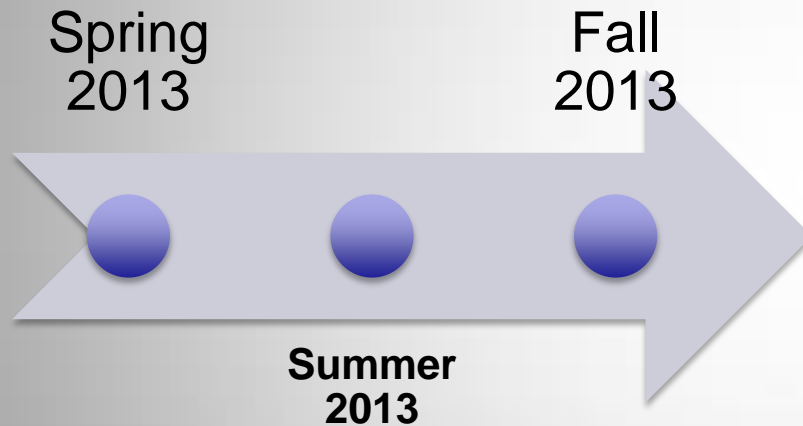
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Spring 2013

- Launched Faculty Role List Database



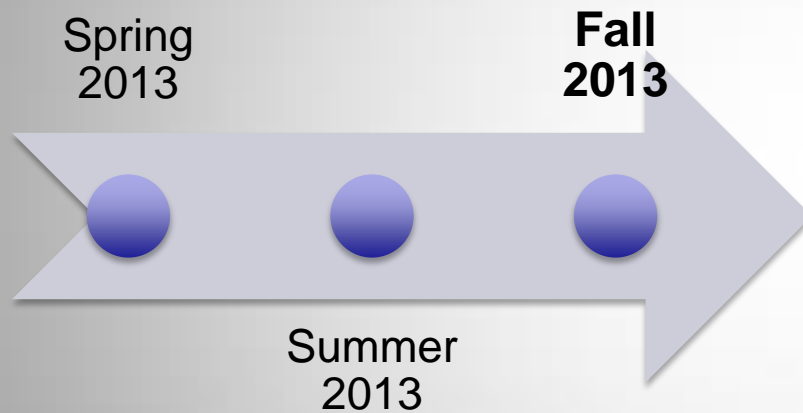
Summer 2013



- Transition of responsibilities
 - Graduate Degree Plan
 - Shifting locus of authority on policy decisions



Fall 2013



- Graduation materials transition online
- Implement process for new student populations



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Year 4: Lessons learned

- Successes
 - More robust systems launched
 - Successful transition of responsibility
 - Opportunity for more transparency
- Missteps
 - Being mindful of all stakeholders
 - A project can hinge on being backed (or not) by the right individuals



Change Management

- How many of you have experienced change?
- Was your experience positive or negative? Both?

Change can suck
But it doesn't have to



Change: Common pitfalls

- Not identifying appropriate stakeholders
- Not accounting for impacts to stakeholders
- Not bringing the right people to the table at the right time



Seems obvious, right?

These are mistakes that we all
make that can jeopardize
effective change



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Our change management strategy

- Engage
- Educate
- Empower



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Engage

- Registrar's Advisory Council (RAC)
- College Advisory Group (CAG)
- PBED Listserv
- In-person sessions with individual colleges and programs



Educate

- Graduate Education Information Sessions
- Graduate Degree Plan workshops
- Best practice sessions
- Online toolkit



Empower

- How do you get others to take ownership of their knowledge?
 - Not quite figured out yet
 - Day-to-day engagement and education



Change – it's worth the risk

- Propelled graduate education into a new and exciting dimension
- Spend your goodwill wisely
- Be proactive; not reactive
- Be willing to leverage pain points
- Use strategic partnerships



Questions/Takeaways

- What did you find useful?
- Do you have any stories or insights to share regarding successful change management? Unsuccessful change?
- Questions for me?



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