

## Operations Administration Working Group Final Report

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<b>Working Group</b>	Change Management
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<b>Subject Area(s) of the Working Group</b>
Short term programs to address change management and cultural gap issues. Long term programs to address change management and cultural gap issues.

### Executive Summary and Introduction

The charge of the Change Management (CM) working group was to develop short-term and long-term programs to address change management and cultural gap issues at both institutions as plans for consolidation are developed for UT Rio Grande Valley. The CM working group strongly recommends that a **Change Management Strategy and Plan** be developed and ready to be implemented prior to the April 24 summit. Research (Accenture, Kotter, Connor, Prosci, etc.) has proven that the lack of a strategically aligned and well-implemented Change Management Strategy and Plan cannot only prevent a project from being completed on time and within budget, but can prevent a project from succeeding overall. Additional research confirms that effective change management is six times more likely to accomplish desired objectives and outcomes for a given project or initiative.

The working group researched best practice change management systems and models that would best meet organizational needs, including resources available through UT System. The group also identified key factors, and drafted short and long term plans/recommendations for addressing Change Management across campus communities, including: communication methods, unifying campaign ideas/methods, and group activities that can encourage collaboration/unification amongst working groups and campus communities as a whole. Critical Change Management Elements (numbered 1-10) are included in the Discussion section of this report. Further recommendations are discussed in the Conclusions and Recommendations section.

### **Recommendation-A comprehensive Change Management Plan must be developed.**

The group has identified the need to develop and implement a change management plan to create a unified working culture as well as clear communication lines, training for supervisors and their staff and integration of special unification events that can provide opportunities for employees to interact, bond and engage in the process of change.

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**Recommendation-The Change Management group should be closely aligned with Communication and Engagement Committee.**

Change Management is primarily internally focused yet needs to partner and align closely with the Communication and Engagement Committee on key messaging and external marketing campaigns to ensure internal awareness and understanding.

**Recommendation-The Change Management Plan must be adequately supported by resources.**

The plan should include a representative at the UT System Executive Committee level, as well as the NUTT and Steering Committee levels to ensure proactive communications and actions to reduce anxiety and resistance.

**Discussion and Recommendations**

Through our research and analysis of the effects of change including fears, anxiety, and unanswered questions, the change management group identified essential components to be addressed throughout the transition and upon the initiation of UT Rio Grande Valley (UT RGV). As mentioned in the Executive Summary and Introduction, research tells us that preparing and implementing a ***Change Management Strategy and Plan*** is essential for successful organizational change. Research also tells us that communication is vital to any major change within an organization; providing information in a clear, consistent, and timely manner from a credible, trusted source eases the transition process.

Learned experiences were shared in regards to how the UTB-TSC separation was coordinated. Discussion of UTPA and UTB employee assistance programs and resources were also discussed as part of the identification of resources. We have and will continue to research other colleges and universities recognized for outstanding workplace cultures in an effort to identify further initiatives for implementation recommendation. One such example is the University of Arizona under the leadership of President Michael Crow.

The group determined that, the following activities are vital to a successful integration of people and cultures in the new university:

- clear communication systems
- training and preparation for managers/supervisors in relation to change management
- engagement non-managerial/supervisory employees as “change ambassadors” or “agents of change”

These activities should be implemented early on in the ***Change Management Strategy and Plan*** and associated timeline to ensure that our people are prepared for the change process.

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Initially, we would seek to engage our shared governance groups like the Faculty and Staff Senates, and the Student Government Associations on each campus for these ambassador roles.

The group identified UT System employee Susan Franzen as a point of contact for further consultation regarding the UT System resources for change management. Susan was director of the UT System Leadership Institute and had previously led the Leadership Educational Accelerated Program (LEAP) at UT Pan American. She currently leads the change management and training efforts for the UTShare PeopleSoft implementation. The group met with Susan Franzen on January 17 and discussed her recommendations and guidance regarding next steps for developing a **Change Management Strategy and Plan** for this consolidation process. The group has received resources from Susan Franzen for the development of a **Change Management Strategy and Plan** and plans to participate in a retreat to develop the various components of the plan.

At this stage, we have sought guidance on which Change Management strategy model (Kotter, Lewin, Bridges, or other consulting models) should be used for this project. Based on its research, the CM group recommends using the Prosci ADKAR model for operational and tactical implementation of the change. Prosci is scientifically based and provides a clear and easy-to-understand approach that aligns with the various change management strategies.

Resources must be developed and coordinated to facilitate and support the change process for employees and supervisors. For example:

- Incorporation of a change management component in supervisor professional development/training, such as the Supervisor Series, a UTPA mandatory professional development which includes training on various essential management policies, procedures, and best practices.
- Development of training programs to develop knowledge addressing phases of change management, motivating and engaging employees, coaching, problem solving, resistance management, and collaboration to best align change management with successful business results.
- Identifying a team/committee to be trained as change management ambassadors or change agents that are dedicated to organizing, developing, and implementing continuous activities, events, collaborative meetings, assessment of change readiness and progress, etc., throughout the transition phases.
- Exemplification of how change management aspects are in alignment and support of the university guiding principles,
- Renewing a service oriented, transparent culture with high expectations and transforming leadership as service to focus on organizational efficiency.
- Incorporating student engagement with staff/faculty throughout the transition process and facilitating the development of UT RGV traditions and culture.

### *Critical Change Management Elements*

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The following is a list of the top 5 critical change management elements that have been vetted and prioritized by the CM group through their research and consultation with subject matter experts.

1. The Change Management (CM) group should schedule a 2-day retreat to work on a detailed ***Change Management Strategy and Plan*** (based on samples provided by UT System) to further direct long term change management process, activities, training, etc. This should be done based on timelines that have been developed by project management team and in coordination with UT System Communication and Engagement Team as well as local and UT System marketing/public affairs personnel. The CM group may opt to invite designated UT System Executive Team members to various portions of this retreat to ensure alignment with the overall strategy.
2. The CM group should have a representative at the UT System Executive Team level, as well as the NUTT and Steering Committee levels to ensure proactive communications and actions to reduce anxiety and resistance.
3. The CM group should have a higher level of authorization to develop and distribute internal communications and plan/host unifying events and activities in support of UT RGV.
4. Internal campus communities should have access to information regarding who serves on which working groups/committees; what individual roles/functions are on each working group/committee, respectively; what each working group/committee's role/function is as a whole; and how long each working group/committee will be in effect.
5. A unifying message, such as "U Are the New U" needs to be communicated and modeled; consider hosting unifying events at various community locations; e.g. consider an "engagement party" that involves faculty, staff and students; consider a joint convocation in the Fall of 2014; consider a "you are a part of the puzzle" event for faculty, staff, students and/or alumni. Note: As part of preliminary report submitted in October 2013, the CM group recommended a unifying slogan/logo of "U R the New U" and is pending response/approval to move forward. UT RGV/Project South Texas website needs to be updated on a more regular basis (in coordination with UT System Communication and Engagement Team).

The following are elements that the CM group has identified to be addressed in coordination with the Communications and Engagement Team.

1. The CM group is not responsible for external or community communications and events (it is responsible for internal communications), yet needs to partner and align closely with the UT System Communication and Engagement Team on key messaging and external marketing campaigns to ensure internal awareness and understanding.
2. UT RGV/Project South Texas Question and Answer page needs to be updated on a more regular basis (work with UT System Communication and Engagement Team).
3. Questions and Answers, and other opportunities for obtaining community feedback, regarding UT RGV and the consolidation process need to be prominently placed on the UTB and UTPA websites.

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## Conclusion

At this stage, the working group has concluded that it is essential that key components (such as those included in the Critical Change Management Elements section above) are addressed, integrated, and appropriate resources are coordinated to provide support and reinforcement throughout the consolidation efforts of UTPA and UTB to create UT RGV.

Continual communication of information to the university community is critical to conveying knowledge and creating a culture of open communication. This includes but is not limited to effective communication among employees and supervisors regarding the mission/vision of the organization, specific goals and objectives in alignment with the mission/vision, and employee engagement opportunities and responsibilities, including appreciation of their commitment and efforts throughout the change.

A complete ***Change Management Strategy and Plan*** must be developed, which incorporates short term and long term transition phases; this can help to create a unified working culture as well as clear communication lines (available in different formats – media, print, face-to-face), training for supervisors and their employees regarding individual and organizational change management, and integration of special unification events that can provide opportunities for employees to interact, bond, and be engaged in the process of change. The creation of a centralized website for communication upon the initiation of UT RGV would serve as a continuous forum for information sharing (similar to the webpage created during the UTB and TSC separation). Any unification events should be held at various university and community site locations and attendance should be strongly encouraged by supervisors at all levels.

In an effort to begin the unification spirit, the change management working group continues to recommend a unifying campaign slogan and logo such as “U Are the New U”, which can aid in communicating employee inclusion throughout the change process. In addition to seeking stakeholder feedback throughout this process, this would reiterate and amplify the importance of everyone’s voice in the creation of UT RGV.

Long term strategies include development of a complete ***Change Management Strategy and Plan*** that includes different phases, appropriate to the stages of the envisioning and development of UT RGV. The plan would include a detailed timeline for tasks related to communication, engagement, education and training, organizational impact analysis, and organizational alignment and readiness assessment. The group has identified the Prosci system as a best practice/resource available from UT System and would recommend, as a piece of this, training for individuals on the ADKAR model, which includes building awareness, creating desire, developing knowledge, fostering ability, and reinforcing change.

## References/Resources

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## **Appendices**

Appendix A: Prosci 2012

Appendix B: Change Management Documents from Susan Franzen, UT System