Creating a Culture of Continuous Improvement on a University Campus Through Kotter’s 8-Step Change Model

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Introduction & Background

• Increasing Pressure
  (Olsen & Scholl, 2014).

• Institutional Effectiveness Processes
  (Eaton, 2001, p. 1).

• Onerous / Burdensome
  (Head & Johnson, 2011).

• Hostile Environment
TAMUC’s Regional Accrreditors

Western Association of Schools & Colleges
Northwest Commission on Colleges & Universities
North Central Association of Colleges & Schools
Southern Association of Colleges & Schools
Middle States Association of Colleges & Schools, Commission on Higher Education
New England Association of Schools & Colleges
Documenting Institutional Effectiveness at TAMUC

- Use results to drive decisions and make improvements
- Strategically Plan
- Results and Plan: Forms are created together to...
  - Develop measurable SLOs and goals
  - Administer assessments
  - Evaluate results

Case Study

• **Purpose & Methodology:** A case study of Texas A&M University-Commerce’s submission status of 349 institutional effectiveness documents for academic year 2015-16 and the university’s subsequent measures following Kotter’s 8-Step Change Model to improve submission status, can provide clarification and insight to creating a culture of continuous improvement.

• **Participants:** Faculty and Staff in each Academic Program and Divisional Support Unit, Department Heads, Direct Supervisors, members of the IE Leadership Team, Deans, and Vice Presidents
TAMUC Submission Status of 349 IE Documents

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<tr>
<th>Area</th>
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What is Kotter’s Model?

1. Create a sense of urgency
2. Build a guiding team
3. Get the vision right
4. Communicate the vision for buy-in
5. Empower action
6. Create short-term wins
7. Don’t let up
8. Make change stick

INSTITUTIONAL EFFECTIVENESS AND RESEARCH

STRICT PLANING FOR INSTITUTIONAL EFFECTIVENESS

Institutional Effectiveness serves as the support and resource center for strategic planning and continuous data-driven improvement. It is the mission of this office to assist and coordinate assessment, facilitate accreditation, assist in the development of new academic programs, and communicate information that supports strategic continuous improvement.

University Strategic Plan

Planning for Effectiveness

Hot Topics in IER

- Access Dashboards
- How to access the Dashboards
- Request Access to WebFOCUS
- WebFOCUS Report Request Form

The deadline for the IE 15-16 Results and 16-17 Plan Forms is October 14, 2016
Step 2

**Unit and IE Author**
- Creates Results and Plan
- Types name on form
- Sends to Department Head/Unit

**Department Head/Unit**
- Comments on form and approves
- Types name on form
- Sends to IE Representative

**Deans (step for academic programs only)**
- Comments on forms
- Electronically signs
- Saves in "Done and Approved" or "Remove for Changes" folder in "IE-To-Review" Shared Drive

**VPs/Provost**
- Comments on forms
- Electronically signs
- Saves in "Done and Approved" or "Remove for Changes" folder in "IE-To-Review" Shared Drive

**SACSCOC Accreditation Liaison**
- Signs all forms

Resources:
- **IE Representative**
  - Comment on forms
  - Types name on form
  - Saves in "IEL Shared Drive" by 10-14-16 and notifies the IE Coordinator

- **IE Coordinator**
  - Attaches signature sheet to form
  - Saves form in "IE-To-Review" Shared Drive
  - Notifies Deans, VP forms are ready for review

- **Resources: IE Coordinator**
  - Emails Author, Department Head/Unit, IE Representative and Dean that changes are needed OR notifies VP/Provost forms are ready for review

Step 3

Academic Program's Points of Pride

Feel free to share what the academic program is most proud of after collecting and analyzing the 15-16 results.

The senior portfolios are probably the highest point of pride. The students can look back over their years of study when gathering information on their accomplishments. Their best work is showcased in one binder, which they can update and expand in the future. Most students do a good job in presenting themselves professionally in this portfolio and the academic program and department can be assured to have provided the students with the knowledge and skills they need to start/continue their careers.
INSTITUTIONAL EFFECTIVENESS AND RESEARCH

INSTITUTIONAL EFFECTIVENESS

STRATEGIC PLANNING FOR INSTITUTIONAL EFFECTIVENESS

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UNIVERSITY STRATEGIC PLAN

IE Leadership Team

The Institutional Effectiveness Leadership Team (IELT) has been charged to work directly with the IE Authors of their respective colleges, schools, and divisions. The efforts of the representatives on the IELT ensure that documentation is submitted at the appropriate times so that program student learning outcomes and support unit goals are annually assessed and any modifications are based on the results of those assessments. This effort ensures we accomplish our mission as a university and that we strive to provide the optimal educational experience for every student.

Institutional Effectiveness documents and resources can be found on our webpage.
Step 6

Celebrate
Step 7
Step 8

Thanks a million!
Results

TAMUC Submission Status of 349 IE Documents before implementing Kotter’s 8 Step Change Model

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TAMUC Submission Status of 379 IE Forms after implementing Kotter’s 8 Step Change Model

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Discussion
References


