Change Management for QM Implementation: What You Need to Know

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Presentation for QM Elevate 2023

# Introductions & Goals for this session

GOALS

- Introduce the CEQA
- Introduce challenges in change management for the CEQA
- Offer advice on meeting those challenges
- Summarize the best parts of the literature on this topic
- Offer insights on the QM research on this topic

Introductions

- Who do I have joining me today?
  - Please put in the chat your role at your organization

The CEQA
Continuum of Excellence in Quality Assurance

Ad-Hoc

Quality Assurance

Continuous Improvement

Benchmarking

Institutional Change
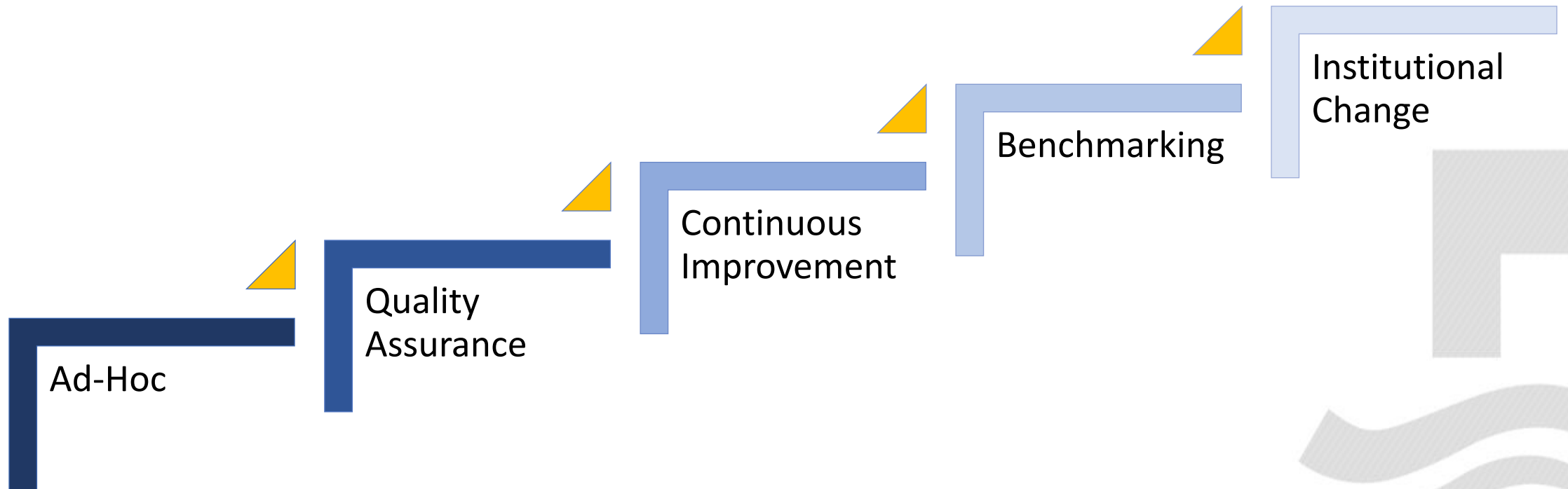
Where does your organization sit?

1. **Ad Hoc** - Set quality expectations & provide resources, introduce QM & QA
2. **Quality Assurance** - Differentiating quality and acting on it, structure the process
3. **Continuous Improvement** - Improvements based on evidence from evaluation, define & use data
4. **Benchmarking** - Share evidence of quality through certification, certify & showcase
5. **Institutional Change** - Align institutional structures to continue to support quality

- Please post in the chat at what point in the Quality Assurance process you believe your University/College/School stands?
- Note – a "0" or pre-work is an acceptable response

A few keys to progressing along the CEQA

KEEN CHANGE MANAGEMENT SKILLS!

THE RIGHT TEAM

GOOD PLANNING

MAKING SURE YOU HAVE THE RESOURCES

Change Management – the real story

- Is messy
- Frustrating
- Full of fits and starts
- Often fails
- Takes superb leadership
- Takes setting a vision and sticking to it
- Takes intestinal fortitude
- Some institutions are flexible and adaptive and change easily
  - *Typically, this does not include higher education*

More Change reality: especially for QM

Is a team sport

Often needs a crisis or tipping point

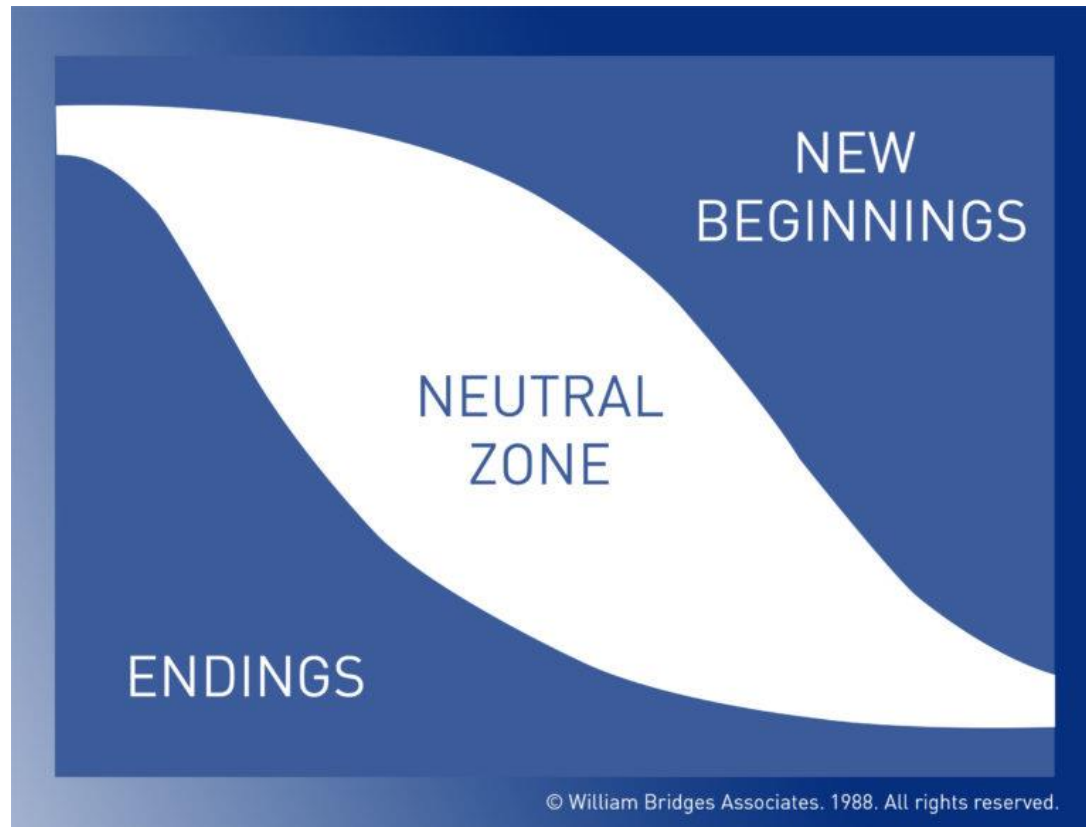The "pain" of the status quo must be more than the "pain" of the change

Let's look at what the literature says…

Classic Model of Change

Source: Kotter, J. P. (1996). *Leading change.* Boston, MA: Harvard Business School Press

Step 1: Increase Urgency

Step 2: Build Guiding Team

Step 3: Develop the Vision

Step 4: Communicate for Buy-in

Step 5: Empower Action

Step 6: Create Short Term Wins

Step 7: Don't Let Up

Step 8: Make Change Stick

Transitioning – a critical part of the process (that most people have never heard of!)

NEW BEGINNINGS

NEUTRAL ZONE

ENDINGS

- Change is the external situation you have envisioned will take place: (examples include a new business strategy, a merger or institutionalized online quality)

- Transition is the inner psychological process that people go through as they internalize and come to terms with the new situation.

- Change will only be successful if change agents and leaders address the transition that people experience during change (accepting the ending, uncertainty during neutral zone & accepting the new).

Knowing Change Isn't Easy Reframes the Process

• Earlier stages are potentially much bigger hurdles with resistance to change (endings)

Ad-Hoc

Quality Assurance

Continuous Improvement

Bench-marking

Institutional change
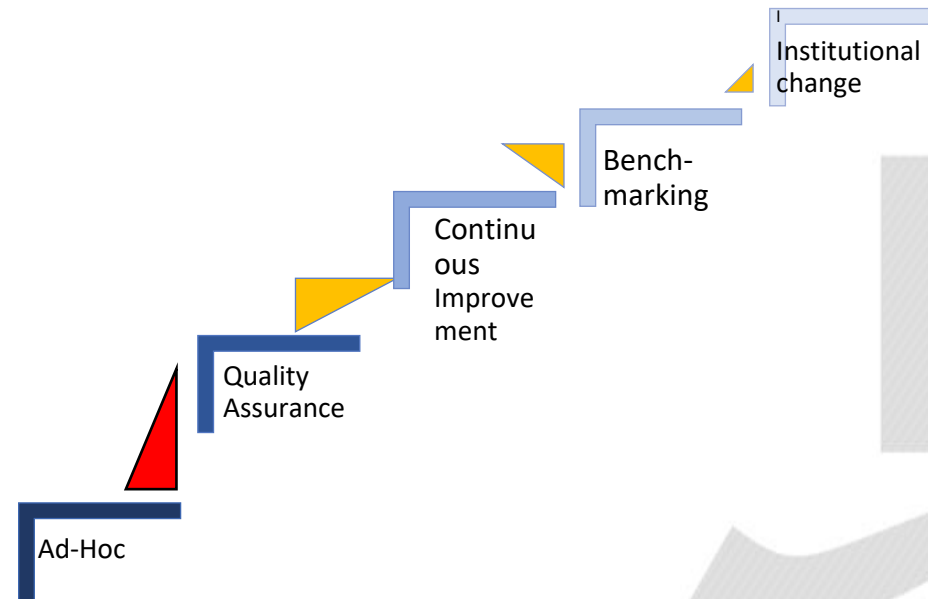
Pre-Work – Conceptualize your Change Effort

- ==Our research has shown this is a critical differentiator between schools that make significant progress and those that creep along:==

- ==Create a Vision/Implementation Plan: What are Your QM/QA Goals? Who needs to be involved to accomplish these goals?==

- Sample: *Within a three year timeframe our University will have demonstrate a clear commitment to quality online teaching and student success in the online environment.*

- Who are the members of the team that will be critical to make this happen?

- What are the resources needed? Who can approve those resources?

Pre-Work – Conceptualize your Change Effort (cont.)

- What type of change effort is it?

- Is this a culture change?

- Is it incremental or transformational change for your organization?

- Is it anticipatory or reactive?

- Do you anticipate resistance?

= do you need a sense of urgency??

(DISCUSS: did COVID and shift to REI help us or hurt us??)

Pre-Work: Identify Relevant Stakeholders
Who needs to buy-in to the change effort?

- Put in chat – what groups have been most instrumental in your QA change efforts?

Getting Started – Ad Hoc

Assemble your team and appoint a "go to" person or people as QM Experts.

Champions articulating the vision

Who are potential early adoptors?

Include all stakeholders in conversation.

Gain buy-in

Encourage faculty and staff to take workshops on applying QM Rubric.

Dispel myths about what QM is or isn't (reduce anxiety about the change)

Moving from Ad Hoc to QA

Enablers:

- Sense of urgency
- Is there a mandate from a state system?
- Incentives
- Have faculty at your institution talk to faculty at other institutions that have already adopted QM
- Build coalitions
- Celebrate small wins
- Empathy to the reasons behind the resistance

Structuring the Process

1

Fit the QM path to the needs and goals of your institution.

- Tweak Implementation Plan if needed (is a dynamic document)

2

Use QM tools such as the Design Guide and/or create institutional tools such as LMS organizational templates as aids.

- Use to expand "early adopters" group

3

If possible, train IDs on applying the rubric and designing with QM

- Expand the coalition

Moving to Stages 3 & 4

- Time to reevaluate and tweak approach:
  - Was there a vision established?
  - Was it widely communicated? Now is time to communicate more
  - Who is still struggling, one-on-one interventions
- Recognize is often not a trajectory, but "fits" and "starts"
- Patience is challenging but required

Use Data to Move Things Along

Use QM Data to evaluate efforts

Who still isn't part of the coalition? Use data (e.g. on student improvement) to convince them

Ask faculty for feedback

What do they need more help with?

Reach out to QM Research if interested in designing "Before & After" studies

Would promote even more robust data to promote change

Incorporate student feedback

Students can be allies & part of the coalition too

Showcase Accomplishments!

Recognize certified courses

QM Certification Mark, QM web list, share via email and social media, certain number of course in a major/program

Promote faculty achievements

Course certifications, Reviewer roles

Gather and share feedback & experiences

Recognize in meaningful ways

Share across system and with larger community

At this point near end of transition phase, promote "big wins", aim higher (e.g. Program reviews)

Success Stories of those at Later Stages

QM Research wants to hear them

Contact us!!

Thank you for listening and engaging!

- Questions/Comments?

- Please contact me:
altman@tamuct.edu

- Or see me at QM Connect!

A Quality Matters Event

QA Elevate

Virtual Retreat