



Tips for Transitioning: Building Momentum for QM Implementation at Your Institution

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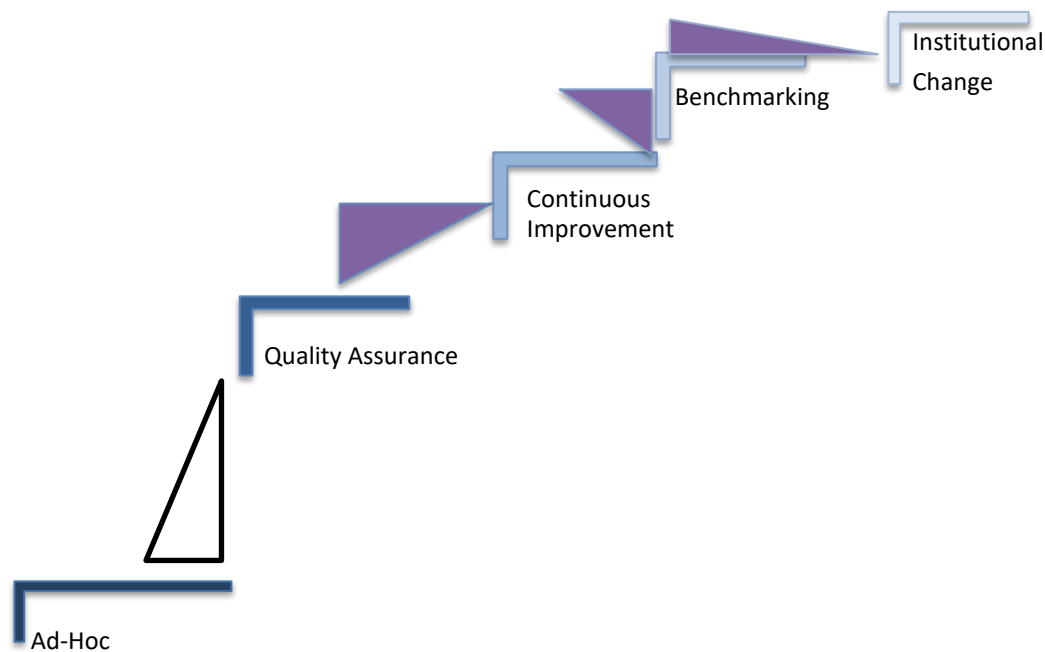
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Implementation: The Ideal vs. the Reality

Ideal: The QM Continuum of Excellence – shows an even trajectory through 5 stages:

Ad-Hoc (introduce QM and Quality Assurance) – *Quality Assurance* (Structure the Process) – *Continuous Improvement* (Improve Based on Evidence/Experience) – *Benchmarking* (Share Evidence/Certify & Showcase) – *Institutional Change* (Align Institutional Structures to Systematically Support Quality)

Reality: Change Management is: Messy – Full of fits and starts – You will meet resistance - Takes Vision and Champions – Requires Adapting, so model may look like this:





Making Change Happen

Address the Transition: Change agents/leaders should lead with the knowledge that an internal psychological transition must take place in order for individuals to feel good about and carry out the change. “Transition” is letting go of the old system, proceeding through a neutral zone of uncertainty and then finally, having a new beginning and accepting the change.

Determine Your QM/QA Goals/Design an Implementation Plan/Vision you are trying to achieve: This can be done as a group to create buy-in. If you decide, for example, to demonstrate a clear commitment to quality online teaching and student success, you might measure that by tracking over time:

- # or % of faculty taking [QM Professional Development](#)
- # or % of courses meeting [QM Standards in internal course reviews](#)
- # or % of courses meeting [QM Standards in official course reviews](#)
- # of online programs with [QM Program Certification](#)

Determine Your Starting Point and the Tools You Have to Reach Your Goals:

- Are you at the Ad-Hoc level, the Quality Assurance level, or at a 0/Pre-Work level?
- Is there budget money to support your efforts?
- Who are the stakeholders and what is their role?
- Do you have a “champion” to energize your efforts?

Moving from One Stage to the Next:

Ad Hoc to Quality Assurance

- Build a sense of urgency and a coalition to capitalize on it
- Provide empathy as well as incentives and people at other institutions to whom your stakeholders can listen
- Celebrate the small wins!

Quality Assurance to Continuous Improvement and Beyond

- Evaluate initial goals and how well they were met
- Keep communicating with all stakeholders
- Provide extra assistance to those who are struggling
- Reach out to QM for guidance

Remember That Patience Is the Name of the Game!