

Change Leadership Constituent Group

Report from EDUCAUSE 2001 meeting of Monday, October 29, 2001

Indianapolis

Leaders: Dennis Trinkle, DePauw University; Robert Renaud, Connecticut College

Lively discussion with more than 50 participants. Highlights of session:

- How to deal with Hierarchies
- How to break down Hierarchies
- Private sector contrasts
- Change among staff
- How to involve Faculty
- Convince Administration to support change and faculty IT use.
- What changes are worth making
- How to bring staff along to new technologies
- Transition away from hierarchical practices
- Leading with scarce resources

Factors Driving Change

- New Leadership
- High – Level sponsorship
- Use clear strategy for team formation and planning
- Link to rewards
- Educate Upward
- Power of repetition
- Academic employment culture
- John Kotter, “Leading Change”
- Start small, convince people
- People change because
 1. Dissatisfaction with status quo
 2. Incentive
- Value of systems thinking
- “Changing Faculty is Like Moving A Cemetery – You Don’t Get Any Help From the Residents.”
- Senge, Change Lit.
- Apply models of change to faculty
- Need to understand nature of change, stages of grief
- Leverage early adopters
- What’s in it for them”
- Assumption that change means just doing more