



Change Leadership Constituent Group Meeting Minutes

Session: Thursday, November 6, 12:45 – 2:05 p.m. (50 participants)

Facilitators: **Robert Renaud**, Vice President and CIO, Dickinson College
Dennis A. Trinkle, Coordinator of Information Services and Technology, DePauw University

TOPICS IDENTIFIED WITH NUMBER OF OCCURRENCES

- Organizational structure
- New technologies
- Retraining
- Leading change in a period of constrained resources and budget changes (4)
- Business process reengineering (9)
- Communication (2)
- Conflict resolution
- Library/IT partnerships
- Relationship building
- Continuous improvement
- Strategic planning (2)
- Cultural changes (2)
- Changes in senior management

SUCCESS STRATEGIES, RESOURCES

- Project estimation that helps to set priorities
- Let priorities be set by senior management and campus committees, not IT unit
- Establish sound technical architectures to control variations
- Use stakeholder committees
- Follow an annual planning cycle
- Establish campus wide technical and process standards

SUCCESS STRATEGIES, REENGINEERING

- Change organizational structures to align with new workflows
- Dedicate project staff well in advance of implementation
- Backfill staffing for ERPs
- Develop core, generic competencies for all staff to facilitate shifts during implementation
- Be honest with senior management

Submitted by:

Robert Renaud (renaudr@dickinson.edu)

Vice President and CIO

Dickinson College