



# Seeds for Change

ABCD  
consultants

# Our Goal

To move Independent University to a place of enrollment growth and fiscal stability under the leadership of a team with a health and growth mindset.

**Seeds for Change**



# The Urgency

“Establishing a sense of urgency is crucial to gaining needed cooperation. With complacency high, transformations usually go nowhere because few people are even interested in working on the change problem.”

(Kotter, 2012, p. 38)

**Seeds for Change**



# The Guiding Coalition = the Dream Team

- committed to and set the course for change
- broad based, diverse
- maintain a level of trust
- rally support and resources from the organization
- small enough to be effective

**Seeds for Change**



# Recommendation for the Guiding Coalition

- President
- Board of Trustees member
- Key Alumni
- Faculty representatives
- Staff representatives

**Seeds for Change**



# The Importance of the Guiding Coalition

“Without a powerful guiding coalition, change stalls and carnage grows.”

(Kotter, 2012, p. 67)

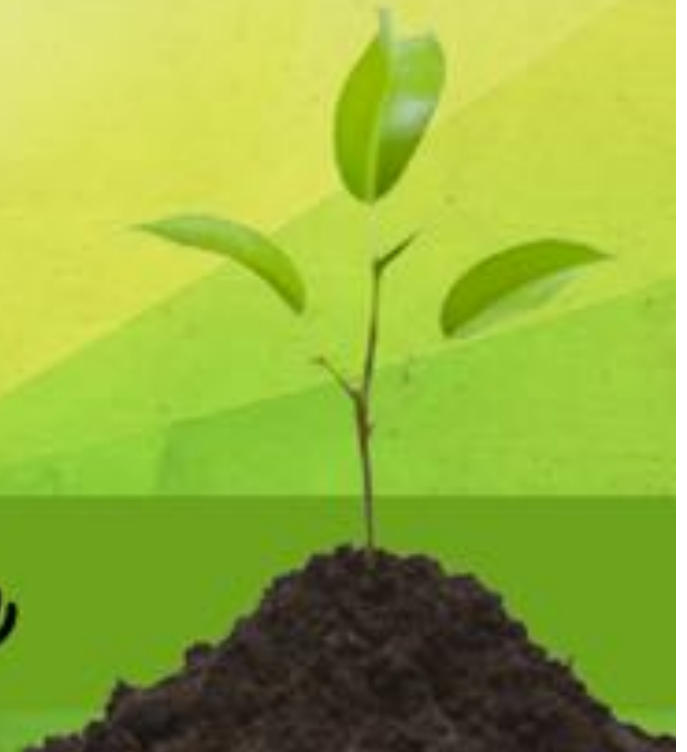
**Seeds for Change**



# Vision

- Trust
- Fiscal Stability

**Seeds for Change**



# Our Goal

To move Independent University to a place of enrollment growth and fiscal stability under the leadership of a team with a health and growth mindset.

**Seeds for Change**





# Strategy

## Trust

- Past - acknowledge and address the past
- Present – assess where you are now
- Future – where are we going

**Seeds for Change**

A small green seedling with three leaves growing out of a mound of dark soil. The background is a light green gradient with a faint, stylized landscape of hills.

# Strategy

## Fiscal Stability

- Market assessment – what will sell
- Quick initiative to generate income
- Student retention studies and initiatives

**Seeds for Change**

A small green seedling with three leaves growing out of a mound of dark soil. The background is a light green gradient with faint, stylized mountain shapes.

# Generating short term wins

- President - six months to a year focus
  - one on one visits with key alumni
  - build relationships
  - opportunity to know him and his vision
  - focus on trust in the leadership

**Seeds for Change**

A small green seedling with three leaves growing out of a mound of dark soil. The background is a light green gradient with faint, stylized hills.

# Generating short term wins

- Town Hall meetings for current students
  - express their thoughts about the university
  - use insights gained for retention issues
  - basic survey of students who have not returned to determine retention factors
  - focus on retention and trust

**Seeds for Change**



# Generating short term wins

- Mobilize business faculty to launch a non-traditional Bachelor of Business Management Adult Degree program
  - one cohort ready to launch in six months
  - mobilize enrollment office for immediate recruitment and enrollment
  - focus on enrollment growth generating cash flow.

**Seeds for Change**



# Communicate and Empower

The future is always highlighted as being different from the past. Leaders can demonstrate their support of the future change not by criticizing the past but by symbolically burying it and articulating their optimism for a new, successful future.

(Cameron & Quinn, p.115)

**Seeds for Change**



# Create Five Year Plan

- Continue to focus on rebuilding trust in the leadership
- Address identified retention issues
- Incrementally add additional non-traditional adult degree programs

**Seeds for Change**



# Move Forward

Build on wins and mobilize for more change.

**Seeds for Change**





# Make it Grow

Establish strong roots for  
the future.



**Seeds for Change**

# References

Cameron, K.S. & Quinn, R. E. (2006) *Diagnosing and changing organizational culture*. San Francisco: Jossey-Bass

Kotter, J. P. (2012). *Leading change*. Boston: Harvard Business Review Press.

**Seeds for Change**

A small green seedling with three leaves growing out of a mound of dark soil. The background is a light green gradient with faint, stylized mountain shapes.



# Seeds for Change

ABCD  
*consultants*