

Lesson Learned in Managing Change and Transformation at RIT

A Gender Equity Focus



How it Started

RIT began its NSF ADVANCE funded transformation journey in pursuit of a more inclusive campus environment over a decade ago when a team of faculty were awarded an NSF ADVANCE IT-Catalyst grant (#0811076).

Research & Strategy

Results from the campus self-study which resulted informed the creation of a detailed institutional transformation strategy in 2011 which adopted a multi-frame organizational analysis approach (Bolman & Deal, 1991) in order to reframe and improve our understanding of the organization as well as the portfolio of proposed interventions. The NSF ADVANCE institutional Transformation (IT) award was received in 2012 (NSF ADVANCE 1209115).

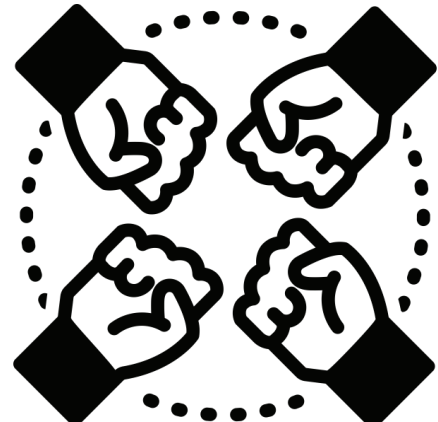
Key Takeaways

Many lessons were learned during the transformation journey involving the complexity of organizational transformation and several main takeaway which follow:



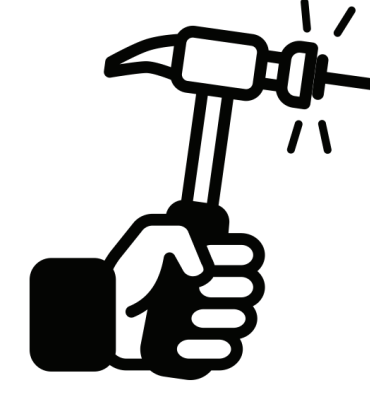
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1. strong project motivation is essential



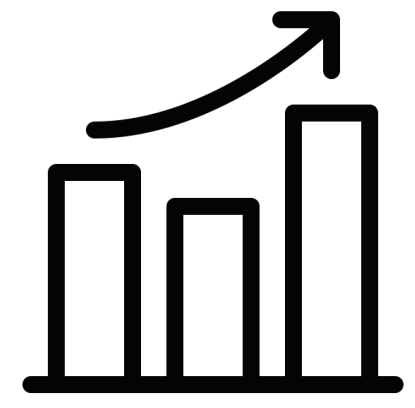
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2. continuously invest in and build the team



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3. use tools creatively



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4. reflect and refine continuously



Conclusion

The use of the Bolman & Deal's (Bolman & Deal) re-framing and analysis approach integrated with Kotter's (Kotter) change process model enabled the team to create and roll-out innovative interventions while improving the team's ability to identify and successfully navigate barriers and roadblocks, thus increasing the odds of success for the overall transformation effort. Most importantly, the approach helped the team understand why some interventions were so much harder than others. Strong motivators led to a team that developed higher levels of resilience, courage, creativity, and enthusiasm as the members reimagined their future careers. The journey was motivated by the idea that the grant work would improve the learning environment for RIT students and the working environment for faculty and staff. Large, complex problems like transforming a university are more solvable by a highly functioning, highly motivated team who use tools effectively to methodically work towards achieving their goal.

Next Steps

The NSF ADVANCE IT award was made in 2012 and has been underway ever since with institutionalization occurring in 2018 to create the AdvanceRIT program within the office of Provost at RIT.

Bolman, L. & Deal, T. (2017). Reframing organizations: Artistry, choice, and leadership (6th ed.). Hoboken, NJ John Wiley & Sons, Inc.

Lewin, K. (1947a). 'Frontiers in group dynamics'. In Cartwright, D. (Ed.), Field Theory in Social Science. London: Social Science Paperbacks.