Controlling for change: A consolidation case study

May 20, 2013

Beth Brigdon
VP for Institutional Effectiveness
Learning Objectives

- Understand the importance of identifying and engaging key stakeholders throughout the change process
- Identify key strategies that can be used to identify and mitigate risks during periods of change and disruption
- Describe how to balance “must do” tasks (for compliance, operations, etc.) with “optional” tasks that will minimize opposition to change
- Describe the types of management processes that provide the best coverage for organizations experiencing a change management event
- Understand the relationships between stakeholders during periods of change, and how to best emphasize these connections
First...a little context

- May 2011: Hank M. Huckaby named Chancellor
- Oct 2011: Consolidation Initiative Launched
- Nov 2011: Consolidation Principles embraced
- Jan 2012: BOR approved 4 consolidations

12 months later.....
The playbook was kinda thin....

• University of Toledo in 2006
  – University of Toledo
  – The Medical University of Ohio

• University of Colorado Denver in 2004
  – University of Colorado at Denver
  – University of Colorado Health Sciences Center

• Virginia Commonwealth University (VCU) in 1968
  – Medical College of Virginia
  – Richmond Professional Institute
But the BOR Expectations were clear...

Six principles used to assess potential consolidations:

• Increase opportunities to *raise education attainment* levels.
• Improve accessibility, *regional identity*, and compatibility.
• **Avoid duplication of academic programs** while optimizing access to instruction.
• Create significant potential for *economies of scale* and scope.
• Enhance *regional economic development*.
• **Streamline administrative services** while maintaining or improving service level and quality.
## Institutional Profiles
### Prior to Consolidation

<table>
<thead>
<tr>
<th>Institution</th>
<th>Founded</th>
<th>Fall 2011 Enrollment</th>
<th>Enrollment from Columbia and Richmond</th>
<th>First-Year Retention</th>
<th>Six-Year Graduation</th>
<th>FY11 Degrees Conferred</th>
<th>FY12 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Augusta State University</td>
<td>1925</td>
<td>6,741</td>
<td>67.5%</td>
<td>68.5%</td>
<td>24.5%</td>
<td>1,097</td>
<td>$69.6M</td>
</tr>
<tr>
<td>Georgia Health Sciences University</td>
<td>1828</td>
<td>2,948</td>
<td>16.5%</td>
<td>N/A</td>
<td>N/A</td>
<td>840</td>
<td>$632.4M</td>
</tr>
</tbody>
</table>
Georgia Regents University

- Became one of only four public comprehensive research institutions in the state of Georgia.
- Is the state’s only public academic health center with an aligned and integrated health system (>\$1 billion in total budget)
- Includes Nine colleges including:
  - The Medical College of Georgia, our nation's 13th-oldest medical school
  - The state's sole dental college
  - Multiple satellite campuses & off-site instructional locations
  - 125 academic programs
- Enrolls nearly 10,000 students
- Has a workforce of 1,000 full-time faculty and 5,000 staff
- Boasts a growing intercollegiate athletics program
- Is comprised of 650 acres of campus and nearly 150 buildings
Challenges Initially Identified

- Significant differences exist in institutional mission, organization, and governance.
- Complexity associated with current Health System structure would be further complicated by integration.
- Branding and identity issues exist.
Risks Identified by the combined workforce

CULTURE DIFFERENCES
Unclear Vision
Fear of Unknown
faculty concerns
Communications
Leadership
Funding & Resources
Inequality
speed of change

DECISION MAKING PROCESSES
Leading Change

Through
Structured Processes
And
Building on a Foundation of
Project Management Principles
### Change

<table>
<thead>
<tr>
<th>Project/Initiative</th>
<th>Purpose</th>
<th>Particulars</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is the project or initiative that requires change?</strong></td>
<td>Why are we changing?</td>
<td>What are we changing?</td>
<td>Who will be changing?</td>
</tr>
<tr>
<td></td>
<td>Goals?</td>
<td>Job roles?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Outcomes?</td>
<td>Processes?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tools?</td>
<td></td>
</tr>
<tr>
<td>Project/Initiative</td>
<td>Purpose</td>
<td>Particulars</td>
<td>People</td>
</tr>
<tr>
<td>-------------------</td>
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</tr>
</tbody>
</table>

- **What % of the purpose is dependent upon people doing their jobs differently?**

- **How much of the purpose can be achieved if people do not adopt the change?**
## Moving through the Change Process

### Future State
**from Organization’s Perspective**
- What is the organization trying to achieve with the initiative/project/change?
- What is the purpose outlined in the project charter?

### Future State
**for 5 Individuals Impacted by Change**
- Think about 5 individuals who will be impacted by the change
- Be able to describe the future state from their perspective – how will their job be different?
Guiding Individual Change

**Awareness** of the need for change

**Desire** to participate and support the change

**Knowledge** on how to change

**Ability** to implement required skills and behaviors

**Reinforcement** to sustain the change

ADKAR and “Awareness Desire Knowledge Ability Reinforcement” are registered trademarks of Prosci, Inc.
A Model for Individual Change

Everyday tons of detergent and millions of gallons of water are used to wash towels that have only been used once.

THE CHOICE IS YOURS:

A towel on the rack means “I will use it again.”
A towel on the floor means “Please replace.”

Thank you for helping us conserve the Earth’s vital resources.

Learn more about our environmental program by clicking “Destination Earth” at www.wilddunes.com

Awareness
Desire
Knowledge
Ability
Reinforcement
Change is a Process

Application of knowledge, skills, tools, techniques and structured processes to implement projects.

Current  Transition  Future

Project Management  Implementation  People

Change Management

Application of a structured processes and tools to enable individuals or groups to transition through the change.

Source: Prosci Inc.
Change is a Process

Current | Transition | Future

Solution is Effectively Implemented
People Embrace and Adopt the Solution

SUCCESSFUL CHANGE

Source: Prosci Inc.
How We (Institutional Effectiveness) Supports Project & Change Management
3 Steps...

1. Use structured tools & processes based on the PMBOK for project management
2. Integrate change management into the existing project management tools and processes
3. Place an intentional focus on the impact of change on people

+Training & Support
Structured PM tools & processes

- Project charters and/or Team Charters
- Roles & Responsibilities Matrix
- Schedules
- Standardized task lists that are evaluated for each project
- Meeting management tools
- Status reporting tools
<table>
<thead>
<tr>
<th>Potential Project Name/Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Requested By</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Background &amp; Business Need</strong></td>
<td>improve a business function. What is the current state?</td>
</tr>
<tr>
<td><strong>Project Scope Statement:</strong></td>
<td>All the project and describes what the customer or organization will get from the project.</td>
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<tr>
<td><strong>Project Objectives/Deliverables</strong></td>
<td>The project is complete? Include the benefits of the project.</td>
</tr>
<tr>
<td><strong>Key Stakeholders:</strong></td>
<td>List the key stakeholders for the project. Stakeholders that are actively involved in a project are affected by its outcome, or can influence the project. These stakeholders or representatives may be invited to participate in the project.</td>
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<tr>
<td><strong>Stakeholder/Stakeholder Group</strong></td>
<td>Role In Project or Impact</td>
</tr>
<tr>
<td><strong>Required Resources:</strong></td>
<td>Identify the known resources that management is willing to commit to the project. Human resources include key individuals, teams, organizations, subcontractors or vendors. Other resources could include funding, computer, software, devices, software tools, and training. What level of change management team or change management representatives are needed?</td>
</tr>
<tr>
<td><strong>Boundaries:</strong></td>
<td>What will not be included</td>
</tr>
<tr>
<td><strong>Assumptions:</strong></td>
<td>What assumptions were made in the project?</td>
</tr>
<tr>
<td><strong>External Dependencies:</strong></td>
<td>Notes, such as specific technologies, third-party software, or any other related projects or initiatives.</td>
</tr>
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</table>

**What is the risk if people don’t change or are slow to change?**

**Whose day-to-day work will be impacted?**

**What level of change management is needed?**
High-level Project Organization Chart

**Executive Leadership**
Champion for the project. Provides high-level direction, authority, and resources. Removes roadblocks.

**Project Leadership**
Provides day-to-day leadership for planning, implementation, and closing. Resolves issues and escalates when needed.

**Sponsor**
Supports the Sponsor & Project Leader. Provides high-level direction and input.

**Advisory or Steering Team**
Provides subject matter expertise, functional/subject matter expertise, ownership, leadership, and accountability for assigned project results.

**Project Manager**
Provides process expertise, tracking and reporting.

**Change and/or Communications Team**
Consider the impact on people as a result of the project or project results to determine need for this team.

**Core Team**
Provides leadership of the day-to-day activities of the project in support of the planning and implementation of the project plan.

**Functional Team**
Provides subject matter expertise and functional/subject matter expertise as subject matter experts as needed.

**Project Resources**
Critical resources that can be brought in as subject matter experts as needed.
### Standardized Task List for Initiation & Planning Phases

#### Initiation Phase

<table>
<thead>
<tr>
<th>Task Number</th>
<th>Task Description</th>
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<tbody>
<tr>
<td>1.10</td>
<td>Meet with Project Leader and/or Sponsor</td>
</tr>
<tr>
<td>1.20</td>
<td><strong>CM - Assess the size and nature of the change for individuals</strong></td>
</tr>
<tr>
<td>1.30</td>
<td>Develop initial charter document (include CM in key stakeholders section)</td>
</tr>
<tr>
<td>1.40</td>
<td>Meet with Project Leader and/or Sponsor to review charter</td>
</tr>
<tr>
<td>1.50</td>
<td>Gain approval from Project Leader and Sponsor on project charter</td>
</tr>
<tr>
<td>1.60</td>
<td>Schedule kick-off meeting with key stakeholders (include membership from people change stakeholders)</td>
</tr>
<tr>
<td>1.70</td>
<td>Develop and send prework for critical issues and kick-off meeting to key stakeholders</td>
</tr>
<tr>
<td>1.80</td>
<td><strong>CM - Assess the organization affected by the change and conduct assessments as applicable</strong></td>
</tr>
<tr>
<td>1.90</td>
<td><strong>CM - Develop a Change Management Strategy</strong></td>
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<tr>
<td>1.10</td>
<td>Hold kick-off session</td>
</tr>
<tr>
<td>1.11</td>
<td>Document results of kick-off session brainstorm and critical issues</td>
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<tr>
<td>1.12</td>
<td>Hold initial risk assessment meeting with Project Leader and other Key Stakeholders</td>
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<tr>
<td>1.13</td>
<td>Determine Project Leader, Project Manager and other key team members</td>
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<tr>
<td>1.14</td>
<td>Receive approval to move into the Planning Phase</td>
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</table>

#### Planning Phase

<table>
<thead>
<tr>
<th>Task Number</th>
<th>Task Description</th>
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<tbody>
<tr>
<td>2.10</td>
<td>Finalize Project Organization &amp; Roles Matrix</td>
</tr>
<tr>
<td>2.20</td>
<td>Charter and hold kick-off for each sub team</td>
</tr>
<tr>
<td>2.30</td>
<td>Develop risk plan for identified risks</td>
</tr>
<tr>
<td>2.40</td>
<td>Develop initial list of tasks to be completed -- based on critical issues session results</td>
</tr>
<tr>
<td>2.50</td>
<td>Hold WBS sessions with sub teams to develop a more detailed task list and resource requirements</td>
</tr>
<tr>
<td>2.60</td>
<td>Develop initial project schedule</td>
</tr>
<tr>
<td>2.70</td>
<td>Develop the Project Management Plan</td>
</tr>
</tbody>
</table>
Include any issues having to do with lack of acceptance or resistance to the change

What are you hearing?

What are your recommendations for dealing with change issues?
How Can You Lead Successful Change?

Through Active and Visible Executive Sponsorship

• Active sponsorship/leadership is the top contributor to successful change
• Results in less resistance and faster adoption of change

Source: Prosci Inc.
The Role of Sponsor/Leader of Change

1. Participate actively and visibly throughout the project and change

2. Build a coalition of sponsorship with your leadership and management team and manage resistance together

3. Communicate directly with employees
   – The person they report to is critical
   – A leader at the top – for messages about why the change is being made and the risks or costs if no change is made.

Source: Prosci Inc.
Lessons Learned

GRU CONSOLIDATION
Consolidation Lessons Learned GRU

✔ Used Structured Process & Roles
  • Dedicated project management support
  • The Consolidation Action Team (CAT) met regularly & took action
  • Created project organization structure
  • Initiated individual focused work teams
  • Appointed co-team leaders – ASU/GHSU
  • Chartered the teams and provided consistent tools/templates
High-level Project Organization

Consolidation Working Group for ASU & GHSU
21 Members Appointed by the BOR

Project Sponsors
Dr. Ricardo Azziz, Dr. William Bloodworth

ASU & GHSU Consolidation Action Team (CAT)
Carol Rychly, Therese Rosier, Kathy Schofe, Ray Whiting, Beth
Brigdon, Gretchen Caughman, Roman Cibirka, Phil Howard

Project Management Team
Kay Roman, Project Management
Resources, Mickey Williford, Accreditation
Resources

Work Teams Work Teams Work Teams Work Teams Work Teams Work Teams
### Project Organization

- **50 Total Work Teams**
  - With additional Sub-teams
- **All required to develop planning documents**
  - Situation Analysis
    - How are we alike? Or not?
    - Size of units
    - Services offered/Customers served
  - Potential Risks and Prevention/Mitigation Strategies
  - Opportunities
  - Lessons Learned from Peers
  - Major Tasks/Milestones
  - Deliverables for
    - SACS prospectus
    - Implementation within 30 days
    - Site visit
    - 0-6 months
    - 1-2 years
    - 3-5 years
Consolidation Lessons Learned GRU

✓ Provided Training
  1. Project organization
  2. Work team charge
  3. Overall timeline
  4. Planning document template
  5. Status report template
  6. Change request process
  7. Meeting guidelines
  8. Communications Process
Transition Management Training for Work Team Leaders

**Endings**
Dealing with Loss
Anxiety, Blame, Fear, Shock, Uncertainty

**Transitional Period**
Anxiety, Confusion, Uncertainty, Undirected

**Setting New Goals**
Acceptance, Commitment, Enthusiasm, Trust

**New Beginnings**
ASU-GHSU Consolidation

2012
- Campuses Provide Input on Mission, Vision & Values - Feb. 29 - March 9
- Work Teams Submit Plans - March 9
- CAT Planning Document Feedback to Work Teams March 12-22
- CAT Revise Mission, Vision, & Values

2013
- Work Teams Implement Plans - Mar. 19 - Aug. 31
- Consolidation Working Group Review Mission, Vision, Values
- Submit Mission, Vision, Values to BOR - Mar. 23
- BOR Meeting Review/Approval of Mission May 8-9
- Submit Name Options to BOR - July 1
- BOR Meeting September 11-12
- Submit Joint Prospectus to SACSCOC by Oct. 1
- SACSCOC Annual Meeting Dec. 8-11

DOE Request for Approval
Implementation within 30 days of SACSCOC Approval
SACSCOC Site Visit Within 6 Months
Consolidated Financial Aid Awards and Course Catalog
Consolidation Lessons Learned GRU

✓ Leveraged Structured Communications
  – Implementation of the CAT team
    • Met weekly
    • Served as the central point of communications
  – Clarified role of CWG
  – Outlined clear process for high-level communications and decision making
  – Created the consolidation web space

Consolidation Action Team

Presidents for Clarification or Decisions

Consolidation Working Group

BOR as Needed
Consolidation
Work Team Charge

Sponsoring Group: Consolidation Action Team

Co-Leaders:

Responsibilities & Deliverables Continued:
1. Compliance with SACS Principles of Accreditation – as assigned in the SACSCOC Standards Work Team Crosswalk document – and the required documentation (to be provided by Mickey Williford)
2. Recommendations for business process alignment
3. Recommended resources/staffing & support model with organization charts with positions only
4. Recommended policies and procedures for the consolidated entities to be codified after approval
5. Plans for complying with regulatory agencies

Boundaries:
This work team will manage the day-to-day efforts of planning and implementing a consolidation plan for the [insert functional area(s)]. The work team is accountable for making decisions to ensure efforts are continuing and meeting the agreed-upon time frames. The work team will escalate issues to the Consolidation Action Team.

The work team will make specific consolidation recommendations to the Consolidation Action Team for approval.

Budget/Resources:
- Kay Roman, GHSU Enterprise Project Management Office, for facilitation, project management, reporting, tracking, and other process support and services
- Templates for initial work team plan (see #1 under deliverables)
- Templates for meeting agendas, action minutes, task lists, and ongoing reporting
- Performance Improvement Unit within GHSU Institutional Effectiveness for business process analysis and improvement support
- Consolidation Action Team for issue escalation and decision-making as needed
- No budget allocated for this work team; however, the workgroup will be responsible for identifying costs required for the consolidation

Meeting Schedule:
Work team will determine its own meeting schedule.

Operating Guidelines:
1. Work team will follow standard meeting ground rules and will rotate the meeting leadership as the work team decides.
2. Decisions will be made by consensus using effective problem-solving and decision-making tools as needed.
3. Issues that cannot be resolved will be escalated to the Consolidation Action Team for resolution.
4. Work team will provide status reports every two weeks to the GHSU enterprise PMC.
## Situation Analysis

<table>
<thead>
<tr>
<th>Number of FTEs/ (attach current organiz</th>
<th>Key Services Offered</th>
<th>Key Stakeholders Services are Provided</th>
<th>Physical Location</th>
<th>Information Technology</th>
<th>Systems Used</th>
<th>External Compliance Responsibilities</th>
<th>Key policy differences that will need to be reconciled</th>
<th>Other Key Data</th>
</tr>
</thead>
</table>

## Potential Risks

*Outline any potential risks that might occur during consolidation including areas of potential consolidation costs. Provide recommendations.*

## Team Deliverables

<table>
<thead>
<tr>
<th>Key Deliverables for SACSCOC Prospectus by October 1, 2012</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Deliverables for Implementation Within 30 Days of SACSCOC Approval</td>
<td></td>
</tr>
<tr>
<td>Key Deliverables for Site Visit Report</td>
<td></td>
</tr>
<tr>
<td>Key Deliverables for Immediate – 0 to 6 months</td>
<td></td>
</tr>
<tr>
<td>Key Deliverables for Short-term – 1 to 2 years</td>
<td></td>
</tr>
<tr>
<td>Key Deliverables for Future State – 3 to 5 years</td>
<td></td>
</tr>
</tbody>
</table>

## Lessons Learned

*Reach out if activities were not aligned with expectations or if they would have been improved.*

## Major Tasks & Milestones

*List the major tasks your team will need to take to accomplish your deliverables. Please provide more detail for the tasks leading up to the SACSCOC Prospectus development.*

<table>
<thead>
<tr>
<th>Major Tasks</th>
<th>Timeline/Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
<Insert Name> Work Team Meeting Agenda

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Leader</td>
<td>Gatekeeper</td>
<td></td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>Scribe</td>
<td></td>
</tr>
<tr>
<td>Meeting Preparation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Items</th>
<th>Process/Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2.</td>
<td></td>
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<tr>
<td>3.</td>
<td>4.</td>
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<td>5.</td>
<td>6.</td>
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<tr>
<td>7.</td>
<td>8.</td>
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</tbody>
</table>

**ACTION Items**

<table>
<thead>
<tr>
<th>Status</th>
<th>Action to be taken</th>
<th>Responsible</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
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<tr>
<td>2.</td>
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<tr>
<td>3.</td>
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</tbody>
</table>
# Consolidation Action Team

**ACTION MINUTES**

## ASU-GHSU Consolidation Action Minutes

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>2-13-2012</th>
<th>Time</th>
<th>5:00 to 7:00 p.m.</th>
<th>Location</th>
<th>GHSU – Greenblatt Library, Greenblatt Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Leader</td>
<td>Carol Rychly</td>
<td>Gatekeeper</td>
<td>TBD</td>
<td>Facilitator &amp; Scribe</td>
<td>Kay Roman</td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>To continue the joint planning effort for the ASU-GHSU consolidation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Agenda Items

<table>
<thead>
<tr>
<th>Agenda Items</th>
<th>Process/Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review agenda/action items.</td>
<td>Carol Rychly</td>
</tr>
<tr>
<td>2. Debrief from SACs meeting on Feb. 9th – See notes at the end of the agenda from Ray.</td>
<td>Carol Rychly</td>
</tr>
<tr>
<td>3. Draft Mission Discussion</td>
<td>Carol Rychly</td>
</tr>
<tr>
<td>4. Decision making processes for this team.</td>
<td>Carol Rychly</td>
</tr>
<tr>
<td>5. Follow up process for helping the teams get kicked off – see draft plan for each work team.</td>
<td>Kay Roman</td>
</tr>
<tr>
<td>6. Communications: Review poster, joint communications, stakeholder analysis and beginning communication plan.</td>
<td>Carol Rychly, Kay Roman</td>
</tr>
<tr>
<td>7. Discuss agenda items for the next meeting – Feb. 20th</td>
<td>Carol Rychly</td>
</tr>
<tr>
<td>8. Adjourn</td>
<td></td>
</tr>
</tbody>
</table>

### ACTION Items

<table>
<thead>
<tr>
<th>Status</th>
<th>Action to be taken</th>
<th>Responsible</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>New</td>
<td>1. Begin working immediately with a consolidated communications team as outlined in the project organization. 2. Develop a documented approval process for critical communications. 3. Develop a comprehensive communication plan with a common message and common distribution method.</td>
<td>R. Cibirka</td>
<td>2/20/12</td>
</tr>
</tbody>
</table>
# Status Report

## Consolidation Work Team

### Status Report

**Insert Work Team Name**

As of **Insert Status Report Date**

---

**What has been accomplished by the work team since the last report:**

- List those things that have been accomplished since you last reported status.

**What accomplishments are planned next:**

- List what you plan accomplished during the next period of time.

**Critical issues to be addressed:**

- Include any critical issues that have arisen since the last report.

**Recommendations:**

- Indicate how you plan to address the critical issues or indicate areas in which your work team may need help, support, or resources.

**Timeline & High-level Tasks:**

<table>
<thead>
<tr>
<th>Description of Tasks/Milestones</th>
<th>Timeframe</th>
<th>Responsible</th>
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<tbody>
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Consolidation Lessons Learned GRU

• We had some overlap between the work teams that created some duplication of efforts
• Outline IT system consolidations that are on the critical path early
• Create a team to focus on the policy development process
  – Pre-consolidation
  – Post-consolidation
Consolidation Lessons Learned GRU

• We should have implemented the organizational change management methodologies and tools earlier
  – We did not recognize the differences between the faculty work commitments (ASU faculty off during the summer) to minimize the impact on the timeline
Consolidation Lessons Learned GRU

Communications

- Conduct a stakeholder analysis and develop and implement a detailed communications plan
- Audit communications to ensure work teams are communicating to their respective organizations
- Provide regular updates on activities to a much wider audience
- Provide a way for questions to be asked and answered...
Conclusions

• Consolidation in 12 months causes great angst
  – Taking longer would have been worse
• Prioritization is key
  – SACS Principles are a great way to focus
  – The effort to refine policies was underestimated
• Costs of consolidation are real
  – Saving will be in the long-term
• Managing expectations while building excitement about building a new university is critical!
  – There is no pot of gold at the end of this rainbow
• Attempting something this big without a structured methodology would be even harder!
THANK YOU!