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Your Completion Coalition Guide

DRIVING STUDENT SUCCESS

Completion Coalition

| Provost Office | Academic Departments | Registrar Office |

| Provost or Senior Provost Office Staff | School Deans and Department Chairs | Registrar or Registrar Staff |

Scheduling Plan
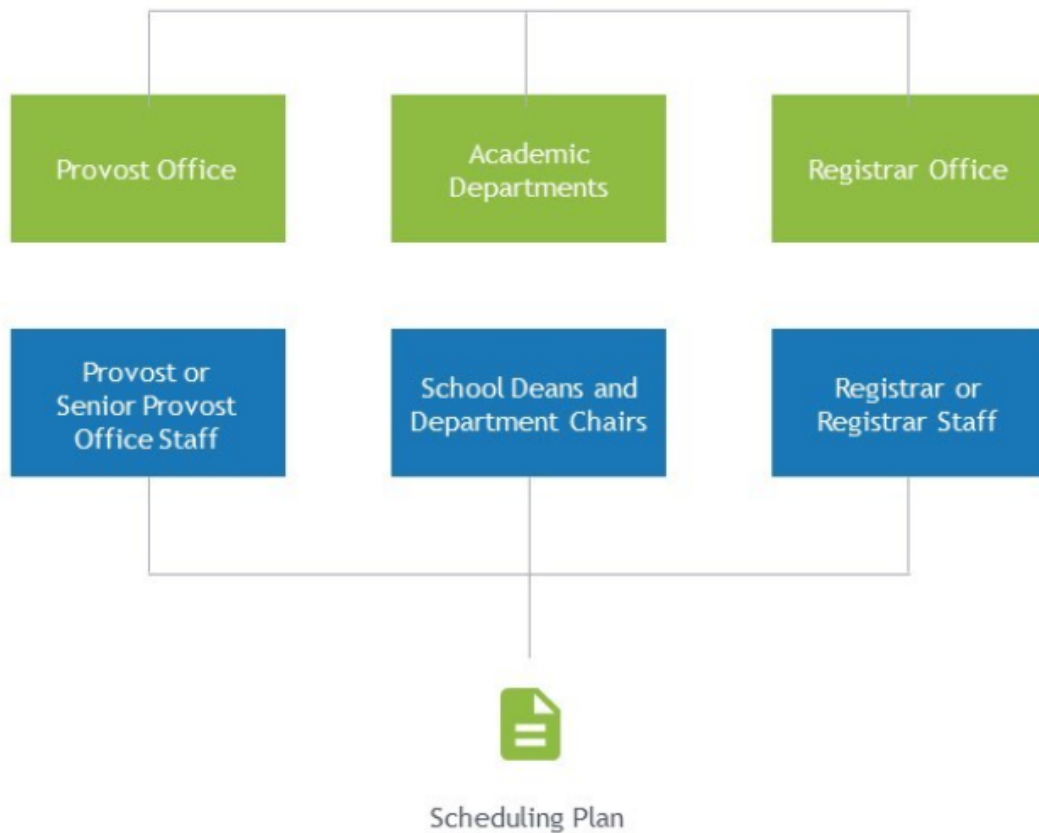
Your Starting Framework

As a part of our engagements, we strongly recommend institutions establish a Completion Coalition – a cross-functional team that continues to analyze key data and provide a mechanism for continuous improvement around scheduling. Our recommended meeting cadence is 1 hour every other week for the duration of the project. Required work includes coordination and completion of surveys, data review, and guiding the action planning process, which should average 1 – 3 hours per week during the duration of this project.

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Here is an example of how this group can be assembled:

While this is one example, we have seen teams include individuals from Student Affairs/Services, IT, Advising and many other departments within the institution. Much like assembling The Avengers, you need to have folks with different skill sets, ways of thinking, and influence at the institution to build a team that can tackle the daunting task of working to improve how the institution manages the academic enterprise in its charge. Below are a few key factors to consider once you have formed your team and are ready to mobilize.

1. **Develop and Use working agreements**
2. **Practice evidence-based change management practices**
3. **Operate within a mindset of continuous improvement**

Let's dive into that a little more!

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DEVELOP AND USE WORKING AGREEMENTS

These are huge in the world of agile working groups, so let's dive into what makes them work. Working agreements are designed to define the following:

- What is our vision for working together? Do we all agree to these terms?
- What is our vision for this conversation or meeting? What do we want to accomplish? How do we define success?

These agreements only work when they are visible, reiterated, and realistic. Example language you could use:

- Respect, Communicate, work we are doing now, when we fail..., take time to...
- "We believe in the art of the possible"
- "We check our titles at the door"
- "We all have an equal voice"

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PRACTICE EVIDENCE-BASED CHANGE MANAGEMENT PRACTICES

When one Googles of change management, the name John Kotter's name pops up in many of the front-page results. This is for good reason! While Kotter's principles have been written more concisely over the years, one important underlying message is the same: a powerful coalition of key people operating under a sense of urgency and the desire for change can create sustainable, scalable wins.

Kotter's latest 4 principled philosophy is outlined in the below visual, so we will let his words speak for themselves!

SELECT FEW + DIVERSE MANY

HAVE TO + WANT TO

HEAD + HEART

MANAGEMENT + LEADERSHIP

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3

OPERATE WITHIN A MINDSET OF CONTINUOUS IMPROVEMENT

Change management requires many leaders, not necessarily by title, to come together to create a shared vision. Kotter stated that "even successful change efforts are messy and full of surprises." Leaning on this understanding, the leaders of corporate change efforts creating the shared vision should take risks, think long term, and always be motivating through collaboration communication.

Taking risks should be a part of the early frank discussions that the change coalition conducts. These risks should incorporate both short-term and long-term goals. It is also crucial that taking "managed" risks becomes a cultural norm of the corporation as mentioned before. Thinking long-term should be the overarching focus of the change vision. Just like Rome wasn't built in a day, change doesn't happen overnight, or even over months. Sometimes change can take years. Patience is a key trait that leadership should adopt early in the change process that comes with the idea of continuous, long-term improvement!

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