

Leading Through Change and Disruption

Keyana Scales, VP for Enrollment Management
Curtis Wright, VP for Student Affairs



Division of Student Affairs
XAVIER UNIVERSITY *of* LOUISIANA

AGENTI



Disclaimer

The views and opinions in this presentation are those of the presenters and do not necessarily reflect the position of NASAP.

AGENT



Session Rules of Etiquette

- Please mute your cell phone
- If you must leave the session early, please do so as discreetly as possible
- Please avoid side conversation during the session

AGENTI



Session Outcomes

- Identify difference between wanting and needing change
- Understand the science behind change management
- Apply change science to “real world” scenarios

AGENT



Xavier At-A-Glance

- Location: New Orleans, LA
- Enrollment: ~ 3600 Students
- Known for STEM & Pre-Med
- Female to Male Ratio: 3:1
- Only Catholic HBCU



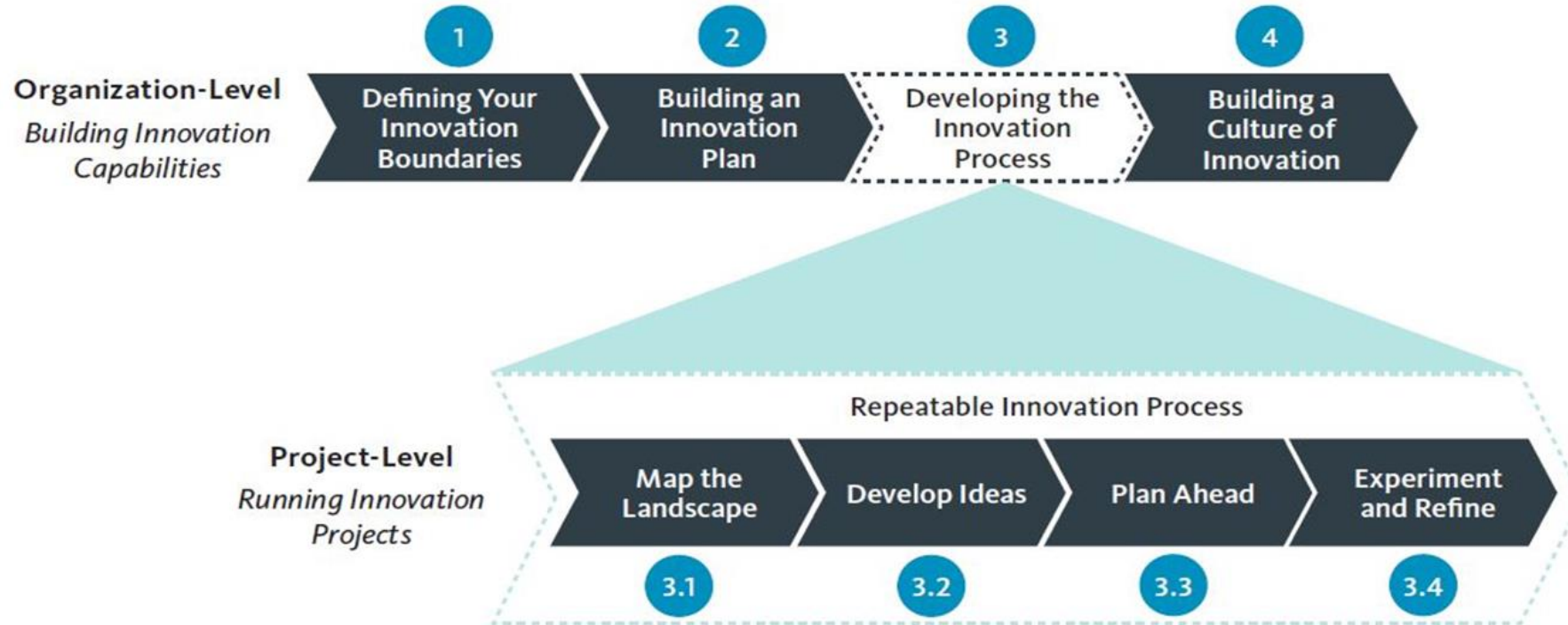
XAVIER
UNIVERSITY of LOUISIANA



Change Management

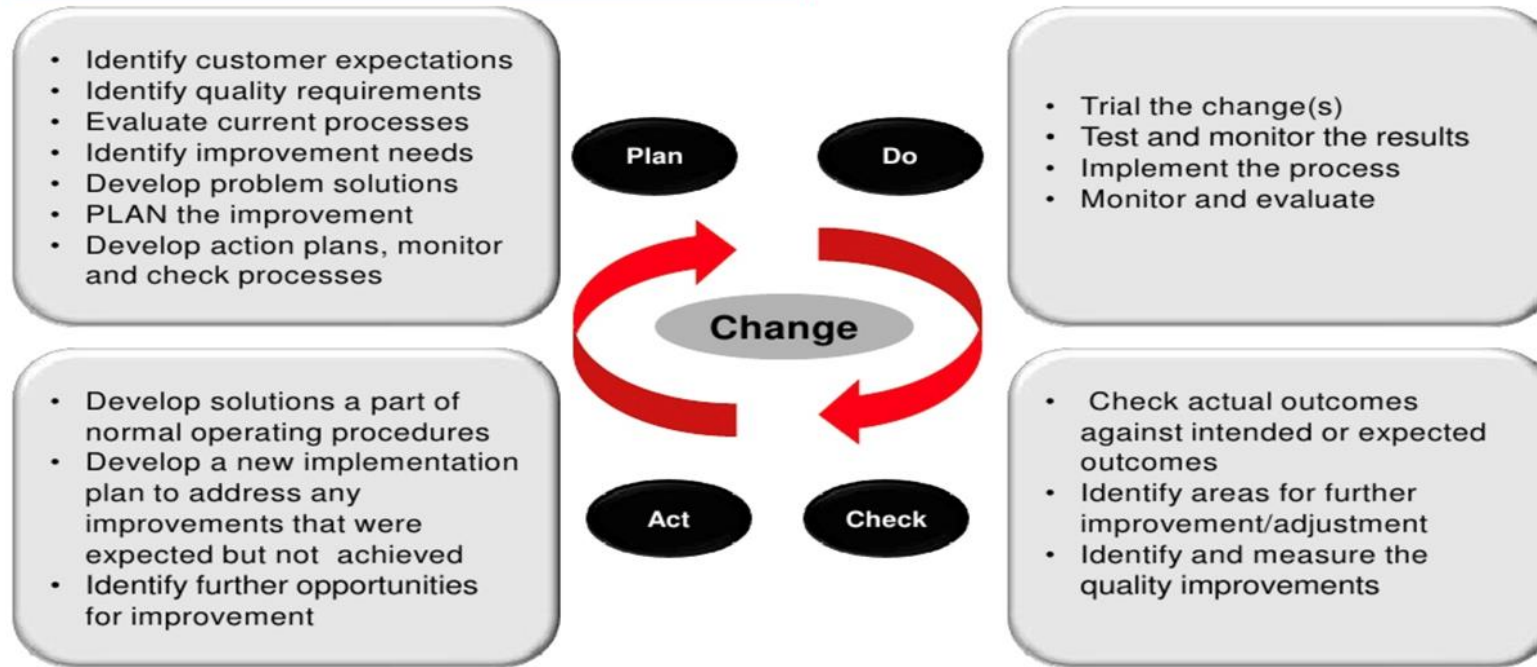


4 IN 4: THE 8 STEPS TO INNOVATION





PDCA & Incremental Change



AGENTI



Case Studies

- Building Enrollment Management
- Midnight Breakfast
- Restructuring Student Affairs



In Fall 2016, a new division enrollment management was created. A new vice president was hired and tasked with building a modernized strategic enrollment management division that would bolster enrollment in accordance with the university's recently revised strategic plan. The newly-formed division was created following significant changes in senior leadership, including the arrival of a new president and a new provost. The division of enrollment management includes departments that previously reported to various university administrators prior to the arrival of the new vice president. In general, the campus community embraced the idea of additional students and a more strategic and systematic approach to enrollment; however, in absence of a previous vice president, lacked full understanding of the resources and changes required. Within the first six months, several changes were made to synergistically connect departments and modify processes to better align with best practice and student expectations. While the changes were well received by prospective and current students, many stakeholders (internal and external) resisted, and resented, the "new administration's" changes for fear that these modifications would render the university unrecognizable.



XAVIER
UNIVERSITY of LOUISIANA

In December 2018, the University hosted its annual late night breakfast to begin finals week. While this was a traditional University sponsored event, there was a larger than normal crowd, which caused a few missteps in how the event was managed. Historically, at the conclusion of the event, the staff would make an announcement at the DJ stand requesting students to clean up after themselves. However, because of the crowd size the dining staff did not have the ability to move freely through the students to replace trash bags and many of the trash cans were completely filled. Additionally, staff forgot to make the announcement prior to the conclusion of the event and students began leaving the dining hall. As the crowd began to thin, staff noticed trash on the tables and realized that the students had not been told to clean, as a result, a decision was made to lock the doors of the dining hall, with about 250 students left inside. Instructions were given to clean the tables, some students complied; however, others were unwilling citing a majority of the students had already left the facility. Within 5 minutes, students learned of an alternate exit via a retail dining location and began moving towards the door. Two XUPD officers, used their bodies to block the entrance of the location. A student ran passed the officers and was thrown onto the floor. When the student stood up, the officer discharged three short sprays from his pepper spray container, handcuffed the student and cleared the facility. The following day a three-hour townhall meeting was held in which students voiced concerns dating back several semesters. Subsequently, the Chief of Police resigned his role and the officers involved were relieved of their duties.

Leading Through Change: Midnight Breakfast



XAVIER
UNIVERSITY of LOUISIANA

In Fall 2018, a new vice president for student affairs was hired, replacing a long-term staffer who had dedicated 34 years to the campus. The staff in the division were committed to student success but could have benefited from greater resources including staff development opportunities. Within the first six months, several changes were made to merge departments and re-position key staff in roles that better fit their skillset. Those changes included promotions and salary enhancements. While the changes resulted in immediate positive impacts on the student experience, several of the staff quickly reverted back to the "old way" of doing business. After two semesters of assessments and constant resistance to considering new frameworks and ideologies, several positions were eliminated allowing the new vice president an opportunity to create positions and recruit staff to those roles. The restructured positions were closely aligned to the changing needs of the student body and the new staff brought new experiences and perspectives to the conversation. Due to the popularity of some of the former staff, a faction of students and alumni began online petitions demanding their rehire and the removal of several senior leaders to include the president and the new vice president for student affairs.

Leading Through Disruption: Restructuring Student Affairs

AGENTI



APPLICATION



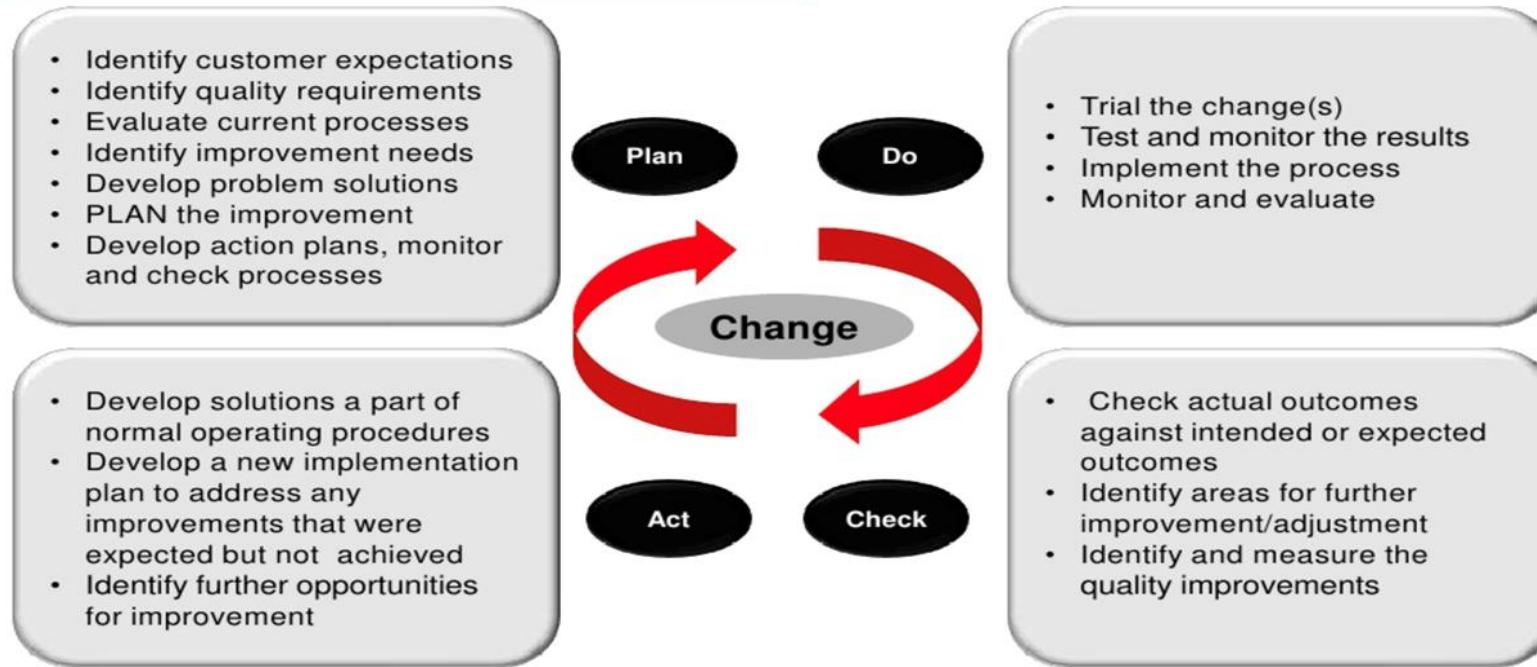
XAVIER
UNIVERSITY of LOUISIANA



Take five minutes to answer the following:
What was/is the situation?
What change is/was needed?
What were/are the consequences if change did/does NOT occur?



PDCA & Incremental Change



AGENTI



Lessons Learned

- **All change involves change in behavior.** Even a change to a perfect system is going to be painful.
- Your job as change leaders is to **create bridgeable gaps.**
- **Details are critical**—getting people on board with the specifics will make or break the change.
- **Don't forget to celebrate**