

**ATTACHMENT C**  
**SPDP NOVEMBER 10-12, 2011**  
**PROGRAM AGENDA**





Document Summaries  
Professional Development Program  
November 10-12, 2011

Please find materials attached to be utilized in small group meetings and in preparation for the November 10-12 HPDP session.

- \*Summary Notes from the September 30<sup>th</sup> session---detail from the flipcharts and recorder notes for each group for both action plans and reorganization scenarios.
- \*A category summary of the action plans---collapsing the categories and listing descriptions of action plans by number.
- \*A summary of the most frequently mentioned reorganization scenarios from the groups and a summary of major considerations.
- \*An updated listing (from September 30<sup>th</sup>) of KPI's by category.

Please note an agenda will be forwarded at a later date. Time commitment will include 9 a.m. until 5 p.m. on Thursday and Friday and 9 a.m. until 3 p.m. on Saturday. An agenda and reading/pre-work will be forthcoming.

Thank you for your efforts on this important project!

President Larry Minks



**OCTOBER 30, 2011**

**Southeastern Oklahoma State University  
Professional Development Program (PDP)  
November 10-12, 2011**

**Agenda**

**Thursday, November 10**

9:00 – Noon (with break)

The Southeastern Oklahoma State University Change Process:  
Where We Currently Stand

Presentation of Action Plans and Reorganization Scenarios  
(Group Facilitators)

Group 1: Jerry Polson and Lucretia Scoufos

Group 2: Michele Campbell and Kyle Stafford

Group 3: Claire Stubblefield and Liz McCraw

Group 4: Keith Baxter and Dan Moore

Group 5: David Conway

Group 6: Camille Phelps and Sharon Robinson

Group 7: Cathy Conway and Scott Hensley

Group 8: Will Mawer and Sharon Morrison

Judith McLaughlin, Harvard Graduate School of Education  
Joe Zolner, Harvard Graduate School of Education

**Session Overview**

This session will review and reinforce the transformational change work that Southeastern has completed to date. The primary objective will be to ensure that both Southeastern participants and Harvard facilitators have a shared understanding of the current status of Southeastern's transformational change process. During this discussion, it will also be important for participants to identify and understand how current institutional efforts are consistent with and linked to Southeastern's larger institutional mission.

During the presentation, Judy McLaughlin and Joe Zolner will serve as respondents to the information that is presented. They will raise questions, seek clarification, and solicit comments/elaboration from the group – all in the interest of fostering a collective and shared sense of PDP priorities and what still needs to happen to keep the transformational change process on track.

**Required Reading**

Please review the following background materials:

- Introduction to Case Study Method; Organization Frames: Leadership in Organizations, Outline by Dr. Susan Moore Johnson; and SE Organization Chart (from 6/21)
- SE Vision, Mission, Strategic Commitments, and Written Narrative Themes (from 6/21)
- Summaries of action plans, reorganization scenarios, and key performance indicators (from 9/30)

**Discussion Questions**

1. How do you currently understand (and how would you describe) Southeastern's current transformational change work?
2. How do you see this work connecting to Southeastern's larger institutional mission?



3. How clear a picture do you feel you have of the current status of Southeastern's transformational change process?
4. What would you like to know more about? What are you confused about?
5. What additional information would help you better understand and commit to Southeastern's ongoing change work?

12:00 – 1:30 Lunch

1:30 – 3:00 Leadership, Management, and Governance: The Keys to Leading Successful Change Initiatives  
Judy McLaughlin, Harvard Graduate School of Education

#### Session Overview

This session will describe the key leadership dimensions of successful change initiatives. First, leaders need to consider a larger vision that inspires others to want to move in this direction. Why does this change matter? But good ideas are not enough; leaders must develop the plans and strategies needed to put the change in place. Finally, and perhaps most importantly, success will not happen without the commitment of others. Who needs to be enlisted and how can the ideas of others be incorporated into the change effort? What do all of these ideas mean for Southeastern? How can Southeastern's leaders apply these concepts to the particulars of its transformational change process?

#### Required Reading

McLaughlin, Judith Block. "Leadership, Management, and Governance," in *Leadership Amid Controversy*, San Francisco, CA: Jossey-Bass, New Directions for Higher Education Series, No. 128, Winter 2004, pp. 5-13.

#### Discussion Questions

1. How might the concepts of "leadership, management, and governance" be applied to the work that is now underway at Southeastern?

3:00 – 3:30 Break

3:30 – 5:00 Reasons People Resist (or are at least apprehensive) About Change  
Joe Zolner, Harvard Graduate School of Education

#### Session Overview

This session will present several typical features of change processes that produce apprehension or resistance among those involved. Strategies for managing these predictable sources of resistance to change will be identified, discussed, and applied to the specific change activities and processes currently underway at Southeastern.

#### Required Reading

Kotter, John P. & Whitehead, Lorne A. *Buy-In: Saving Your Good idea from Getting Shot Down*. Boston, MA: Harvard Business Review Press, 2010.

- Chapter 7: Twenty-Four Attacks and Twenty-Four Responses, pp. 107-172.
- Appendix: How the Method Helps Large-Scale Change, pp. 181-190.

#### Discussion Questions

1. In what ways do you think Southeastern's change process might be resisted, slowed down, or otherwise impeded?



2. Do these reasons for putting the brakes on change seem logical or reasonable to you? Why or why not?
3. What might you and others at Southeastern do to secure greater buy-in to advance the change process?

### **Friday, November 11**

9:00 – Noon (with break)

Inspiring Change

Judy McLaughlin, Harvard Graduate School of Education

#### Session Overview

This session will consider the underlying reasons and rationale for the ideas put forward in Southeastern's change effort. What makes them worth doing? What makes others want to engage in them?

#### Required Reading

None

#### Discussion Questions

1. What is Southeastern's current change-oriented work all about? Toward what larger end should this work be directed?
2. How can this work lead to more comprehensive transformational change for the institution?
3. In 5-10 years, where should Southeastern be? Where do you want it to be? How might it best get there?

12:00 – 1:30 Lunch

1:30-5:00 (with break)

How Will You Know When You're There?: Key Performance Metrics, Measures, and Monitoring  
Jim Honan, Harvard Graduate School of Education

#### Session Overview

As Southeastern looks to the future, this session will explore key performance measures that the institution will need to develop and apply to its ongoing transformational change work.

#### Required Reading

*W. K. Kellogg Foundation Logic Model Development Guide*. Introduction, Chapter 1, and Chapter 2, pp. I-IV and 1-25.

#### Discussion Questions

1. What new performance indicators and institutional metrics will need to be identified and implemented to get the institution where it wants to be in 2021?
2. Will focus on Southeastern's newly-identified metrics move the institution's action plans and reorganization scenarios in the desired direction?
3. How will you know that things at Southeastern are "better" in 2021 than they are now?
4. What performance assessment tools, techniques, and approaches will best suit Southeastern's transformational change work going forward?



## Saturday, November 12

9:00 – Noon (with break)

Implementation Considerations & Facilitating a Deeper Level of Commitment

Jim Honan and Joe Zolner, Harvard Graduate School of Education

### Session Overview

This co-facilitated session will consider implementation and execution challenges associated with the future of Southeastern's transformational change process. These challenges will be reviewed and analyzed from the perspective of the four frames and organizational change theory. Potential pathways/strategies for addressing these challenges will be identified and discussed.

### Required Reading

Kotter, John P. *A Sense of Urgency*. Boston, MA: Harvard Business Press, 2008.

- Chapter 3: Increasing True Urgency: One Strategy and Four Tactics, pp. 39-61.

### Recommended Follow-Up Reading

Kotter, John P. *A Sense of Urgency*. Boston, MA: Harvard Business Press, 2008.

- Chapters 4-7, pp. 63-168.

### Discussion Questions

1. What do you see as the one or two most significant implementation challenges to realizing Southeastern's transformation change ambitions?
2. Do you have any ideas (half-baked or otherwise) for steps that Southeastern might take to address these significant implementation challenges?
3. If you could do just *one thing* to advance Southeastern's change process, what would it be? Why do you think this one thing is particularly important?

12:00 – 1:30 Lunch

1:30 – 2:30

Key Learning and Insights

Jim Honan and Joe Zolner, Harvard Graduate School of Education

### Session Overview

Using a "What? So What? Now What?" discussion protocol, all participants will be asked to identify key insights, learning, implementation considerations and action steps that will be needed to continue to advance Southeastern's transformational change process.

### Required Reading

None

### Discussion Questions



1. What are the key insights and learning you will take away from this three-day experience?
2. What does Southeastern need to do next to sustain and advance its change work?

2:30 – 3:00      Closing Reflections and Remarks  
                         President Larry Minks