

## Practical Strategies for Navigating Through Change

### The Transition Process

Group notes: SEAGULLS

What change did your group identify? ROLE OF ACADEMIC ADVISER AND RESOURCES/TOOLS

Ending: None

The Neutral Zone:

1. Greater workload
2. Tension from students and faculty
3. Difficulty accomplishing goals.
4. Working way too much overtime
5. Feelings of incompetence, frustration
6. Feeling overwhelmed
7. Workload increase
8. Having trouble prioritizing since everything is a priority
9. Unknown, uncertainty
10. Less direction
11. Need to be re-inspired
12. Not fully grieving old system
13. Scattered actions
14. Being defensive
15. Implementation of AIS as a strong effect on people in my group. I haven't not felt - it since I am a new hire and directly working on the new application. The workload is too much and I feel workflow must be organized.
16. Workload increased
17. Do not have the proper tools to advise students-incorrect information.
18. Everything now takes more time.
19. Stressed/lack of sleep
20. AIS is an excuse to change entire advising structure.
21. Angry students, staff and faculty.
22. "Face" of problems for AIS - general answer to all problems is to "go to your department."

New Beginning: None

Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. Learn how to value and appreciate ourselves - need patience from everyone.
2. Open and supportive communication with Managers.
3. More organized implementation to manage the workload.
4. Set aside time regularly to share information with co-workers and "problem solve."
5. Department and colleges should be included in decision-making processes; training and priorities.
6. Need more direction on what to let go of before we can manage new responsibilities.

Questions about this change.

1. How can colleges and departments have full participation and consideration in the planning process?
2. What responsibilities are we giving up and what new ones are we getting?
3. What is the ultimate vision (new paradigm) for advising at UCSC?

Group Members: Vasumathi Krishnanand, Mark Neenan, Eliane Kihara, Amanda Russo, Michele Taylor, Rebecca Dew

Group notes: BEACHIES

What change did your group identify? CAMPUSWIDE COMMUNICATION CHALLENGES (OVERLOAD)

Ending:

1. Time issues - how to read emails, respond, keep up
2. Time management - out of control, catch up
3. Too much information
4. Confusion
5. Contradictory information from many sources
6. Don't know how to advise students
7. Feel inadequate, confused.

The Neutral Zone:

1. Feeling "out of the loop" on some things, overwhelmed by too much on others (trainings, emails, conflicting information).
2. Constant confusion
3. Workload increase
4. Too many emails
5. Who has the answers?
6. Stress
7. Trainings in a timely manner
8. Join groups to be involved
9. Sharing need for patience.
10. Accept incompetence-temporarily

New Beginning: None

Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. Develop informal information networks.
2. Centralized, current source of information
3. Trigger email to check updates
4. System to filter email overload

Questions about this change.

1. Any plans for a centralized information source?
2. How are issues prioritized and can we influence the process?
3. How will new staff Portal be utilized? When?

Group Members: Julie Taylor, Katherine Jacobs, Betty O'Donnell, Hua Vang, Jeanne Johnson, Cathy Smith, Claudia Parrish.

Group notes: SURFERS

What change did your group identify? AIS, PHYSICAL HEALTH, INCREASED WORKLOAD

Ending:

1. No time.
2. Pain in arm/hand/neck
3. Not heard
4. Not valued
5. Less time with students
6. We are asked to assume this new organization is going in a good and productive direction. Is it?
7. The change to AIS is rushed. Modifications need to occur for efficient use of new technology. Currently, it slows use down.
8. Feeling overwhelmed with information overload and increased time to complete tasks - causes more stress and potential injury.
9. Workload increased.
10. Takes so much time but too slow computer. New, faster computer needed.
11. Bad ergonomic resources.
12. One more thing to do...but it's important to do what I can as a manager to be an example for other staff.
13. Not enough time to finish all the work.
14. Not enough staff.
15. Students end up mad because what they need they can't get.
16. Working extra hours - too much work for one.
17. Wonder how core values (e.g. education of students) is addressed.
18. Just looking at the workload and amount of time = stress.
19. Not enough training on how to do our job.

The Neutral Zone:

1. All my past skills and knowledge don't serve me; everything is new.
2. Not unwilling to change.
3. Increased stress, shoulder and back pain, more interaction with students (good), other work not getting done.
4. Allowing people to improve knowledge and abilities.
5. Need improved technology.
6. AIS - feel like "mousing" is having a negative effect on my arm (sore, weak).
7. AIS is longer process than SIS - more screens, mouse clicks - takes more time.
8. Workload - never have enough time to "reflect" or relax. I don't take breaks - work harder, less appreciated.
9. New systems, new processes. Time to learn it, time to practice and use.
10. Challenge: learning time management.
11. Uneven support form campus.

New Beginning:

1. Healthier way to work. Ability to do more with better technology.

2. Training classes. Set aside time to practice what we are learning.
3. Opportunity: change can be exciting. Roles will change; hopefully, it will present opportunities that add enthusiasm and insights where it is needed.
4. Print own information (students) off AIS before advising (for degree audits).
5. Improve work stations/fund ergonomic upgrades.
6. Increase staff resource to improve advising with increased enrollments.
7. Appropriate use of technology.

Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. Improved technology and (timely trainings) increase function key usage.
2. Updated, ergonomic workstations/computers.
3. Some downtime (closed offices, etc.)
4. Time to advise students/student development
5. Adequate staffing
6. Time to problem-solve and share solutions among staff. Support form managers.

Questions about this change.

1. How and when will the University meet/address the technological requirements of AIS users.
2. When will AIS do modifications to the system to reduce mousing/consolidate information and minimize injury?
3. How to get appropriate levels of staffing (to the satisfaction of staff) to fulfill job requirements.

Group Members: Jude Pipes, Patti Traugott, Ursula Oberg, Lauren Reed, Maria Mata, JoAnn McFarland, Donna Davis, Nicolette Czarrunchick, Amy Hamel, Sanela Latic

Group notes: DIPPERS

What change did your group identify? SHIFT IN UCSC VALUES

Ending:

1. Grieving for loss of "Golden Ideal."
2. Reaching out to staff campus-wide to maintain personal network of resources.
3. Skepticism - do not trust competency or values of leaders.
4. Disgust - institution lost its uniqueness.
5. Disregard of students - faculty not valuing undergraduates, all lip service re: quality.
6. Education is product not process-student entitlement re \$ = classes.
7. Grieving the end of an era
8. Feel students are losing out.
9. Quality of education declining.
10. Lack of understanding of student and staff needs.
11. Lack of trust in administration.

The Neutral Zone:

1. I feel my role has changed; replacing the quality of my interactions with students with more time on the computer. Less personal.
2. Less engaged in the University as a whole.
3. Lack of motivation to be creative at work.

4. Training on new software.
5. Implementing new office procedures.
6. Meeting with peers.
7. Constant feeling of chaos and exhaustion.
8. Feeling less engaged, one-on-one.

New Beginning:

1. Successfully using AIS to declare majors.
2. Reduced paperwork—less paper file materials, adjust student staff needs.

Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. Retirement/Golden Handshake/New Career
2. Attend workshops – ADEPT, Human Development, Conferences
3. Campus Committees – communication, sharing ideas
4. Employee Assistance Program

Questions about this change.

1. Why is there more money for technology and senior management, but not for staffing and programs?
2. Whose paradigm prevails?
3. Where is the student's voice in this?

Group Members: Virginia Carrillo-Urrutia, Bob Taylor, Kathy Harley, Sara Walsh, Debbie Belville, Laura Engelken.

Group notes: WHARF

What change did your group identify? SWITCHING TO THE NEW ADVISING MODEL – 70-20-10

Ending:

1. Some co-workers like the way it is now. Resisting change. Not excited about working together on new procedures.
2. Fear that the new advising model may diminish the perception on the part of the administration of the urgent need for our department to have a full-time academic adviser.
3. Fear of job security.
4. What will this new model mean for us in the future?
5. Less student contact, more paperwork/computer work.

The Neutral Zone:

1. Scared – will retention be higher if students can't seek out information they need?
2. Assumptions re: student self-sufficient.
3. Students learning how and where to access necessary information.
4. Take more time with each student to make them more self-sufficient.
5. Concerned for students. Won't take responsibility or initiative. Uncomfortable seeking additional assistance.
6. Concern re: student ability to determine program requirements necessary for degree.
7. Students learning how and where to access necessary information.
8. Students not getting all the information they feel they need; self-initiative and motivation not there; not keeping up on changes in requirements for graduation.

9. Advising in a department with a high percentage of first generation college students, it cannot be assumed that our students enter the program already having the ability to navigate the system and help themselves by assessing the tools made available for this purpose, 70% will not fit into this category.

New Beginning:

1. Learning new technology.
2. Students are served and advisers have time for developmental advising.
3. Hope: focus on issues and special circumstances rather than general information.

Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. Web training, technological support, time to implement new procedures and materials, patience, training to work with 20%/10%.
2. Health and wellness resources, workload management to provide time for developmental advising, adequate staffing, support of the leadership.

Questions about this change.

1. How is the extra workload to implement this change going to be handled (supported)?
2. What is the time frame?
3. How do we measure whether or not this is working from the student perspective?

Group Members: Peggy Rose, Sheila Rodriguez, Lani Giovanetti, Adrienne Weir, Peggy Church, Lisa Morgan, Breana George, Oliva Chan, Kristina Lofton

Group notes: BANANA

What change did your group identify? WORKLOAD/AIS

Ending: None

The Neutral Zone:

1. Misinformation
2. Stress level is up
3. Unfinished tasks
4. Angry students
5. Lack of preparation
6. Worry
7. Poor service to students
8. Repetitive enrollment problems.
9. Lack of clear data.
10. Not enough time to do everything that is requested.
11. Hugh increase in email
12. Abundance of volume in student contact.
13. Work identity
14. Trouble shooting, problem solving.
15. Failure/frustration at not being able to adequately assist students.
16. Overload/overwhelmed.
17. Balancing the time needed to research how something works with customer's expectation of an instant answer.

18. Growth— personal and professional.
19. Trust in data? Inaccurate data. Spend more time reconciling.
20. Time to train while using AIS.
21. Learning new skills...having more information available.
22. Difficult to navigate through AIS and find the information needed.
23. Not compromise health/wellness.

New Beginning:

1. Lack of reasonable compensation
2. A wellness card for everybody.

Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. More training—redefine what it means to have open hours, telecommute options. Laptops for all.
2. AIS manual, navigating AIS.
3. Increase support to transition to AIS.
4. Ongoing student training.
5. Help with staffing increase.
6. Give us a “dummy” student.

Questions about this change.

1. How do we modify the efficiency of our open/available hours? Telecommuting options.
2. Compensation/rewards (parking permits, wellness cards). When will this happen to retain great staff?
3. Institutional support for students and staff. What? (training, increase temp. staff with AIS).

Group Members: Chris Sugerman, Sharon Rappaport, Glenda Dixon, Donna Baldini, Ernest Pons-Worley, Lupe Allen, Joni McFarland.

Group notes: MONARCHS

What change did your group identify? TECHNOLOGY CHANGES

Ending:

1. Accuracy level is compromised
2. Precious time spent in lengthy AIS instruction classes.
3. Attitudes on change, AIS problems.

The Neutral Zone:

1. Confusion
2. Excitement
3. Frustration
4. Brainstorming
5. Creativity
6. Planning
7. Utilizing a system that still has bugs and giving students timely advice.
8. Learning a new way to find information pertaining to my job, which isn't always easily accessible, may leave me feeling a tad frustrated in the “neutral zone.”

### New Beginning:

1. AIS has been compared to buying a house and moving into your room, which is still being built. I'm finding many errors with the switch of information from the old system to the new. Many kinks need to be worked out.
2. Being new, without prior experience with campus technology (AIS, SIS, NES, etc.) I have adapted to the new technology as if I am learning processes that were always there. My feelings are that technology changes are always positive.
3. Increased job opportunity for advancement and new horizons for technical expertise.
4. New position, haven't used the old system (SIS) enough to compare to the new system. Expected to have a big learning curve in a new job.
5. Frustration, feeling lost, feeling inadequate at times.

### Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. Central location (contact) for AIS support – for all areas of AIS.
2. Teamwork – sharing ideas and resources with colleagues.
3. Attend AIS problem solving workgroup meetings.
4. Patience/time.

### Questions about this change.

1. Will there be a central location for AIS support or a list of contact identified (resource/contact information list)?
2. When will we receive more money or resources?
3. What is the proposed timeline for all of these changes?

Group Members: Marie Yoo, Virginia Lichac, Jennifer Mullin, Christy Cather, Christopher Hazen

Group notes: REDWOODS

What change did your group identify? STAFFING ISSUES/TRANSITIONS/LOSS. BOTH IN UNITS (DEPARTMENTS, COLLEGES, ETC.) PLUS, LARGER CAMPUS STRUCTURE.

### Ending:

1. Still playing catch-up with new job I was never trained on, plus new technology with insufficient planning.
2. Losing our AIS process manager. Worry and stress over the loss of competent colleagues. Institutional knowledge, extra workload issues.
3. Losing our college assistant – will be covering that position until a new person is hired. Worried about completing my work while absorbing/doing another.

### The Neutral Zone:

1. Taking on new duties without guidance on which old ones to drop.
2. Not given resources and support to do the job.
3. Increased workload and staff (part-time positions, temporary hiring).
4. Letting go of old way of doing things – open to pitching in to cover absences/loss of staff.
5. No clarity of roles, tasks, and responsibilities in unit. Difficulty in determining what is important and what can be let go (tasks, etc.).
6. No vision of direction of advising on campus.

7. Questions about who will be taking over his (leaving staff) job duties, will it be done the same way with the same skill level? Scrambling to figure out what we need to complete before he goes.
8. Growing colleges, no new staff.
9. More students, more work, less time – take time to prioritize tasks – re-clarifying how to accomplish (and meet deadlines) for numerous processes; frustration.

#### New Beginning:

1. New Provosts – new vision for the colleges.
2. AIS – new functionality.
3. Empowering students to find information on their own.
4. Increased student responsibility.
5. Change brings people together to share, help each other and adapt.
6. New administrators have their own agendas and don't survey existing expertise.
7. New hires bring new energy and ideas.

#### Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. Training – new staff, tools for staffing transitions, AIS, learning new resources, policies, where to get new information.
2. Communication – determining goals, mission, networking, respect meeting times, and use web-based communication more.
3. Leadership – vision from above, communication, direction.

#### Questions about this change

1. What is the campus-wide vision and goals of advising at UC Santa Cruz?
2. What resources will be provided to assist staff/units to deal with staff loss and change?
3. How will advising staff be acknowledged, recognized and compensated for new and additional work responsibilities? And, in the AIS transition?

Group Members: Naomi Brokaw, Sarah Rogerson, Ann Manor-Hiley, Marcia Levitsky, Samantha Culbertson

Group notes: SLUGS

What change did your group identify? INCREASED WORLOAD

Ending: None

#### Void:

1. Frustration
2. Challenged
3. Creative
4. Inadequate
5. Making lists, am I forgetting something?
6. Hopeful
7. Searching for solutions.
8. Scattered
9. Helpful
10. Tired

11. Angry
12. Overwhelmed
13. Time restrictions and how to chose what not to do
14. Exhaustion also manifested physically, irritability, identify what is and is not my role, create to-do lists in an effort to exert control.
15. I can't keep up with my work.
16. I work more hours than I put on my timesheet to try and continue to do a good job.
17. I've had to change my standards – what I've always considered "sloppy" I now must consider "adequate."

New Beginning:

1. Difficult to feel sense of accomplishment when so much is left to be done.
2. Need to address high blood pressure, which is now at "normal" level – success!
3. Never enough time or energy to do the impossible. Speed/pace.
4. Problem solving
5. Excitement!

Helpful Tools: What tools and resources will help you manage a successful New Beginning?

1. Tolerance for lower standards (temporarily?)
2. Communication
3. Performing triage, prioritizing, constant reassessment
4. Developing time management tools.
5. Perspective – seeing the big picture
6. Support/Network

Questions about this change

1. How can we better organize information?
2. When will it all balance out?
3. Does upper administration know/care about staff frustration levels? (Workload)

Group Members: not listed.