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# Creating Lasting Change through Collaboration and Engagement

Marilu Goodyear

University of Kansas Main Campus, [goodyear@ku.edu](mailto:goodyear@ku.edu)

Jenny Mehmedovic

University of Kansas Main Campus, [jmehmedo@ku.edu](mailto:jmehmedo@ku.edu)

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## Academic Chairpersons' Conference Proposal

<http://newprairiepress.org/accp/>

### Primary presenter information

Marilu Goodyear

Assistant Vice Chancellor for Academic Program Development, Edwards Campus

University of Kansas

[goodyear@ku.edu](mailto:goodyear@ku.edu)

Marilu Goodyear is the Assistant Vice Chancellor for Academic Program Development at KU's Edwards Campus in suburban Kansas City. Formerly she served for nine years as the Director of the School of Public Affairs and Administration. Her teaching and research focuses on organizational analysis, organizational change, managing information and technology, and public management. Dr. Goodyear is a Fellow of the National Academy of Public Administration and has served as a consultant to many universities and federal agencies. During the 2011-2012 year, she served as chair of the KU Change Facilitators Committee within the Provost's Office. She has previously held the position of Vice Provost for Information Services and Chief Information Officer at the university in which she led all campus-wide information technology and library services.

### Additional presenter information

Jenny Mehmedovic

Executive Assistant to the Vice Provost for Faculty Development

University of Kansas

[jmehmedo@ku.edu](mailto:jmehmedo@ku.edu)

**Title of presentation:** Creating Lasting Change through Collaboration and Engagement

### Abstract for program and website:

Have you experienced difficulty moving a critical change forward and building the buy-in you need? Come learn how to get everyone moving forward with you. Real-life examples from a recent curriculum redesign project will be discussed and participants will apply organizational change concepts to a change initiative of their own.

**Keywords:** Change, Curriculum, Resistance, Stakeholders, Collaboration

**Presentation topic theme:** Leadership and management

**Target audience:** All department chairs

**Type of presentation:** *Interactive workshop*

**Objective(s) of the presentation:**

Implementing change is difficult. However, when needs of impacted parties are considered and critical conversations are fostered, it is possible to get everyone moving with you.

Real-life examples from a recent curriculum redesign project within the School of Public Affairs and Administration will be discussed and participants will apply concepts to a change initiative of their own.

Attendees will leave the session armed with several new concepts and tools to help them meet impacted parties on their own terms and determine how to move forward successfully.

**Description of the session:**

Chairpersons serve in an essential role that is often called upon when critical changes are needed. However, accomplishing significant and lasting change at an organizational level requires collaboration, engagement, and the facilitative leadership skill to create an environment in which such conversations can occur. This workshop will cover four essential organizational change concepts and their usefulness in implementing change.

By the end of the session, participants will have begun or completed the following elements in support of a change initiative of their own: an appropriate strategy for moving forward based on a stakeholder analysis, a rationale for the change that fits the needs of the community, an assessment of the elements of resistance to the change, and identification of one or more conversations needed to carry the change forward.

Recently, the KU School of Public Affairs and Administration (SPAA) engaged in a redesign of the master's curriculum and the creation of graduate certificates. To be successful, this change required extensive faculty collaboration as well as leadership throughout the change process from the chair.

This workshop will illuminate organizational change concepts using the SPAA curriculum redesign as an illustrative study. For each of the four concepts, participants will 1) learn the concept and supporting research, 2) hear an illustration of the concept from the SPAA example, and 3) work individually or in small groups to apply that concept to a change initiative of their own.

Research citations include:

P.E. Connor, L.K. Lake, and R.W. Stackman, *Managing Organizational Change*, 3<sup>rd</sup> ed. (Westport, Conn: Praeger, 2003).

J.P. Kotter and D.S. Cohen, *The Heart of Change: Real-Life Stories of How People Change Their Organizations*. (Boston: Harvard Business School Press, 2002).

Kurt Lewin, *Field Theory in Social Science*, (New York: Harper & Row, 1951).

J. Ford and L. Ford, *The Four Conversations: Daily Communication that Gets Results* (San Francisco: Berrett-Koehler Publishers, Inc. 2009).