



Managing Change

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Unprecedented Speed of Change

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Years to 50 million users



More than half of the top 10 in demand jobs in 2018 did not exist in 2007



Change is all around us

- In the next 5 years you will no longer

- IDs
- Mo
- Cre
- Sto
- Bus
- Ph
- Ma
- Pap
- Bill
- Pap
- Ste
- Org
- Cla



Shutterstock



COMPETITORS ARE CHANGING

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SHANGHAI
1987 2010





CHANGE

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ADVANCED ECONOMIES

38 million to 40 million fewer workers with tertiary education than will be needed

13%
too few

COLLEGE OR
POSTGRADUATE DEGREES

DEVELOPING ECONOMIES

45 million fewer workers with secondary education than will be needed

15%
too few

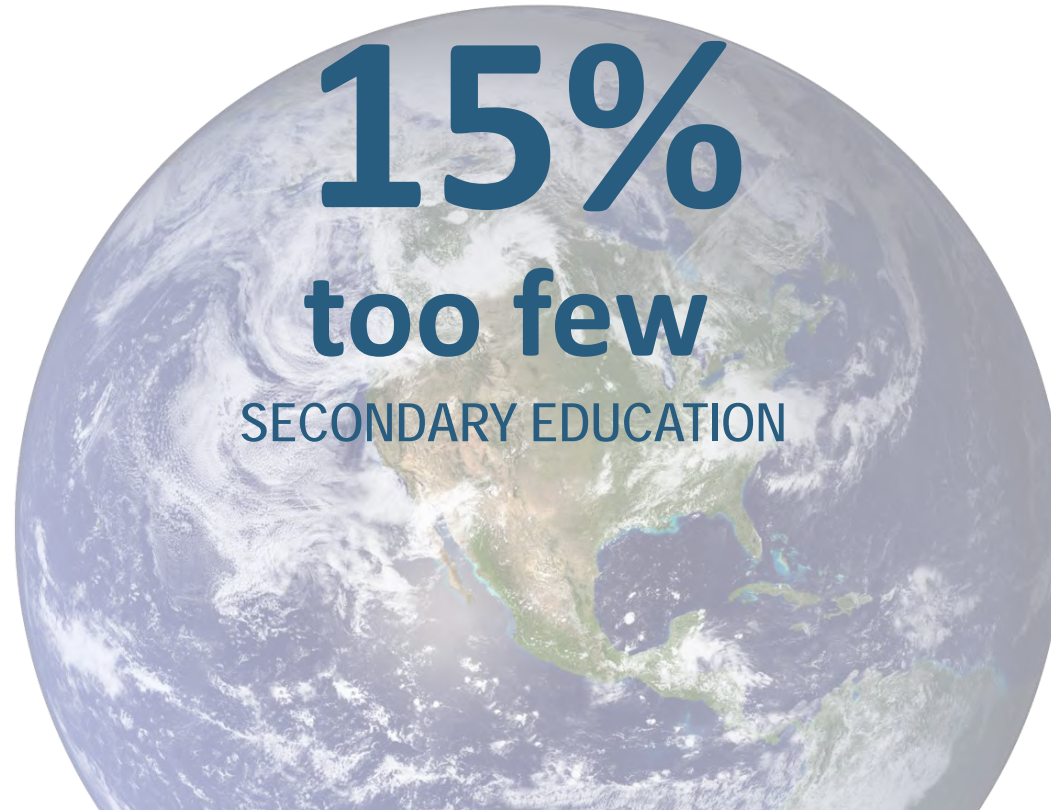
SECONDARY EDUCATION

Globally

90 million to 95 million more lower skilled workers than companies have a need for.

13%
too many

LIMITED EDUCATION

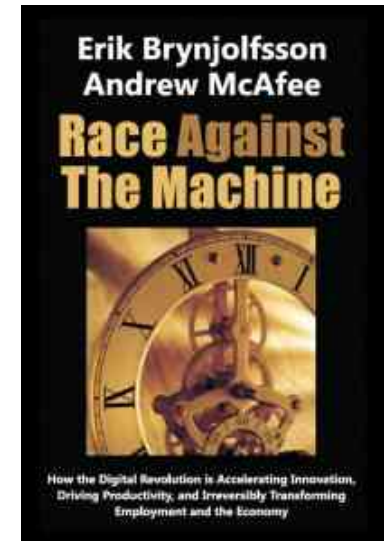




Technology is a ~~New~~ Real Competitor

- **Probability of Computerization**

- Telemarketers – 99%
- Secretarial/Adm. Assistant – 96%
- Accountant/Auditors – 94%
- Retail Salespersons – 92%
- Technical Writers – 89%
- Paralegals – 94%
- Postal Service Clerks – 95%
- Machinists – 65%
- ***47% of total US employment is at risk***

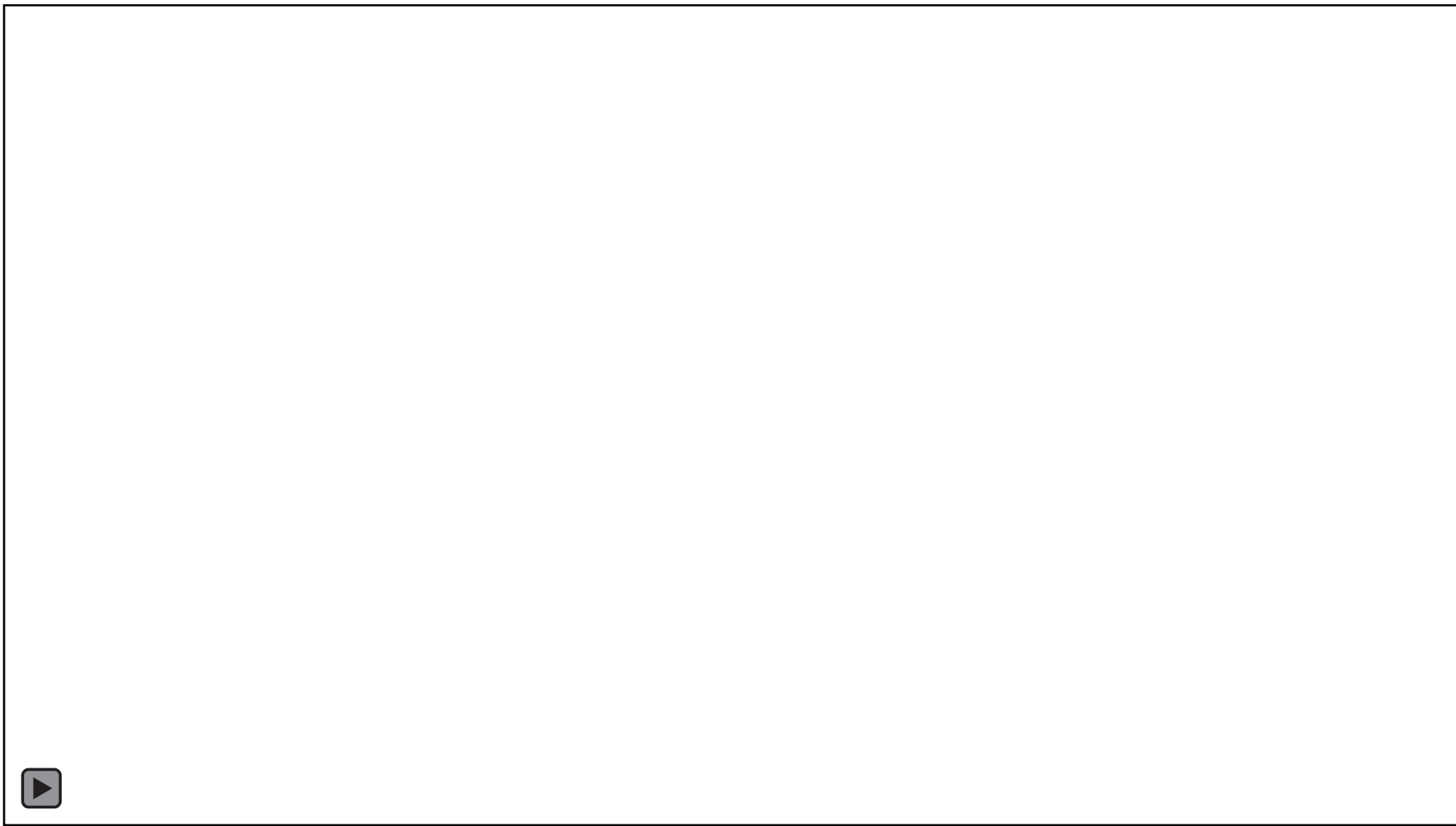


The future of Employment: How Susceptible Jobs are to Computerisation; C.B. Frey, M.A. Osborne



Oakley - Radar Pace

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**Craig Alexander 3X
ironman Champ**



What types of students are we educating in the future?

- **Digital Natives (since birth)**
 - Savvy about online tools, blogs, social networks
- **Always Online-AO students**
- **The Millennials: Confident.** Connected. Open to Change. Socially conscious.
- **Want to make a difference** in the world now with their knowledge/skills
- **Ability to multi-task**
- **Comfortable** with Ubiquitous Mobile Devices and Software Tools





Changes to our campus

- Many more students! More than 3k students in last five years. Less support
- More Diverse (More brown, More international, More female, older)
- Educational Environment – More digital, More Personal (MOOCs, OC, and flipped classrooms)
- More altruistic, more savvy, conscious.
- An emphasis on novel learning spaces.
- Funding and support (Traditional to RCM). The best way to support entrepreneurial endeavors is by rewarding those units who produce positive outcomes.
- Partnerships between students and universities (entrepreneurship).
- Novel partnerships between universities and industry (Companies on campus)
- Partnerships between K-12, Community Colleges and 4 year research institutions



Change in Engineering



2010



2019



New Faculty Hires 2011 - 2018



- Of the 53 faculty we have hired
- 19 Women
- 4 African-American
- 3 Latino-American

>45% of all new hires (53 faculty) have been women and underrepresented minorities

National Recognition

ENERGY AND SUSTAINABILITY

Scott Samuelsen &
Jack Brouwer



WATER AND ENVIRONMENT

Soroosh Sorooshian &
Amir Aghakouchak



HUMAN COMPUTER INTERFACE

Zoran Nenadic &
Payam Heydari



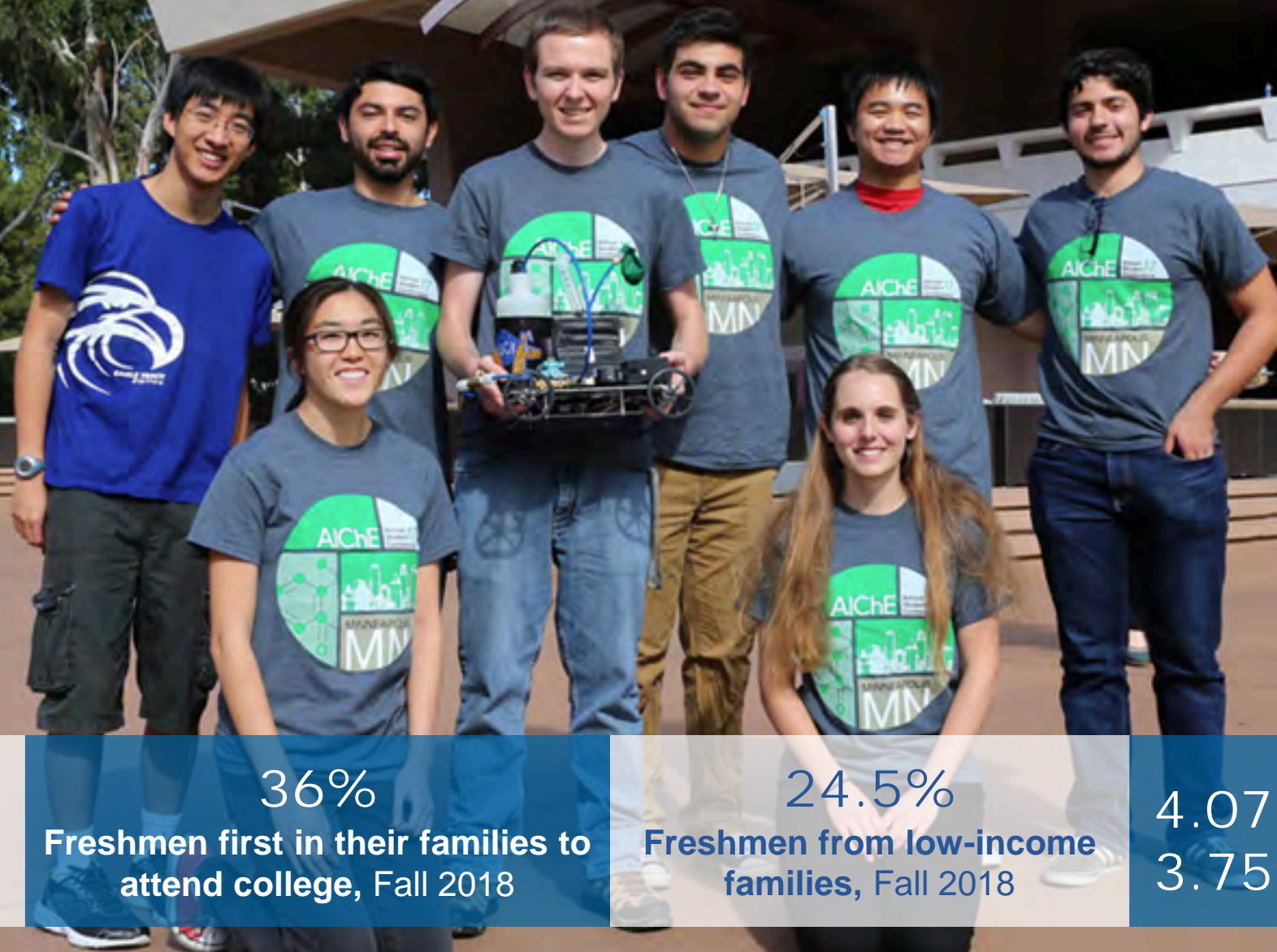
CYBER SECURITY

Mohammad Al Faruque





Recruiting Top Students



16,864
Total Applicants,
1.8x up from 2011

36%
Freshmen first in their families to
attend college, Fall 2018

24.5%
Freshmen from low-income
families, Fall 2018

4.07 Average GPA (17')
3.75 Average GPA (11')



What is Change Management?

- Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.



Change Quotes

- “It is not the strongest species that survive, nor the most intelligent, but the ones who are most responsive to change” -Charles Darwin
- “Change your thoughts and you change your world” -Norman Vincent Peale

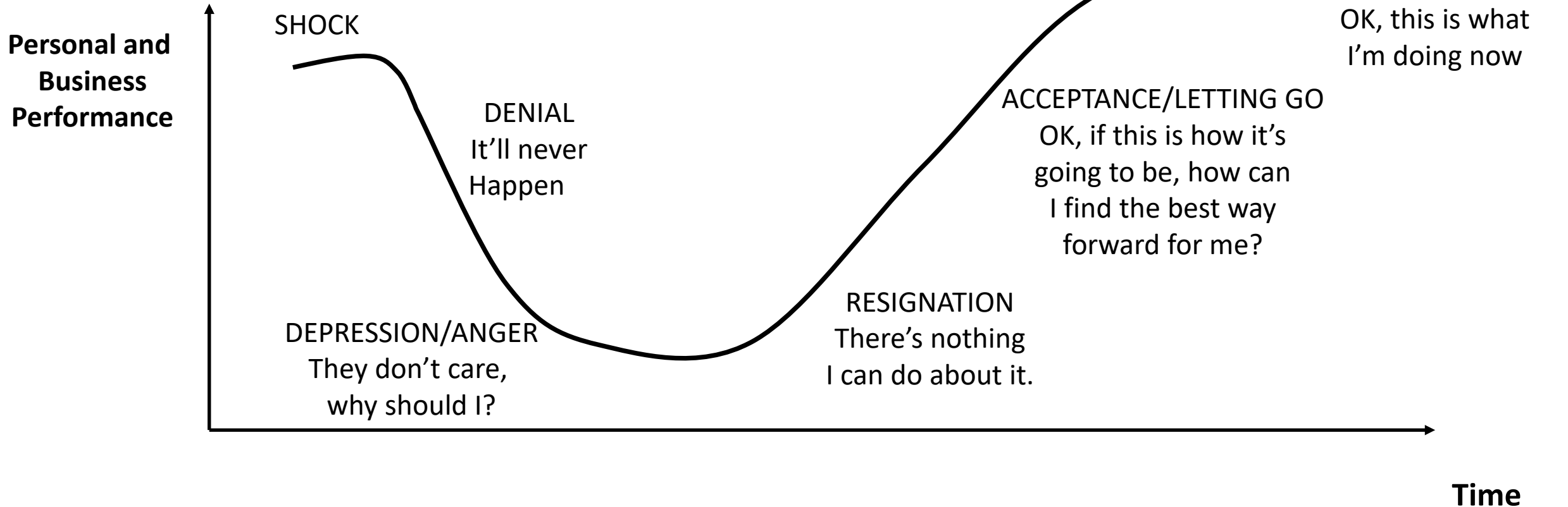


Change (Loss) curve ...and 3 support stages

Information

Emotional Support

Guidance and direction





Facts about Change

- **Different people react differently to change.**
- Change often involves a loss, and people go through the "loss curve."
- Most change succeeds or fails on the cooperation of the people who must implement the change.
- There tends to be two types of people relative to change
 - Stability Agents – struggle when circumstances are changing quite rapidly
 - Change Agents – struggle when everything is the same and there is nothing new
- **Know who you are as a leader!**



Facts about Change (con't)

- The key question asked or unasked on everybody's mind about change is "What's in it for me?" (known by many as WIIFM.)
- **A "few" people and groups are almost always pivotal to a smooth and effective change implementation.**
- Leadership is the key to successful change management. No leadership - no change. **Positive change is ALWAYS an indicator of leadership**



More Facts about Change

- Everyone has fundamental needs that have to be met .
- A clear plan of action is needed for each group/individual who needs to move up in their support level for the change in order for it to succeed.
- **Communication and support are key ingredients when implementing change.**



8 Steps to a Successful Change

Assemble the puzzle and walk your way through

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower broad-based action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture



Thank You!

Merci Bien!

Vielen Dank!

感謝!

Obrigado!

СПАСИБО!

Tak!

Grazie!

Asante Sana!

谢谢!

¡Muchas Gracias!

