Change Readiness Index

# Concept

Lessons learned in wave one of the CUNYfirst project revealed that the Vanguard schools were not adequately prepared to adopt the CUNYfirst system. The intention of this intervention is to assist schools by performing a change readiness inventory to identify areas for improvement prior to each go-live. The Change Readiness Index tool is not intended to gauge technical readiness, but the ability of the schools to manage the change required to support the adoption of each CUNYfirst module.

# Approach

The change management team cannot be effective if our clients do not trust us. We have therefore carefully built our approach to foster communication and trust. Transparency is vital to trust and the campuses must see we are truly partnering to assist them; not “get them in trouble”.

Through interview and observation, the change management team will use the “Change Readiness Index” tool to determine a campus’ status and identify risks to adoption. There is no “self-assessment” segment to the process.

# Execution

The “Change Readiness Index” will consist of two parts:

* + A quantitative weighted inventory evaluated thru interviewing a cross-section of the college community,
  + And a staffing inventory including the number of years of experience for the manager and full-time staff, the total number of staff, and the ratio of staff to students.

The tool will assess the school in the areas of: leadership, ownership, coordination, and knowledge management.

The change management team will spend a day at the campus to execute the tool. Within three days the campus will receive the results of the evaluation and be granted two weeks to respond with mitigation plans.

# Intervention

To preserve transparency and trust, only the campus will see the results of our initial evaluation. This would be similar to receiving an “early warning notification” as a student. The school will then be given two to three weeks to develop mitigation plans for identified areas of risk. Upon request, the change management team will partner with the campuses to design any mitigation plans necessary. These results will be presented to leadership jointly by the change management team and campus leadership.