

## 8 Considerations for Change Management in Higher Education<sup>1</sup>

Michele J. Hansen and Stephen P. Hundley

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*Higher education leaders should reflect on these considerations as they initiate, manage, and evaluate change.*

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| 1 | <b>Context</b>       | Involves identifying the unit of analysis for change (system, campus, unit, department, program, course, or experience), along with recognizing the mission, vision, values, strategic plans and priorities, and culture within that unit of analysis. |
| 2 | <b>Category</b>      | Refers to the type of change that is needed (incremental or transformational) and the drivers of that change (internal or external; responsive or opportunistic).  |
| 3 | <b>Capacity</b>      | Determines the readiness for and willingness of stakeholders to embrace the needed change, including the necessary interventions to develop or implement to support the change.  |
| 4 | <b>Connections</b>   | Recognizes how the change relates to prior activities and current initiatives, including implications for such items as policies and procedures, operating principles or processes, and resource (re)allocations or incentives.                        |
| 5 | <b>Concerns</b>      | Documents the likely sources of resistance to the change, including the strategies for facilitating buy-in or approaches to minimizing roadblocks to change.   |
| 6 | <b>Communication</b> | Outlines the various strategies necessary to inform stakeholders of the need for change, engage them in the change management process, and update them on progress and outcomes associated with the change.  |
| 7 | <b>Coordination</b>  | Leverages the people, processes, technologies, and other logistics involved in facilitating the change, including the project management approaches to initiate, sustain, and, in some instances, scale the change.                                    |
| 8 | <b>Consequences</b>  | Indicates the likely outcomes of realizing the intended change, and, conversely, the implications for not undertaking the change effort.   |

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<sup>1</sup> Excerpted from: Hansen, M.J. & Hundley, S.P. (2025, forthcoming). Institutional effectiveness and change management. In C. Cogswell, & G. Henning (Eds.), *Maximizing the impact of assessment in higher education: Closing the loop with change management*. New York: Routledge.