



NATIONAL INITIATIVE FOR LEADERSHIP & INSTITUTIONAL EFFECTIVENESS

NILIE Technical College Raleigh, North Carolina

Personal Assessment of the College Environment (PACE) Change Readiness Subscale Report

by

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Change Readiness Literature Review

A changing landscape for higher education has increased efforts on creating efficiencies and innovations within post-secondary education. This focus coupled with the pressure on institutions to increase degree attainment, the need for graduates to compete in a global economy, the necessity to engage with an increasingly diverse student body, and a push toward corporatization while also facing decreased federal and state support and more accountability highlights the importance of understanding and implementing successful organizational change. Changes in higher education have occurred throughout its history, but the changes seen today require a greater need for leaders to engage the process of change across their own institutions, thinking more strategically and systematically about how change will impact their own institutions (Kezar and Lester, 2009; Kezar, 2014).

A large part of the organizational change process is engaging personnel in the planning and implementation of change. The participation of personnel across the institution in the change process has proven to yield more success in achieving desired outcomes (Bolman & Deal, 2013; Burke, 2011). Kotter listed eight dynamic stages he found to create successful change through engaging personnel:

1. Creating a sense of urgency
2. Assembling a guiding team with the skills, credibility, connections, and authority to implement change
3. Establishing an uplifting vision and strategy
4. Communicating the vision and strategy through a combination of words, deeds, and symbols
5. Removing obstacles, or empowering people to move ahead
6. Producing visible symbols of progress through short-term victories
7. Sticking with the process and refusing to quit when things get tough
8. Nurturing and shaping a new culture to support the emerging innovative ways

Inviting personnel to participate in the change process not only yields more successful change but further stimulates engagement and deepens commitment among all stakeholders. Creating opportunities to develop shared language around change, encouraging collaboration, and allowing space for contributions will enhance the ability of an organization to prepare for and embrace change (Astin & Astin, 2000). This engagement of employees as a part of understanding the change process requires investment in developing appropriate and functional channels for personnel to communicate necessary actions for successful change (Bolman & Deal, 2008). The Change Readiness Subscale is a survey developed to allow for the direct large-scale input of organization members regarding overall organizational readiness for change.

The National Initiative for Leadership and Institutional Effectiveness (NILIE) recognizes the need to understand the perceptions of employees around the change process. The subjective nature of the perception of change makes a climate survey a necessary component to garner a comprehensive view of the organization's readiness for change and responses to enacted changes. The change readiness subscale is a tool to help institutional leaders better understand their campuses as they are planning or implementing organizational changes.

References

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- Kezar, A. (2014). *How college change: Understanding, leading, and enacting change*. New York, New York: Routledge.
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Table 1. Change Readiness Frequency Distributions

Change Readiness	Response Option	NILIE Tech	
		Count	%
<i>The extent to which...</i>			
1 change occurs at our institution with well defined plans	Strongly disagree	6	2%
	Disagree somewhat	14	5%
	Neither	28	11%
	Agree somewhat	74	28%
	Strongly agree	140	53%
	Total	262	100%
2 the purpose for any change is effectively communicated to employees	Strongly disagree	9	3%
	Disagree somewhat	24	9%
	Neither	33	13%
	Agree somewhat	78	30%
	Strongly agree	119	45%
	Total	263	100%
3 my immediate supervisor consistently demonstrates support for change	Strongly disagree	16	6%
	Disagree somewhat	56	21%
	Neither	59	22%
	Agree somewhat	86	33%
	Strongly agree	46	17%
	Total	263	100%
4 communication channels are available for ongoing feedback about change	Strongly disagree	12	5%
	Disagree somewhat	19	7%
	Neither	56	21%
	Agree somewhat	99	38%
	Strongly agree	77	29%
	Total	263	100%

Change Readiness (continued)	Response Option	NILIE Tech	
		Count	%
<i>The extent to which...</i>			
5 the organizational culture here is distinct	Strongly disagree	12	5%
	Disagree somewhat	34	13%
	Neither	49	18%
	Agree somewhat	94	35%
	Strongly agree	77	29%
	Total	266	100%
6 key milestones are recognized with celebrations, rewards, or other acknowledgement	Strongly disagree	8	3%
	Disagree somewhat	19	7%
	Neither	39	15%
	Agree somewhat	105	40%
	Strongly agree	91	35%
	Total	262	100%
7 employees impacted by change are actively involved in the change process	Strongly disagree	1	0%
	Disagree somewhat	5	2%
	Neither	14	5%
	Agree somewhat	90	35%
	Strongly agree	150	58%
	Total	260	100%
8 leaders effectively communicate expectations associated with change	Strongly disagree	11	4%
	Disagree somewhat	18	7%
	Neither	18	7%
	Agree somewhat	71	27%
	Strongly agree	143	55%
	Total	261	100%

Change Readiness (continued)	Response Option	NILIE Tech	
		Count	%
<i>The extent to which...</i>			
9 employees affected by change receive training to carry out the change	Strongly disagree	33	12%
	Disagree somewhat	65	25%
	Neither	54	20%
	Agree somewhat	75	28%
	Strongly agree	38	14%
	Total	265	100%
10 change efforts are supported with appropriate resources to carry out the change	Strongly disagree	5	2%
	Disagree somewhat	39	16%
	Neither	73	30%
	Agree somewhat	88	37%
	Strongly agree	35	15%
	Total	240	100%
11 if the change involves significantly altering existing organization-wide systems or processes, a sufficient trial period is conducted before the change is fully implemented	Strongly disagree	7	3%
	Disagree somewhat	30	11%
	Neither	48	18%
	Agree somewhat	112	42%
	Strongly agree	67	25%
	Total	264	100%
12 the culture of this organization is considered when implementing change	Strongly disagree	6	2%
	Disagree somewhat	19	8%
	Neither	59	24%
	Agree somewhat	119	49%
	Strongly agree	41	17%
	Total	244	100%

Change Readiness (continued)	Response Option	NILIE Tech	
		Count	%
<i>The extent to which...</i>			
13 overall, my organization handles change effectively	Strongly disagree	9	4%
	Disagree somewhat	11	4%
	Neither	32	13%
	Agree somewhat	118	47%
	Strongly agree	81	32%
Total		251	100%

Table 2. Change Readiness Item Mean Comparisons

	Change Readiness Climate	NILIE Tech	
		N	Mean
<i>The extent to which...</i>			
1	change occurs at our institution with well defined plans	262	4.252
2	the purpose for any change is effectively communicated to employees	263	4.042
3	my immediate supervisor consistently demonstrates support for change	263	3.342
4	communication channels are available for ongoing feedback about change	263	3.798
5	the organizational culture here is distinct	266	3.714
6	key milestones are recognized with celebrations, rewards, or other acknowledgement	262	3.962
7	employees impacted by change are actively involved in the change process	260	4.473
8	leaders effectively communicate expectations associated with change	261	4.215
9	employees affected by change receive training to carry out the change	265	3.075
10	change efforts are supported with appropriate resources to carry out the change	240	3.454
11	if the change involves significantly altering existing organization-wide systems or processes, a sufficient trial period is conducted before the change is fully implemented	264	3.765
12	the culture of this organization is considered when implementing change	244	3.697
13	overall, my organization handles change effectively	251	4.000

* p <.05, ** p < .01, *** p < .001

Table 3. Mean Comparisons by Personnel Classification

What personnel classification are you:	NILIE Tech	
	N	Mean
Overall	266	3.827
Faculty	75	3.963
Administrator	41	3.863
Staff	147	3.762

* p < .05, ** p < .01, *** p < .001

-- indicates results redacted for confidentiality

Table 4. Mean Comparisons by Race/Ethnicity

Please select the race/ethnicity that best describes you:	NILIE Tech	
	N	Mean
Overall	266	3.827
Hispanic or Latino, of any race	60	3.997
American Indian or Alaska Native, not Hispanic or Latino	0	--
Asian, not Hispanic or Latino	4	--
Black, not Hispanic or Latino	31	3.855
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	0	--
White, not Hispanic or Latino	146	3.777
Two or more races, not Hispanic or Latino	14	3.682

* p <.05, ** p < .01, *** p < .001

-- indicates results redacted for confidentiality

Table 5. Mean Comparisons by Employment Status

Your status at this institution is:	NILIE Tech	
	N	Mean
Overall	266	3.827
Full-Time	222	3.796
Part-Time	41	4.066

* p < .05, ** p < .01, *** p < .001

-- indicates results redacted for confidentiality

Table 6. Mean Comparisons by Highest Degree Earned

What is the highest degree you have earned?	NILIE Tech	
	N	Mean
Overall	266	3.827
First Professional degree (e.g., M.D., D.D.S., J.D., D.V.M.)	2	--
Doctoral degree (e.g., Ph.D., Ed.D.)	14	3.774
Master's degree	105	3.912
Bachelor's degree	61	3.872
Associate's degree	52	3.735
High School diploma or GED	23	3.727
No diploma or degree	1	--

* $p < .05$, ** $p < .01$, *** $p < .001$

-- indicates results redacted for confidentiality

Table 7. Mean Comparisons by Gender

What gender are you:	NILIE Tech	
	N	Mean
Overall	266	3.827
Man	48	3.818
Woman	199	3.823
Another gender identity	0	--
I prefer not to respond	1	--

* p <.05, ** p < .01, *** p < .001

-- indicates results redacted for confidentiality

Table 8. Mean Comparisons by Years at this Institution

How many years have you worked at this institution?	NILIE Tech	
	N	Mean
Overall	266	3.827
5 years or less	110	3.945
6-10 years	53	3.859
11-15 years	39	3.682
16-20 years	19	3.818
21-25 years	16	3.861
26 years or more	14	3.454

* p <.05, ** p < .01, *** p < .001

-- indicates results redacted for confidentiality

Table 9. Mean Comparisons by Years in Higher Education

How many years have you worked in higher education?	NILIE Tech	
	N	Mean
Overall	266	3.827
5 years or less	91	4.040
6-10 years	59	3.815
11-15 years	35	3.512
16-20 years	26	4.042
21-25 years	20	3.837
26 years or more	16	3.453

* p < .05, ** p < .01, *** p < .001

-- indicates results redacted for confidentiality

Table 10. Mean Comparisons by Age

What is your age?	NILIE Tech	
	N	Mean
Overall	266	3.827
29 or younger	5	--
30 - 39	43	3.929
40 - 49	59	4.015
50 - 59	61	3.758
60 or older	65	3.748

* p <.05, ** p < .01, *** p < .001

-- indicates results redacted for confidentiality