Change Management in Higher Education an Overview

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Abstract:-

We need to operate a transition from the common 'traditional' settings towards an education that contributes to a sustainable social change by preparing students to be change agents who care for others and for the well-being of society. This Paper provides an introduction to change management and reviews current approaches, theories and models which can be used to skillfully handle and direct change initiatives within higher education (HE) so that the desired outcome is achieved. Planned approaches, psychological and behavioral theories, organizational development, are all discussed.As regards substantive change, higher education is a paradox. It is a field inwhich new ideas, solutions, and practices are constantly developing within differentfields. Change is supported, and when research data contradict current beliefs or models,ideas are changed. The higher education community is under significant pressure to change in all sorts of ways. Various change initiatives include efforts to become more operationally efficient and effective, improve student outcomes, increase access to higher education, control costs, recruit and retain top faculty and researchers, and more.

Keywords: change management, drivers of change, higher education.

Introduction:-

The Greek philosopher Heraclitussaid that "change is the only constant in life." Most of us associated with education may not have experienced the truth of this statement in our profession. Over the last several decades education did not change much. And, then the Covid-19 pandemic changed everything about education. The National Education Policy 2020 proposes to change everything else. As we move forward, each one of us will witness astronomical changes at the individual level as well as organizational level. The profession of teaching as well as the process of schooling is about to change.Some of the important factors influencing quality are infrastructure, teachers and the teaching-learning process. Many universities and affiliated colleges have poor infrastructural facilities and face severe shortage of qualified teachers. Universities are invited not only to qualify

the human capital professionally, but also to foster the moral and humanistic evaluation skills of students (Spitzeck, 2011).

The traditional forms of higher education put a high premium on continuity, on the careful accretion and testing of knowledge, in which teaching and learning are conducted within a well-understood and respected framework of institutional and teacher-student relationships. Within such stable and assured frames, major advances in knowledge and the techniques for acquiring it could be confidently secured. In more recent decades, however, the social contexts within which universities work have changed. Most systems have experienced and have had to come to terms with the turbulence associated with enormous increases in their scale and a great widening of client groups, together with major changes in modes of central and institutional government and the higher education objectives of government. These changes, which can be matched by examples across the whole policy spectrum, have given rise to consideration, by both policy makers and academic policy scientists, of the ways in which policies might be generated and implemented.

Change Management:

Change management is the ability to implement new initiatives or adapt to a changing external environment – a critical skill that higher education institutions must excel at to remain viable. Change Management enables making this adoption process i.e., adoption of a new system (MS Teams/Zoom, etc.)/new process(instruction modes)/new mindset(approach, thinking, etc.) more effective so that all the benefits of a change can be realized.Change takes concerted, sustained efforts to ensure it is successful, regardless of whether it is individual change, small group / departmental change, or institution-wide change. Unless these efforts have a sense of urgency around a shared vision for the needed change, they are doomed to fail.A great example of this is last year's COVID shutdown.

Faculty, understanding the urgency, converted their courses to online in record time – some in less than a week!A sense of urgency. And that trumps resistance to change.Each term and each year, staff work to cycle of continual improvement with the objective to provide the best quality of education and care to their students. From updating textbooks, and materials, to adjusting teaching and assessment strategies, to training and up skilling staff, to procuring new systems (Like an MIS, or piece of online learning software –education are always looking for ways to improve their provision, to ultimately improve student outcomes. When change are manage well, the can be transformational. The most successful change have a positive impact on both student and staff, bringing everyone together in the shared goal of working in new and better ways.

According to Kovoor-Misra and Stouten et al.Three facets must be considered to achieve successful change:

- Motivation of organization members;
- Internal and external sources of change;
- Change's association with organizational cohesiveness, consensus, and order.

It is more suitable if employees clearly understand the preparations needed forchanges envisioned by management. Management should examine whether there areadequate resources to monitor the progress of change until completion.

How humans respond to change

shock
denial
anger
blame
bargain
apathy
acceptance
explore
understand
integrate
sustain

Arbor
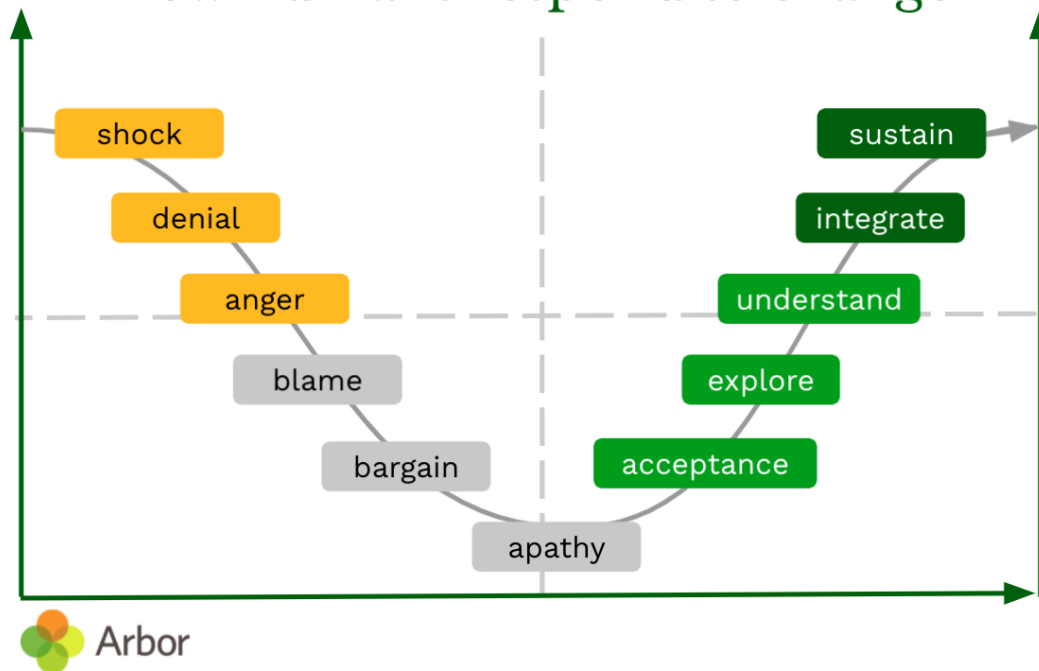
Change management in Higher education:

Higher education change management is the ability to implement new initiatives or adapt to a changing external environment that takes into account the shared governance model of higher education.European universities are adopting techniques from the private sector to managechange, in an approach called managerialism, which, however, institutions have not fullyadapted In 2018, the European University Association gathered leaders from severaluniversities to gain a picture of challenges around daily operations and strategies to bridgethe gap between strategy and execution Pinheiro et al. identified signs of change related to academic leadership moving from rotating systems, which involve election among peers, to a more managerial logic with top-down, order-giving, performance measurement, and appointed managers, constituting a new academic profession.Rising student enrollment with insufficient resources negatively affects many UK universities especially less select institutions, many of which have advised staff toexpect job cuts during 2019 and 2020; remaining staff are also unsustainably overworked, and turnover is high Times Higher Educationreports that 19 British universities reported operating deficits during 2016/17, compared to seven universities the year before. Uncertainty due to Brexit and COVID-19 shows a clear need for change in university administration.

Prioritytopics for change management in the following areas:

- ➢ Leadership and development management: Lack of strategic plans and coordinationfor professional development of leaders in universities is present.
- ➢ Roles and titles: Better definition of academic admin roles (director, department secretary,dean, academic manager, etc.) is needed to better understand their contributionsto change management.
- ➢ Recruitment and retention: Insufficient data are available regarding decision-making processes.
- ➢ Role of the human resources department: HR's role in recruitment, change management,and employee evaluation is not always well-defined.

> ➢ Employee satisfaction surveys: More detailed surveys are needed, covering remuneration,professional development, and rewards.

How to plan Change in Higher Education

The first mission of universities is to prepare youth for the labor market by providing them with an adequate education. Their second mission centers on producing new knowledge through research. A third mission, which is relatively recent, requires universities to engage with societal needs and link their activity to their specific socioeconomic context. Organizations are solicited today to shift from an 'economistic' approach of management to a more 'humanistic' approach (Melé, 2013).

Primary Goal

The primary goal of stakeholder commitment (or "change management" as it's commonly referred to in consultant-speak) is to facilitate and sustain the enthusiastic acceptance and adoption of new strategies, technologies, and processes. But far too often, change management is given short shrift. The unfortunate result: sub-optimal outcomes. India has a publicly funded higher education system that is the third largest in the world, next to the United States and China. The main governing body at the tertiary level is the University Grants Commission, which enforces its standards, advises the government, and helps coordinate between the center and the state. The current state of higher education in India is characterized by both opportunities and challenges. The Central government of India provides funding to public universities for better facilities and makes them more accessible to students with any sort of financial background.

Improvement of Higher Education

As an educational institution, if you want to improve the enrolment in your higher education courses, here are a few simple ways that you can easily adopt –

1. Create Program Differentiation.
2. Increase Student Engagement.
3. Design Competency Based Curriculum.
4. Improve Data Accuracy.

Four Learning Strategies

Perhaps the most simple way of describing 'learning styles' is to say that they are different methods of learning or understanding new information, the way a person takes in, understand, expresses and remembers information. **There are 4 predominant learning styles: Visual, Auditory, Read/Write, and Kinesthetic.**

Strategies to change in higher education

The process of change in higher education should be stimulated so as to render higher education better adapted to respond to the general problems facing humanity, to correspond to the needs of economic and cultural life today, and to be able to respond to the specific problems of the given region, country and community. College learning strategies are methods that help students improve their learning and academic success. They are conscious, intentional techniques that students use to adapt how they learn based on the purpose and requirements of an academic task in a specific learning situation.

Top strategies to implement change

- Establish your need for change. The first things to think about when you're starting a project are why you need to make the change and what you want to achieve over the long term. ...
- Create a change network. ...

- Communicate. ...
- Be prepared for resistance. ...
- Track progress and celebrate successes.
- Imagine New Programs, Services, and Spaces. ...
- Test Ideas to Perfect Them. ...
- Make Decisions by Consent not Consensus. ...
- Create a Structure That's Responsive. ...
- Design Project Teams to Get Stuff Done.

New Changes in the Higher Education System in India NEP 2020 aims at increasing the Gross Enrolment Ratio (GER) from 26.3% to 50% by 2035. The policy has largely focused on introducing flexible, holistic, as well as multidisciplinary undergraduate courses with multiple exit options.

Conclusions

This study provides insight into the perceptions of the higher-education sector on the change management process. Higher-education leaders are experts in a range of disciplines, with different levels ofeducational experience. Although they may have had success in research, innovation,teaching, or knowledge transfer, a comprehensive and unified approach to face the processesof organizational change is not yet evident. Exploring these issues in the contextsto guide in such endeavors is important forevaluating the challenges and finding solutions that further meaningful change.The results of this study provide a starting point from which to consider what knowledge,skills, and abilities are vital for university leaders to facilitate change;the results thus inform the development of brightfuture in higher Education. People can inspire the academic community and promote the value and benefitsof change management. The results of this study have thus helped identify gaps in theperformance of academic education and point the way to possible development paths for future new knowledgeable experimentsin education programs for academics.

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