

Connect the Dots Case Study



THE OHIO STATE UNIVERSITY

OHIO STATE UNIVERSITY Leading Change

A Prestigious “Big Ten” Research University Commits to Cost-cutting Measures for the Win

In a difficult economy, governors across the US seek to cut state spending on colleges and universities to help close budget shortfalls. Higher education officials are often caught in the middle.

On one side are elected officials making a play for the voters’ support. On the other side are students and their parents who can’t afford yet another tuition hike. The answer to rising costs is a careful evaluation of spending, especially paying close attention when environmental issues are at stake. The Ohio State University (OSU) faced such a challenge.

OSU is one of the largest universities in the US, established in 1870. Today it has over 63,000 students and almost 22,000 staff members. OSU is a public research

Quick Shot

Company Name

The Ohio State University
<https://www.osu.edu/>

Industry

Higher Education and
Public Research
University

Key Challenges

- ▶ Funding source changes required new policies
- ▶ Mandating new behavior for a large organization of 20,000+ people

Solution and Services

- ▶ Leading Change by partnership with UniPrint, the in-house print shop

Solution Highlights

- ▶ Applied Prosci® ADKAR® Change Management methodology
- ▶ Developed a plan for implementing the change initiative
- ▶ Identified key motivators for change and communicated it to the organization

Key Benefits

- ▶ Helped define project resources
- ▶ Developed a pilot program
- ▶ Involved employees & key stakeholders in the change
- ▶ Developed a change strategy and incorporated it the project plan

university and in addition to its main campus in Columbus, Ohio, has regional campuses in Lima, Mansfield, Marion, Newark, and Wooster.

The Challenge: An Urgent Need for a Landscape Change in Higher Education

OSU experienced funding source changes for both the university and its medical centers. The students were facing rising tuition costs while the staff received a strong message of doing more with less.

UniPrint is OSU's internal provider for offset/digital printing and copying, managed copiers, document management, lab printing and microscope repair to the university and the medical center.

Its team undertook an initiative for Printer and Copier Optimization. The goal of this project was an overall reduction in the university's printing habits, which had significant environmental and economic footprints that were unnecessarily large and wasteful. In addition, the University would be able to save significant dollars by achieving its lower printing standards.

Connect the Dots (CTD) was asked to collaborate with the UniPrint team to create a leading change strategy. It included an analysis of the current state, an articulated desired state for each project, a stakeholder and sponsorship roadmap and a communication plan to drive sustainable change for each of these projects.

CTD started work immediately with the project team and helped them hone their message of what was changing, why the change was necessary and what the consequences were of not changing. Not surprisingly, this process allowed the team to be better aligned with the university's goals and overcome obstacles toward achieving the results they wanted.

The Solution: Streamlining Costs with Leading Change

Organizations are notoriously complex with their varied layers of management, processes and culture. It is very difficult to mandate a behavioral change in such an environment. An approach was needed that would address large-scale changes for 20,000+ people.

The solution used the *Prosci*® ADKAR® Change Management methodology. CTD is a certified *Prosci*® provider and was very familiar with OSU's culture and practices. CTD was confident they would be able to build a framework and plan that the UniPrint team could implement successfully.

CTD and UniPrint collaborated with the project team and developed a plan for implementing the change initiative. Together with their combined expertise, they built the vision and project plan to implement several pilot projects so the team could test the process and the supporting resources, learn what pieces worked and what would need to be tweaked so the initiative could be fully introduced to over 20,000 employees across the University and Medical Center

A Customized Change Solution Creates a Better Outcome

Together, Connect the Dots and the UniPrint Project Team worked to implement a customized change solution that cut operating costs. By spending time understanding the key motivators for change at OSU, CTD was able to define the change – and the benefits of the change by identifying the potential barriers of reducing individuals' printing habits for the university and for individuals.

CTD helped the team articulate the financial benefits, but more important than the financial rewards were sustainability ones and the potential environmental impact for the University as a result of printing less.

With CTD's leading change blueprint, they:

- Helped define project resources
- Developed a pilot program
- Identified areas of push-back and addressed them

- Involved employees & key stakeholders in the change
- Developed a change strategy which was incorporated into the project plan

With each implementation, the cost savings to the university grows and the impact to the environment decreases. This approach allowed university employees and decision-makers to support the initiative based on their personal values. Some responded to the need to save money, however most were motivated by the "green-ness" of the project. OSU is now on track toward more efficient operational costs that stays within budget and truly makes a difference.

<http://www.connectthedotsconsulting.com/contact.htm>

Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.

