



Responding to Stakeholder Pushback

Change is hard for anyone but especially at a university. Even with all the right institutional measures in place, there may be individual Deans, faculty or staff that resist adopting the product. Anticipating common pushback and thinking through potential responses can be instructive in helping to win over hearts and minds throughout the process.

Inevitably, at least in the short term, we are asking people to learn something new and make a change in their current practices. To help alleviate this concern, ensure that all conversations lead out with the 'what's in it for me' (which we abbreviate often as "WIFM") to help stakeholders appreciate the potential end-state.

Stakeholder	Common Pushback	Potential Responses / What's in it for Them
Faculty	<ul style="list-style-type: none">• This is a lot of work and takes away from my productive research / teaching time.• What does the University plan to do with my data? What decisions will they be making?• What was wrong with the old process?• Why can't I just send you my CV in a word document?	<p>All Products</p> <ul style="list-style-type: none">• The University is here to support you with all the training needs you may have.• Implementing this product will be done in a deliberate and phased approach. We will segment data entry needs into reasonable chunks so that any one piece does not have to be time-consuming.• The process is changing, but it allows for transparency as well. You will know where things are in the process, the full suite of documents that are needed, and their deadlines. You can still see where your academic documents live.• This online, secure platform will help streamline our processes and make them consistent and equitable for all faculty.• It is financially irresponsible for the University to continue using custom products. Also, many of these homegrown products are not as secure.• There was a lot of staff manual effort that was being done to support our old processes - this will be more efficient.• Word documents don't provide reporting - your school might have strategic questions that they would like to answer.<ul style="list-style-type: none">◦ ex: how many under-represented ministries are doing xyz to become a more equitable University <p>RPT</p> <ul style="list-style-type: none">• Transparency in where your case or packet is during the process.<ul style="list-style-type: none">▪ Faculty can go to staff and ask where my case is - the administrators could pull it up and show them which committee or group it is with. If the administrator is confident, it will add to the faculty member's comfort. (Assuming permissions and settings allow for it for this institution)• The process is changing, but it allows for transparency as well. You will know where things are in the process. You can see where your stuff is.

FAR

- The institution and faculty member still “own” their data.
- FAR allows a faculty member to tell the story of their work and showcase their full range of accomplishments. Give credit where credit is due.
- The data will be used to make your online web profile accurate and up-to-date. This will allow us to brag about you.
- Data will be pulled automatically into your review materials.
- This change minimizes the amount of times administration will ask you to provide updates on specific data throughout the year.
- Allows you to find collaborators across campus.
- Allows administration to review processes for diversity and equity. Ex: How many women or minorities are considered for tenure by discipline.
- Helps support DEI initiatives.

Stakeholder**Common Pushback**

Staff

- I will not be able to get my faculty on-board with this - they will resist.
- This may eliminate my job function.
- Who is going to do the training?
- Our process is complicated - this tool will not be able to meet the needs.

Potential Responses / What’s in it for Them**All Products**

- We are here to support you; you have a dedicated project manager for X amount of time, a CSM for Y, and our Scholar Services are available from x to x these days to these days. The University will provide training and support so that you feel confident in the product and can help introduce the product initially to your faculty.
- Interfolio has on-demand training and resources that can support you and your faculty as issues arise.
- Interfolio has training resources and people that will support you.
- The Dean/Provost/Leadership has blessed this and wants to see the change. They have your back.
- Your role is still critically important to our success but what you may be doing day-to-day may be different. You will be able to spend more of your time on other initiatives. Either way, we will train you so that you are confident in these new skills.
- We need input from subject matter experts, like you, to help ensure the software is meeting the institutional goals.
- This software will bring increased security over the information and important data about faculty careers.
- There are over 350 institutions around the world using this tool - it is flexible and we can build it to work for our institution. Work with us to make it match.

RPT

- Reduces manual work and much time organizing packets, emails, and sharing with committees. Everything is in one place.
- No paper means you can view this anywhere - no worries about losing the information.
- Allows staff to be accountable for the process. You can show evidence that the process worked the way it was supposed to. This will support legal requirements as well.
- Allows for easier tracking and reporting.

- Cases/steps/packets cannot be submitted without all required items - no more reviewing and tracking down a single document.
- Visibility of where the case is in the workflow (based on permissions) - now you know who to follow up with about completing their work.
- Transparency into the various cases and workflows in one place.
- New tools will make your job easier. For example; processes to request letters of recommendation; get feedback from faculty and committees; committee voting.
- Opportunity for work optimization because you have data on the process.

FAR

- This will allow you to pull reports on faculty data without having to ping the individual faculty each time. Save time upfront, spend time just validating.

Stakeholder

Deans

Common Pushback

- This is a large lift for my faculty - why should I be supporting this transition.

Potential Responses / What's in it for Them

All Products

- Help the Dean see what is in it for their administrators. They care about their staff and if this has been a pain point, they may buy-in.
- Adopting these products shows an institutional commitment and investment in faculty success and support. The University is investing in management tools to make your job easier and eventually the faculty's job too.
- We are going to make the lift for faculty as minimal as possible. It's not that large a lift - we will get most data from electronic sources
- The new process may be easier than what they are doing today - compared to doing all of this stuff manually.

RPT

- You will be able to analyze effectiveness of policies and practices (ex: diversity and inclusion in your promotion processes)
- While staff have transparency at all times, Deans will get emails and pings at their point in the workflow. This will make it more obvious when you need to take action.
- Reporting functions will be increased. For instance, you can now understand who is being granted promotion and tenure. Additionally, you can slice that information by department, gender, etc.
- Faculty will now have a clearer understanding on what the criteria will be for their promotion and tenure review - a transparent tool will set expectations for your staff.

FAR

- Reporting will enable you to support external reporting requirements more nimbly and with consistency (ex: accreditation; US News; etc).
- You will be able to provide recognition to your faculty more regularly. Examples include celebrating faculty publications quarterly; those who have written books; awards and scholarship. Pulling the information exclusively from FAR will also promote use of the tool.
- You will be able to analyze effectiveness of policies and practices (ex: diversity and inclusion in your promotion processes)