













Making Change: Redesigning a Program the ULAA Way

Lori Rothstein & Denise Stromme

This poster was originally designed for the 2014 University of Minnesota Fall Program Conference using the online infographic tool, Piktochart. The poster was presented both in a print version and electronically using iPads. The electronic version can be found at <https://magic.piktochart.com/output/2984791-ulaa-poster-september-2014-copy->.

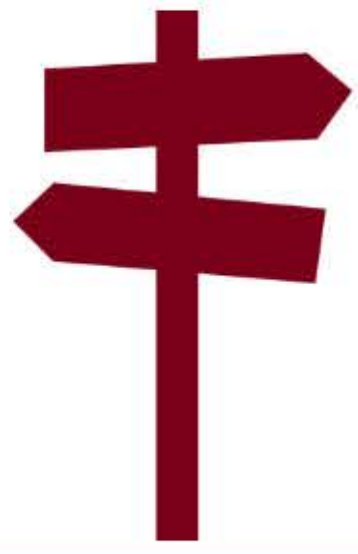
Embedded into each icon was a web link providing further information for the viewer. I have included a pdf of each of the links for your convenience. The web links included:

Icon	Web Link
 Arrived at a crossroads so we	https://drive.google.com/a/umn.edu/file/d/0BzVoKO0tF11GdHIPTDIIx2ZKdG8/view
 Embraced change	https://drive.google.com/a/umn.edu/file/d/0BzVoKO0tF11GakVIQ3FmOC1ieDA/view?usp=sharing
 Gathered an amazing team	https://drive.google.com/a/umn.edu/file/d/0BzVoKO0tF11GVmF3LXo3TkdxWWc/view
 Surveyed participants	https://drive.google.com/a/umn.edu/file/d/0BzVoKO0tF11Gb1IUY21vTW9YT1U/view
 Identified stakeholders' needs	https://drive.google.com/file/d/0BzVoKO0tF11Gc0J5T1IHMVRCYW8/view?usp=sharing
 Encouraged innovation	http://www.extension.umn.edu/community/leadership/advisory-academy/model/
 Introduced theme	https://docs.google.com/forms/d/1KAkcsEQliPCJBuGmYtxGdXpkzWxDrikzGJsTdQMYEJs/vi ewform?usp=send_form
 Integrated technology	https://drive.google.com/a/umn.edu/file/d/0BzVoKO0tF11GYnVKbEdGOUtCLTQ/view
 Launched responsive redesign	https://drive.google.com/a/umn.edu/file/d/0BzVoKO0tF11GUzdPVGR4R1JYLVE/view
 Change remains in the works	https://docs.google.com/a/umn.edu/forms/d/19f4FqA1sUXKMvWbXeSonr_xEZ2TPJmLWk bKL4aG97w/viewform

Making Change

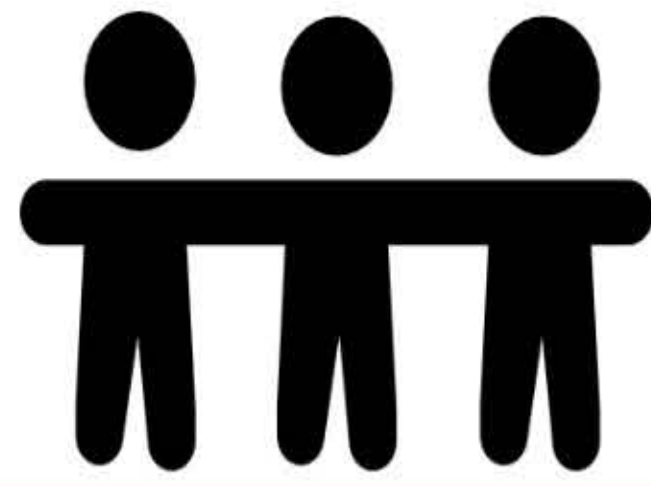
Redesigning a Program the ULAA Way

by Lori Rothstein & Denise Stromme
Educators in Leadership and Civic Engagement



Arrived at a crossroads so we

To meet the needs of community leaders of today and tomorrow, we needed to delve into the design and management of the U-Lead Advisory Academy (ULAA).



embraced change

Change is never easy. We reviewed why people resist change to ensure we'd be responsive to the concerns of all involved as we went through the redesign process.



gathered an amazing team

Each team member took the lead in different aspects of the ULAA design, management, and support by contributing their strengths, insights, and connections.



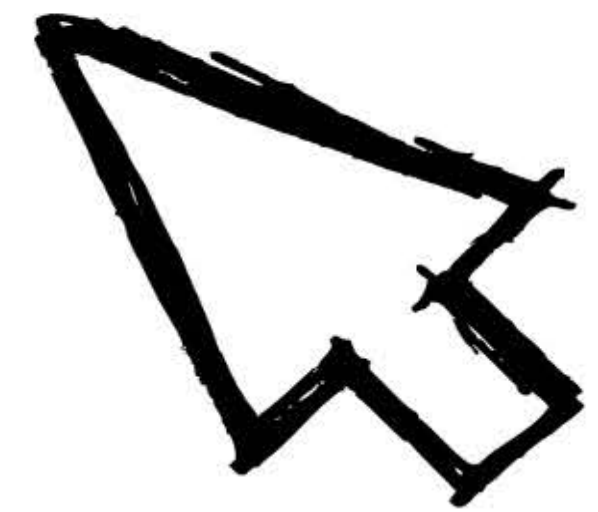
encouraged innovation

Our conversations sparked ideas for a new program design with distinct phases for in-person learning, application, evaluation, and a community of practice.



identified stakeholders' needs

Through in-depth discussions, we probed the needs and wants of our stakeholders such as Extension leadership, program staff, program sponsors, past participants and potential participants.



surveyed participants

We consulted with alumni, reviewed past exit interviews and sent online surveys to potential participants to discover aspects of the program they liked and suggestions for changes.



introduced theme

The problems and opportunities facing communities today are multidimensional. Developing ULAA around a theme of interest allows us to arrange and feature Extension efforts in a more comprehensive manner. It focuses the program tours, marketing and application of the learning.



integrated technology

Using technology some areas of the implementation, management, and teaching of the program has streamlined registration processes, participant-led learning, and ongoing communication.



launched responsive redesign

And so here we are, enjoying the challenges and opportunities the redesigned ULAA 6: Leadership for Healthy, Livable Communities program presents us.

change remains in the works

But as you know, change is a constant. Next year we'll have a new theme, but will we also have a new program name?



UNIVERSITY OF MINNESOTA
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About the U-Lead Advisory Academy

The U-Lead Advisory Academy is about inspiring leadership in individuals to transform the issues and communities they care about. It's about offering Extension volunteers and collaborators the chance to learn new leadership research and tips, explore what Extension is doing around the state and apply the research to build resilient communities in Minnesota. ULAA helps build a new system of support through fellow participants and past ULAA participants. This network of Extension supporters is providing passionate leadership throughout the state.

In 2014, the ULAA program will host its sixth cohort. The program was designed in 2008 in collaboration with Extension's leadership to reward and inspire Extension's committed advisers, stakeholders and volunteers throughout the state.

What Brought Us to a Crossroad?

- The opportunity to work with other Extension Centers who voiced a need for leadership programming for their volunteers, partners and staff. Being inclusive in our planning could help us redesign the program in a way that was more encompassing in its scope.
- Difficulty in recruitment. We needed more clarity in our marketing, so participants could see themselves as part of the program.
- The need for a more consistent annual time frame. We had postponed start dates (due to low enrollment) and canceled a start (due to last minute registration cancellations).
- Change in the U-Lead Advisory Academy leadership. ULAA has had five educators in its brief history. Staff turnover can make planning and implementation challenging.
- ULAA alumni were engaged and fully supportive of the program. Sponsors were supportive of the program. Interest was still high, but what direction would lead us to a better outcome for everyone?
- Lack of a hook. What makes ULAA enticing and different from the other leadership programs across the state? Exploring various draws such as an international study tours, incorporating well-being and technology pieces and a foundational theme could help create a nice for the program.



Seven Reasons People Resist Change

Threat to one's self-interest

Uncertainty

Lack of confidence change will succeed

Lack of conviction change is necessary

Distrust of leadership

Threat to personal values

Fear of being manipulated

Oreg, S. "Resistance to Change: Developing an Individual Differences Measure," *Journal of Applied Psychology* 88 (August 2003): 680-693

Lussier, R. & Achua, C. (2007). *Leadership : Theory, Application, Skill Development*, 3e. Mason, Ohio: Thomson South-Western



Denise Stromme

educator,
ringleader



Lori Rothstein

educator,
creative genius



Sue Crotty

support staff extrodinaire,
tech trouble-shooter



Trudy Fredericks

support staff superhero,
logistics top cat



Mary Ann Hennen

program leader,
connector-of-all-the-dots



Joyce Holting

assistant director community
vitality, *marketing maven*



Ben Anderson

regional director,
liaison lord

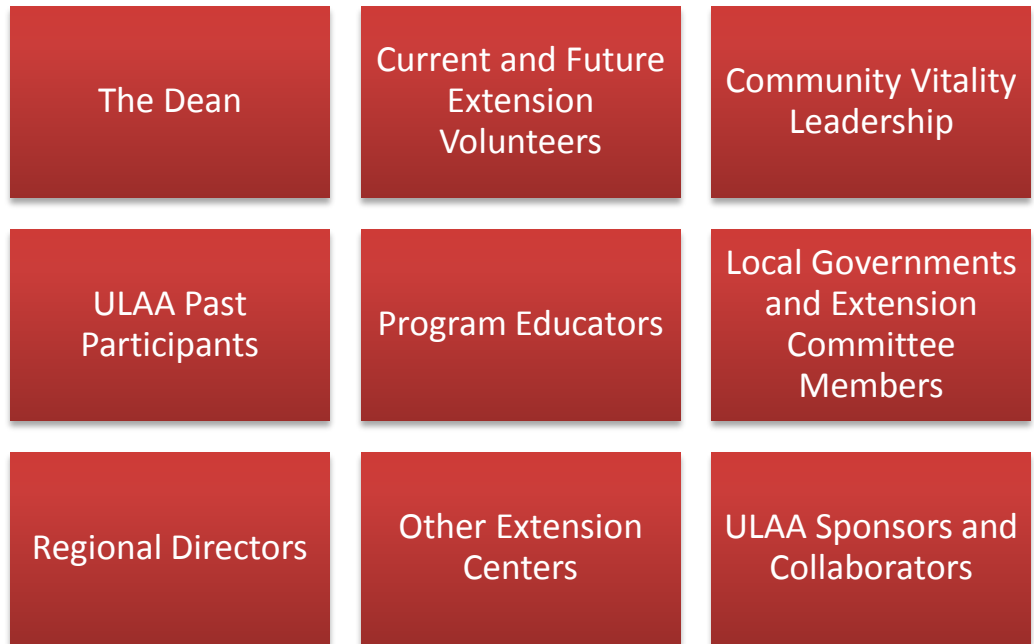


Betsey Hodson

web production assistant,
web shark



Meet the stakeholders:



And their needs:





ULAA Program Design¹

Quick Links

- [Home](#)
- [Schedule](#)
- [Scholarships](#)
- [Registration](#)

[Phase 1](#) | [Phase 2](#) | [Phase 3](#) | [Phase 4](#) | [International Study Tour](#)

The U-Lead Advisory Academy is a leadership cohort. Our cohorts are designed to bring a group of people together to learn from, and with, each other in an intentional learning experience over an extended period of time. ULAA is organized into four dynamic phases including:

- Phase 1: EXPERIENCE in-depth leadership education
- Phase 2: APPLY new concepts and ideas
- Phase 3: SHARE through synthesis, evaluation and commencement
- Phase 4: RENEW with the ULAA Community of Practice



Phase 1 of the program is an intensive learning phase. During this phase, you will expand your leadership knowledge and skills to help you work for healthy, livable communities. Your learning will be enhanced through the numerous site visits and speakers highlighting Extension's research, programs and partnerships. Using Community Vitality's Leadership Competency Model as a guide, you'll discover the competencies leaders of today need to tackle today's complex community issues. You will explore areas such as powerful communication, positive psychology, motivation, individual strengths, effective teams, engaging others, navigating conflict and more.

During **Phase 2**, or apply phase, you will apply what you have learned to your current projects or efforts. It is a time to tap your new networks, test out ideas, and take strategic action with a system of support to help you face the challenges along the way.

During this phase there will be informal learning sessions where participants can gain powerful insights from one another through group coaching and peer learning opportunities. You'll also have access to optional webinars and resources that you can access when your schedule allows.

¹ Note this originally linked to a webpage.

Phase 3 is all about sharing what you've learned with your fellow participants. You'll come together for a 2-day capstone retreat. There, you will share how you applied the leadership techniques and what worked (and what didn't). You'll also evaluate your leadership journey so far. The retreat will end with a beginning; a commencement to celebrate completing the cohort portion of the program and an invitation to join the passionate ULAA Community of Practice.

In **Phase 4**, you'll join the ULAA Community of Practice. It is an opportunity to connect with other ULAA alumni leaders and innovators to build capacity for the next evolution of work in Minnesota communities. In the spring of each year, a ULAA alumni retreat will allow you to continue to build your competence, confidence and connections through workshops and networking opportunities.

You will have the opportunity to participate in an **international study tour** as well. Cultural competency has been named one of the most crucial skills for leaders of today. Travel with fellow participants as you gain valuable experiences and practice your leadership skills in a global context.

The U-Lead Advisory Academy runs on a three-year cycle. New cohorts will begin in the fall of 2014 and 2015. In year three (2016), ULAA alumni will have the opportunity to participate in an international study tour. The cycle will begin again in the fall of 2017 with a new cohort

[ABOUT](#) | [PROGRAM DESIGN](#) | [FAQs](#) | [PARTICIPANTS](#) | [ALUMNI](#)



Do you have future ULAA theme ideas?


This year the ULAA 6 cohort is looking at Extension and Leadership through the lens of Healthy, Livable Communities.

* Required

What theme would you like to see future ULAA cohorts focused around? *

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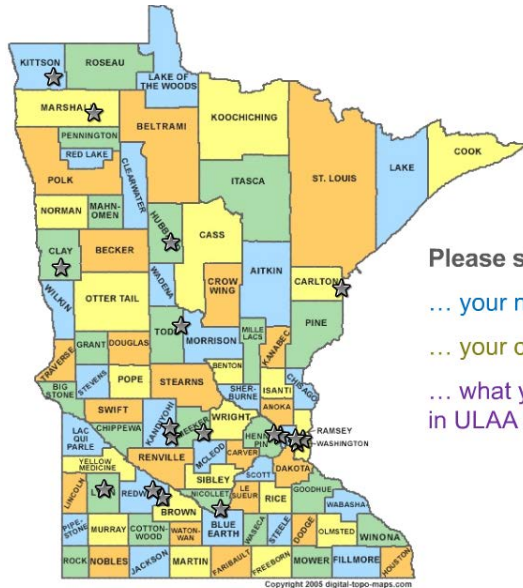
Integrating Technology into ULAA

	What	Benefits	Drawbacks
Management	Weekly Team Google Hangouts	<ul style="list-style-type: none"> • Consistent communication • Transparent actions 	<ul style="list-style-type: none"> • Finding a standing time for the team to meet
	Online Registration with Reg Online	<ul style="list-style-type: none"> • Can pay with credit card • Less support staff time 	<ul style="list-style-type: none"> • Fees • Fewer options for payments and questions
	Qualtrics	<ul style="list-style-type: none"> • Good for collecting participant information 	<ul style="list-style-type: none"> • Summary is awkward in how it collates responses
	Google Docs	<ul style="list-style-type: none"> • Good for running notes and documents in the works 	<ul style="list-style-type: none"> • Difficult for formatting so not convenient for content production
	Google Forms	<ul style="list-style-type: none"> • Good for having participants sign needed forms 	<ul style="list-style-type: none"> • No way to complete forms electronically and autosave • Difficult getting Extension images imbedded
Teaching	iPad and Surface for participant use	<ul style="list-style-type: none"> • Using for translation • More photos and videos • Impromptu videos • Can use for group projects • Digital storytelling • Good for supplemental learning resources • Good for reflection 	<ul style="list-style-type: none"> • Not enough for everyone • Can only be used during the session
	Peer Tech Teaching Time	<ul style="list-style-type: none"> • Participant led learning • Multi-level • Everyone has a chance to share 	<ul style="list-style-type: none"> • Finding time to fit it in
	Tech Tips in booklets	<ul style="list-style-type: none"> • Share tech resources relevant to community leadership 	<ul style="list-style-type: none"> • Shared as a resource, not taught during sessions
	UMConnect for Webinars	<ul style="list-style-type: none"> • Can show screens 	<ul style="list-style-type: none"> • Limited functions
	Group work using iPads, Surface	<ul style="list-style-type: none"> • Experience new programs • More visuals • Reflection and application opportunities 	<ul style="list-style-type: none"> • Difficult to find programs for both iPad and Surface • Educator learning curve
	Class site: Moodle or Google Sites?	<ul style="list-style-type: none"> • Moodle: used in past • Google sites: free for participants to use on their own 	<ul style="list-style-type: none"> • Is there an app with alert function?
	Social Media: Community Vitality's Facebook page	<ul style="list-style-type: none"> • Publicity • Links participants to the larger department • Keeps followers up-to-date 	<ul style="list-style-type: none"> • Public vs. private life • Not everyone wants a social media presence
	Apps and Tools	<ul style="list-style-type: none"> • Good for reflection (e.g. Flipgrid) • Flipped classroom options 	<ul style="list-style-type: none"> • More downloads • Overload to some



Where ULAA 6 participants are from

ULAA 6: Leadership for Healthy, Livable Communities has 18 participants from across Minnesota. Our welcome webinar had participants plot where they are from using the whiteboard function in UMConnect.



Please share...

... your name and location.

... your connection with Extension.

... what you are looking forward to in ULAA 6.



Why ULAA 6 participants signed up

It looks like the redesign made an impact. When asked why they signed up for the cohort, the top three reasons were:

1. Learning about and increasing leadership skills
2. The theme of Healthy, Livable Communities
3. Visiting and learning about other Minnesota communities

We're well on our way

We've finished our first webinar and in-person session. Take a look at our schedule:

Date	Location
August 8, 2014	Welcome Webinar
September 10-12	Brainerd lakes area
October 15-17	Rochester and Root River area
November 12-14	Twin Cities
December 7-12	National Study Tour: New Orleans and Gulf Coast
January-March, 2015	Application Phase
April 9-10	Synthesis, Evaluation, and Commencement: TBD
May 8	ULAA Community of Practice Retreat
Fall 2016	International Study Tour



1

Rename ULAA?


The name ULAA stands for U-Lead Advisory Academy. It's long, it's clunky, and we're thinking of changing it.

What would you suggest for a new name for this program?

We'll be recruiting for the next cohort in the winter of 2015. Leave your name and email here if you'd like to be contacted directly when more information becomes available.

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