Navigating Change
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Conference Civility Statement
We ask you to join us in creating a culture that reflects…
Access and Inclusion
and
Civility and Respect
…this week and in all aspects of our organization.

Pre-2020 Org Chart
Navigating Change in Three Ways

1. Compliance: how to ensure consistency throughout the interactive process
2. Staffing: bringing equity to the staff experience on each campus
3. Collaborative Team Building: creating cross-functional teams to maximize office impact
Compliance and Consistency

1. Legal Concerns
2. Staff Experience and Collaboration
3. Student Experience

People, Processes, and Tools Review

1. People
   - Do we have consistent competencies and training?
   - Can we develop consistent on-boarding for new staff?
   - Can we align professional development and training goals?
   - Are job titles and responsibilities consistent?

2. Processes
   - What is our process for engaging with students?
   - What is our process for registration/intake/welcome?
   - What is our process for declining accommodations?
   - What is our process for grievances?

3. Tools
   - Are our websites consistent?
   - Could we combine websites or parts of websites (policies, for example)
   - Are there tools one office is using that is worth adopting?

How to create more consistency

1. Audit key processes happening currently on all campuses.
2. Discuss priorities with individual campus teams and prioritize team representation on the Implementation team.
3. Identify available tools and resources.
4. Identify areas where the mundane, daily tasks could be automated.
5. Design a simple workflow that allows staff to think, adapt, and make decisions when needed.
Improving the staff experience

- How do you bring equity to the staff experience on each campus?
- What is it like to work here?
- What do people like most?
- What is the biggest challenge?
- Are there career paths?
- How do you support smaller campuses with a central office?
- Three offices/three campuses:
  - Campus 1: Appropriately staffed
  - Campus 2: Understaffed
  - Campus 3: Dangerously understaffed

Three changes to staff structure

1. Elimination of out-of-scope work
   - What services/interactions are your staff having with students?
   - Is that consistent within your own office?
   - Is that consistent across offices?
   - Are they within the scope of the office?
   - Are they prioritized appropriately?
2. Creation of appropriate job titles and career pathways
   - Each “director” had different responsibilities and different pay structure
   - Opportunity to create more tiered job titles (entry level – mid-level – senior level)
3. Streamlining auxiliary services team

Communication Access Team/Digital Media Specialists

Prior to merger, these staff reported to the AR Director Main Campus in some form
Accessibility Resources (AR) had 3 separate teams which had been already been streamlining processes, procedures and policies to ensure consistency if/when a student would transfer to another campus and/or take courses:

- Clifton Campus: Comprised of 6 Full Time Staff and 2 Part Time
  - 1 Director, 2 Accommodation Coordinators, 1 Assistive Technologist and 2 Deaf/Hard of Hearing support staff, 1 part-time Staff Interpreter, 1 Part Time CART Writer
- Blue Ash: Comprised of 2 Full Time Staff and a part-time.
  - 1 Director, 1 Accommodation Coordinator, 1 part-time Administrative Support
- Cincinatti: Comprised of 1 person: Director

Total AR Staff: 9 Part Time and 3 Part-Time Positions

Vice President of Student Affairs – Merged these 3 teams into a more compact and cohesive unit with our Executive Director, managing all 3 teams.
With change comes......?

With this merging, change, and in some cases, uncertainty existed, and we had to define what this meant for our individual selves. Questions we had to answer:

• “How did I fit into this new configuration?”
• “Am I needed within this new configuration?”
• “What are my talents to contribute to the much broader team?”
• What does this “next” look like for me?

Moving to “Next”

Over the year, our Executive Director and Directors of each campus began developing a plan of what our “Next” would look like.

• First thing was each of us discussing/processing through this change...together.
• Do we, as Directors, understand our roles?
  • There are 3 separate Directors. What does this mean for our individual positions?
• How do we help our individual staff embrace this change and help them feel they have ownership
• Helping navigate this “Sea Change” together.

Moving through “Next”

After our Executive Director and Director worked through our “change”, we began to establish a plan for our collective teams.

• Biweekly Director meetings: What’s good? What’s not so good? What’s keeping you up at night? Wins? What do you need from me?
• Staff Meetings: Keeping our team abreast of movement at the top and in the middle. Not keeping secrets.
• Listening. Allowing them to share their thoughts of how to move our much broader team forward together.
AR Now: Summer 2022

AR is dramatically different. Changes exist now through thoughtful and deliberate conversations between Upper Administration and our Executive Director which has resulted in these changes:

- Teams have embraced the change. Working toward collective goals to support office operations, development of consistent policies and procedures and development of Staff Development Teams:
  - Social Justice Team
  - CORE CATS (Communication, Outreach, Recognition and Engagement)
  - Professional Development Team
- Increased Staff:
  - 1 Director, 2 Assistant Directors, 1 Associate Director, 1 Program Coordinator, 2 Full Time Electronic Digital Accessibility Specialists, 1 Full Time Staff Interpreter and 1 Full Time CART Writer, 1 Program Manager, 1 Unit Ops Coordinator
  - Increased Salaries
  - More Office Space
  - More Staff on the way

What’s “Next?”

Plans are underway for dramatic changes within AR. Our future will include:

- Clifton Campus: Access Coordinators – Staff embedded within each college (Engineering, Medicine, Nursing, Design, Etc.) to serve as direct points of contact within Academic Advisors. Administration within those respective colleges to be able to support, advocate and provide guidance to students. Model is consistent with embedded Mental Health Counselors within individual academic colleges.
- Clifton Campus: As of May 2022, we are in our own building with the capacity to develop an Assistive Technology lab, a room for CART writers to work if “remoting” into a class, a conference room for Zoom/Team presentations with campus partners space for Graduate Student/Student meetings.
- Clermont Campus: First ever National Sensory Room.
- Blue Ash Campus: Becoming our “pilot lab” – adding staff and implementing student-focused changes that can be scaled to all campuses.

AR has never been better poised to meet our student needs. It all began with conversation, little confusion, tons of collaboration and a sense of purpose toward a common goal, which was to serve our students.

Remember . . .

“The only way to make sense out of change is to plunge into it, move with it and join the dance” – Alan Watts, English Writer, Speaker (1915-1973)
Session Evaluation

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Thank you for attending!