

Formal Leaders & Institutional Change

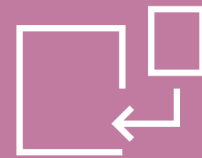
Prepare for Change

- ★ Identify important changes that would make the institution more “ideal.” Articulate them early so you will not pay so much attention to goals prescribed by others that you lose sight of those important to you.
- ★ Explicitly show how your goals will facilitate the core mission and strategic plan of the institution or unit you are leading.
- ★ Recognize and resist the tendency only to respond to crises rather than to set an agenda yourself.
- ★ Consider the special challenges and opportunities afforded by your particular gender and racial- ethnic identities.



Track the Process & Results

Ensure that there are adequate longitudinal data maintained in the institution to assess the impact of any change. Monitor the data and report on it to key constituencies, asking them to review it and address any issues.



Implement Change

- ★ Develop a process for gaining faculty and others’ input on changes you consider.
- ★ Allow the process to be iterative, allowing changes and adaptations to the plan before implementation.
- ★ Enlist all levels of leadership and faculty involvement in each stage of change making.
- ★ Engage in frequent, consistent communication about any important activity or goal.
- ★ Allocate the necessary resources to create and institutionalize the change you are working for.

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Content modified from *An Inclusive Academy: Achieving Diversity and Excellence*, chapter II, by Abigail J. Stewart & Virginia Valian (MIT Press, 2018)