

# Institutional Capacity Building for Making Excellence Inclusive

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## I: *INCLUSIVE EXCELLENCE*

- a. *Campus Perspectives*
- b. *AAC&U Perspectives and History*

## II: *ORGANIZATIONAL CHANGE*

- a. *Phases of Change in the Higher Education Context*
  - 1. *Accurate knowledge of current reality: knowledge development; needs of internal constituencies; needs of external constituencies (How assess?)*
  - 2. *Shared understanding of goals for change and communication across all groups (Power of the sub-cultures)*
  - 3. *Unfreezing (Dialogues with data)*
  - 4. *Capacity Building for evolutionary or revolutionary change (student, faculty, staff development)*
  - 5. *Integration and creative sustaining of change*
- b. *Non-linearity of change*

## III: *CAPACITY BUILDING*

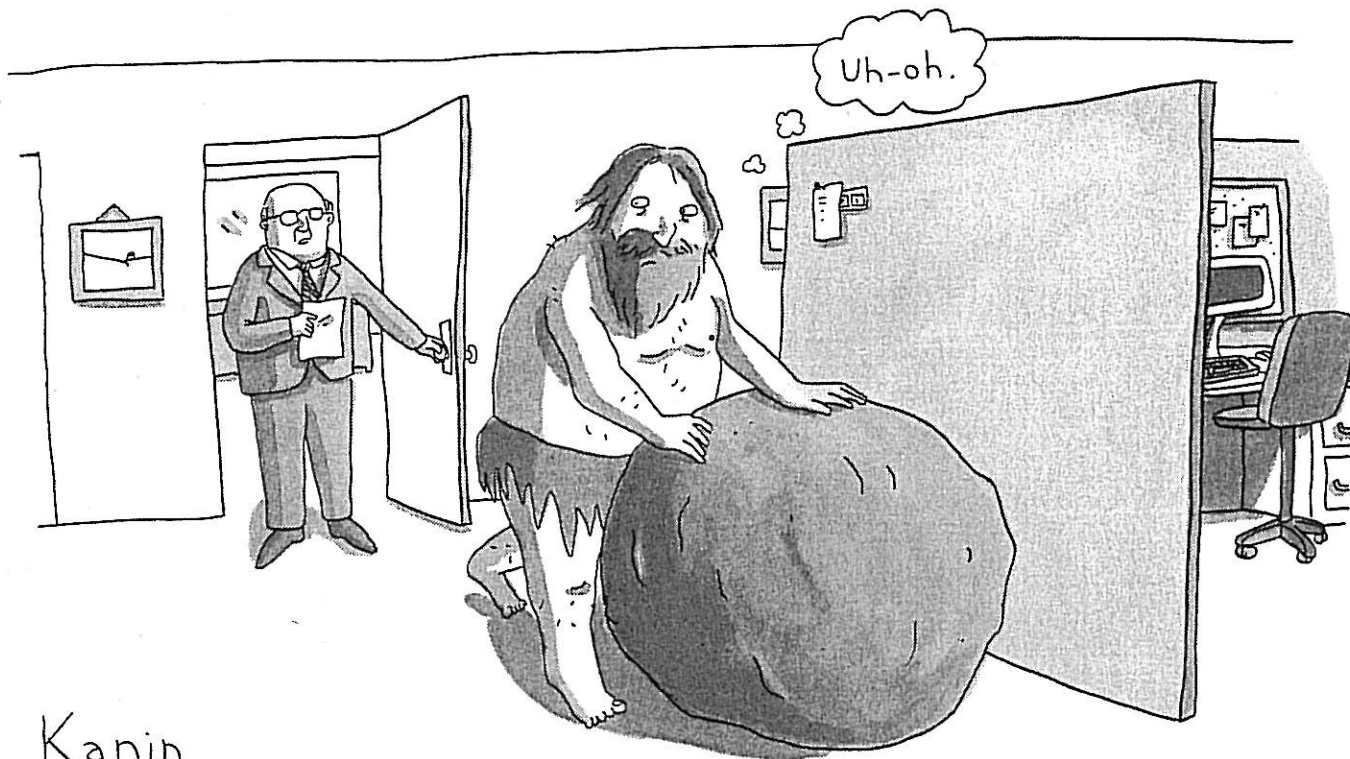
- a. *Campus Climate*
- b. *Leadership*
- c. *Importance of sub-cultures*
- d. *Changes in reward systems*
- e. *On-going assessment for learning and enhancement*
- f. *Community work.....roles and contributions.....connected effort*

## IV: *RESISTANCE TO CHANGE*

- a. *Fear of the Unknown*
- b. *Types of Resistance*

## V: *Cases*

- a. *University of Southern Maine*
- b. *AAC&U Core Commitments Initiative in Personal and Social Responsibility*
  - 1. *5 dimensions*
  - 2. *4 campus groups*
  - 3. *Climate assessment using the PSRI (Persona and Social Responsibility Inventory)*
  - 4. *Mind the GAPS!*



Kanin

*"Hey, Sisyphus, when you've got a minute I'd like to discuss this progress report with you."*

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