Assessment- Measuring how we are doing we do;
How to institutionalize change

Can't improve a system without some type of evaluation- survey, focus groups, data
Can't implement change without looking back

To affect change:
- **Direct the rider** – leaders; give them clear and explicit instructions
- **Motivate the elephant**- need to touch their emotions to get them to move in a certain direction
- **Shape the path**- make it easy to see the way; give specific things to do

Have to include staff; cannot make systematic change, unless the staff that students interact with also buy in.

Looking back is necessary to change- Steve Jobs- Stanford Commencement Address:
You can't connect the dots by looking forward; you can only do that by looking backwards. Just implementing changes without looking back at data, past plans, etc will set you up to repeat the same mistakes. The answers for the future are in the past.

Key steps to implementing change across and organization:
1. Investigate what works well; replicate it
2. Simplify change by scripting the critical steps
3. Point to a destination- let stakeholders know where you are and where you are headed.

Additional components of systematic change...or how to **shape the path**:
- Tweak the environment- website, handouts; all information must be correct; wrong or out of date material is detrimental to the culture of change.
- Build sustainable habits-specific calendar; daily, weekly, monthly habits lead to long term change.
- Rally the group- get everyone on the same page and having fun; connect emotionally with the people you are asking to change. People like to be led to change, not pushed from behind.

In regards to change- what looks like resistance is often exhaustion
In regards to change- what looks like resistance is often lack of clarity from leaders

Need aggregate data- information qualitative – conversations, focus groups, etc;
Quantitative information – questionnaire, survey, statistics, attendance, compliance
Need both kinds of data to look at the pulse of the institution.