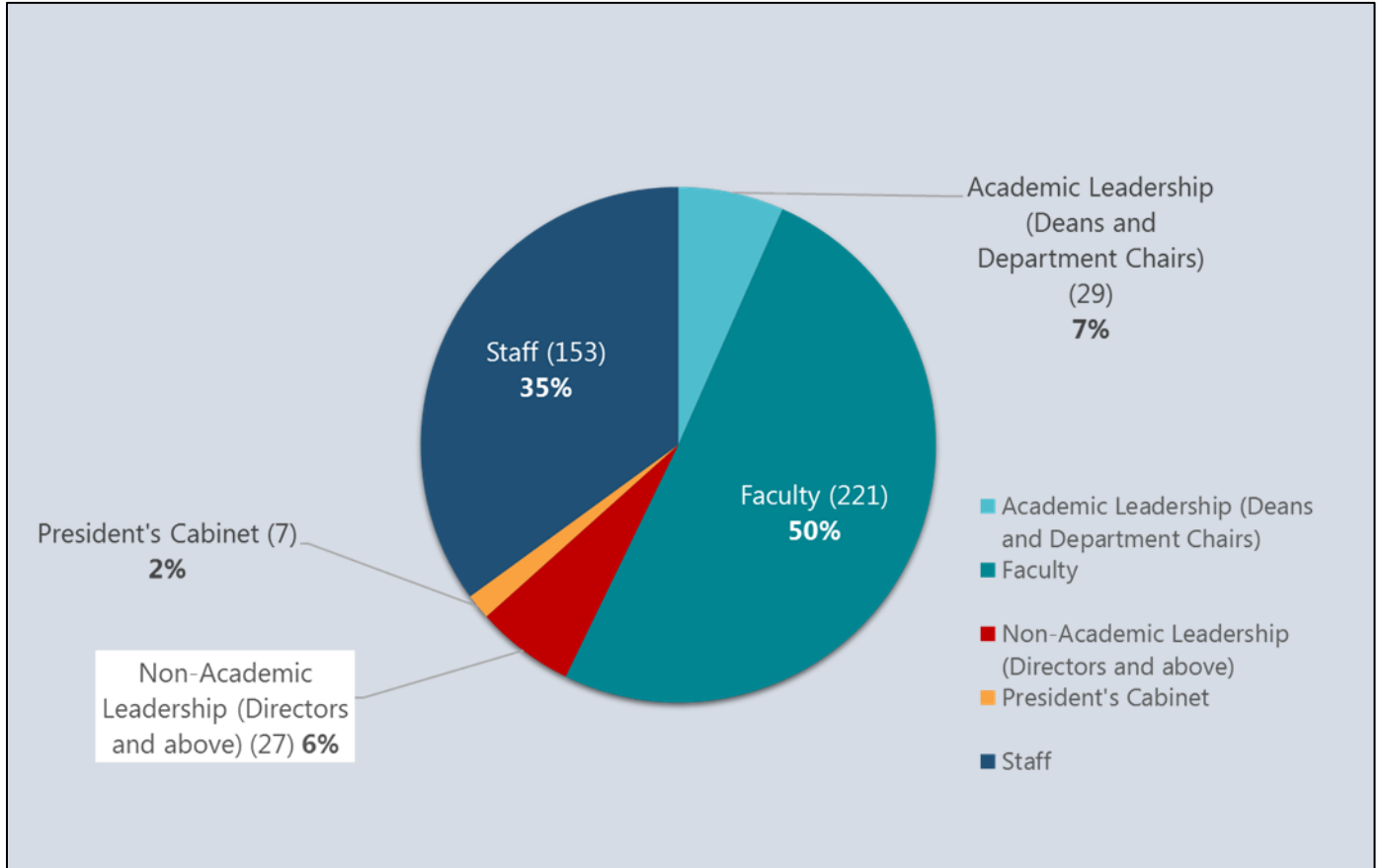


SUMMARY

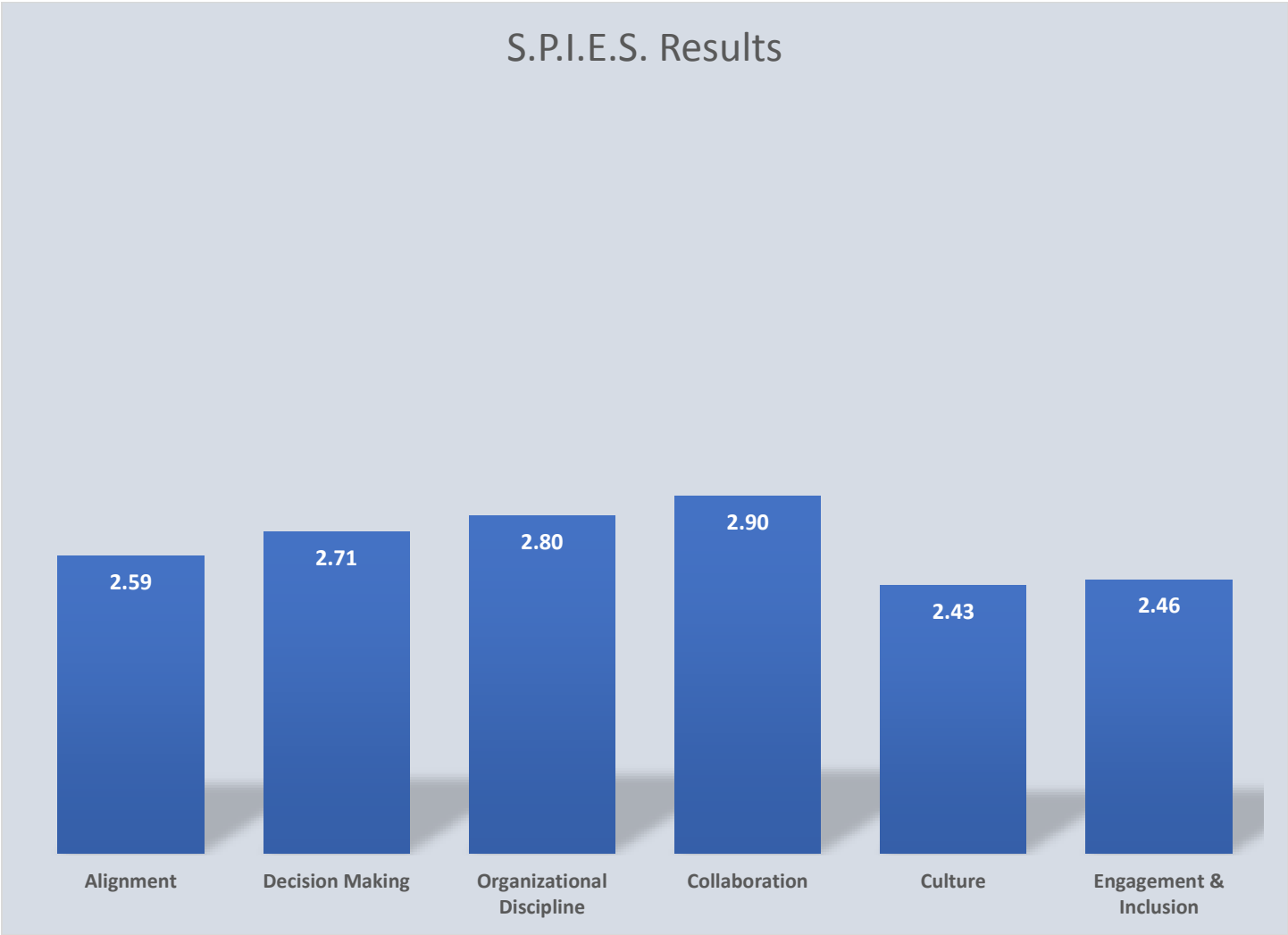
1. Demographics (how many total respondents and how many respondents by stakeholder group)

Percentages of Respondents



2. Average Scores for the six dimensions:

	Average	StdDev	Mode
Alignment	2.59	1.12	2
Decision making	2.71	1.17	3
Organizational discipline	2.80	1.23	3
Collaboration	2.90	1.14	4
Culture	2.43	1.16	1
Engagement & Inclusion	2.46	1.12	3



3. Five Top and Five Bottom Statements from the list of 60, with averages.

Top Five:

Rank	Category	Question	Average
1	Organizational Discipline	The person I directly report to, is an effective "delegator" (takes the time to explain the rationale of an assignment, provides the time and resources to accomplish an assigned task, is available for feedback and strategy).	3.58
2	Collaboration	We are allowed to investigate and learn about best practices from other institutions.	3.41
3	Organizational Discipline	My direct supervisor pays attention to the implementation process on a regular basis (e.g. meets with me about my work, supports my efforts with implementation, links my performance objectives to the strategic plan).	3.31
4	Decision Making	The "decision rules" (who makes what decisions) in my department/division are clearly understood by most people.	3.26
5	Culture	We can talk about sensitive issues in our department/division.	3.24

Bottom Five:

Rank	Category	Question	Average
56	Engagement & Inclusion	Information is openly shared throughout our campus.	2.18
57	Culture	Overall, the trust level on this campus is high.	2.16
58	Alignment	How we allocate our resources is aligned with where we want to go as an institution.	2.08
59	Culture	We don't get caught up in endless "processes" (e.g. having too many meetings, delayed decision making, trying to include everyone in everything, waiting until we have all the information).	2.00
60	Culture	Internal politics rarely get in the way of getting things done on our campus.	1.90

ITEM ANALYSIS

Alignment		AVG	Std Dev	Mode
Q1	There is a clear link between the implementation of the strategic plan and what people are expected to do on a daily basis.	2.47	1.04	2
Q7	We understand who is “accountable” for each important/strategic goal of our plan	2.27	1.01	2
Q13	Important strategic goals and objectives are clearly understood by most people.	2.52	1.08	2
Q19	The metrics of success are clear to most people (we know what the results need to be).	2.50	1.11	2
Q25	How we allocate our resources is aligned with where we want to go as an institution.	2.08	1.06	1
Q31	Periodically, we are informed about progress pertaining to important initiatives and projects regarding the strategic plan.	3.10	1.09	4
Q37	Most people in my department/division believe in the strategic plan (e.g. think it is headed in the right direction, it is a well-informed plan, it is worthy of their commitment).	2.66	1.07	3
Q43	Expectations about what we are supposed to do are communicated clearly.	2.54	1.08	3
Q49	For the most part, people understand the “what” that we are trying to accomplish.	2.76	1.17	4
Q55	People throughout the department/division are clear that their action plans need to be aligned with the larger strategic plan.	2.96	1.12	3
Overall		2.59	1.12	2

Decision Making		AVG	Std Dev	Mode
Q2	We have the discipline to get things done.	3.10	1.17	4
Q8	We are good at solving organizational problems and challenges.	2.38	1.08	2
Q14	I believe the senior team is an effective working group.	2.54	1.11	3
Q20	Overall, we have a good track record for making good decisions as an institution.	2.33	1.08	2
Q26	I believe the senior team is a results orientated group, focused on getting the right things done.	2.59	1.13	3
Q32	Our senior leadership group has a good track record for making effective decisions.	2.44	1.03	3
Q38	We can make tough decisions.	2.82	1.17	3
Q44	The "decision rules" (who makes what decisions) in my department/division are clearly understood by most people.	3.26	1.21	4
Q50	Decision-making is pushed down to the appropriate level (those responsible for the work, are able to make the appropriate decisions).	2.52	1.07	3
Q56	We use good information to inform our decisions within our department/division.	3.16	1.21	4
Overall		2.71	1.17	3

Organizational Discipline		AVG	Std Dev	Mode
Q3	The person I directly report to, is an effective "delegator" (takes the time to explain the rationale of an assignment, provides the time and resources to accomplish an assigned task, is available for feedback and strategy).	3.58	1.38	5
Q9	Our supervisory/performance appraisal processes clearly support our institutional goals and objectives (people are rewarded and held accountable for progress toward the plan).	2.39	1.09	3
Q15	Our senior leaders reward implementation success.	2.36	1.05	3
Q21	We understand how to prioritize our work and focus on doing what's most important.	2.90	1.14	4
Q27	Our division/department has a "scorecard" that tells us what progress is being made toward accomplishing goals.	2.42	1.14	2
Q33	We hold people accountable for results regarding agreed upon and stated goals.	2.46	1.01	3
Q39	We are good at saying "no" to those things that are not aligned with where we want to go.	2.55	1.10	3
Q45	My direct supervisor pays attention to the implementation process on a regular basis (e.g. meets with me about my work, supports my efforts with implementation, links my performance objectives to the strategic plan).	3.31	1.36	4
Q51	Periodically, we assess the effectiveness of the priority decisions we have made in our department/division.	3.22	1.16	4
Q57	We have formal reviews of the execution of our plans	2.81	1.12	3
Overall		2.80	1.23	3

Collaboration		AVG	Std Dev	Mode
Q4	Periodically, people from across the campus get together to discuss progress, solve problems, and share best practices.	2.98	1.09	4
Q10	Our ideas are utilized when it comes to implementing the plan.	2.45	1.03	3
Q16	Collaboration is supported throughout our campus (i.e. people are rewarded and recognized for cross boundary work, sharing ideas with others, shared decision making).	2.54	1.10	2
Q22	We can share what we are learning with people outside our immediate department/division.	3.19	1.02	4
Q28	We are allowed to investigate and learn about best practices from other institutions.	3.41	1.09	4
Q34	There are opportunities for us to provide each other with feedback about our implementation efforts.	2.78	1.09	3
Q40	We are open to different and creative approaches to solving our problems and challenges.	2.70	1.18	3
Q46	Our senior leadership visibly supports cross boundary collaboration.	2.92	1.09	3
Q52	Our leadership supports informal networks that want to meet and discuss what they are doing regarding implementation.	3.04	1.01	3
Q58	Conflict is dealt with effectively in our department/division.	3.01	1.33	4
Overall		2.90	1.14	4

Culture		AVG	Std Dev	Mode
Q5	Internal politics rarely get in the way of getting things done on our campus.	1.90	1.05	1
Q11	The natural boundaries between divisions, departments and schools, do not interfere with getting things done around here.	2.21	1.05	2
Q17	We have a fair amount of “tolerance for failure” on our campus. (e.g. people are not afraid to make mistakes. When mistakes happen, we try and learn from them and distill lessons learned.)	2.69	1.11	3
Q23	We don't get caught up in endless “processes” (e.g. having too many meetings, delayed decision making, trying to include everyone in everything, waiting until we have all the information).	2.00	1.02	1
Q29	Our faculty governance process (e.g. faculty senate, council) is effective, (i.e. they make sound and timely decisions).	2.65	1.01	3
Q35	There is little competition between departments and divisions.	2.39	1.11	2
Q41	The relationship between our senior leadership team and the faculty is a constructive one.	2.58	1.04	3
Q47	We can talk about sensitive issues in our department/division.	3.24	1.27	4
Q53	We are able to “speak truth to power” to our senior leadership team (e.g. provide honest feedback).	2.46	1.21	1
Q59	Overall, the trust level on this campus is high.	2.16	1.05	1
Overall		2.43	1.16	1

Engagement & Inclusion		AVG	Std Dev	Mode
Q6	Information is openly shared throughout our campus.	2.18	1.05	2
Q12	The meaningful engagement and participation of internal stakeholders is an organizational value.	2.85	1.15	3
Q18	We have effective communication processes in place that keep people informed about important things (e.g. town hall meetings, web blogs, electronic newsletters, messages from the president, strategic plan updates).	2.75	1.16	4
Q24	People feel their voice can be heard when we try and deal with organizational problems and challenges.	2.19	1.05	1
Q30	Most people consider the way we make decisions around here fair.	2.35	1.03	3
Q36	Faculty involvement and engagement in crafting the strategic plan was meaningful.	2.83	1.03	3
Q42	People are listened to in this institution.	2.38	1.11	3
Q48	Overall, there is a fair amount of transparency about what takes place on this campus (e.g. information is not “controlled”).	2.20	1.12	1
Q54	People have been meaningfully connected to the creation of our strategic plan (they felt included, we heard their voice).	2.59	1.09	3
Q60	People trust the communication processes we have on our campus (they believe that they can hear the truth, and obtain credible information when needed).	2.27	1.08	1
Overall		2.46	1.12	3