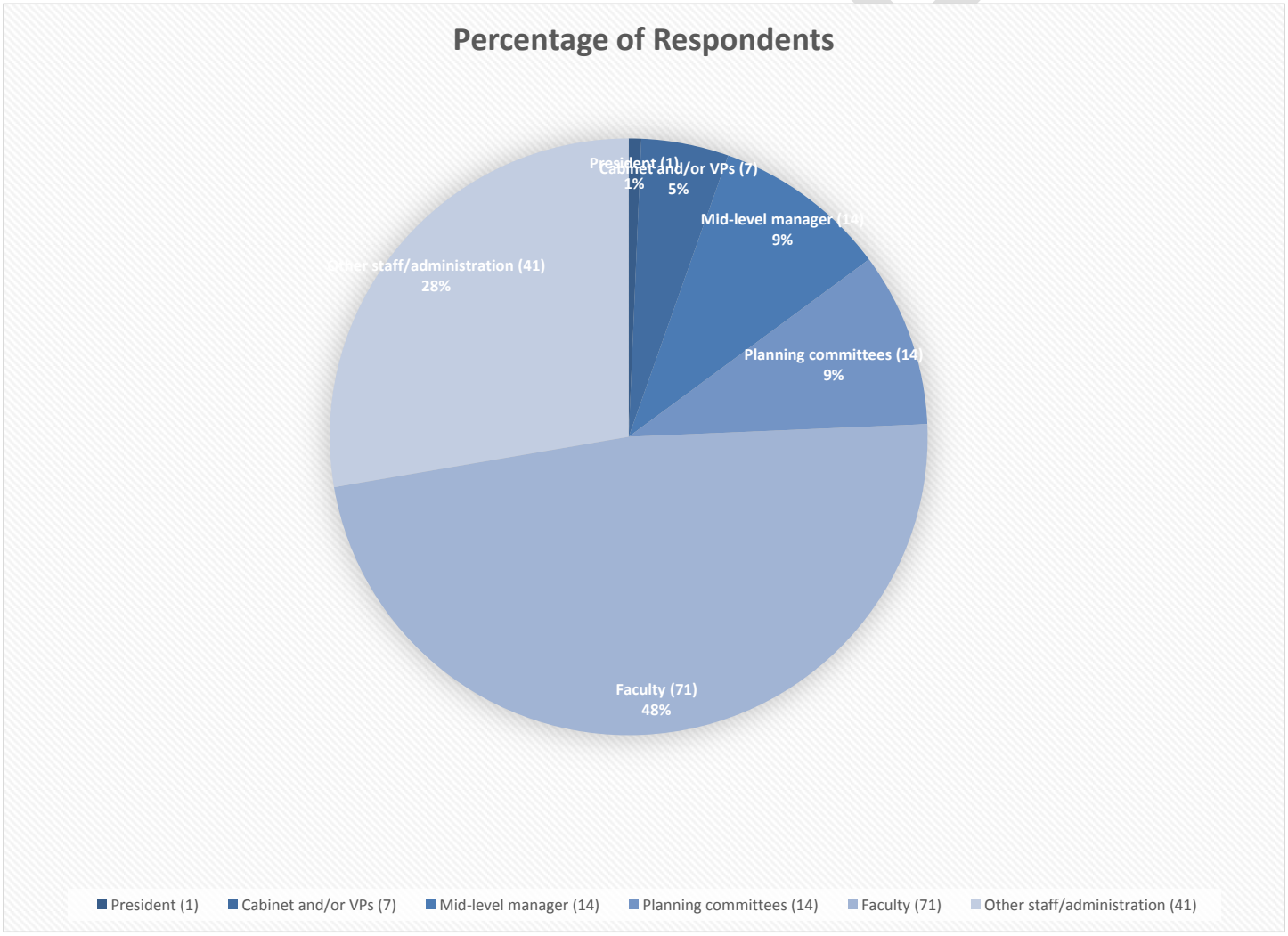
STRATEGIC PLANNING IMPLEMENTATION AND EXECUTION SURVEY: **Sample Report**

Introductory information about the assessment and how to interpret this report.

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

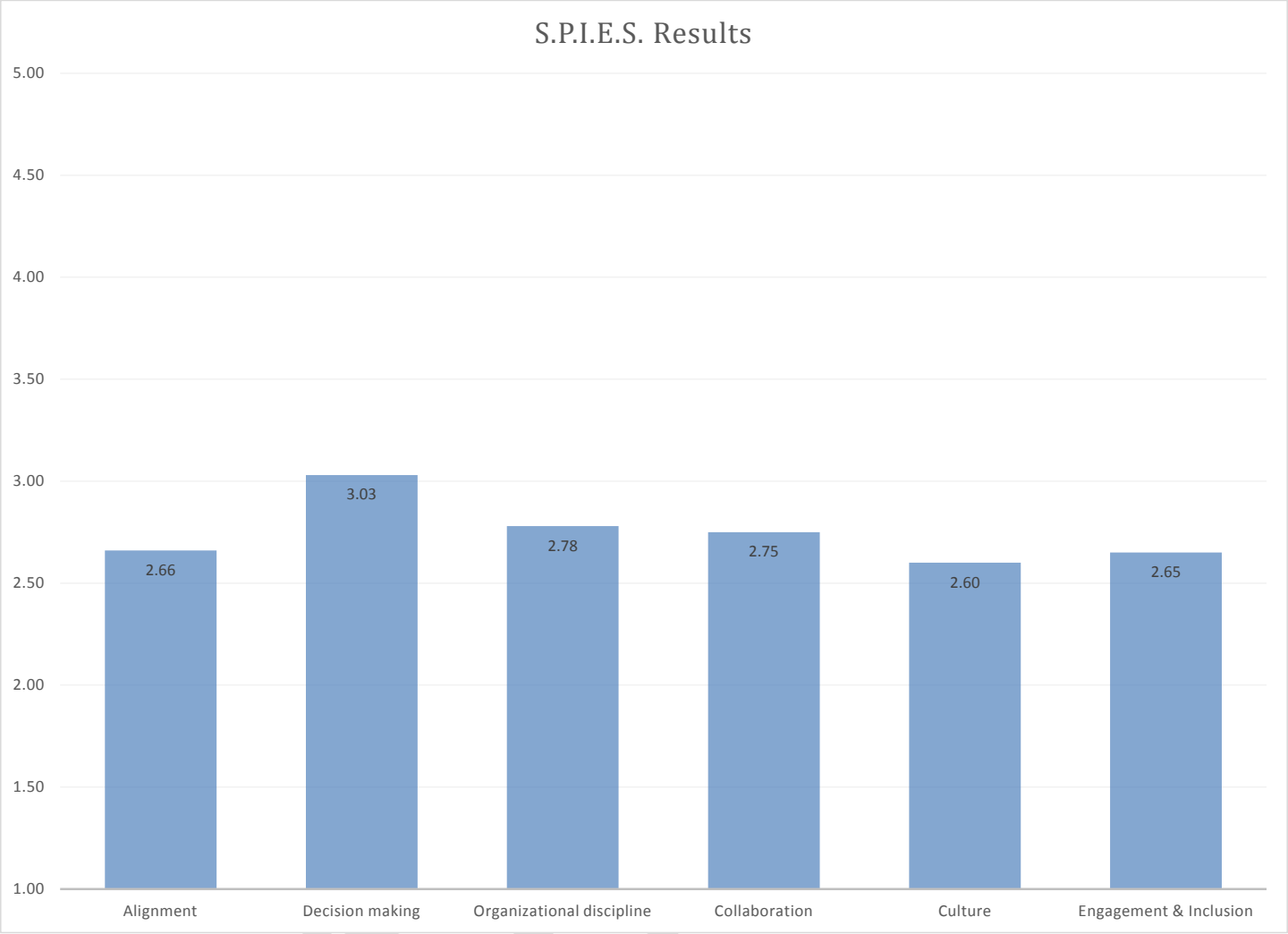


Narrative about the respondent demographics and constituents; and the significance each group brings to the table.

2. Average Scores for the six dimensions:

	Average	StdDev	Mode
Alignment	**2.66**	1.18	2
Decision making	**3.03**	1.09	3
Organizational discipline	**2.78**	1.37	2
Collaboration	**2.75**	1.33	2
Culture	**2.60**	1.18	3
Engagement & Inclusion	**2.65**	1.18	2

SAMPLE



3. Five Top and Five Bottom Statements from the list of 60, with averages. Narrative discussing data's value and significance to the institutional strategic planning process.

Top Five:

Rank	Category	Question	Average
1	**Organizational discipline**	Our division/department has a "scorecard" that tells us what progress is being made toward accomplishing goals.	4.70
2	**Decision making**	We can make tough decisions.	3.70
3	**Culture**	Our faculty governance process (e.g. faculty senate, council) is effective, (i.e. they make sound and timely decisions).	3.62
4	**Engagement & Inclusion**	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).	3.38
5	**Alignment**	Important strategic goals and objectives are clearly understood by most people.	3.37

Bottom Five:

SAMPLE

Rank	Category	Question	Average
56	**Engagement & Inclusion**	The meaningful engagement and participation of internal stakeholders is an organizational value.	2.07
57	**Collaboration**	Our leadership supports informal networks that want to meet and discuss what they are doing regarding implementation.	2.03
58	**Culture**	There is little competition between departments and divisions.	1.99
59	**Organizational discipline**	We understand how to prioritize our work and focus on doing what's most important.	1.74
60	**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).	1.56

SAMPLE

ITEM ANALYSIS

Narrative discussing the detail of the information to follow, areas of focus and how not to lose the forest through the trees.

	Alignment	Average	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.	3.28	1.36	2
Q7	We understand who is "accountable" for each important/strategic goal of our plan	2.12	1.04	2
Q13	Important strategic goals and objectives are clearly understood by most people.	3.37	1.37	2
Q19	The metrics of success are clear to most people (we know what the resu[illegible] need to be).	2.67	0.73	2
Q25	How we allocate our resources is aligned with where we w[illegible]on.	2.75	0.86	2
Q31	Periodically, we are informed about progress pe[illegible]atives and projects regarding the strategic plan.	2.12	1.00	2
Q37	Most people in my department/division believe in [illegible]c plan (e.g. think it is headed in the right direction, it is a well-informed plan, it is worthy [illegible]heir commitment).	2.18	1.22	1
Q43	Expectations about what we are supposed to do are communicated clearly.	2.40	0.75	2
Q49	For the most part, people understand the "what" that we are trying to accomplish.	2.48	0.90	2
Q55	[illegible]	2.28	0.98	2
Overall		**2.66**	1.18	2

SAMPLE

Decision Making

Q2	We have the discipline to get things done.	3.28	1.35	2
Q8	We are good at solving organizational problems and challenges.	2.78	1.26	3
Q14	I believe the senior team is an effective working group.	2.93	0.61	3
Q20	Overall, we have a good track record for making good decisions as an institution.	3.32	1.36	2
Q26	I believe the senior team is a results orientated group, focused on getting things done.	2.70	1.13	3
Q32	Our senior leadership group has a good track record for making effective decisions.	2.70	1.25	3
Q38	We can make the tough decisions.	3.70	0.88	3
Q44	The "decision rules" (who makes what decisions) in my department/division are clearly understood by most people.	2.72	0.78	2
Q50	Decision making is pushed down to the appropriate level (those responsible for the work are able to make the appropriate decisions).	2.99	0.98	2
Q56				
Overall		**3.03**	1.09	3

SAMPLE

Organizational Discipline

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 discussions).	2.46	1.46	1
Q9	Our supervisory/performance appraisal processes clearly support our institutional goals and objectives (people are rewarded and held accountable for progress toward the plan).	2.22	1.17	2
Q15	Our senior leaders reward implementation success.	2.70	1.18	3
Q21	We understand how to prioritize our work and focus on doing what's m[illegible] important.	1.74	1.35	1
Q27	Our division/department has a "scorecard" that tells us wh[illegible] made toward accomplishing goals.	4.70	0.56	5
Q33	We hold people accountable for results regar[illegible]ated goals.	3.18	1.29	2
Q39	We are good at saying "no" to those things that are [illegible]gned with where we want to go.	2.32	1.30	2
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)	2.57	0.74	2
Q51	Periodically, we assess the effectiveness of the priority decisions we have made in our department/division.	2.62	0.66	2
Q57				
Overall		**2.78**	1.37	2

SAMPLE

Collaboration

Q4	Periodically, people from across the campus get together to discuss progress, solve problems, and share best practices.	2.78	1.79	1
Q10	Our ideas are utilized when it comes to implementing the plan.	2.99	0.98	2
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).	2.76	1.12	2
Q22	We can share what we are learning with people outside our immediate d[illegible]partment/division.	2.86	1.05	2
Q28	We are allowed to investigate and learn about best practic[illegible]ons.	2.11	0.98	2
Q34	There are opportunities for us to provide each ot[illegible]our implementation efforts.	2.54	0.98	2
Q40	We are open to different and creative approaches t[illegible]g our problems and challenges.	2.84	1.81	1
Q46	Our senior leadership visibly supports cross boundary collaboration.	3.28	1.36	2
Q52	Our leadership supports informal networks that want to meet and discuss what they are doing regarding [illegible]ransformation.	2.03	0.98	2
Q58	[illegible]	[illegible]	[illegible]	[illegible]
Overall		**2.75**	1.33	2

SAMPLE

Culture

Q5	Internal politics rarely get in the way of getting things done on our campus.	2.78	1.26	3
Q11	The natural boundaries between divisions, departments and schools, do not interfere with getting things done around here.	2.26	1.28	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.)	3.20	0.58	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 ha[illegible]he information).	1.56	1.16	1
Q29	Our faculty governance process (e.g. faculty senate, council[illegible]y make sound and timely decisions).	3.62	0.66	3
Q35	There is little competition between departme[illegible]	1.99	0.98	2
Q41	The relationship between our senior leadership tea[illegible] the faculty is a constructive one.	2.77	0.94	2
Q47	We can talk about sensitive issues in our department/division.	2.89	1.02	2
Q53	We are able to "speak truth to power" to our senior leadership team (e.g. provide honest [illegible]	2.81	0.84	3
Q59	[illegible]			
Overall		**2.60**	1.18	3

SAMPLE

Engagement & Inclusion

Q6	Information is openly shared throughout our campus.	2.99	0.99	2
Q12	The meaningful engagement and participation of internal stakeholders is an organizational value.	2.07	1.33	1
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).	3.38	1.37	2
Q24	People feel their voice can be heard when we try and deal with organizational problems and challenges.	2.31	1.29	2
Q30	Most people consider the way we make decisions around [illegible]	2.21	1.10	2
Q36	Faculty involvement and engagement in crafti[illegible] meaningful.	2.82	0.94	2
Q42	People are listened to in this institution.	2.38	1.44	1
Q48	Overall, there is a fair amount of transparency about what takes place on this campus (e.g. information is not "controlled").	3.05	1.01	4
Q54	People have been meaningfully connected to the creation of our strategic plan (they felt [illegible]	2.62	0.67	2
Q60	[illegible]	2.73	0.77	2
Overall		**2.65**	1.18	2

SAMPLE

STAKEHOLDER ANALYSIS

1. Average scores for each of the six dimensions, by stakeholder.

	Dimension	Average	StdDev	Mode
President	Alignment	**4.50**	0.53	5
	Decision making	**4.40**	0.52	4
	Organizational discipline	**4.40**	0.52	4
	Collaboration	**4.60**	0.52	5
	Culture	**4.70**	0.53	5
	Engagement & Inclusion	**4.70**	0.48	5
Cabinet and/or VPs	Alignment	**4.00**	0.64	4
	Decision making	**3.60**	0.49	4
	Organizational discipline	**4.10**	0.71	4
	Collaboration	**3.70**	0.91	4
	Culture	**4.40**	0.64	4
	Engagement & Inclusion	**4.00**	0.00	4
Mid-level manager (Manager, Director, AVPs)	Alignment	**3.93**	0.76	4
	Decision making	**4.20**	0.60	4
	Organizational discipline	**3.92**	0.62	4
	Collaboration	**3.91**	0.56	4
	Culture	**3.83**	0.76	5
	Engagement & Inclusion	**4.20**	0.71	4

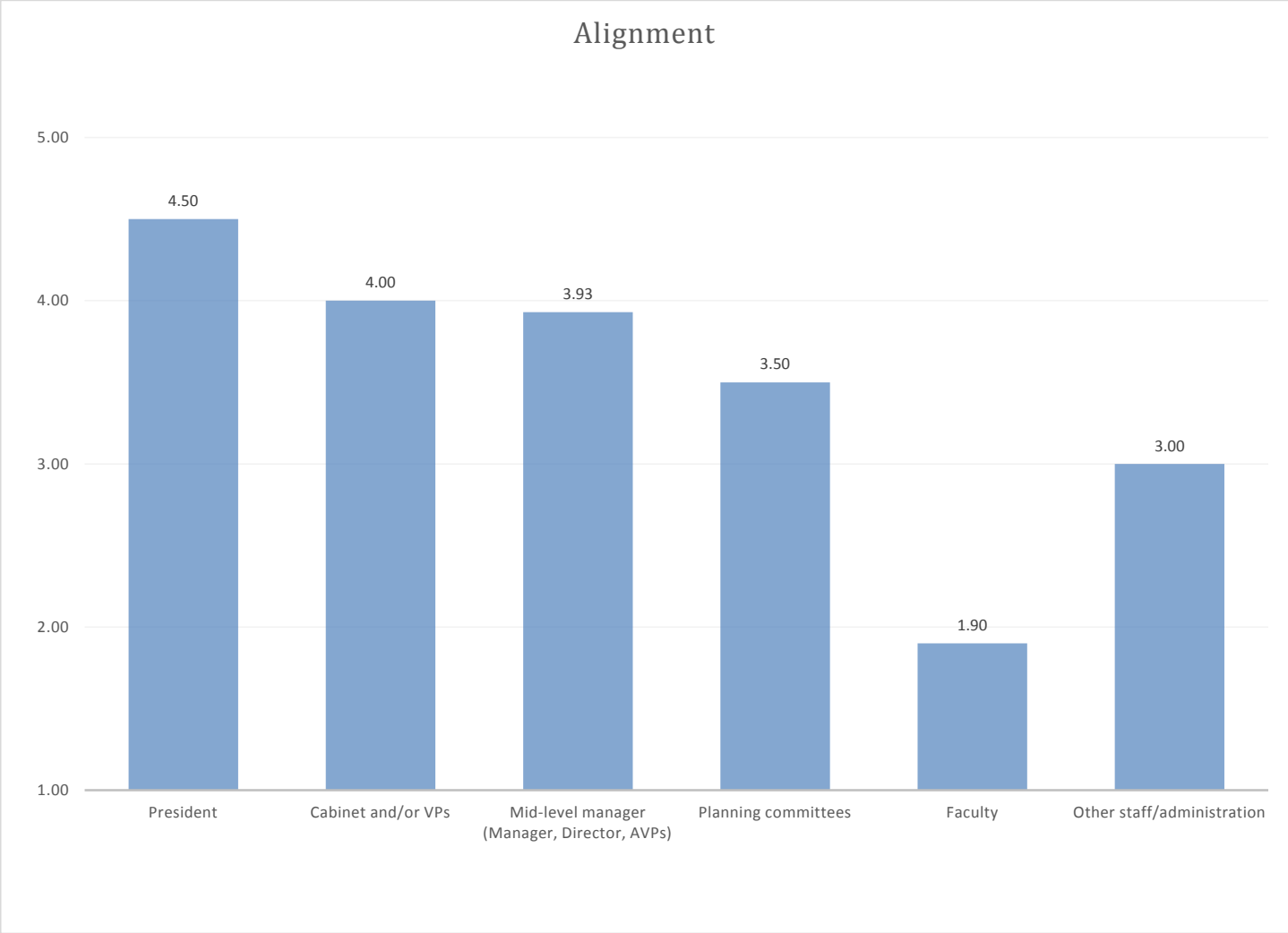
SAMPLE

Planning committees	Alignment	**3.50**	0.50	3
	Decision making	**3.60**	0.67	4
	Organizational discipline	**3.40**	0.67	4
	Collaboration	**3.30**	1.01	4
	Culture	**3.30**	0.50	3
	Engagement & Inclusion	**3.90**	0.30	4

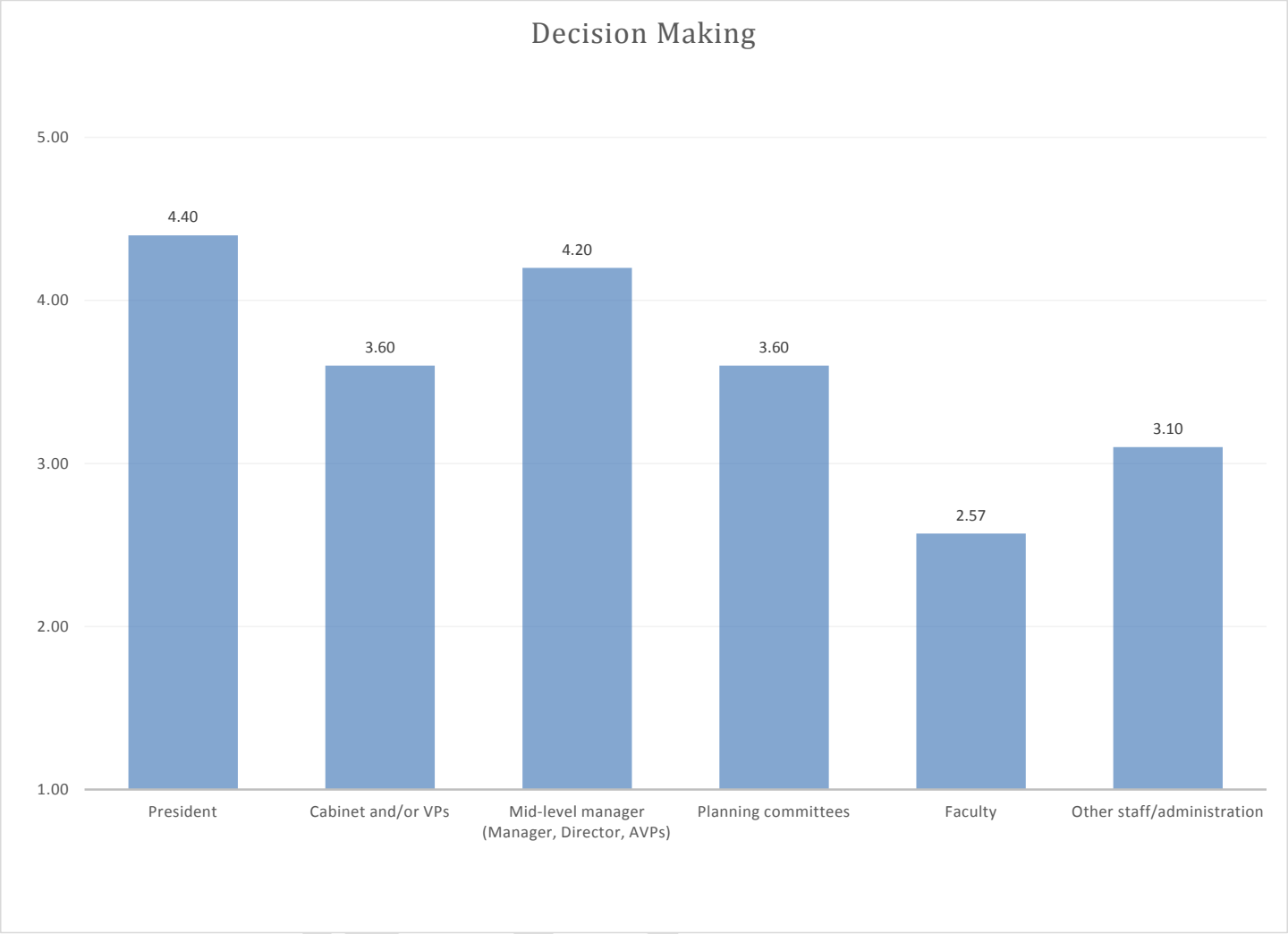
Faculty	Alignment	**1.90**	0.30	2
	Decision making	**2.57**	0.51	3
	Organizational discipline	**2.20**	1.08	2
	Collaboration	**1.80**	0.40	2
	Culture	**2.19**	0.30	2
	Engagement & Inclusion	**1.80**	0.40	2

Other staff/administration	Alignment	**3.00**	1.49	5
	Decision making	**3.10**	1.58	5
	Organizational discipline	**2.90**	1.70	1
	Collaboration	**3.60**	1.56	5
	Culture	**2.30**	1.49	1
	Engagement & Inclusion	**2.90**	1.22	3

SAMPLE


Alignment
5.00
4.00
3.00
2.00
1.00
4.50
4.00
3.93
3.50
1.90
3.00
President
Cabinet and/or VPs
Mid-level manager (Manager, Director, AVPs)
Planning committees
Faculty
Other staff/administration

SAMPLE


Decision Making
5.00
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4.40
3.60
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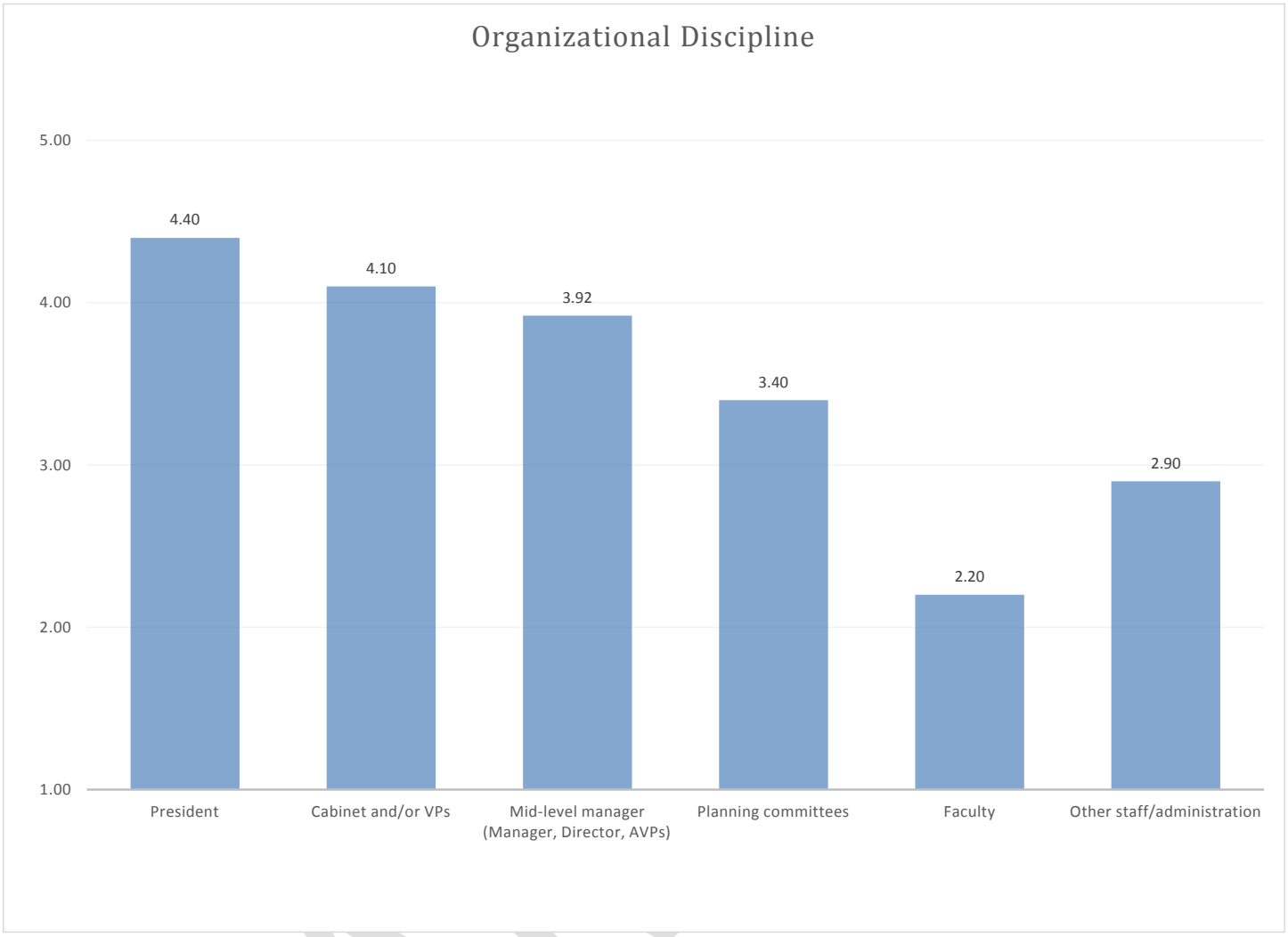
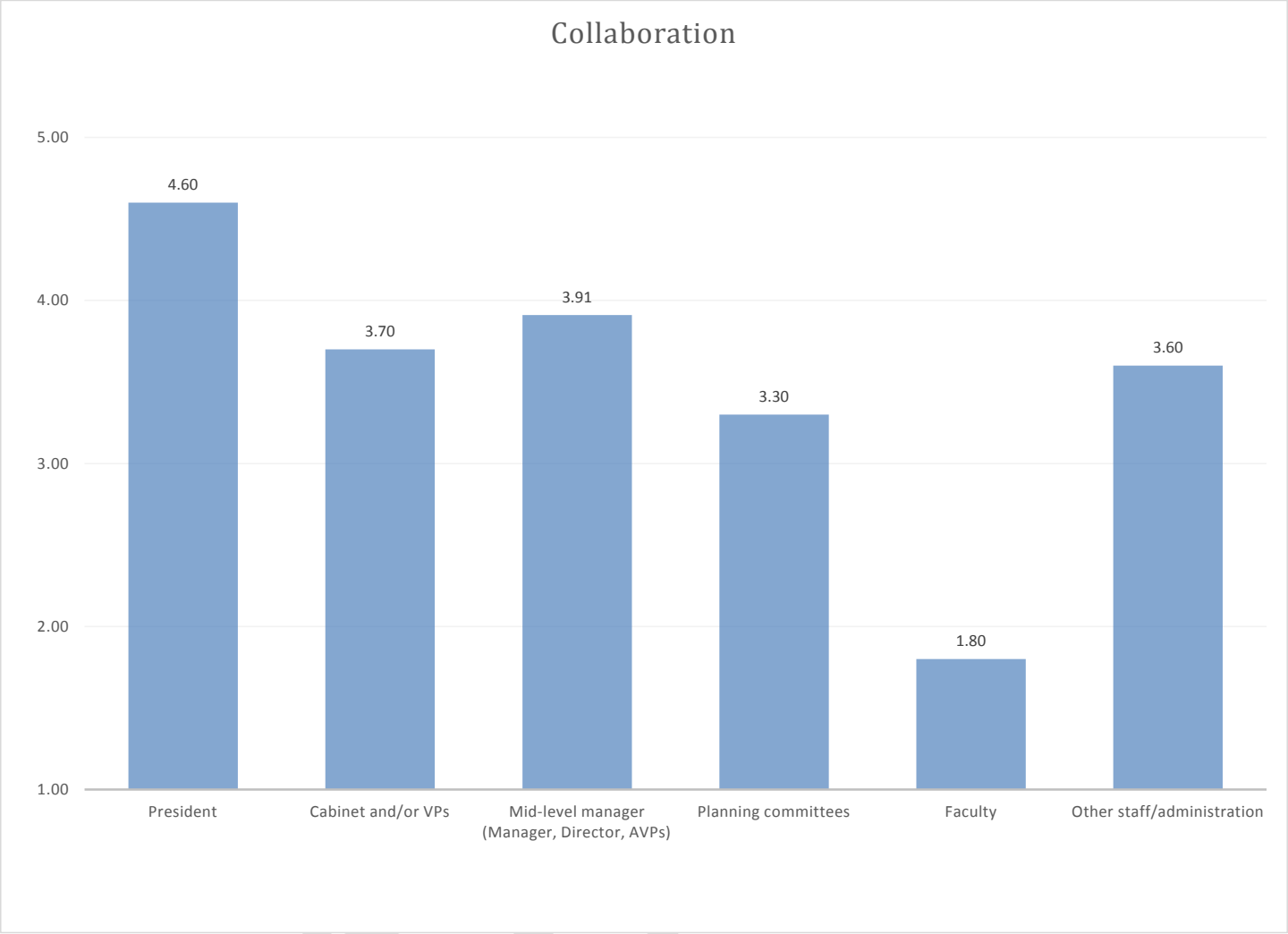
President
Cabinet and/or VPs
Mid-level manager (Manager, Director, AVPs)
Planning committees
Faculty
Other staff/administration

SAMPLE


Organizational Discipline
5.00
4.00
3.00
2.00
1.00
4.40
4.10
3.92
3.40
2.20
2.90
President
Cabinet and/or VPs
Mid-level manager (Manager, Director, AVPs)
Planning committees
Faculty
Other staff/administration

SAMPLE


Collaboration
5.00
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2.00
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4.60
3.70
3.91
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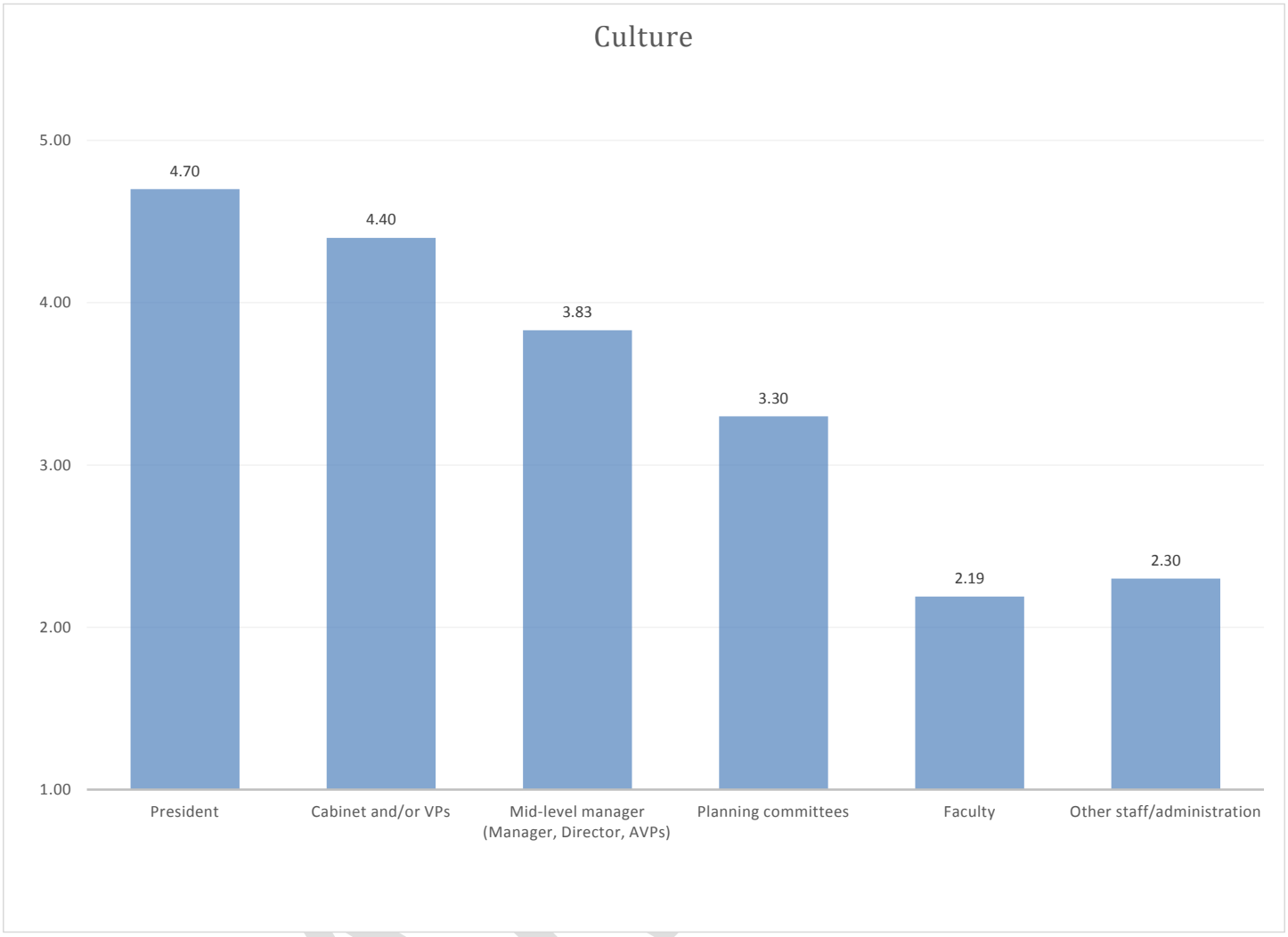
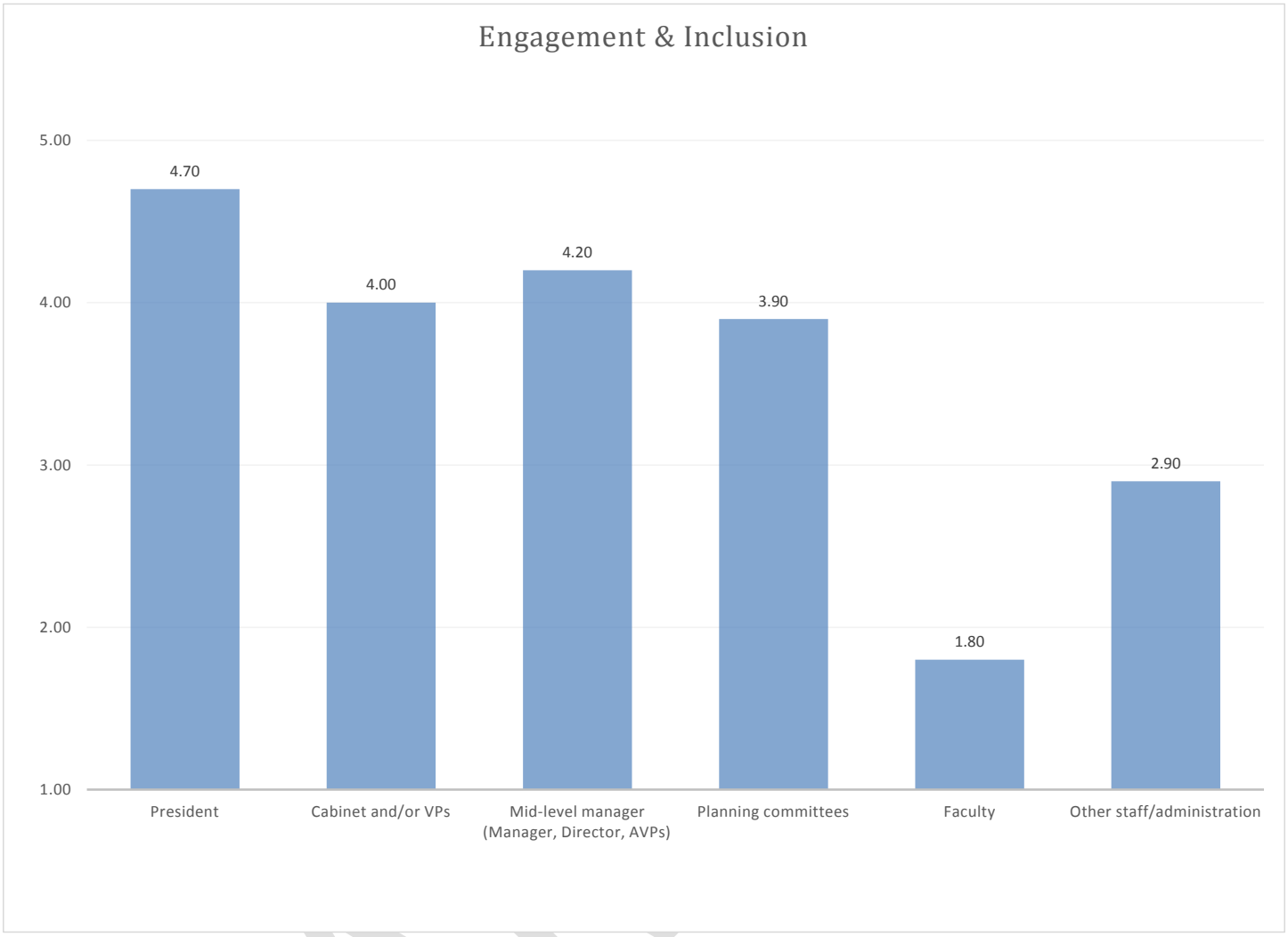
President
Cabinet and/or VPs
Mid-level manager (Manager, Director, AVPs)
Planning committees
Faculty
Other staff/administration

SAMPLE


Culture
5.00
4.00
3.00
2.00
1.00
4.70
4.40
3.83
3.30
2.19
2.30
President
Cabinet and/or VPs
Mid-level manager (Manager, Director, AVPs)
Planning committees
Faculty
Other staff/administration

SAMPLE


Engagement & Inclusion
5.00
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2.90
President
Cabinet and/or VPs
Mid-level manager (Manager, Director, AVPs)
Planning committees
Faculty
Other staff/administration

SAMPLE

STAKEHOLDER ANALYSIS (CONT'D)

2. Top five (with average scores) and bottom five (with average scores) pulled from the list of 60, by stakeholder group.

President Top 5

1	**Alignment**	There is a clear link between the implementation of the strategic plan and what people are expected to do on a daily basis.	5.00
2	**Engagement & Inclusion**	Information is openly shared throughout our campus.	5.00
3	**Culture**	The natural boundaries between divisions, departments and schools, do not interfere with getting things done around here.	5.00
4	**Engagement & Inclusion**	The meaningful engagement and participation of internal stakeholders is an organizational value.	5.00
5	**Alignment**	Important strategic goals and objectives are clearly understood by most people.	5.00

President Bottom 5

56	**Organizational discipline**	Periodically, we assess the effectiveness of the priority decisions we have made in our department/division.	4.00
57	**Alignment**	People throughout the department/division are clear that their action plans need to be aligned with the larger strategic plan.	4.00
58	**Decision making**	We use good information to inform our decisions within our department/division.	4.00
59	**Culture**	Overall, the trust level on this campus is high.	4.00
60	**Engagement & Inclusion**	People trust the communication processes we have on our campus (they believe that they can hear the truth, and obtain credible information when needed).	4.00

SAMPLE

Cabinet and/or VPs Top 5

1	**Culture**	Internal politics rarely get in the way of getting things done on our campus.	5.00
2	**Alignment**	We understand who is "accountable" for each important/strategic goal of our plan.	5.00
3	**Culture**	The natural boundaries between divisions, departments and schools, do not interfere with getting things done around here.	5.00
4	**Alignment**	Important strategic goals and objectives are clearly understood by most people.	5.00
5	**Organizational discipline**	Our senior leaders reward implementation success.	5.00

Cabinet and/or VPs Bottom 5

56	**Organizational discipline**	We hold people accountable for results regarding agreed upon and stated goals.	3.00
57	**Alignment**	For the most part, people understand the "what" that we are trying to accomplish.	3.00
58	**Decision making**	Decision-making is pushed down to the appropriate level (those responsible for the work, are able to make the appropriate decisions).	3.00
59	**Organizational discipline**	Periodically, we assess the effectiveness of the priority decisions we have made in our department/division.	3.00
60	**Collaboration**	We can share what we are learning with people outside our immediate department/division.	1.00

SAMPLE

Mid-level manager (Manager, Director, AVPs) Top 5

1	**Decision making**	We are good at solving organizational problems and challenges.	5.00
2	**Culture**	The natural boundaries between divisions, departments and schools, do not interfere with getting things done around here.	5.00
3	**Engagement & Inclusion**	People feel their voice can be heard when we try and deal with organizational problems and challenges.	5.00
4	**Decision making**	Our senior leadership group has a good track record for making effective decisions.	5.00
5	**Engagement & Inclusion**	People are listened to in this institution.	5.00

Mid-level manager (Manager, Director, AVPs) Bottom 5

56	**Engagement & Inclusion**	People trust the communication processes we have on our campus (they believe that they can hear the truth, and obtain credible information when needed).	3.43
57	**Culture**	We can talk about sensitive issues in our department/division.	3.29
58	**Culture**	We are able to "speak truth to power" to our senior leadership team (e.g. provide honest feedback).	3.29
59	**Alignment**	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).	2.86
60	**Culture**	There is little competition between departments and divisions.	2.14

SAMPLE

Planning Committees Top 5

1	**Culture**	Our faculty governance process (e.g. faculty senate, council) is effective, (i.e. they make sound and timely decisions).	5.00
2	**Collaboration**	Periodically, people from across the campus get together to discuss progress, solve problems, and share best practices.	4.00
3	**Culture**	Internal politics rarely get in the way of getting things done on our campus.	4.00
4	**Engagement & Inclusion**	Information is openly shared throughout our campus.	4.00
5	**Decision making**	We are good at solving organizational problems and challenges.	4.00

Planning Committees Bottom 5

56	**Decision making**	I believe the senior team is an effective working group.	2.00
57	**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
58	**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).	2.00
59	**Collaboration**	Our leadership supports informal networks that want to meet and discuss what they are doing regarding implementation.	2.00
60	**Collaboration**	Collaboration is supported throughout our campus (i.e. people are rewarded and recognized for cross boundary work, sharing ideas with others, shared decision making).	1.00

SAMPLE

Faculty Top 5

1	**Organizational discipline**	Our division/department has a "scorecard" that tells us what progress is being made toward accomplishing goals.	5.00
2	**Culture**	Internal politics rarely get in the way of getting things done on our campus.	3.00
3	**Decision making**	We are good at solving organizational problems and challenges.	3.00
4	**Organizational discipline**	Our senior leaders reward implementation success.	3.00
5	**Decision making**	I believe the senior team is a results orientated group, focused on getting the right things done.	3.00

Faculty Bottom 5

56	**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).	1.00
57	**Alignment**	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).	1.00
58	**Collaboration**	We are open to different and creative approaches to solving our problems and challenges.	1.00
59	**Engagement & Inclusion**	People are listened to in this institution.	1.00
60	**Culture**	Overall, the trust level on this campus is high.	1.00

SAMPLE

Other Staff/Administration Top 5

1	**Alignment**	There is a clear link between the implementation of the strategic plan and what people are expected to do on a daily basis.	5.00
2	**Decision making**	We have the discipline to get things done.	5.00
3	**Collaboration**	Periodically, people from across the campus get together to discuss progress, solve problems, and share best practices.	5.00
4	**Alignment**	Important strategic goals and objectives are clearly understood by most people.	5.00
5	**Engagement & Inclusion**	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).	5.00

Other Staff/Administration Bottom 5

56	**Alignment**	Periodically, we are informed about progress pertaining to important initiatives and projects regarding the strategic plan.	1.00
57	**Decision making**	Our senior leadership group has a good track record for making effective decisions.	1.00
58	**Culture**	There is little competition between departments and divisions.	1.00
59	**Organizational discipline**	We are good at saying "no" to those things that are not aligned with where we want to go.	1.00
60	**Collaboration**	Our leadership supports informal networks that want to meet and discuss what they are doing regarding implementation.	1.00

SAMPLE