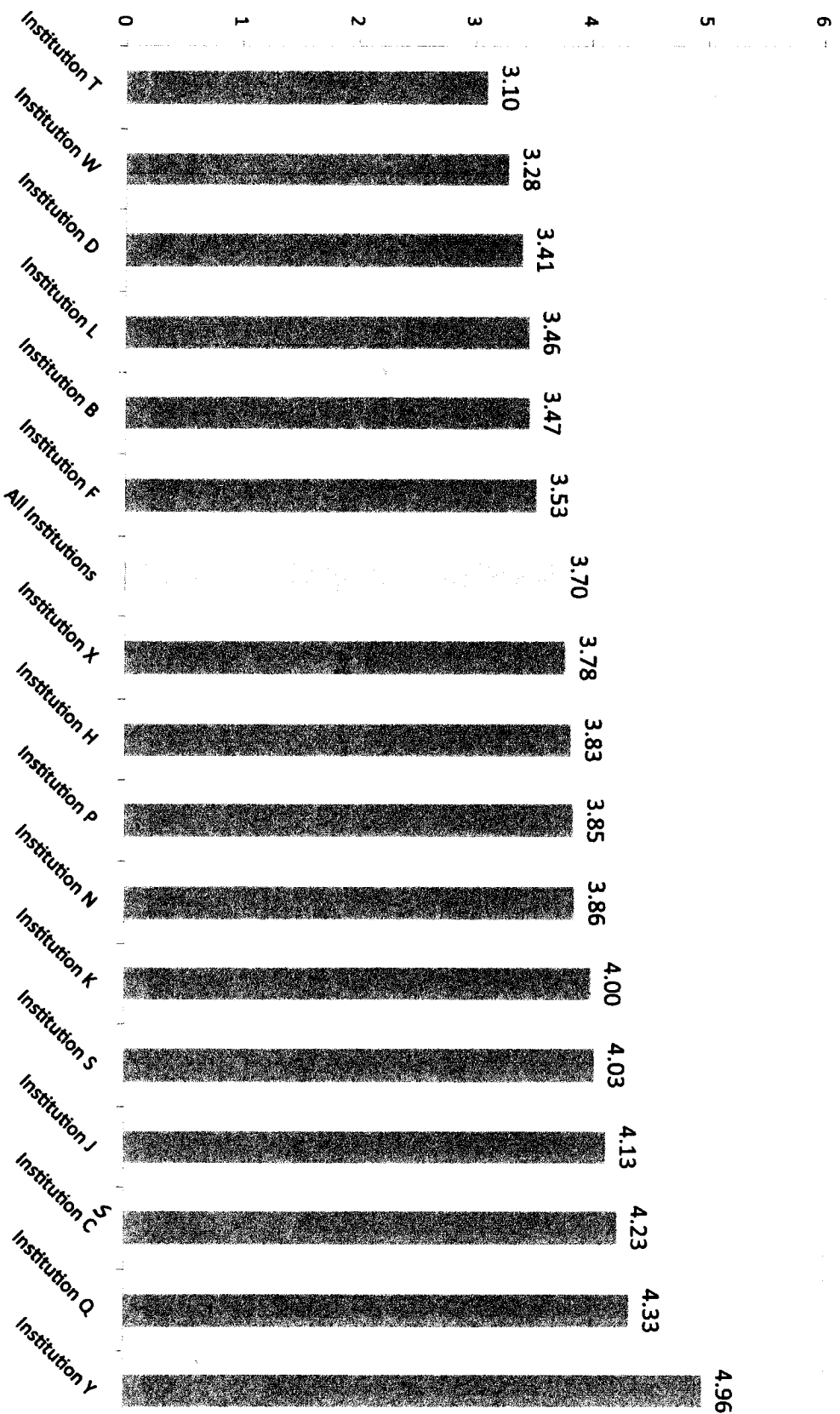


Conflict Resolution (Mean Scores)

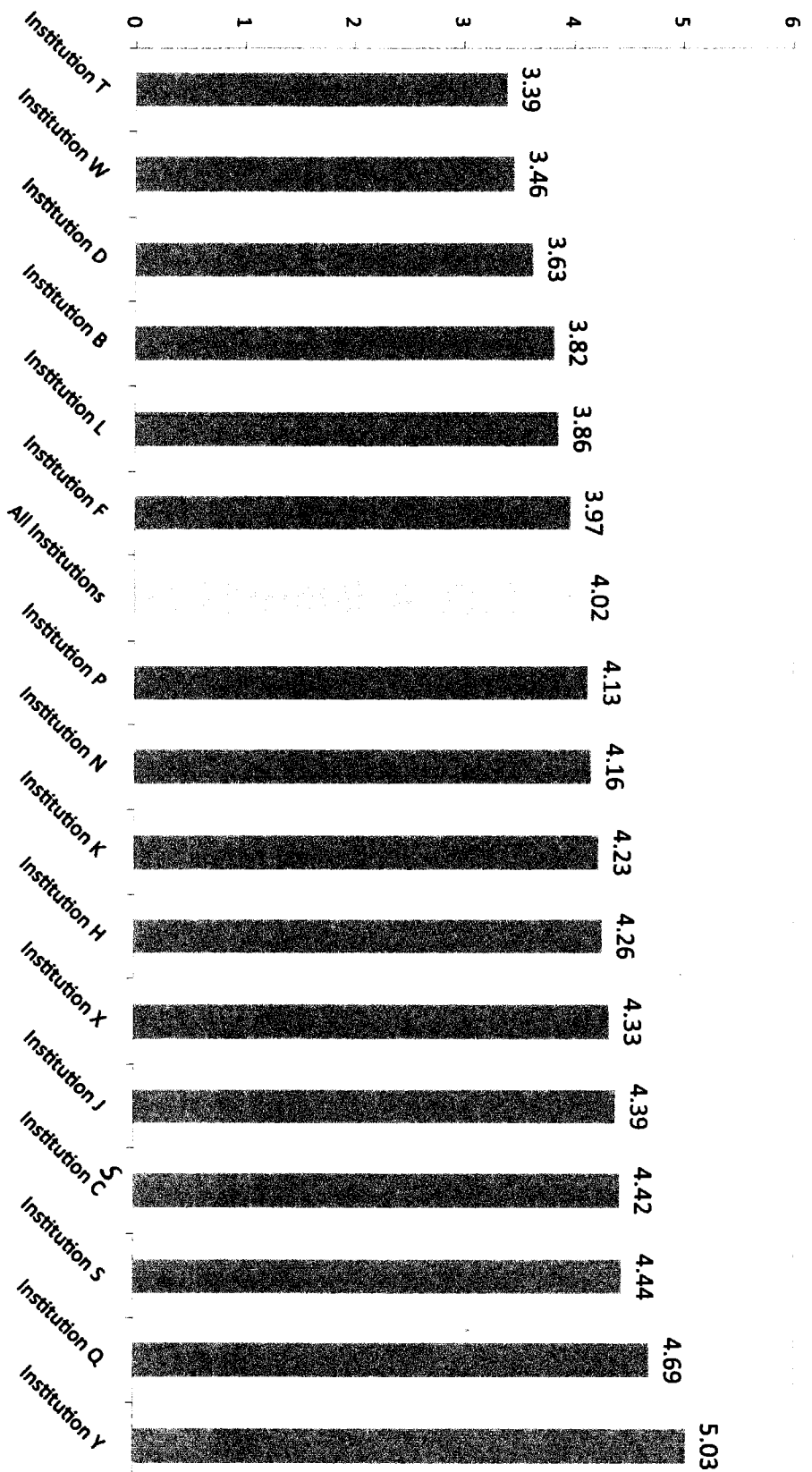


Conflict Resolution

The degree to which the institution encourages its employees to air conflicts and criticisms openly

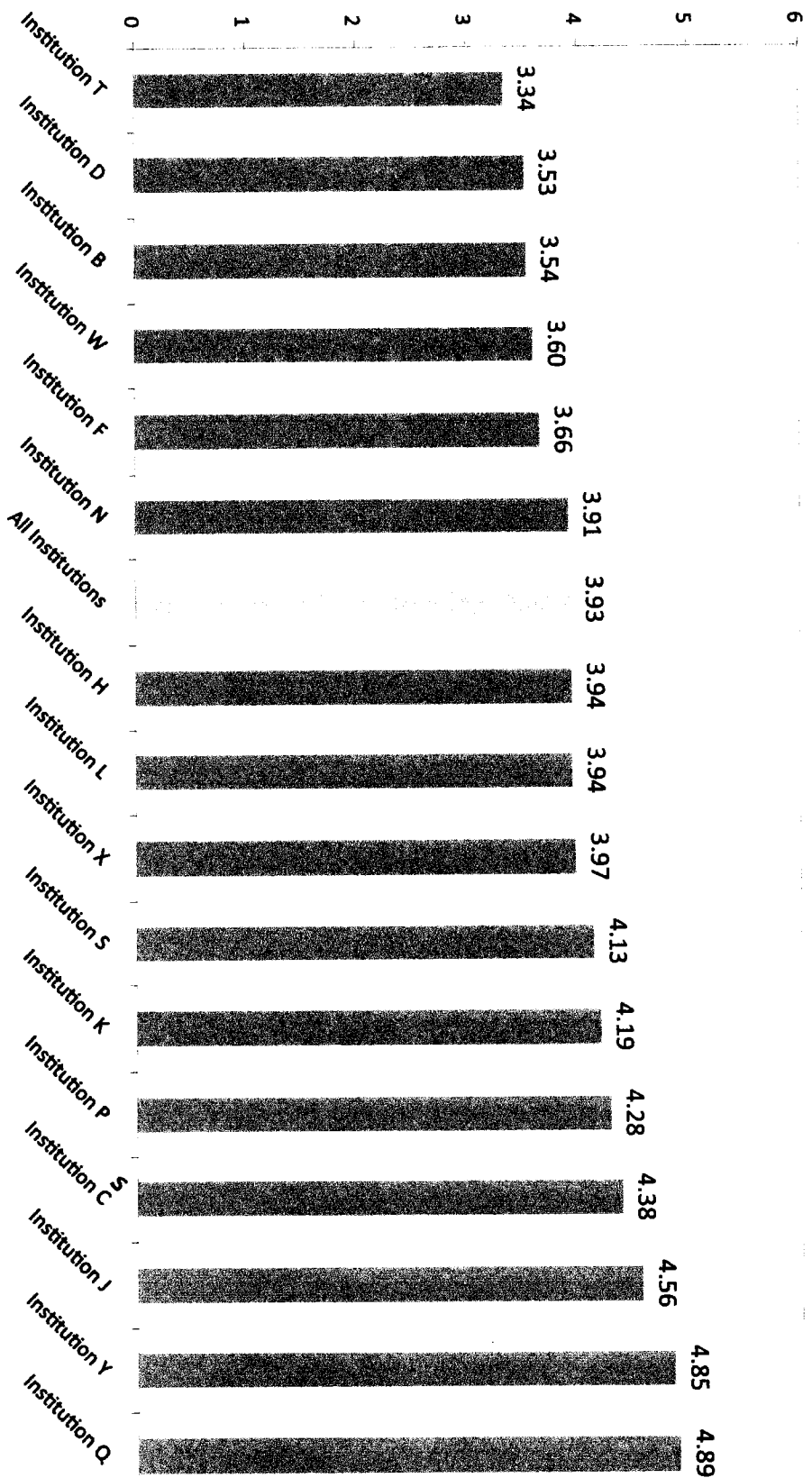
Faculty and staff here get problems out in the open, focus on solutions rather than blame when a problem occurs, are open to hearing views that they may not agree with. The institution maintains a climate of trust. Senior leadership and administration are open to hearing views that they may not agree with.

Culture Management (Mean Scores)



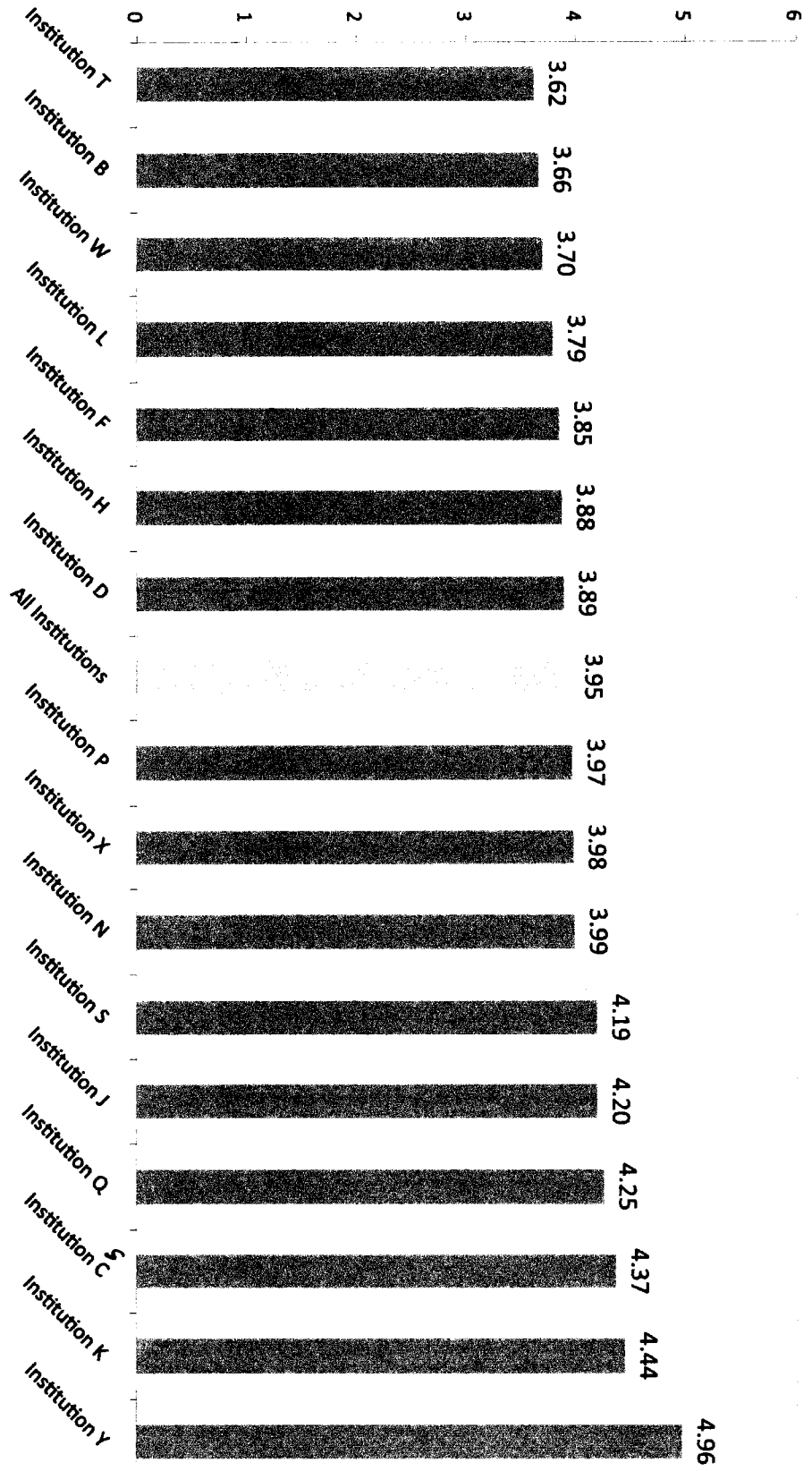
<p>Culture Management</p> <p>The extent to which the institution actively and deliberately strives to shape the culture it wants through conscious, intentional actions</p>	<p>The institution fosters collaboration among its faculty and staff, has strong values that are widely shared by those who work here, establishes high ethical standards, uses specific events and ceremonies to reinforce its values, and unites employees in a shared vision. Senior leadership and administration clearly communicate what is important for the institution's long-term success. Faculty and staff understand the institution's mission clearly.</p>
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Disposition Toward Change (Mean Scores)



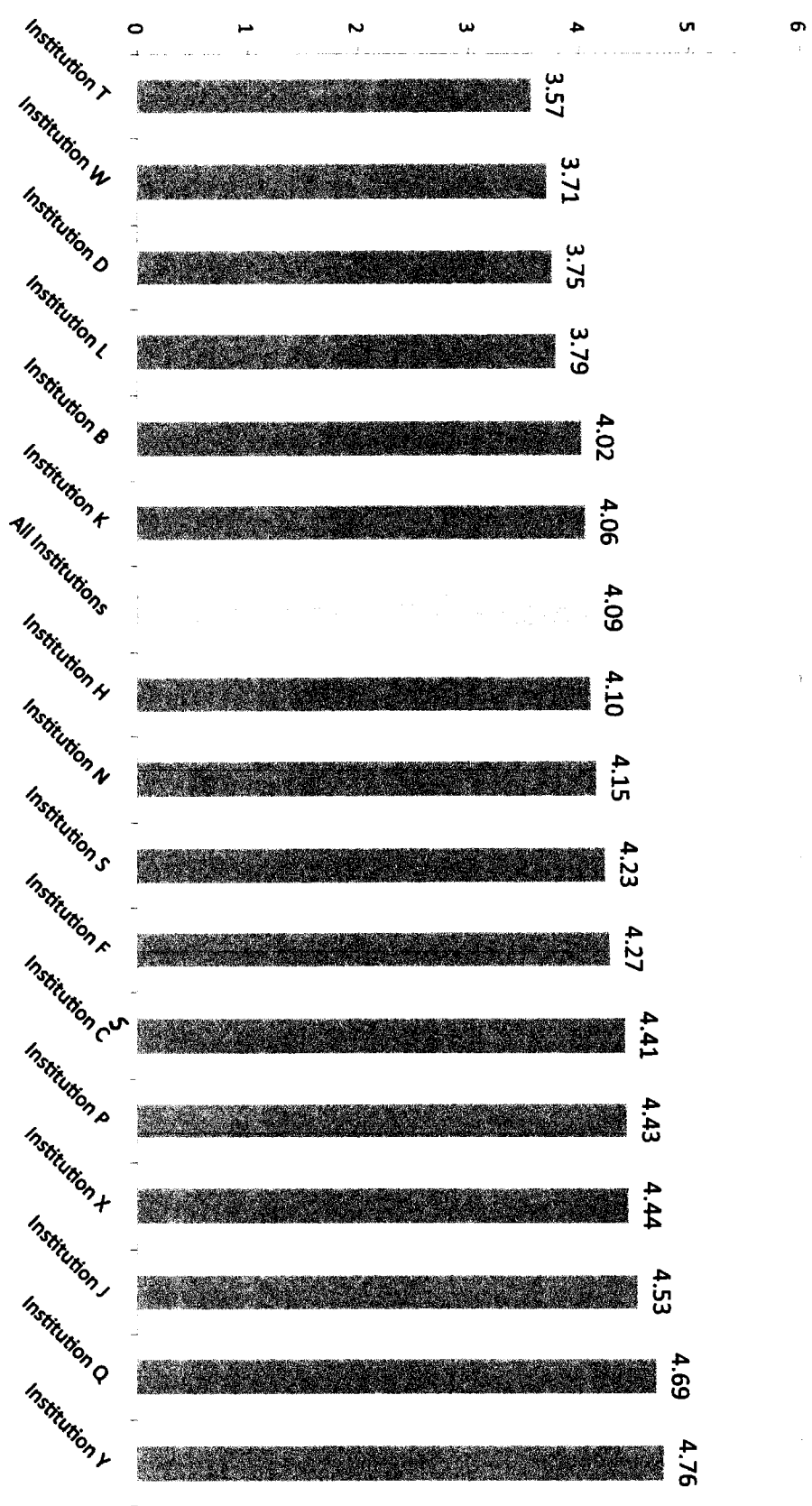
Disposition toward Change	The degree to which employees are creative and innovative, and constantly search for better ways of getting the job done	The institution encourages everyone to search for better ways of getting work done, is innovative and open to trying new ideas, and rewards individual initiative. It encourages people who work here to experiment and take practical risks, uses well-designed projects to foster innovation, and measures the success of its innovations.

Employee Participation (Mean Scores)



Employee Participation	The extent to which employees participate in the decision-making processes of the institution	The institution involves faculty and staff in decision-making processes. Faculty and staff are directly involved in decisions that directly affect their work, are involved in setting work goals for their unit or department, participate in improving work processes, are involved in planning, and have a say in policy matters.
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Evidence-Based Orientation (Mean Scores)

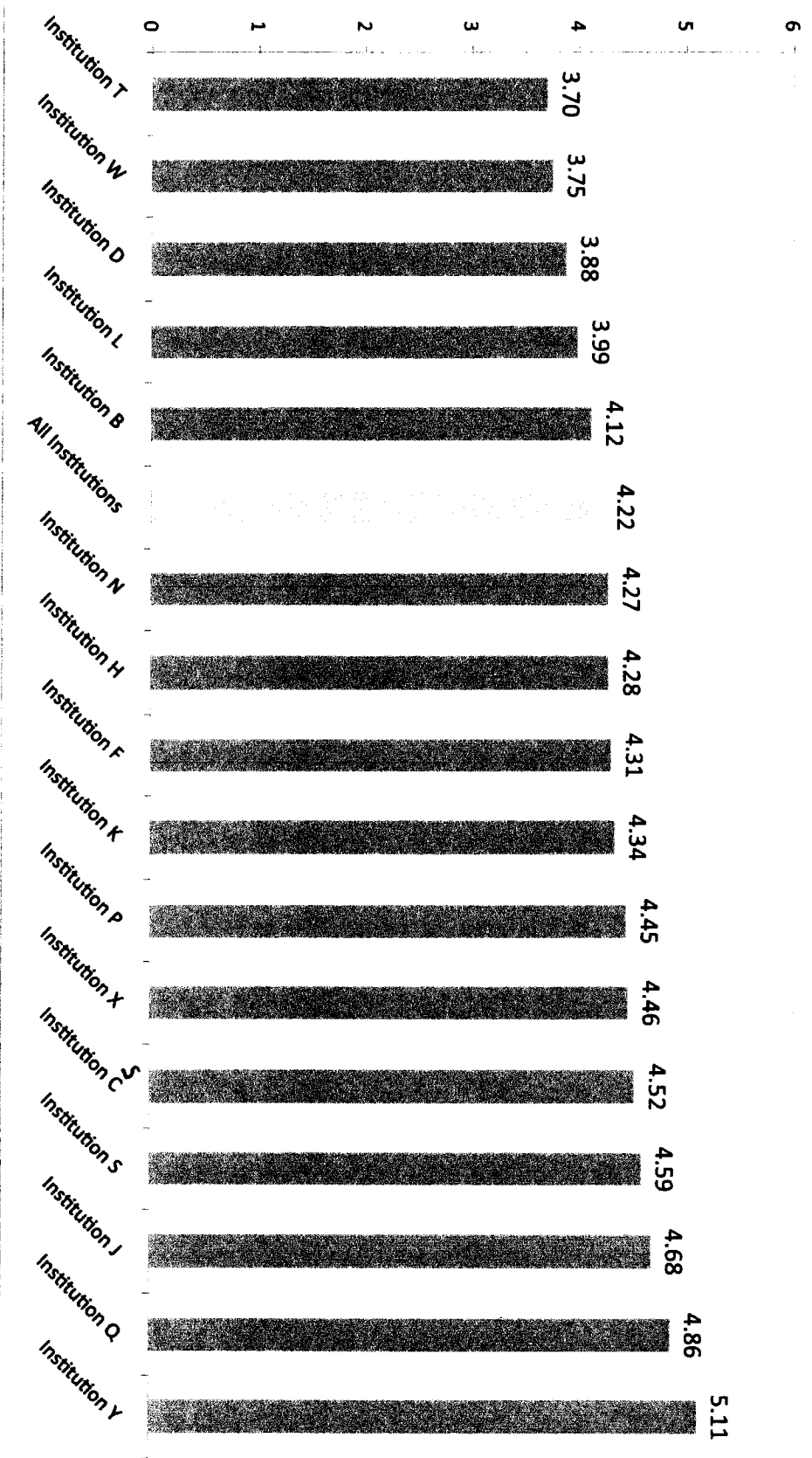


Evidence-based Orientation

The degree to which rules, regulations, and direct supervision are applied to manage employee behavior

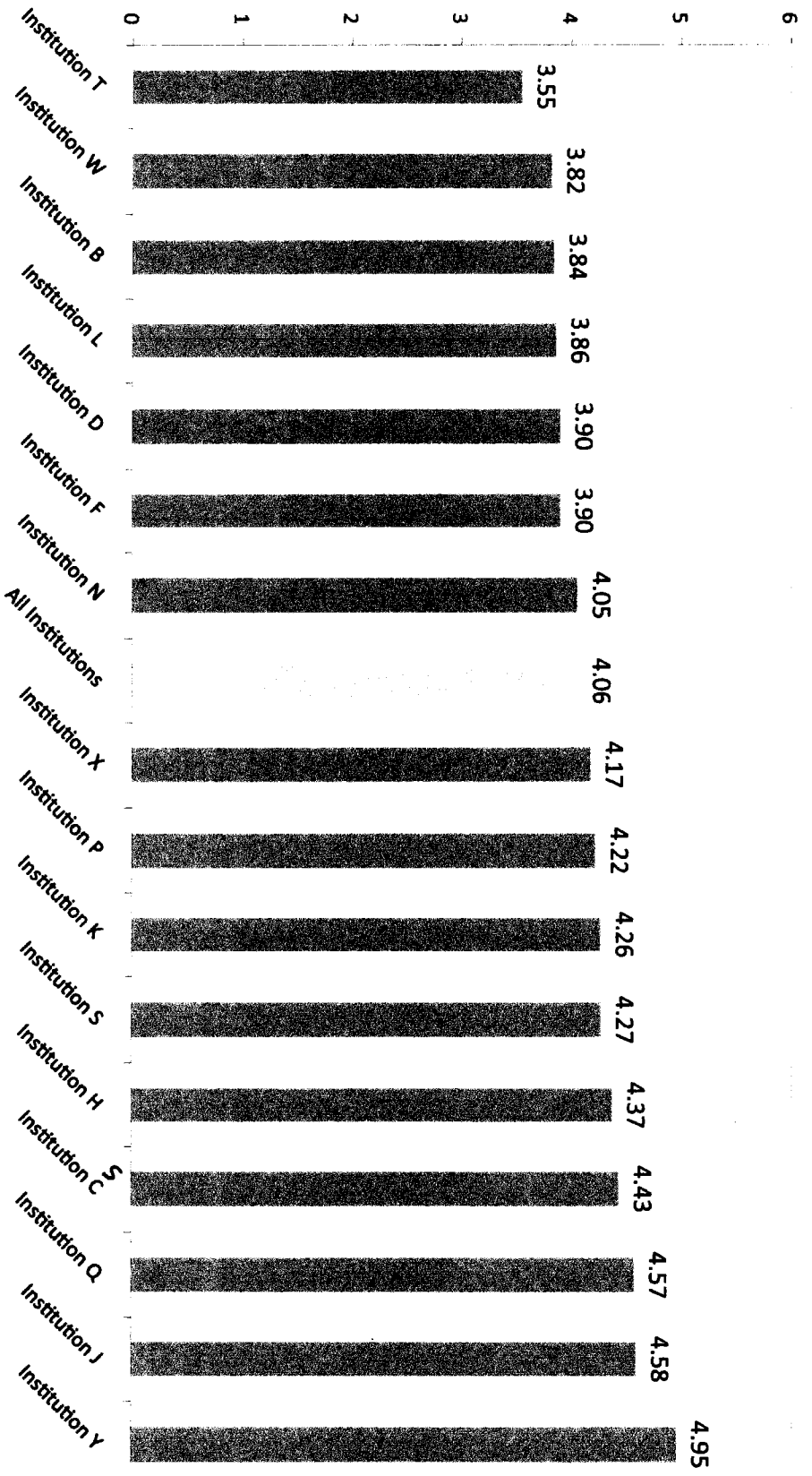
The institution makes decisions based on analysis of factual data and evidence, provides easy access to data on key performance indicators, and expects everyone to use numerical data for planning and decision-making. Faculty and staff have access to the data they need to do their jobs, and expect the institution to measure and evaluate the important things that it does.

Goal Clarity (Mean Scores)



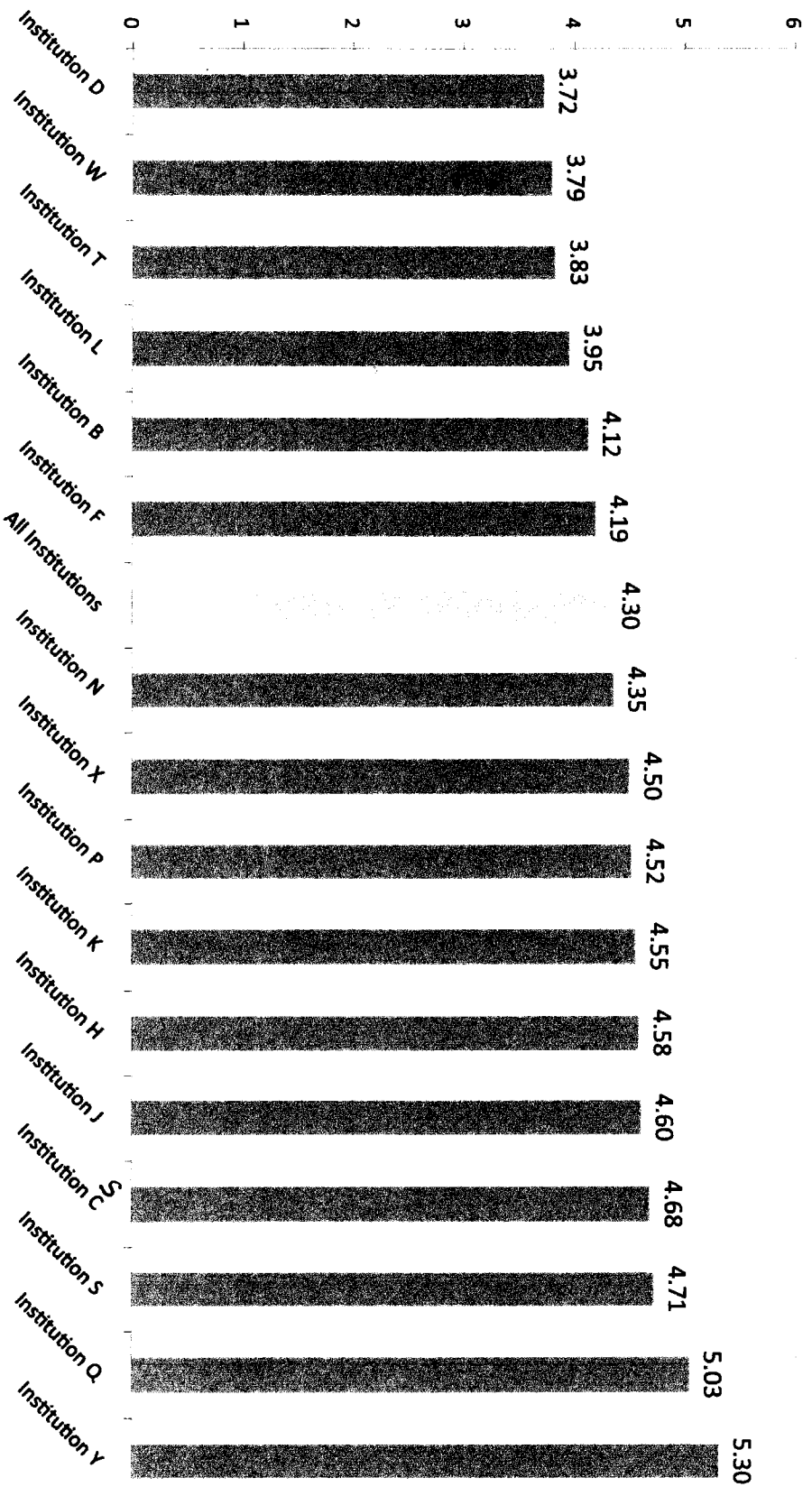
Goal Clarity	The degree to which the institution creates clear objectives and performance expectations	Faculty and staff understand the institution's goals and objectives, know what is expected of them at work, and understand how their work contributes to the institution's quality results. The institution defines its goals clearly, and faculty and staff understand how their jobs help achieve the institution's goals and objectives.
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Human Resources Orientation (Mean Scores)



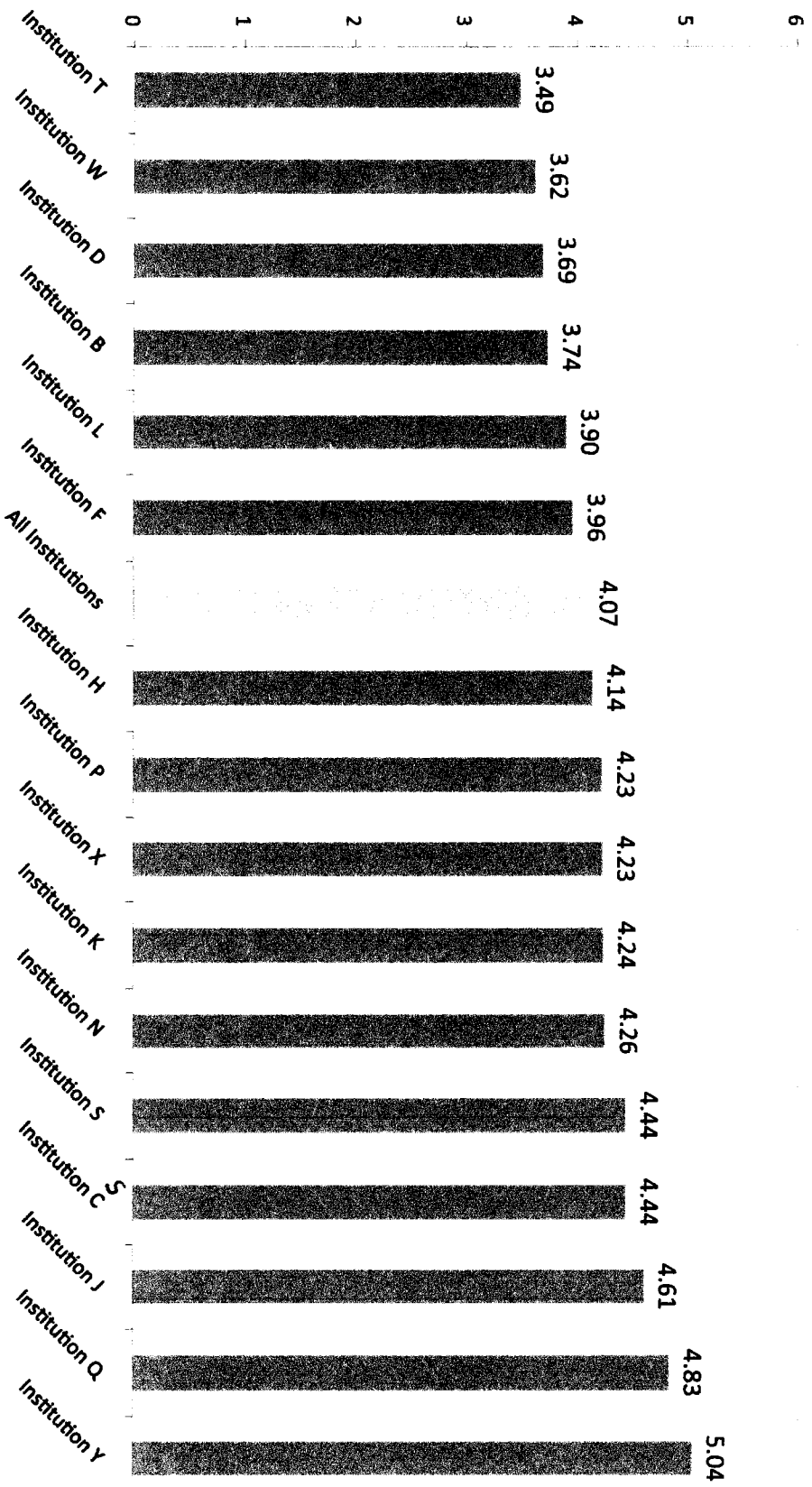
Human Resources Orientation	The extent to which the institution has a high regard for its human resources	Senior leadership and administration treat others with dignity and respect, and follow up on people's ideas and suggestions. Faculty and staff treat one another with dignity and respect, get the education and training they need to do their jobs, are encouraged to make suggestions for improving they do.
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Identification With Institution (Mean Scores)



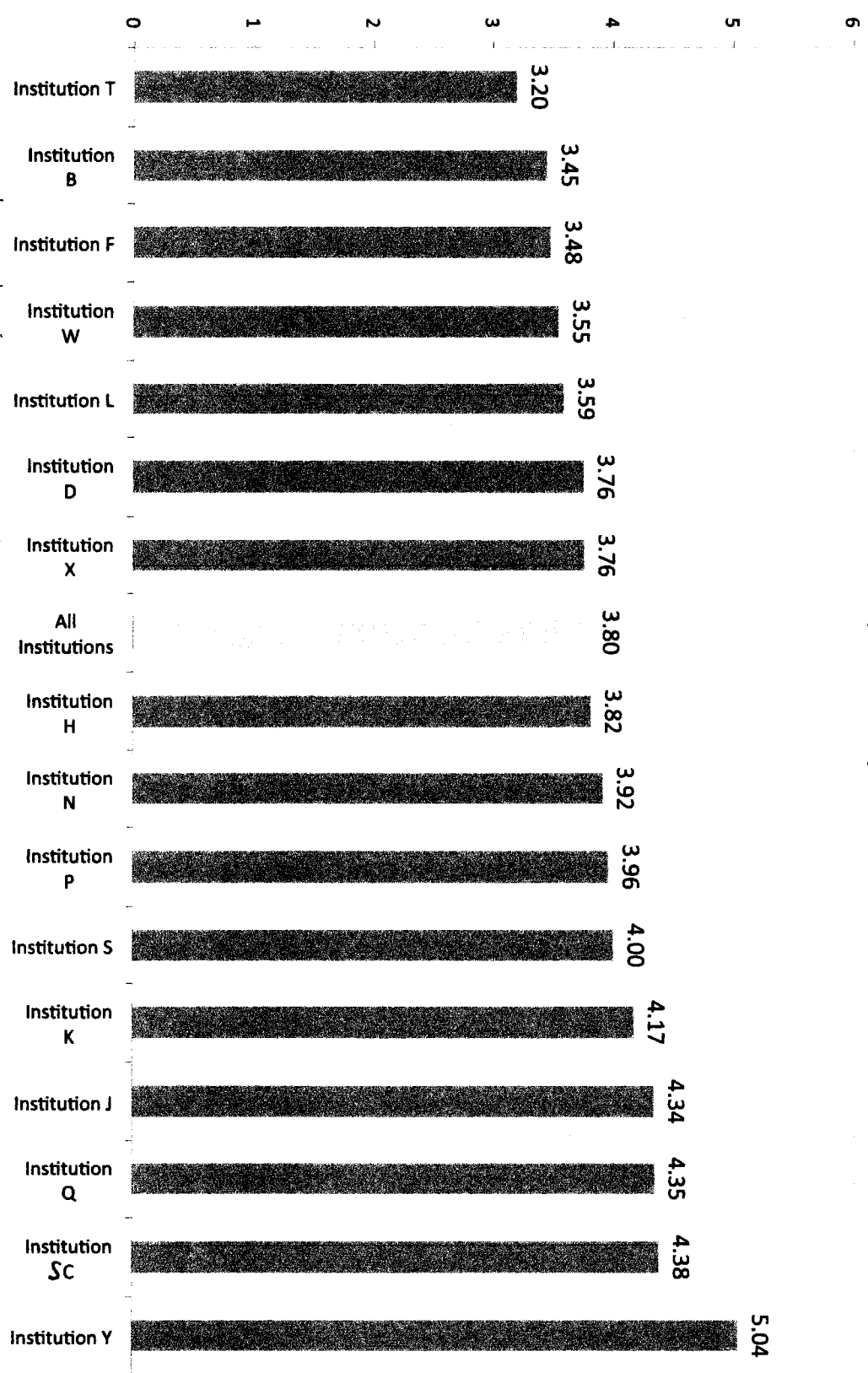
Identification with the Institution	The degree to which employees identify with the institution	Faculty and staff assist each other to make the institution successful, have an emotional bond with the institution, are committed to the institution's strategic vision, and are proud to tell others they work at this institution. The institution encourages a balance of work and personal life.
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Institution Focus (Mean Scores)



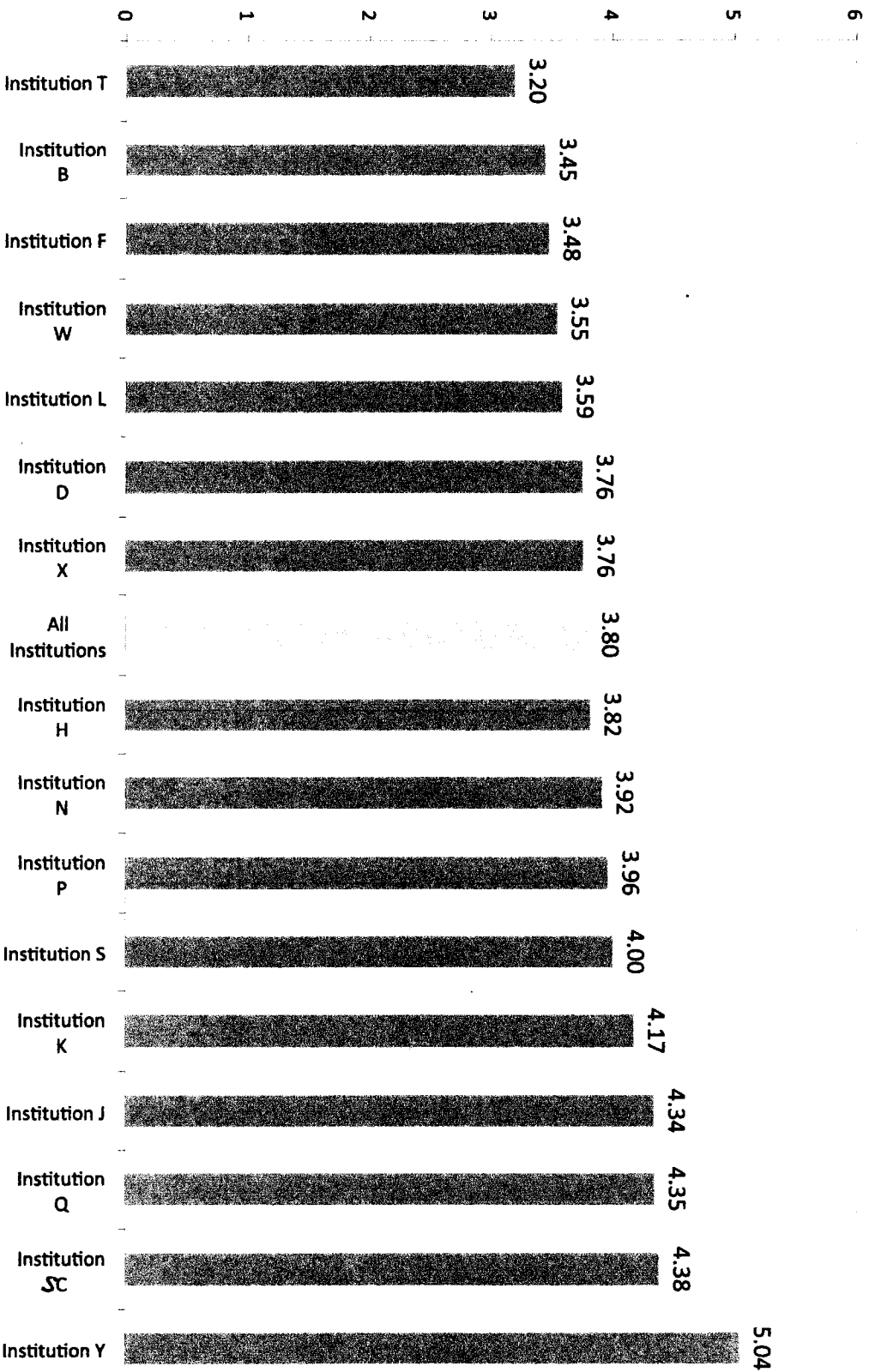
Institution Focus	
<p>The extent to which the institution concentrates on those activities that constitute the fundamentals of its business</p>	<p>The institution knows how to get the basic things right, understands the things that really matter for its success, concentrates on those activities that are essential. It restricts itself to what it knows and does well, realizes what it needs to do exceptionally well in order to survive and prosper, and has a structure that allows faculty, staff, and administrators to focus on the "right things."</p>

Locus of Authority (Mean Scores)



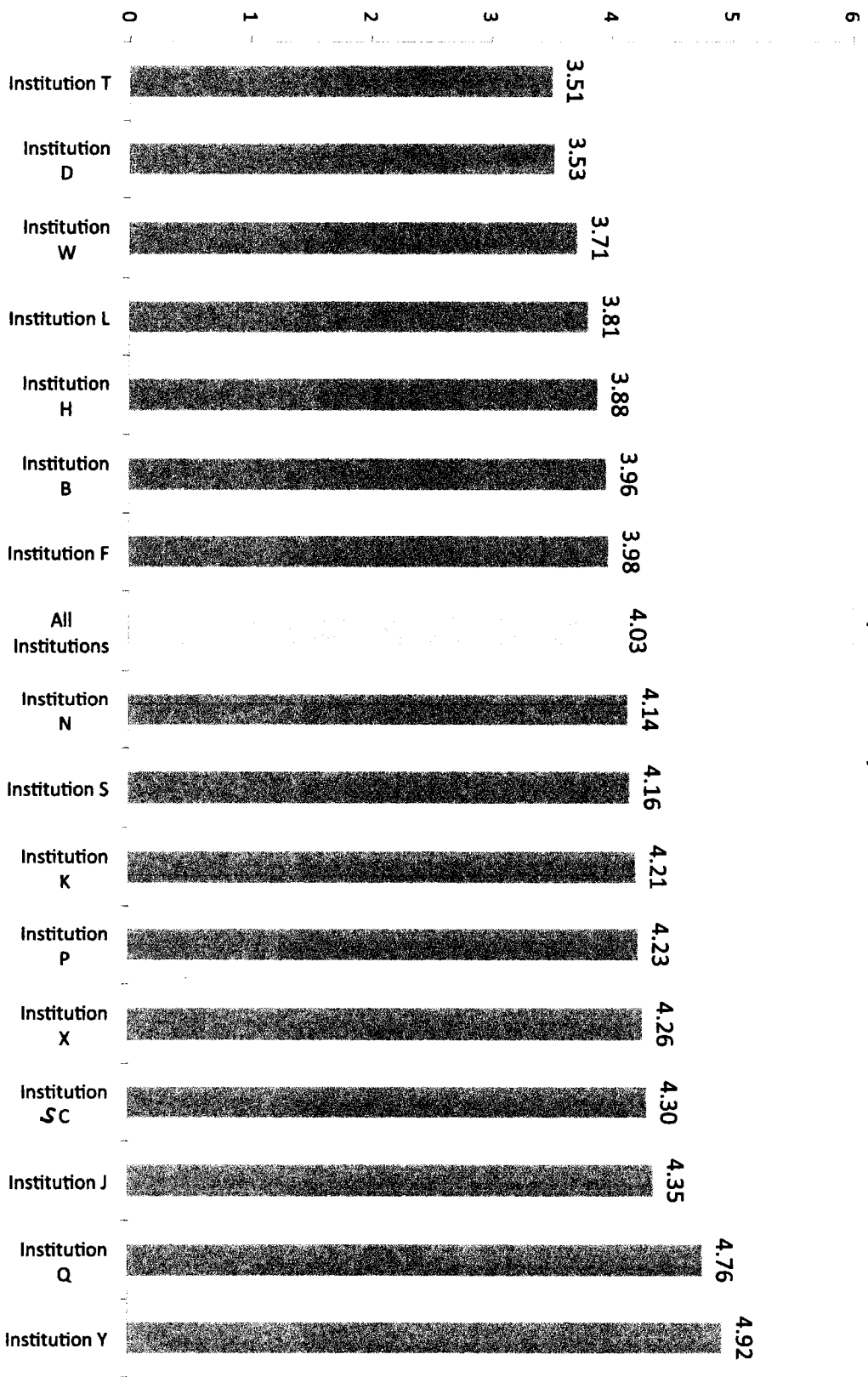
Locus of Authority	The degree of responsibility, freedom and, independence that individual employees have	The institution has a healthy balance of "top down" and "bottom up" decision-making. Faculty and staff have the freedom to do their jobs effectively, and are empowered to make work-related decisions. The institution encourages everyone to use their own initiative in doing their jobs, and puts authority in the hands of those who actually do the work. Senior leadership and administration hold people accountable for meeting performance goals.
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Management Style (Mean Scores)



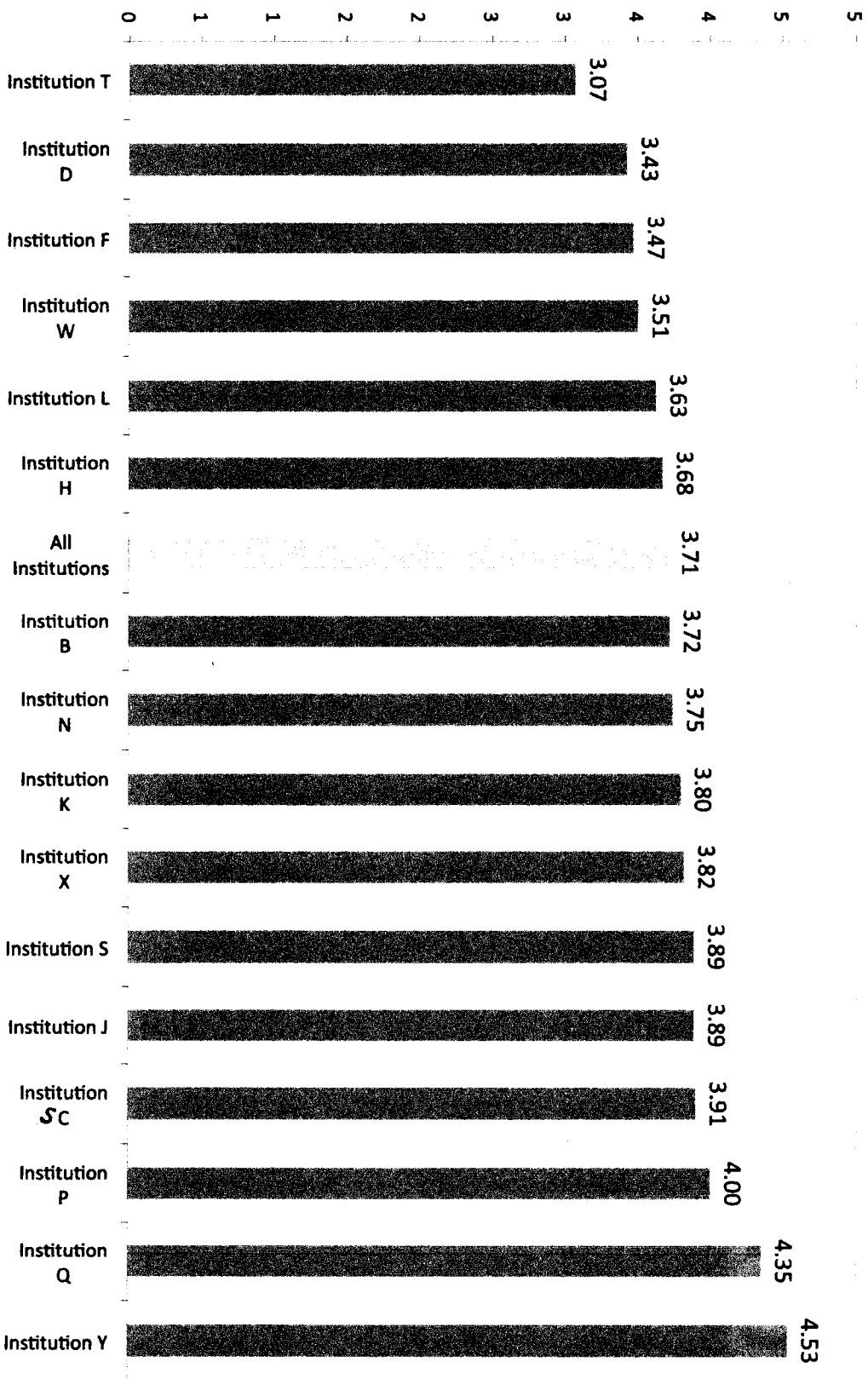
Management Style
<p>The degree to which managers provide clear communication, assistance, and support to their subordinates</p>
<p>The institution listens to the views of its faculty and staff. Faculty and staff and trust senior leadership and administration, are kept informed about what is going on in the institution, have the information they need to succeed in their jobs, and can rely on senior leadership and administration for supportive assistance when needed.</p>

Performance Orientation (Mean Scores)



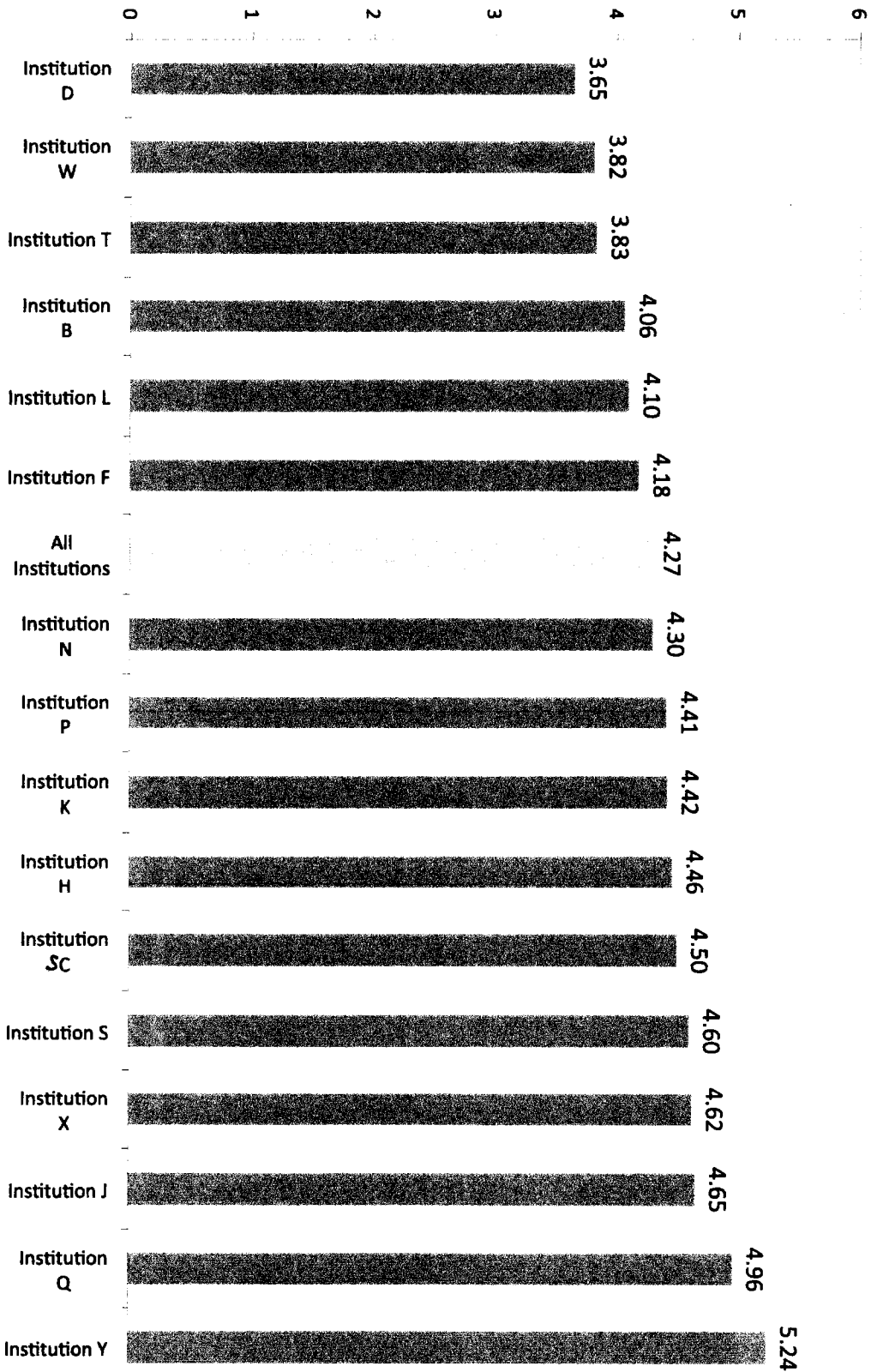
Performance Orientation	<p>The extent to which individuals are held accountable for clearly defined results and a high level of performance</p>	<p>The institution sets challenging but realistic goals, promotes high performance standards, and values outstanding performance. Faculty and staff receive regular feedback on their performance, are held accountable for meeting performance goals. Senior leadership and administration communicate a clear institutional message of performance excellence.</p>
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Reward Orientation (Mean Scores)



Reward Orientation	
The degree to which performance determines recognition and rewards.	Faculty and staff are rewarded for their contributions towards the achievement of this institution's objectives. Faculty and staff are recognized for their performance. Administrators and managers here offer recognition for good performance. The institution rewards its faculty, staff, and administrators for good performance and productivity. The institution understands the link between performance and reward. The institution highlights and reinforces those behaviors that support its mission and objectives.

Stakeholder Orientation (Mean Scores)

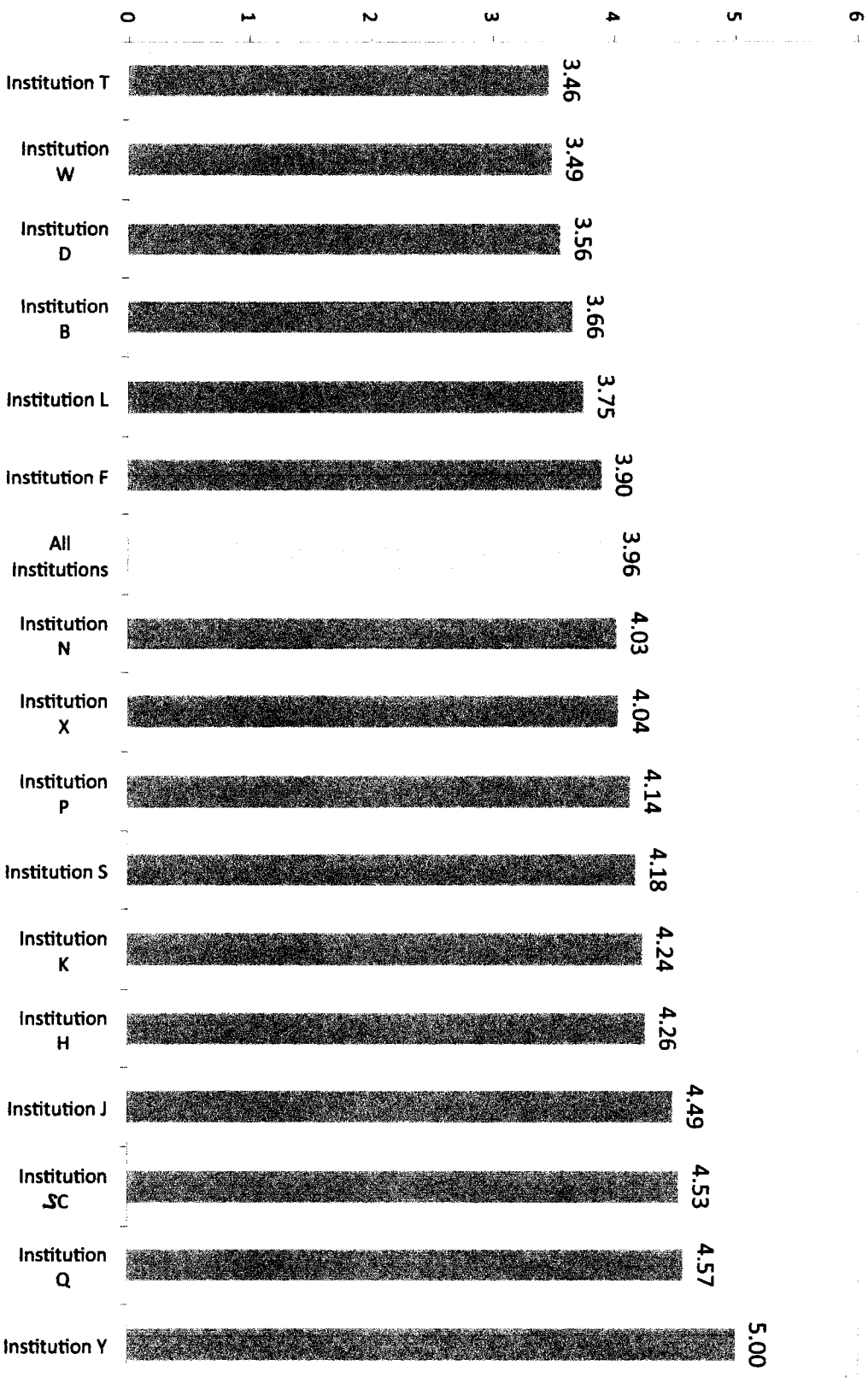


Stakeholder Orientation

The extent to which the institution seriously seeks out and actively responds to the views of its students and stakeholders.

The institution sets high standards for service to students and stakeholders. The institution bases its strategies on student and stakeholder needs. The institution is proud of its ability to offer quality service. The institution regularly evaluates how well its programs meet student needs. The institution uses students' and stakeholders' ideas for improving programs and services. The institution sees meeting students' and stakeholders' needs as key to its success.

Task Structure (Mean Scores)



Task Structure

The degree to which rules, regulations, and direct supervision are applied to manage employee behavior

The institution creates rules and regulations that help it reduce risks. The institution has a good balance of flexibility and control. The institution establishes rules and regulations that are appropriate for its mission and goals. The institution operates efficiently within its rules and regulations. Faculty and staff are given appropriate latitude to make decisions within their positions. The institution works to reduce bureaucratic constraints whenever it can.