

Ursinus Culture Survey Results

May 10, 2018



Today's Agenda

- Introductory Remarks: Brock Blomberg
- Understanding the Model: Barb Shilowich
- Our Survey Results Overview: Barb Shilowich
- Faculty Results and Next Steps: Mark Schneider
- Staff Results and Next Steps: Annette Parker
- College Next Steps: Brock Blomberg
- Q & A: Campus Participants

Why Did We Do a Cultural Study?

- What is Culture?
- Why Does It Matter?
- The Importance of Ursinus Focusing on Culture
- A baseline today with future surveys to measure progress
- Great Participation

Background of the Denison Model

- Based on Dr. Daniel R. Denison's (University of Michigan, Institute for Management Development) research linking organizational culture to organizational performance
- Stems from a partnership with Dr. Edgar Schein's groundbreaking work on organization culture
- Denison has worked with 1000s of organizations since its founding in 1998
- Some of Denison's Higher Education Clients include:
 - George Washington University
 - George Mason University
 - University of North Carolina
 - Butler University
 - University of Michigan
 - Lehigh University
 - University of Nevada
 - UCLA



Understanding the Denison Culture Model

ADAPTABILITY

PATTERN, TRENDS, MARKET

Translating the demands of the organizational environment into action

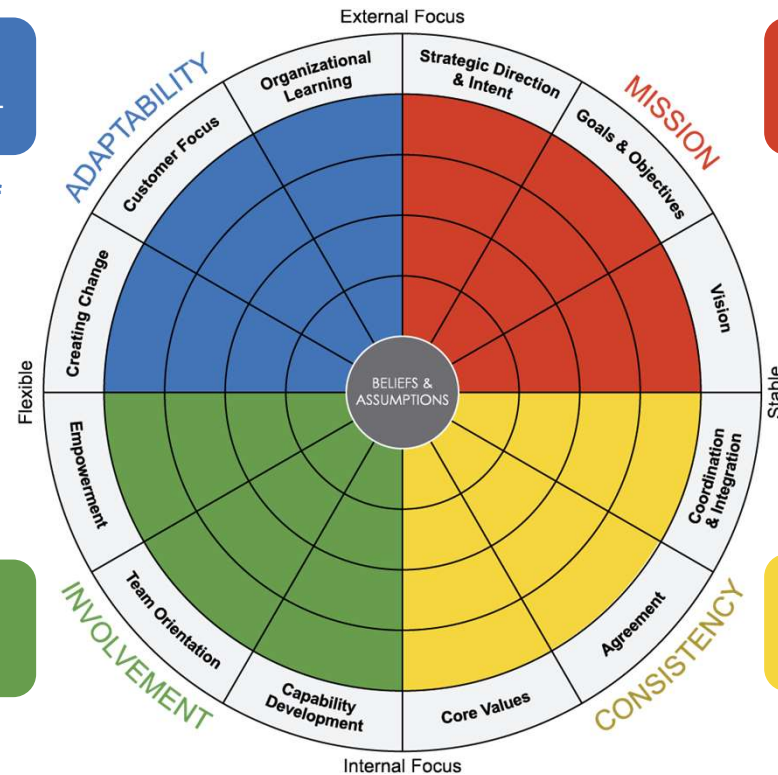
"Are we listening to the marketplace?"

INVOLVEMENT

COMMITMENT, OWNERSHIP, RESPONSIBILITY

Building human capability, ownership, and responsibility

"Are our people aligned and engaged?"



MISSION

DIRECTION, PURPOSE, BLUEPRINT

Defining a meaningful long-term direction for the organization

"Do we know where we are going?"

CONSISTENCY

SYSTEMS, STRUCTURES, PROCESSES

Defining the values and systems that are the basis of a strong culture

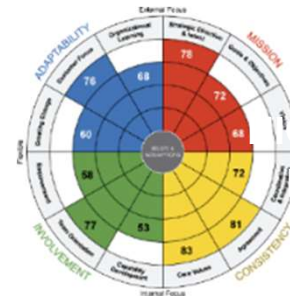
"Can we execute?"



How Do We Interpret the Data?



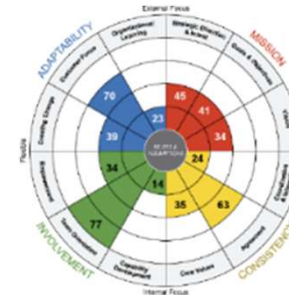
**HIGH level of
clarity &
alignment**



**HIGHER levels of
performance**



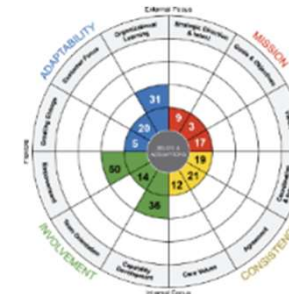
**MIX of clarity &
confusion**



**AVERAGE levels
of performance**



**HIGH levels of
confusion &
uncertainty**

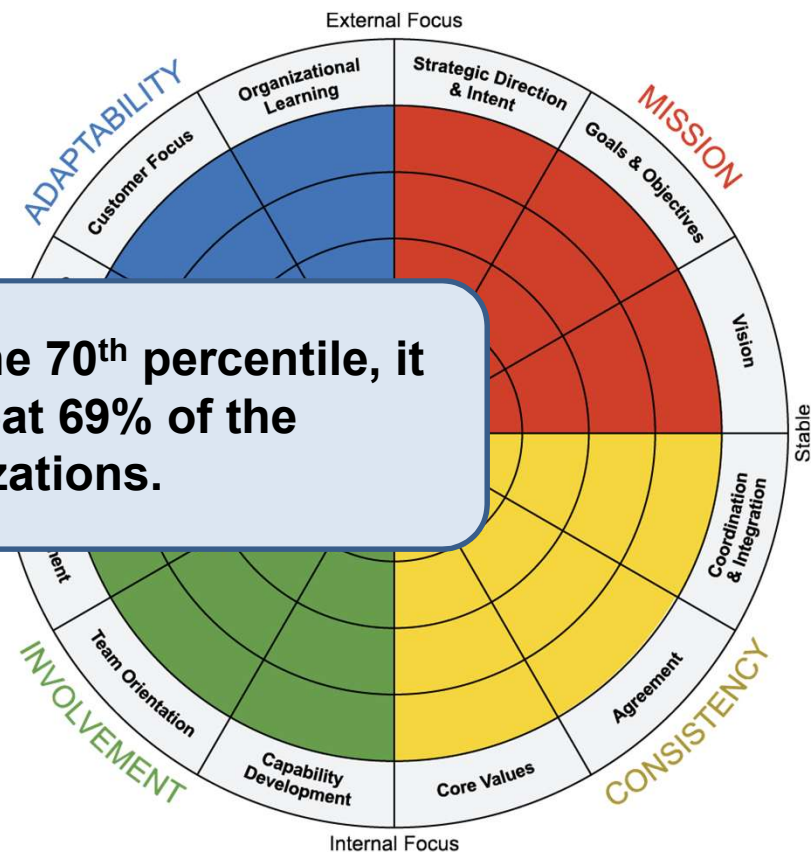


**LOWER levels of
performance**



The Denison global benchmark is based on 1000+ organizations

If our score is in the 70th percentile, it means we beat 69% of the organizations.



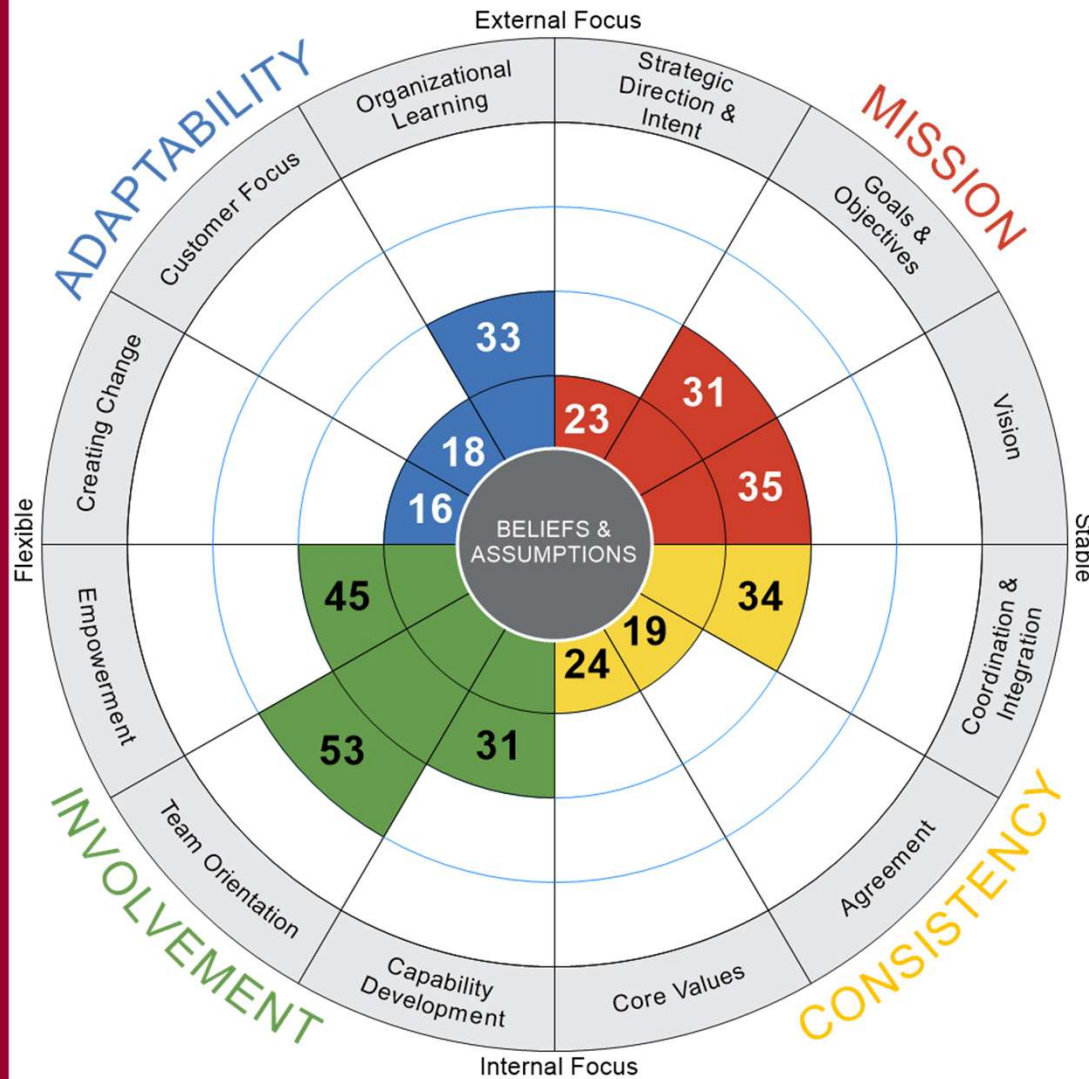
Keep in mind...



- Think of the culture survey as a thermometer. This is just a picture of our culture at a certain point in time.
- It's a tool to help us move forward, invest in our people as our most important asset, and provide continuous institutional improvement
- We don't know what we looked like a year ago; this is our baseline for moving forward.
- **This tool is designed to initiate meaningful conversations and begin planning for informed cultural transformation.**



Our Overall Culture Results



Ursinus College
Overall

72% Response
Rate

N = 324

Mission

Ursinus College Overall

At Ursinus College...

Strategic Direction & Intent

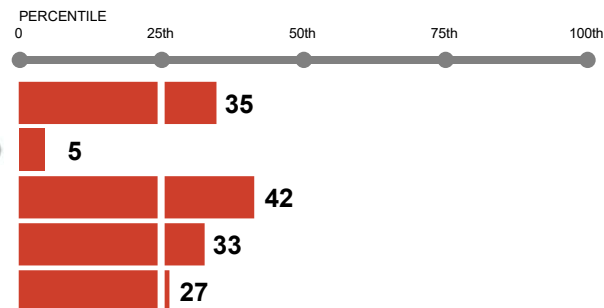
There is a long-term purpose and direction.

Our strategy leads other colleges to change the way they compete in the higher education industry. —

There is a clear mission that gives meaning and direction to our work.

There is a clear strategy for the future.

Our strategic direction is unclear to me.*



Goals & Objectives

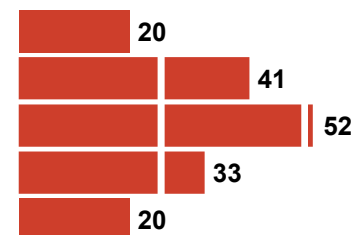
There is widespread agreement about goals.

Leaders set goals that are ambitious, but realistic.

The leadership has "gone on record" about the objectives we are trying to meet.

We continuously track our progress against our stated goals.

People understand what needs to be done for us to succeed in the long run.



Vision

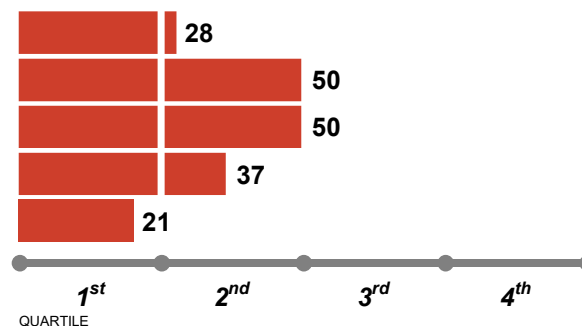
We have a shared vision of what the organization will be like in the future.

Leaders have a long-term viewpoint.

Short-term thinking often compromises our long-term vision.*

Our vision creates excitement and motivation for our employees.

We are able to meet short-term demands without compromising our long-term vision.



IN ALL CASES, A HIGHER SCORE INDICATES A MORE FAVORABLE CONDITION.

*For this negatively worded item, the raw score has been reversed.

NUMBERS DENOTE PERCENTILES | 2/12/2018 |
2015 Normative Dataset (D60OL4)

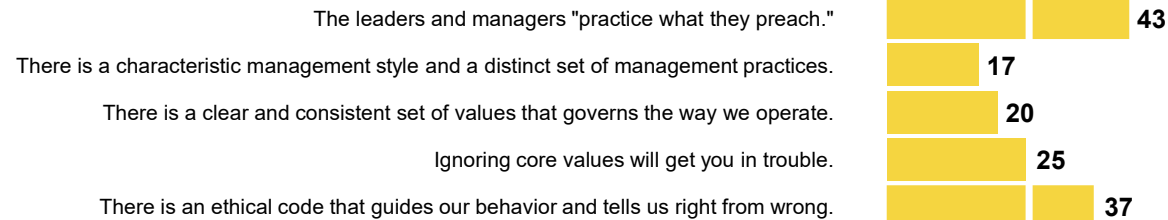


Consistency

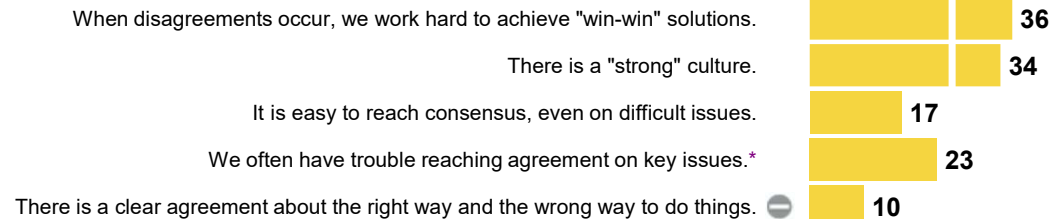
Ursinus College Overall

At Ursinus College...

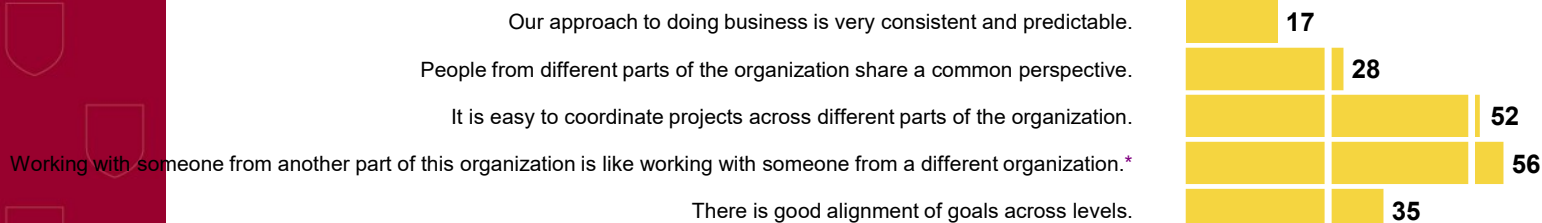
Core Values



Agreement



Coordination & Integration



IN ALL CASES, A HIGHER SCORE INDICATES A MORE FAVORABLE CONDITION.

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Normative Dataset (D600L4)

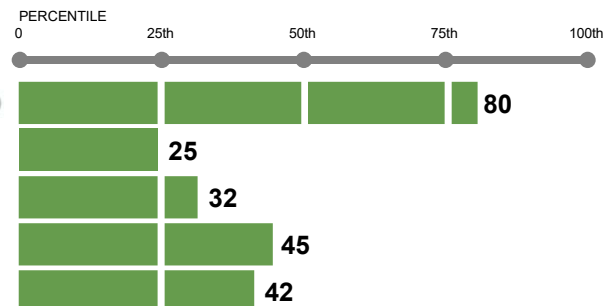
Involvement

Ursinus College Overall

At Ursinus College...

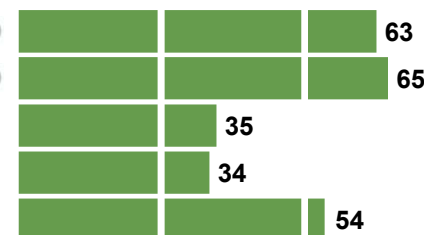
Empowerment

- Most employees are highly involved in their work. +
- Decisions are usually made at the level where the best information is available.
- Information is widely shared so that everyone can get the information he or she needs when it's needed.
- Everyone believes that he or she can have a positive impact.
- Planning is ongoing and involves everyone in the process to some degree.



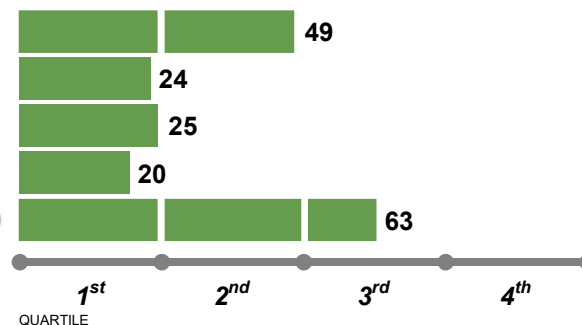
Team Orientation

- Cooperation across different parts of the organization is actively encouraged. +
- People work like they are part of a team. +
- Teamwork is used to get work done, rather than hierarchy.
- Teams are our primary building blocks.
- Work is organized so that each person can see the relationship between his or her job and the goals of the organization.



Capability Development

- Authority is delegated so that people can act on their own.
- The "bench strength" (capability of people) is constantly improving.
- There is continuous investment in the skills of employees.
- The capabilities of people are viewed as an important source of competitive advantage.
- Problems often arise because we do not have the skills necessary to do the job. * +



IN ALL CASES, A HIGHER SCORE INDICATES A MORE FAVORABLE CONDITION.

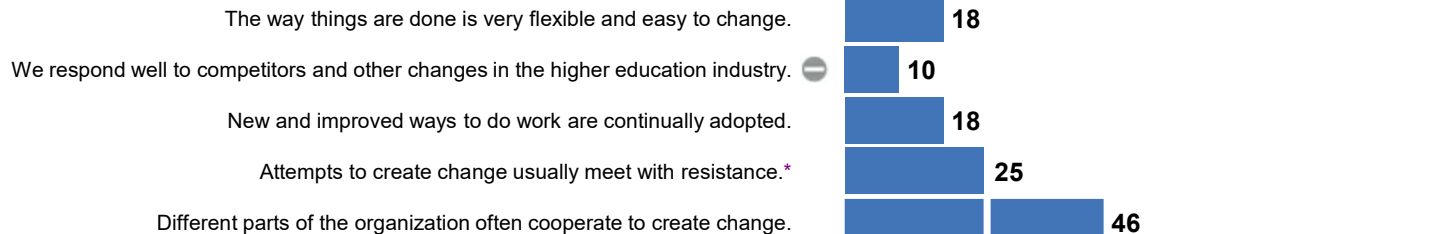
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Normative Dataset (D60OL4)

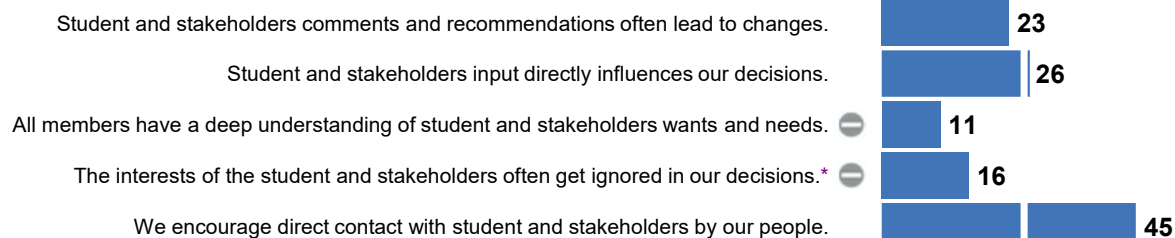


At Ursinus College...

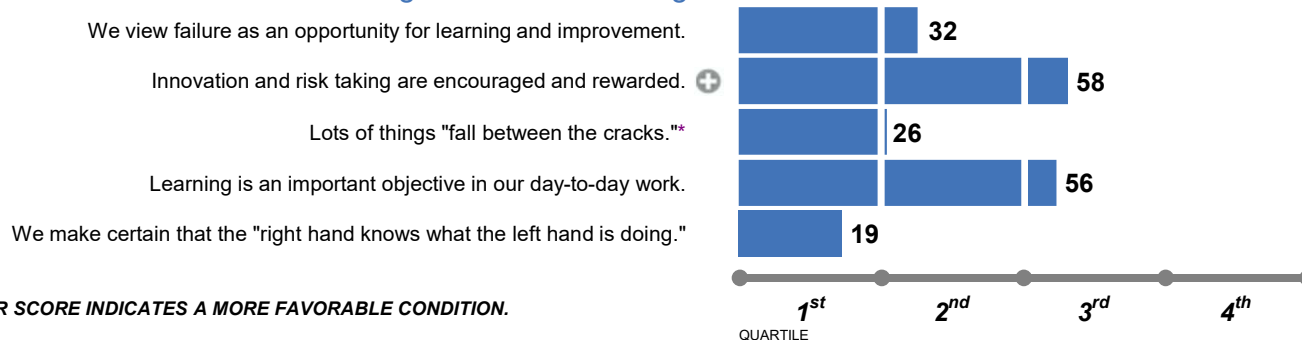
Creating Change



Customer Focus



Organizational Learning



IN ALL CASES, A HIGHER SCORE INDICATES A MORE FAVORABLE CONDITION.

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Normative Dataset (D60OL4)

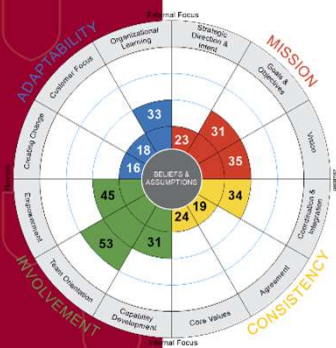


Highest & Lowest Scores Ursinus College Overall

OUR HIGHEST AND LOWEST SCORES

HIGHEST SCORES

- 80** Most employees are highly involved in their work.
- 65** People work like they are part of a team.
- 63** Cooperation across different parts of the organization is actively encouraged.
- 63** Problems often arise because we do not have the skills necessary to do the job.*
- 58** Innovation and risk taking are encouraged and rewarded.



LOWEST SCORES

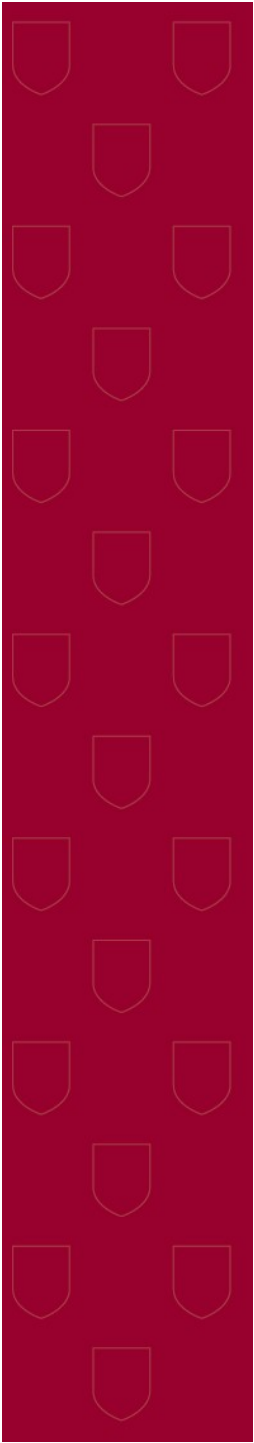
- 5** Our strategy leads other colleges to change the way they compete in the higher education industry.
- 10** There is a clear agreement about the right way and the wrong way to do things.
- 10** We respond well to competitors and other changes in the higher education industry.
- 11** All members have a deep understanding of student and stakeholders wants and needs.
- 16** The interests of the student and stakeholders often get ignored in our decisions.*

IN ALL CASES, A HIGHER SCORE INDICATES A MORE FAVORABLE CONDITION.

For this negatively worded item, the raw score has been reversed.

NUMBERS DENOTE PERCENTILES | 2/12/2018 | 2015 Normative Dataset (D60OL4)

13



Now let's take a look at the responses to the four climate questions we asked about:

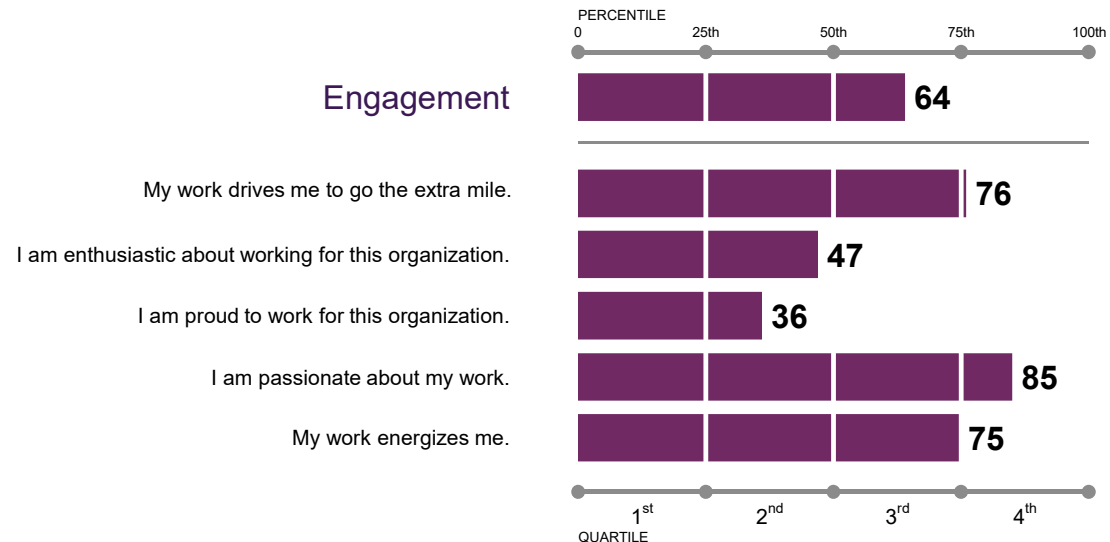
- Engagement
- Innovation
- Trust
- Commitment



Employee Engagement is an enhanced positive attitude that someone feels toward their work. Engaged employees put forth extra effort and are enthusiastic, energized, and passionate. Employee engagement results can help leaders and managers understand their employees' attitudes towards their job and organization.

At Ursinus College...

Engagement



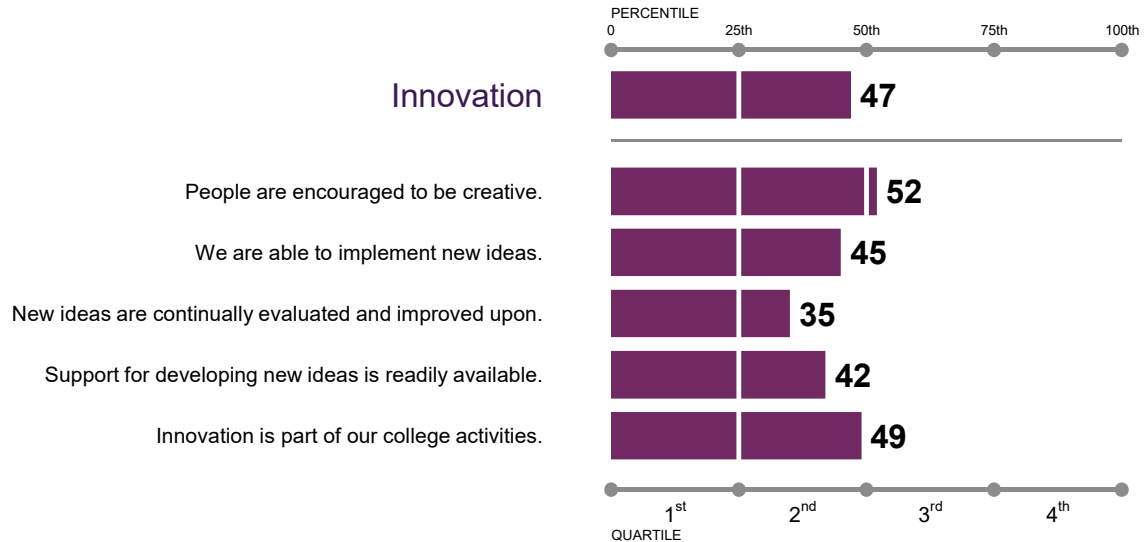
NUMBERS DENOTE PERCENTILES | 2/12/2018 | 2015 Normative Dataset (D60OL4)



Organizational Innovation involves two primary processes: the generation of creative ideas and the successful implementation of those ideas. Innovation is important for every organization as it can yield positive organizational outcomes.

At Ursinus College...

Innovation



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16

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Ursinus College

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Trust

Ursinus College Overall

Trust is a belief that co-workers have positive motives and intentions - that one's best interests are considered and that others can be relied upon. In a trustworthy organization, people communicate honestly and openly, and business is conducted with integrity by adhering to moral and ethical standards.

At Ursinus College...

In this organization, decisions are made with employees' best interests in mind.

People in this organization have good motives and intentions.

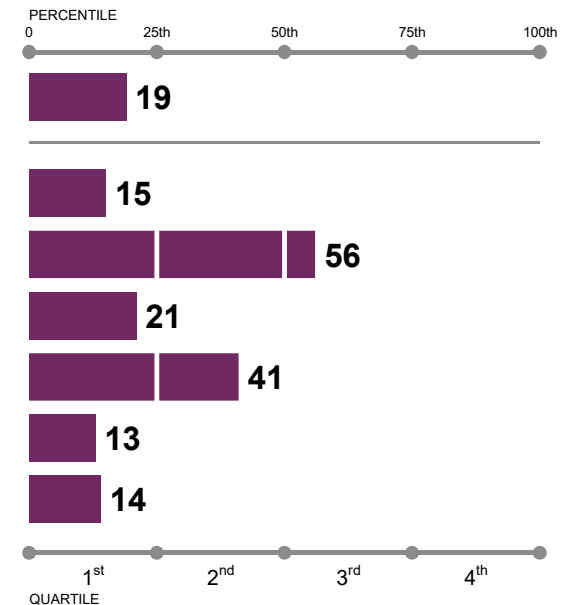
This organization conducts its college business with integrity.

The people who work here are honest.

There are very few secrets in this organization.

Employees consider this organization to be trustworthy.

Trust



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Employee Commitment reflects the strength of employees' commitment to their organization in terms of (a) their personal attachment to the organization, and (b) their need and/or desire to remain with the organization.

At Ursinus College...

Commitment



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Ursinus College

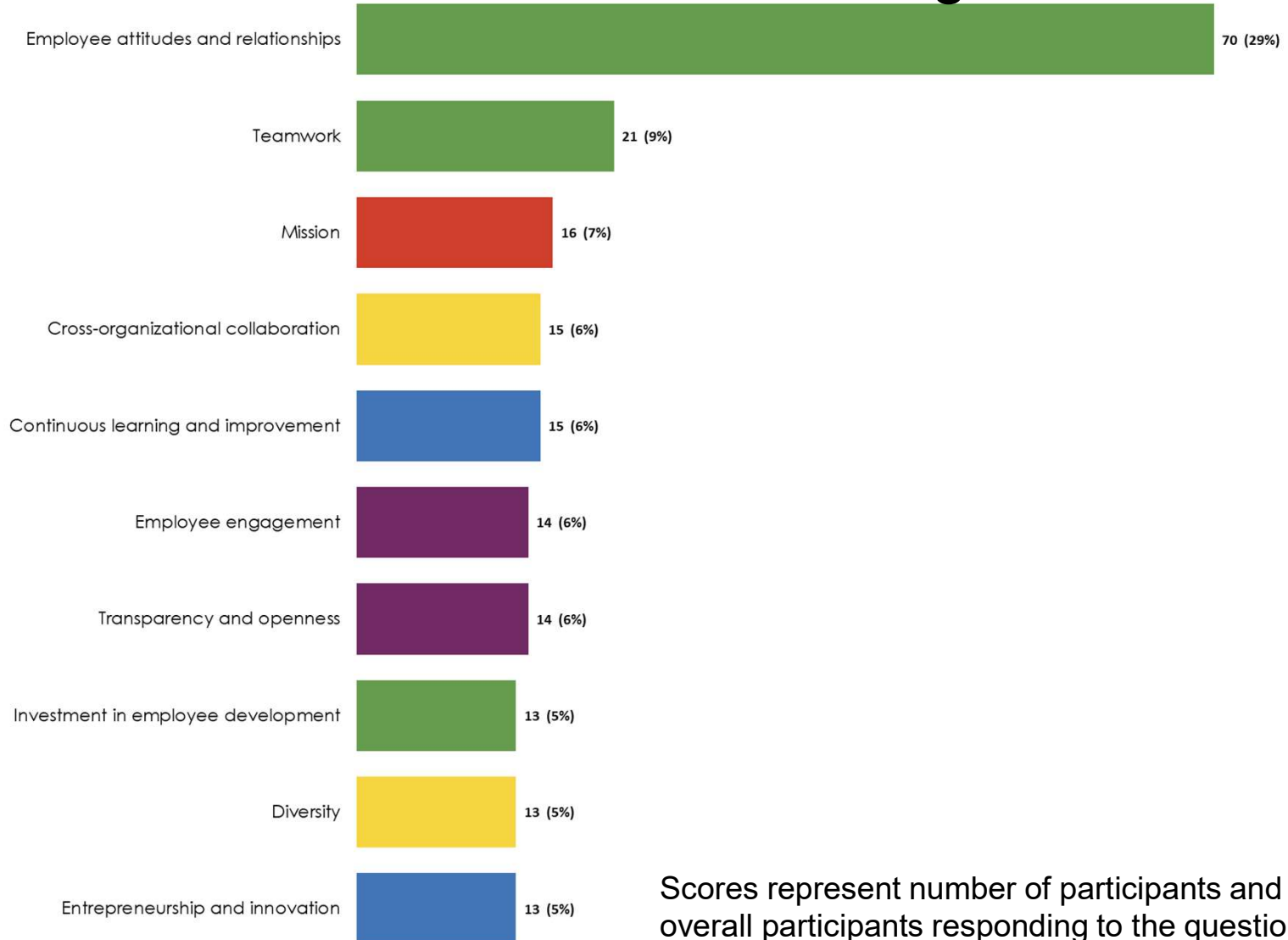
Four Qualitative Questions We Asked

- What are a few aspects we should preserve about the culture at Ursinus College?
- What are a few aspects we should change about the culture of Ursinus College?
- What should be our next steps in the continuation of our inclusion efforts on campus?
- What can we do to improve and manage change efforts and initiatives on campus going forward?

Let's see what we heard in broad terms...



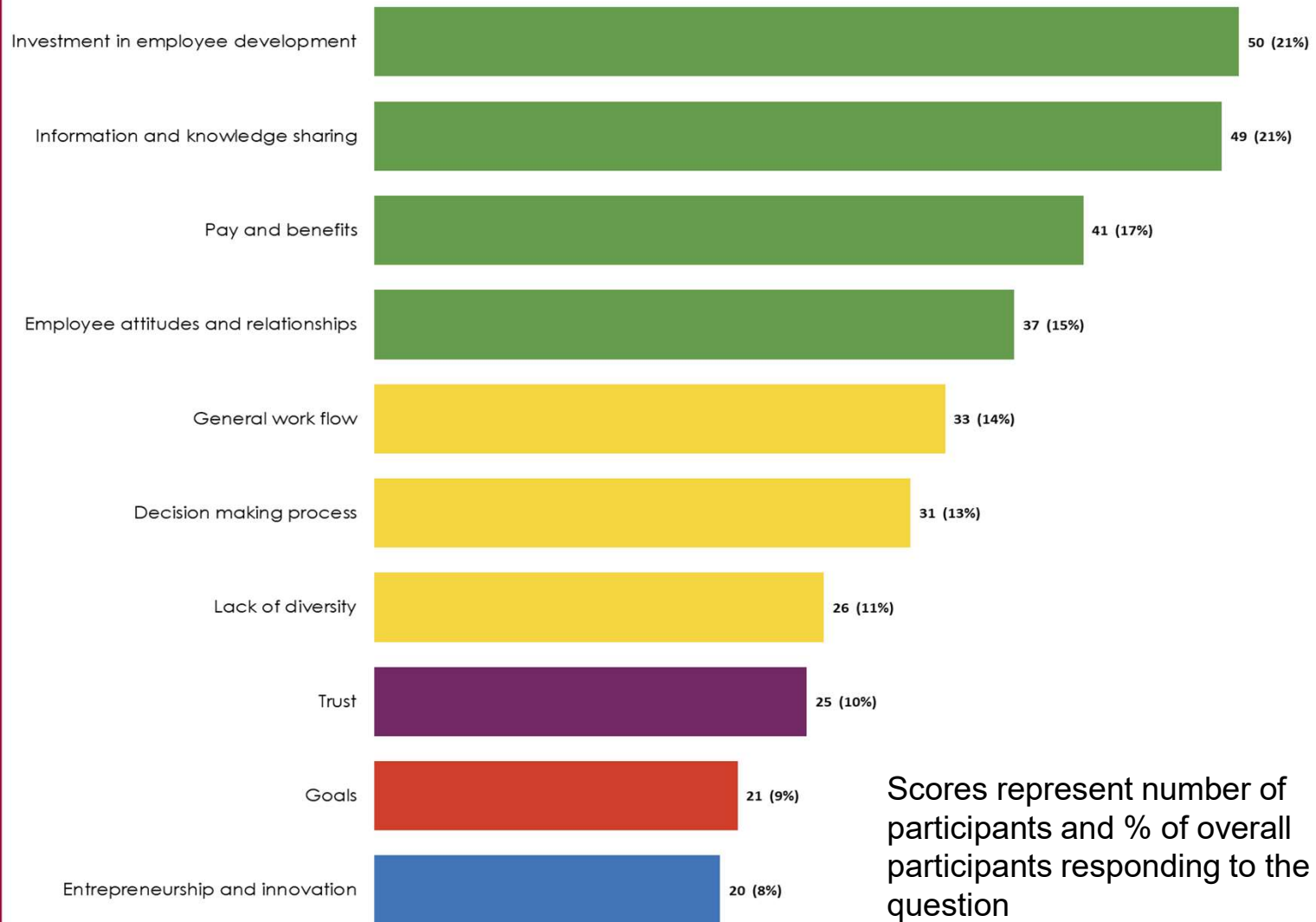
What are a few aspects we should preserve about the culture at Ursinus College?



Scores represent number of participants and % of overall participants responding to the question



What are a few aspects we should change about the culture of Ursinus College?



Scores represent number of participants and % of overall participants responding to the question





Let's Take A Look at the Next Level of Data

- Sr. Administration/Cabinet
- Staff
- Faculty

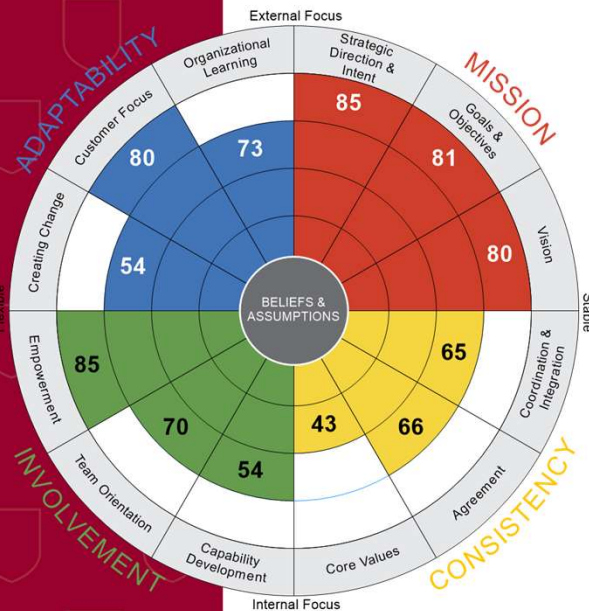


Ursinus College

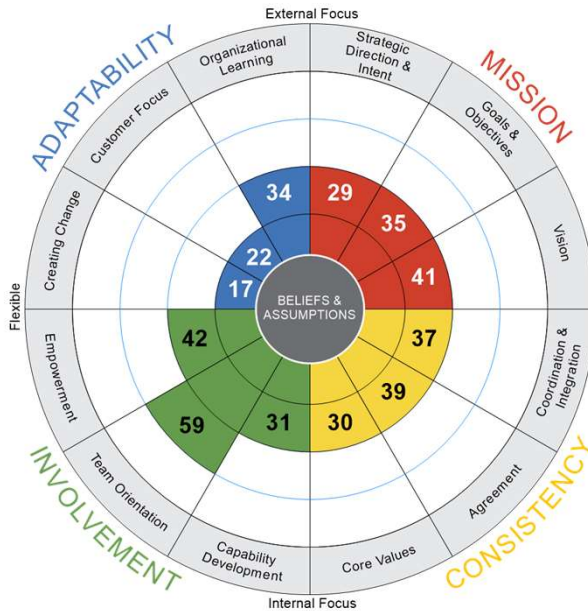
Sr. Administration/Cabinet

Staff

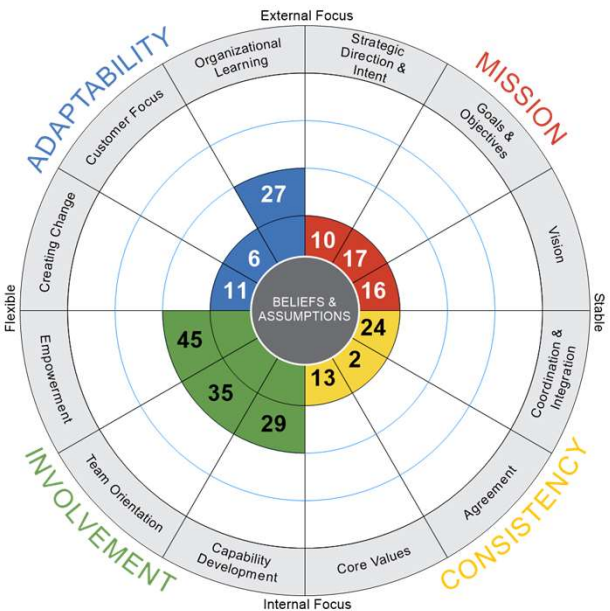
Faculty



N = 12



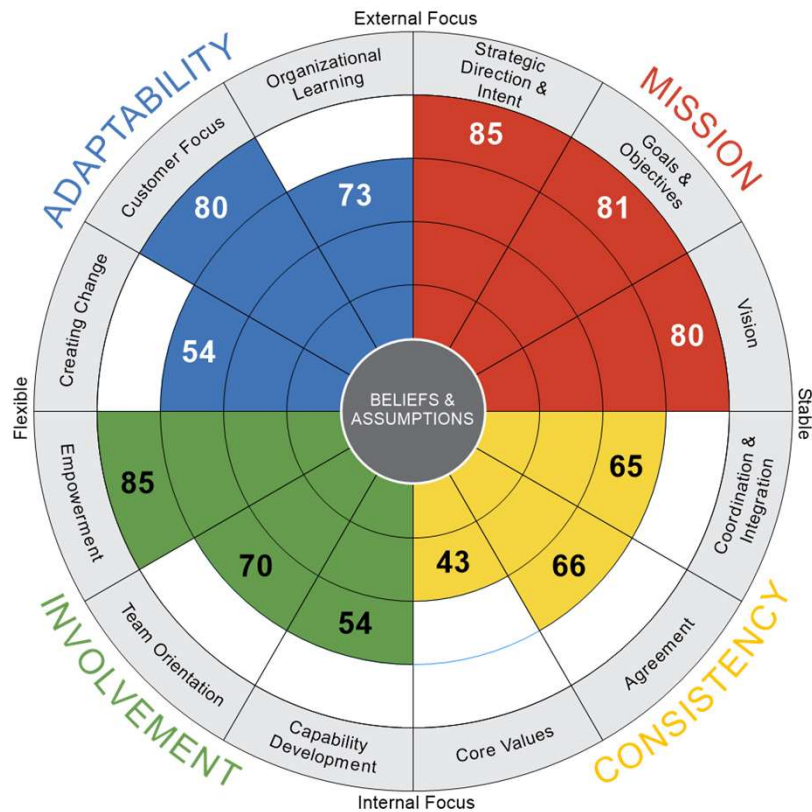
N = 217



N = 95



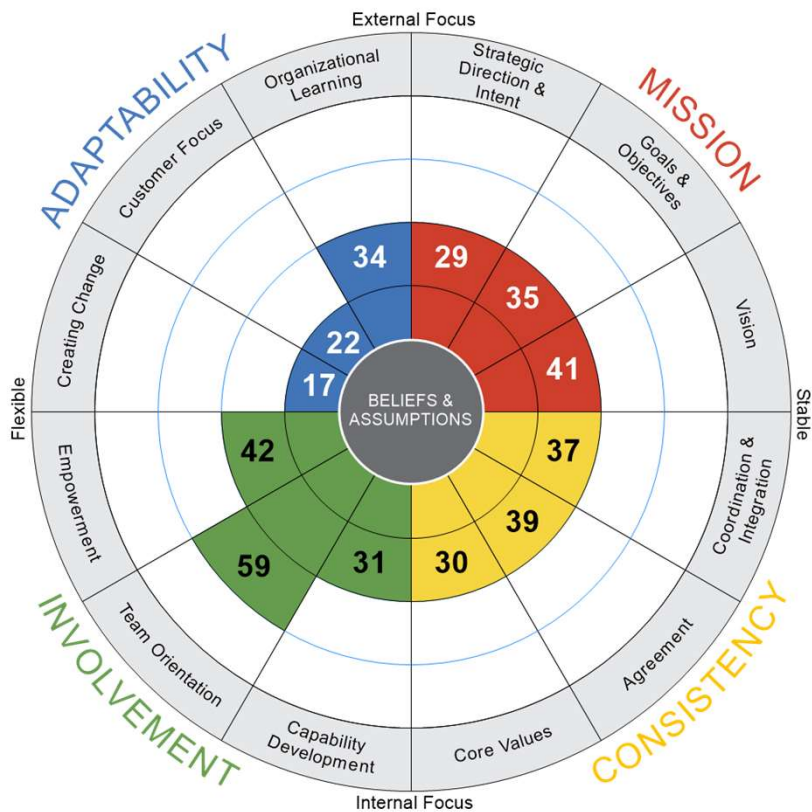
Administration Results



N = 12



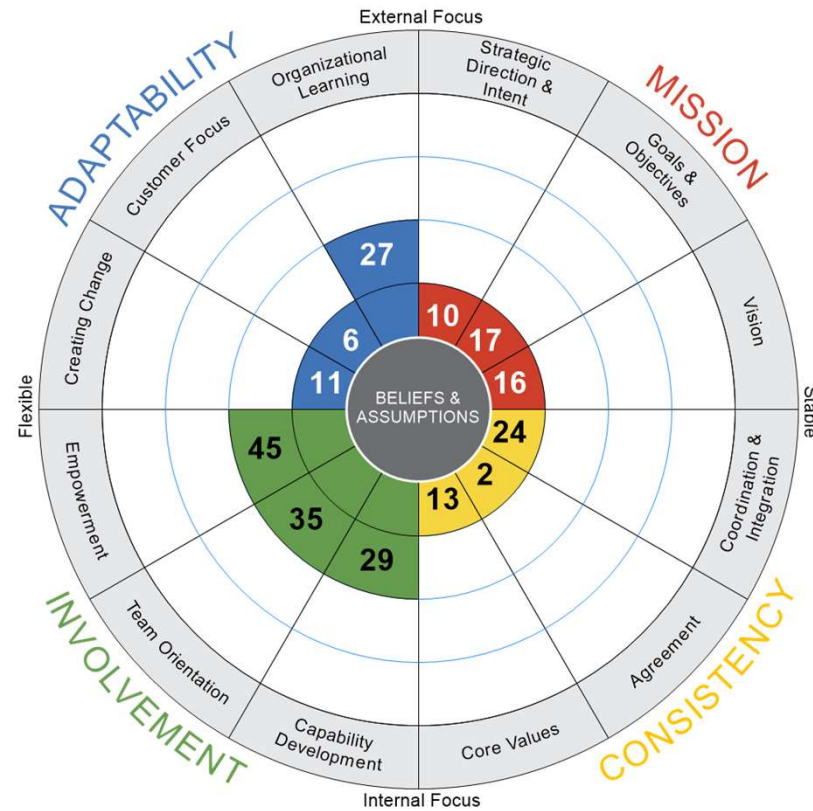
Staff Results



N = 217



Faculty Results

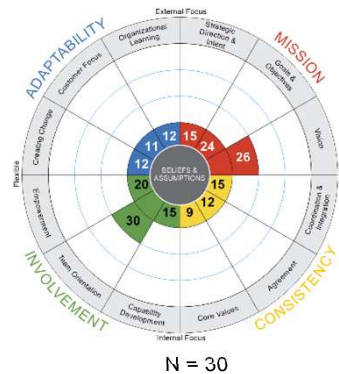


N = 95

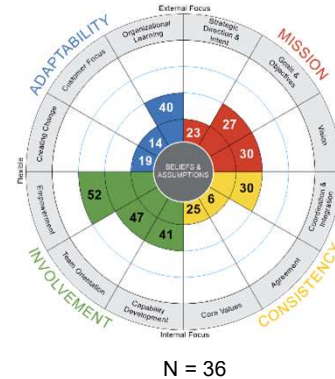


ACADEMIC AFFAIRS

Division: Other Academic Affairs



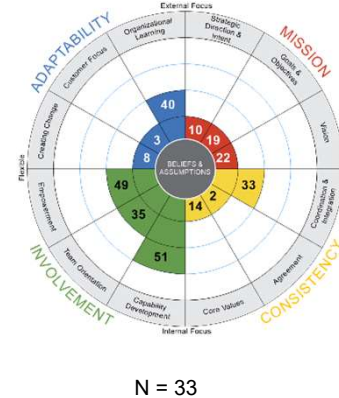
Division: Sciences



Division: Social Sciences



Division: Arts & Humanities



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Next Steps

- Continue to analyze and understand the data
- Focus on creating CORE Values
- Culture Roadmap





Q & A

Thank you!

