

**Appendix A: Leader Questionnaire (Spanish and English versions)**

English Version	Spanish Version
<b>CATEGORY 1: LEADERSHIP (LIDERAZGO)</b>	
1a. Our employees know our institution's mission (what it is trying to accomplish)	1a. Nuestro personal conoce la misión de nuestra institución (lo que está tratando de lograr)
1b. Our leadership team uses our institution's values to guide our institution and our employees	1b. Nuestro equipo liderato (Rector y Decanos) usa los valores de nuestra institución para guiarnos.
1c. Our leadership team creates work environment to help our employees do their jobs	1c. Nuestro equipo liderato crea un ambiente de trabajo que le ayuda al personal hacer su trabajo.
1d. Our leadership team shares information about the institution	1d. Nuestro equipo liderato comparte información sobre la institución.
1e. Our leadership team encourages learning that will help all our employees advance in their careers	1e. Nuestro equipo liderato anima los estudios que le ayudará al personal avanzar en sus carreras.
1f. Our leadership team lets our employees know what we think is most important	1f. Nuestro equipo liderato le deja saber el personal lo que estima es lo más importante.
1g. Our leadership team asks our employees what they think	1g. Nuestro equipo liderato le pregunta al personal lo que piensa.
<b>CATEGORY 2: STRATEGIC PLANNING (PLANIFICACION ESTRATEGICA)</b>	
2a. As our leadership team plans for the future, we ask our employees for their ideas.	2a. A medida que planea para el futuro nuestro equipo liderato le pregunta al personal cuáles son sus ideas
2b. Our employees know the part of institution's plans that will affect them and their work.	2b. Nuestro personal conoce las partes del Plan Estratégico que se afectarán y afectarán su trabajo.
2c. Our employees know how to tell if they are making progress on their work group's part of the plan.	2c. Nuestro personal conoce cómo se sabe si estamos progresando en las partes del Plan Estratégico que pertenecen a sus grupos de trabajo
<b>CATEGORY 3: STUDENT, STAKEHOLDER, AND MARKET FOCUS (ENFOQUE EN EL ESTUDIANTE, EL CONSTITUYENTE Y EL MERCADO)</b>	
3a. Our employees know who their most important clients are.	3a. Nuestro personal conoce quiénes son sus clientes más importantes.
3b. Our employees keep in touch with their clients.	3b. Nuestro personal se mantiene en contacto con sus clientes.
3c. Their clients tell our employees what they need and want.	3c. Los clientes de nuestro personal se informan lo que necesitan y desean.
3d. Our employees ask if their clients are satisfied or dissatisfied with their work.	3d. Nuestro personal pregunta si sus clientes están satisfechos o no satisfechos con su trabajo.
3e. Our employees are allowed to make decisions to solve problems for their clients.	3e. Se le permite al personal tomar decisiones para resolver problemas para sus clientes.
<b>CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT (INFORMACION Y ANALISIS)</b>	
4a. Our employees know how to measure the quality of their work.	4a. Nuestro personal sabe como medir la calidad de su trabajo.
4b. Our employees know how to analyze (review) the quality of their work to see if changes are needed.	4b. Nuestro personal sabe como analizar (repassar) la calidad de su trabajo para ver si se necesitan cambios.
4c. Our employees use these analyses for making decisions about their work.	4c. Nuestro personal utiliza los análisis para tomar decisiones sobre su trabajo.
4d. Our employees know how the measures they use in their work fit into institution's overall measures of improvement.	4d. Nuestro personal sabe como las medidas que utiliza en su trabajo se adaptan a las medidas generales de mejoras de la institución.
4e. Our employees get all the important information they need to do their work.	4e. Nuestro personal recibe toda la información importante que necesita para hacer su trabajo.
4f. Our employees get the information they need to know how institution is doing.	4f. Nuestro personal recibe la información que necesita saber sobre cómo se encuentra nuestra institución.

**Appendix A: Leader Questionnaire (Spanish and English versions), continued**

English Version	Spanish Version
<b>CATEGORY 5: FACULTY AND STAFF FOCUS (ENFOQUE EN LA FACULTAD Y EL PERSONAL)</b>	
5a. Our employees can make changes that will improve their work.	5a. Nuestro personal puede hacer cambios que mejorarán su trabajo.
5b. Our employees cooperate and work as a team.	5b. Nuestro personal coopera y trabaja como un equipo.
5c. We encourage and enable our employees to develop their job skills so they can advance their careers.	5c. Nosotros como líderes animamos al personal para que desarrolle sus habilidades del trabajo para que pueda avanzar en sus carreras.
5d. Our employees are recognized for their work.	5d. Al personal nuestro se reconoce por su trabajo.
5e. Our employees have safe workspace.	5e. Nuestro personal tiene un lugar de trabajo seguro.
5f. Our managers and our institution care about our employees.	5f. Nuestro equipo liderato y nuestra institución se interesan por nuestro personal.
<b>CATEGORY 6: PROCESS MANAGEMENT (GESTION DE PROCESOS)</b>	
6a. Our employees can get everything they need to do their jobs.	6a. Nuestro personal puede obtener todo lo que necesita para hacer su trabajo.
6b. Our employees collect information (data) about the quality of their work.	6b. Nuestro personal acumula información (datos) sobre la calidad de su trabajo.
6c. Our institution has good processes for doing our work.	6c. Nuestra institución tiene buenos procesos para realizar nuestro trabajo.
6d. Our employees have control over their personal work processes.	6d. Nuestro personal tiene control sobre los procesos de su trabajo.
<b>CATEGORY 7: RESULTS (RESULTADOS)</b>	
7a. Our employees' clients are satisfied with their work.	7a. Nuestros clientes están satisfechos con el trabajo de nuestro personal.
7b. Our employees' work products meet all requirements.	7b. Los productos de trabajo de nuestro personal cumplen todos los requisitos.
7c. Our employees know how well our institution is doing financially.	7c. Nuestro personal conoce como se encuentra nuestra institución financieramente.
7d. Our institution uses our employees' time and talents well.	7d. Nuestra institución utiliza bien el tiempo y talentos de nuestro personal.
7e. Our institution removes things that get in the way of progress.	7e. Nuestra institución elimina las cosas que interfieren con el progreso.
7f. Our institution obeys laws and regulations.	7f. Nuestra institución respeta las leyes y reglamentos.
7g. Our institution has high standards and ethics.	7g. Nuestra institución tiene unas normas y éticas superiores.
7h. Our institution helps our employees help their community.	7h. Nuestra institución le ayuda al personal nuestro ayudar a su comunidad.
7i. Our employees are satisfied with their jobs.	7i. Nuestro personal esta generalmente satisfecho con su trabajo.

**Appendix B: Employee Questionnaire (Spanish and English versions)**

English Version	Spanish Version
<b>CATEGORY 1: LEADERSHIP (LIDERAZGO)</b>	
1a. I know my institution's mission (what it is trying to accomplish)	1a. Yo conozco la misión de mi institución (lo que está tratando de lograr).
1b. My senior (top) leaders use our institution's values to guide us	1b. Mis líderes superiores (principales) usan los valores de nuestra institución para guiarnos.
1c. My senior leaders create a work environment that helps me do my job	1c. Mis líderes superiores crean un ambiente de trabajo que me ayuda a hacer mi trabajo.
1d. My institution's leaders share information about the institution	1d. Mis líderes de la institución comparten información sobre la institución.
1e. My senior leaders encourage learning that will help me advance in my career	1e. Mis líderes superiores estimulan los estudios que me ayudarán a avanzar en mi carrera.
1f. My institution lets me know what it thinks is most important	1f. Mi institución me deja saber lo que estima es lo más importante.
1g. My institution asks what I think	1g. Mi institución me pregunta lo que yo pienso.
<b>CATEGORY 2: STRATEGIC PLANNING (PLANIFICACION ESTRATEGICA)</b>	
2a. As it plans for the future, my institution asks for my ideas.	2a. A medida que planea para el futuro, mi institución me pregunta cuáles son mis ideas.
2b. I know the parts of institution's plans that will affect me and my work.	2b. Yo conozco las partes de los planes de mi institución que me afectarán y afectarán mi trabajo.
2c. I know how to tell if we are making progress on my work group's part of the plan.	2c. Yo conozco cómo se sabe si estamos progresando en la parte del plan de mi grupo de trabajo.
<b>CATEGORY 3: STUDENT, STAKEHOLDER, AND MARKET FOCUS (ENFOQUE EN EL ESTUDIANTE, EL CONSTITUYENTE, Y EL MERCADO)</b>	
3a. I know who my most important clients are.	3a. Yo conozco quiénes son mis clientes más importantes.
3b. I keep in touch with my clients.	3b. Yo me mantengo en contacto con mis clientes.
3c. My clients tell me what they need and want.	3c. Mis clientes me informan lo que necesitan y desean.
3d. I ask if my clients are satisfied or dissatisfied with my work.	3d. Yo pregunto si mis clientes están satisfechos o no satisfechos con mi trabajo.
3e. I am allowed to make decisions to solve problems for my clients.	3e. Se me permite tomar decisiones para resolver problemas para mis clientes.
<b>CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT (INFORMACION Y ANALISIS)</b>	
4a. I know how to measure the quality of my work.	4a. Yo sé como medir la calidad de mi trabajo.
4b. I know how to analyze (review) the quality of my work to see if changes are needed.	4b. Yo sé como analizar (reparar) la calidad de mi trabajo para ver si se necesitan cambios.
4c. I use these analyses for making decisions about my work.	4c. Yo utilizo los análisis para tomar decisiones sobre mi trabajo.
4d. I know how the measures I use in my work fit into institution's overall measures of improvement.	4d. Yo sé como las medidas que utilizo en mi trabajo se adaptan a las medidas generales de mejoras de la institución.
4e. I get all the important information I need to do my work.	4e. Yo recibo toda la información importante que necesito para hacer mi trabajo.
4f. I get the information I need to know about how my institution is doing.	4f. Yo recibo la información que necesito saber sobre cómo se encuentra mi institución.

**Appendix B: Employee Questionnaire (Spanish and English versions), continued**

English Version	Spanish Version
<b>CATEGORY 5: FACULTY AND STAFF FOCUS (ENFOQUE EN LA FACULTAD Y EL PERSONAL)</b>	
5a. I can make changes that will improve my work.	5a. Yo puedo hacer cambios que mejorarán mi trabajo.
5b. The people I work with cooperate and work as a team.	5b. Las personas con quien trabajo cooperan y trabajan como un equipo.
5c. My boss encourages me to develop my job skills so I can advance in my career.	5c. Mi supervisor(es) me estimula(n) para que desarrolle mis habilidades del trabajo para que pueda avanzar en mi carrera.
5d. I am recognized for my work.	5d. Me reconocen por mi trabajo.
5e. I have a safe workplace.	5e. Tengo un lugar de trabajo seguro.
5f. My boss and my institution care about me.	5f. Mi supervisor(es) y mi institución se interesan por mí.
<b>CATEGORY 6: PROCESS MANAGEMENT (GESTION DE PROCESOS)</b>	
6a. I can get everything I need to do my job.	6a. Puedo obtener todo lo que necesito para hacer mi trabajo.
6b. I collect information (data) about the quality of my work.	6b. Acumulo información (datos) sobre la calidad de mi trabajo.
6c. We have good processes for doing our work.	6c. Tenemos buenos procesos para realizar nuestro trabajo.
6d. I have control over my personal work processes.	6d. Tengo control sobre los procesos de mi trabajo.
<b>CATEGORY 7: RESULTS (RESULTADOS)</b>	
7a. My clients are satisfied with my work.	7a. Mis clientes están satisfechos con mi trabajo.
7b. My work products meet all requirements.	7b. Mis productos de trabajo cumplen todos los requisitos.
7c. I know how well my institution is doing financially.	7c. Conozco lo bien que se encuentra mi institución financieramente.
7d. My institution uses my time and talents well.	7d. Mi institución utiliza mi tiempo y talentos bien.
7e. My institution removes things that get in the way of progress.	7e. Mi institución elimina las cosas que interfieren con el progreso.
7f. My institution obeys laws and regulations.	7f. Mi institución respeta las leyes y reglamentos.
7g. My institution has high standards and ethics.	7g. Mi institución tiene unas normas y éticas superiores.
7h. My institution helps me help my community.	7h. Mi institución me ayuda a ayudar a mi comunidad.
7i. I am satisfied with my job.	7i. Estoy satisfecho con mi trabajo.

**Appendix C: E-mail Invitation Message to Faculty Members  
(Spanish and English versions)**

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Estimados miembros de la Facultad e Investigadores del RUM:

Como educador o investigador del Recinto Universitario de Mayagüez, usted juega un papel importante en alcanzar las metas relacionadas a nuestra misión institucional, entre ellas: (1) desarrollar ciudadanos educados y profesionalmente preparados; (2) llevar a cabo labor creativa e investigación; (3) ofrecer servicio de excelencia a la comunidad; y (4) divulgar el conocimiento. ¿Cómo sabemos que estamos alcanzando nuestra misión? ¿Estamos progresando?

La Oficina de Mejoramiento Continuo y Avalúo (OMCA) le invita a participar de una corta encuesta para contestar la pregunta, "¿estamos progresando?" y así nos ayude a identificar oportunidades para mejorar. Esta encuesta, adaptada de una desarrollada por el "Baldrige National Quality Program", trata cada uno de los siete (7) criterios para la excelencia en la educación del Programa Baldrige. Todo el personal no docente del Recinto también ha sido invitado a llenar la encuesta para así nosotros poder obtener una imagen completa de la percepción del personal del RUM sobre efectividad institucional.

Para acceder dicha encuesta, simplemente debe acceder a <http://www.uprm.edu/omca/Survey/> y escoja entre versión Español o Inglés. No necesita registrarse o proveer información personal y su participación permanecerá confidencial. Agradeceríamos usted conteste dicha encuesta para en o antes del 15 de diciembre de 2006.

Gracias anticipadas por su valiosa contribución a los esfuerzos de mejoramiento continuo de nuestro Recinto. ¡Su opinión cuenta!

Sinceramente,

Dr. Anand D. Sharma

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Dear UPRM Faculty Members and Researchers:

As an educator or researcher at UPRM, you play a primary role in realizing the goals within our institutional mission, including (1) the development of professionally prepared, responsible citizens; (2) innovation and research; (3) excellence in community service; and (4) widely accessible dissemination of knowledge. How do we know we are attaining our mission? Are we making progress?

The Office of Continuous Improvement & Assessment invites you to participate in a short, web-based survey to answer the question, "Are we making progress?" and help us identify opportunities for improvement. The survey, adapted from one developed by the Baldrige National Quality Program, addresses each of the seven (7) Baldrige criteria for excellence in education. All UPRM non-teaching staff members (no-docente) have also been invited to participate to provide us with a full picture of employee perceptions about institutional effectiveness.

The survey is available online at <http://www.uprm.edu/omca/Survey/>. You do not need to log in or provide any personal information, and your participation will remain confidential. We would appreciate receiving your response by December 15, 2006.

Thank you in advance for your valuable contribution to UPRM's continuous improvement efforts. Your opinion counts!

Sincerely,

Dr. Anand D. Sharma

**Appendix D: E-mail Invitation Message to Staff Members  
(Spanish and English versions)**

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Estimados miembros del Personal No-Docente y Laborista del RUM:

Como parte del personal administrativo, técnico y laborista del Recinto Universitario de Mayagüez, usted juega un papel importante en apoyar el cumplimiento de nuestra misión institucional para desarrollar ciudadanos educados y profesionalmente preparados, divulgar el conocimiento de la investigación, y proveer un servicio de excelencia a la comunidad. ¿Cómo sabemos que estamos alcanzando nuestra misión? ¿Estamos progresando?

La Oficina de Mejoramiento Continuo y Avalúo (OMCA) le invita a participar de una corta encuesta para contestar la pregunta, "¿estamos progresando?" y así nos ayude a identificar oportunidades para mejorar. Esta encuesta, adaptada de una desarrollada por el "Baldrige National Quality Program", trata cada uno de los siete (7) criterios para la excelencia en la educación del Programa Baldrige. Todo el personal docente del Recinto también ha sido invitado a llenar la encuesta para así nosotros poder obtener una imagen completa de la percepción del personal del RUM sobre efectividad institucional.

Para acceder dicha encuesta, simplemente entre a <http://www.uprm.edu/omca/Survey/> y escoja entre versión Español o Inglés. No necesita registrarse o proveer información personal y su participación permanecerá confidencial. Agradeceríamos usted conteste dicha encuesta para en o antes del 15 de diciembre de 2006.

Gracias anticipadas por su valiosa contribución a los esfuerzos de mejoramiento continuo de nuestro Recinto. ¡Su opinión cuenta!

Cordialmente,

Dr. Anand D. Sharma

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Dear UPRM Staff Members:

As UPRM's administrative, technical, and professional staff members, you play a primary role in supporting the realization of our institutional mission to educate professionally prepared, responsible citizens; disseminate research knowledge; and provide excellent service to the community. How do we know we are attaining this mission? Are we making progress?

The Office of Continuous Improvement & Assessment invites you to participate in a short, web-based survey to answer the question, "Are we making progress?" and help us identify opportunities for improvement. The survey, adapted from one developed by the Baldrige National Quality Program, addresses each of the seven (7) Baldrige criteria for excellence in education. All UPRM faculty members (docente) have also been invited to participate to provide us with a full picture of employee perceptions about institutional effectiveness.

To access the survey, simply visit <http://www.uprm.edu/omca/Survey/> and choose the English or Spanish version. You do not need to log in or provide any personal information, and your participation will remain confidential. We would appreciate receiving your response by December 15, 2006.

Thank you in advance for your valuable contribution to UPRM's continuous improvement efforts. Your opinion counts!

Sincerely,

Dr. Anand D. Sharma

**Appendix E: Descriptive Statistics by Category - Employees**

CATEGORY 1: LEADERSHIP	N	Mean	SD	Percent of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1a I know my institution's mission (what it is trying to accomplish)	375	4.13	0.97	42%	40%	10%	6%	2%
1b. My senior (top) leaders use our institution's values to guide us	374	3.55	1.11	19%	41%	23%	12%	6%
1c. My senior leaders create a work environment that helps me do my job	373	3.35	1.20	17%	36%	20%	17%	9%
1d. My institution's leaders share information about the institution	369	3.30	1.25	18%	32%	21%	19%	10%
1e. My senior leaders encourage learning that will help me advance in my career	369	3.05	1.25	13%	27%	26%	28%	13%
1f. My institution lets me know what it thinks is most important	367	3.15	1.25	13%	34%	22%	17%	14%
1g. My institution asks what I think	366	2.85	1.31	10%	27%	22%	19%	21%

CATEGORY 2: STRATEGIC PLANNING	N	Mean	SD	Percent of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2a. As it plans for the future, my institution asks for my ideas.	369	2.76	1.28	11%	20%	23%	26%	20%
2b. I know the parts of institution's plans that will affect me and my work.	372	3.28	1.27	19%	30%	23%	18%	11%
2c. I know how to tell if we are making progress on my work group's part of the plan.	372	3.12	1.35	17%	29%	20%	17%	17%

CATEGORY 3: STUDENT, STAKEHOLDER, AND MARKET FOCUS	N	Mean	SD	Percent of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
3a. I know who my most important clients are.	372	4.28	1.07	57%	26%	9%	3%	5%
3b. I keep in touch with my clients.	370	4.20	1.04	51%	30%	11%	5%	4%
3c. My clients tell me what they need and want.	373	3.97	1.05	35%	41%	14%	6%	4%
3d. I ask if my clients are satisfied or dissatisfied with my work.	373	3.95	1.06	36%	37%	16%	7%	3%
3e. I am allowed to make decisions to solve problems for my clients.	369	3.64	1.25	30%	34%	17%	11%	9%

**Appendix E: Descriptive Statistics by Category – Employees, continued**

CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT	N	Mean	SD	Percent of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
4a. I know how to measure the quality of my work.	376	4.36	0.71	48%	43%	8%	2%	0%
4b. I know how to analyze (review) the quality of my work to see if changes are needed.	375	4.27	0.76	43%	44%	11%	1%	1%
4c. I use these analyses for making decisions about my work.	374	4.18	0.85	39%	45%	11%	3%	1%
4d. I know how the measures I use in my work fit into institution's overall measures of improvement.	375	3.77	0.99	24%	44%	21%	9%	2%
4e. I get all the important information I need to do my work.	371	3.40	1.23	20%	34%	21%	16%	9%
4f. I get the information I need to know about how my institution is doing.	367	3.11	1.23	14%	26%	28%	20%	12%

CATEGORY 5: FACULTY AND STAFF FOCUS	N	Mean	SD	Percentage of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
5a. I can make changes that will improve my work.	372	3.82	1.16	32%	39%	15%	9%	6%
5b. The people I work with cooperate and work as a team.	372	3.67	1.21	28%	37%	18%	10%	8%
5c. My boss encourages me to develop my job skills so I can advance in my career.	373	3.49	1.24	25%	29%	26%	11%	10%
5d. I am recognized for my work.	372	3.37	1.25	19%	34%	22%	13%	11%
5e. I have a safe workspace.	372	3.81	1.16	33%	37%	15%	9%	6%
5f. My boss and my institution care about me.	373	3.36	1.20	17%	34%	27%	11%	11%

CATEGORY 6: PROCESS MANAGEMENT	N	Mean	SD	Percentage of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
6a. I can get everything I need to do my job.	371	3.05	1.27	14%	29%	22%	22%	14%
6b. I collect information (data) about the quality of my work.	375	3.58	1.11	18%	45%	19%	11%	6%
6c. We have good processes for doing our work.	375	3.20	1.21	14%	32%	27%	15%	12%
6d. I have control over my personal work processes.	374	3.47	1.18	18%	42%	20%	12%	9%

**Appendix E: Descriptive Statistics by Category – Employees, continued**

CATEGORY 7: BUSINESS RESULTS	N	Mean	SD	Percentage of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
7a. My clients are satisfied with my work.	375	4.09	0.82	32%	52%	12%	4%	1%
7b. My work products meet all requirements.	373	3.92	0.96	28%	47%	18%	4%	3%
7c. I know how well my institution is doing financially.	369	2.87	1.28	12%	21%	26%	23%	18%
7d. My institution uses my time and talents well.	371	3.15	1.25	16%	28%	25%	18%	13%
7e. My institution removes things that get in the way of progress.	374	2.74	1.56	7%	18%	35%	22%	18%
7f. My institution obeys laws and regulations.	374	3.57	1.19	25%	33%	21%	14%	6%
7g. My institution has high standards and ethics.	375	3.57	1.10	21%	37%	26%	10%	6%
7h. My institution helps me help my community.	372	3.29	1.16	15%	33%	30%	13%	10%
7i. I am satisfied with my job.	367	4.05	1.06	40%	40%	11%	5%	4%

**Appendix E: Descriptive Statistics by Category – Leaders**

CATEGORY 1: LEADERSHIP	N	Mean	SD	Percentage of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1a. Our employees know our institution's mission (what it is trying to accomplish)	7	3.71	0.49	0%	71%	29%	0%	0%
1b. Our leadership team uses our institution's values to guide our institution and our employees	6	4.33	0.82	50%	33%	17%	0%	0%
1c. Our leadership team creates work environment to help our employees do their jobs	7	4.00	0.00	0%	100%	0%	0%	0%
1d. Our leadership team shares information about the institution	7	4.29	0.76	43%	43%	14%	0%	0%
1e. Our leadership team encourages learning that will help all our employees advance in their careers	7	4.43	0.54	43%	57%	0%	0%	0%
1f. Our leadership team lets our employees know what we think is most important	7	4.00	0.58	14%	71%	14%	0%	0%
1g. Our leadership team asks our employees what they think	7	3.43	0.54	0%	43%	57%	0%	0%

**Appendix E: Descriptive Statistics by Category – Leaders, continued**

CATEGORY 2: STRATEGIC PLANNING	N	Mean	SD	Percentage of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2a. As our leadership team plans for the future, we ask our employees for their ideas.	7	4.29	0.76	43%	43%	14%	0%	0%
2b. Our employees know the part of institution's plans that will affect them and their work.	7	4.14	1.07	43%	43%	14%	0%	0%
2c. Our employees know how to tell if they are making progress on their work group's part of the plan.	7	3.71	0.95	14%	57%	14%	14%	0%

CATEGORY 3: CLIENT AND MARKET FOCUS	N	Mean	SD	Percentage of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
3a. Our employees know who their most important clients are.	7	4.57	0.54	57%	43%	0%	0%	0%
3b. Our employees keep in touch with their clients.	7	4.29	0.76	43%	43%	14%	0%	0%
3c. Their clients tell our employees what they need and want.	7	4.00	0.82	29%	43%	29%	0%	0%
3d. Our employees ask if their clients are satisfied or dissatisfied with their work.	7	3.57	1.27	29%	29%	14%	29%	0%
3e. Our employees are allowed to make decisions to solve problems for their clients.	7	4.00	1.00	29%	57%	14%	0%	0%

**Appendix E: Descriptive Statistics by Category – Leaders, continued**

CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT	N	Mean	SD	Percentages of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
4a. Our employees know how to measure the quality of their work.	7	3.57	0.79	0%	71%	14%	14%	0%
4b. Our employees know how to analyze (review) the quality of their work to see if changes are needed.	7	3.43	0.79	0%	57%	0%	29%	14%
4c. Our employees use these analyses for making decisions about their work.	7	3.29	0.95	0%	57%	14%	29%	0%
4d. Our employees know how the measures they use in their work fit into institution's overall measures of improvement.	7	3.43	0.79	0%	57%	28%	14%	0%
4e. Our employees get all the important information they need to do their work.	7	4.00	0.82	29%	43%	29%	0%	0%
4f. Our employees get the information they need to know how institution is doing.	7	3.57	0.98	14%	43%	29%	14%	0%

CATEGORY 5: FACULTY AND STAFF FOCUS	N	Mean	SD	Percentages of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
5a. Our employees can make changes that will improve their work.	7	3.57	0.98	14%	29%	43%	14%	0%
5b. Our employees cooperate and work as a team.	7	3.57	0.54	0%	57%	43%	0%	0%
5c. We encourage and enable our employees to develop their job skills so they can advance their careers.	7	4.14	0.38	14%	86%	0%	0%	0%
5d. Our employees are recognized for their work.	7	3.57	0.79	0%	71%	14%	14%	0%
5e. Our employees have safe workspace.	7	3.86	0.69	14%	57%	29%	0%	0%
5f. Our managers and our institution care about our employees.	7	4.29	0.49	29%	71%	0%	0%	0%

**Appendix E: Descriptive Statistics by Category – Leaders, continued**

CATEGORY 6: PROCESS MANAGEMENT	N	Mean	SD	Percentages of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
6a. Our employees can get everything they need to do their jobs.	7	3.57	0.98	14%	43%	29%	14%	0%
6b. Our employees collect information (data) about the quality of their work.	7	3.00	0.82	0%	29%	43%	29%	0%
6c. Our institution has good processes for doing our work.	7	3.00	0.82	0%	29%	43%	29%	0%
6d. Our employees have control over their personal work processes.	7	3.29	1.25	14%	43%	43%	0%	0%

CATEGORY 7: RESULTS	N	Mean	SD	Percentages of Responses by Agreement Level				
				Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
7a. Our employees' clients are satisfied with their work.	7	3.57	0.54	0%	57%	43%	0%	0%
7b. Our employees' work products meet all requirements.	7	3.29	0.49	0%	29%	71%	0%	0%
7c. Our employees know how well our institution is doing financially.	7	2.86	1.35	14%	14%	29%	29%	14%
7d. Our institution uses our employees' time and talents well.	7	2.71	1.25	0%	43%	0%	43%	14%
7e. Our institution removes things that get in the way of progress.	7	2.57	1.13	0%	29%	14%	43%	14%
7f. Our institution obeys laws and regulations.	7	4.29	0.95	57%	14%	29%	0%	0%
7g. Our institution has high standards and ethics.	7	4.29	0.49	29%	71%	0%	0%	0%
7h. Our institution helps our employees help their community.	7	3.57	0.98	14%	43%	29%	14%	0%
7i. Our employees are satisfied with their jobs.	7	3.71	0.49	0%	71%	29%	0%	0%

**Appendix F: Analysis of Variance (ANOVA) Results by Category**

CATEGORY 1: LEADERSHIP	N	df	Item Mean by Employee Group			F	p	Pairwise Differences
			Directors (D)	Faculty (F)	Staff (S)			
1a. I know my institution's mission (what it is trying to accomplish)	366	2, 364	4.54	4.33	3.93	12.66	0.00	F, D > S
1b. My senior (top) leaders use our institution's values to guide us	365	2, 363	4.05	3.62	3.35	9.99	0.00	F, D > S D > F
1c. My senior leaders create a work environment that helps me do my job	364	2, 362	3.88	3.24	3.25	6.69	0.00	D > F, S
1d. My institution's leaders share information about the institution	360	2, 358	4.19	3.45	3.01	23.63	0.00	D > F, S F > S
1e. My senior leaders encourage learning that will help me advance in my career	360	2358	3.40	3.53	2.73	17.55	0.00	F, D > S
1f. My institution lets me know what it thinks is most important	359	2, 357	3.68	3.28	2.95	8.81	0.00	F, D > S
1g. My institution asks what I think	357	2, 355	3.32	3.07	2.66	7.51	0.00	F, D > S

CATEGORY 2: STRATEGIC PLANNING	N	df	Item Mean by Employee Group			F	p	Pairwise Differences
			Directors (D)	Faculty (F)	Staff (S)			
2a. As it plans for the future, my institution asks for my ideas.	360	2, 358	3.26	2.98	2.54	9.25	0.00	F, D > S
2b. I know the parts of institution's plans that will affect me and my work.	363	2, 361	4.07	3.44	3.01	18.12	0.00	F, D > S, D > F
2c. I know how to tell if we are making progress on my work group's part of the plan.	363	2, 361	3.47	3.16	3.01	2.71	0.07	none

**Appendix F: Analysis of Variance (ANOVA) Results by Category, continued**

CATEGORY 3: STUDENT, STAKEHOLDER, AND MARKET FOCUS	N	df	Item Mean by Employee Group			F	p	Pairwise Differences
			Directors (D)	Faculty (F)	Staff (S)			
3a. I know who my most important clients are.	363	2, 361	4.84	4.60	4.00	21.72	0.00	F, D > S
3b. I keep in touch with my clients.	361	2, 359	4.77	4.56	3.92	25.04	0.00	F, D > S
3c. My clients tell me what they need and want.	364	2, 362	4.39	4.06	3.82	7.22	0.00	F, D > S D > F
3d. I ask if my clients are satisfied or dissatisfied with my work.	364	2, 362	4.21	4.35	3.71	15.05	0.00	F, D > S
3e. I am allowed to make decisions to solve problems for my clients.	360	2, 358	4.35	3.62	3.47	11.66	0.00	D > F, S

CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT	N	df	Item Mean by Employee Group			F	p	Pairwise Differences
			Directors (D)	Faculty (F)	Staff (S)			
4a. I know how to measure the quality of my work.	367	2, 365	4.23	4.41	4.39	1.33	0.27	none
4b. I know how to analyze (review) the quality of my work to see if changes are needed.	366	2, 364	4.19	4.41	4.23	2.06	0.13	none
4c. I use these analyses for making decisions about my work.	365	2, 363	4.23	4.34	4.09	2.93	0.06	none
4d. I know how the measures I use in my work fit into institution's overall measures of improvement.	366	2, 364	3.81	3.75	3.78	0.07	0.94	none
4e. I get all the important information I need to do my work.	362	2, 360	3.67	3.32	3.35	1.67	0.19	none
4f. I get the information I need to know about how my institution is doing.	358	2, 356	3.61	3.04	3.00	5.88	0.00	D > F, S
4a. I know how to measure the quality of my work.	367	2, 365	4.23	4.41	4.39	1.33	0.27	none

**Appendix F: Analysis of Variance (ANOVA) Results by Category, continued**

CATEGORY 5: FACULTY AND STAFF FOCUS	N	df	Item Mean by Employee Group			F	p	Pairwise Differences
			Directors (D)	Faculty (F)	Staff (S)			
5a. I can make changes that will improve my work.	363	2, 361	3.98	3.83	3.77	0.74	0.48	none
5b. The people I work with cooperate and work as a team.	363	2, 361	4.19	3.53	3.59	6.52	0.00	D > F, S
5c. My boss encourages me to develop my job skills so I can advance in my career.	364	2, 362	3.77	3.59	3.63	2.95	0.05	D > S
5d. I am recognized for my work.	363	2, 361	3.61	3.37	3.31	1.37	0.26	none
5e. I have a safe workplace.	363	2, 361	4.30	3.89	3.65	7.46	0.00	D > F, S F > S
5f. My boss and my institution care about me.	364	2, 362	3.70	3.37	3.26	3.06	0.05	D > S

CATEGORY 6: PROCESS MANAGEMENT	N	df	Item Mean by Employee Group			F	p	Pairwise Differences
			Directors (D)	Faculty (F)	Staff (S)			
6a. I can get everything I need to do my job.	362	2, 360	3.26	2.65	3.16	6.53	0.00	D > F, S
6b. I collect information (data) about the quality of my work.	366	2, 364	3.79	3.88	3.38	8.38	0.00	D, F > S
6c. We have good processes for doing our work.	366	2, 364	3.58	3.04	3.17	3.71	0.03	D > F, S
6d. I have control over my personal work processes.	365	2, 362	3.83	3.19	3.51	5.63	0.00	D > F, S S > F

**Appendix F: Analysis of Variance (ANOVA) Results by Category, continued**

CATEGORY 7: RESULTS	N	df	Item Mean by Employee Group			F	p	Pairwise Differences
			Directors (D)	Faculty (F)	Staff (S)			
7a. My clients are satisfied with my work.	366	2, 364	4.14	4.15	4.05	0.65	0.52	none
7b. My work products meet all requirements.	364	2, 362	4.12	4.13	3.78	5.95	0.00	F, D > S
7c. I know how well my institution is doing financially.	360	2, 358	3.37	2.73	2.83	5.15	0.01	D > F, S
7d. My institution uses my time and talents well.	362	2, 360	3.40	3.02	3.13	1.67	0.19	none
7e. My institution removes things that get in the way of progress.	365	2, 363	2.79	2.43	2.86	4.64	0.01	S > F
7f. My institution obeys laws and regulations.	365	2, 363	4.02	3.68	3.43	6.04	0.00	D > S
7g. My institution has high standards and ethics.	366	2, 364	4.00	3.51	3.50	4.99	0.01	D > F, S
7h. My institution helps me help my community.	363	2, 361	3.54	3.29	3.22	1.63	0.20	none
7i. I am satisfied with my job.	359	2, 357	4.24	3.93	4.05	1.53	0.22	none

**Appendix G: Perceived Strengths by Participant Group, by Category**

Category	Strengths (M=4.00 or higher)			
	Leaders	Directors	Faculty	Staff
Leadership	<ul style="list-style-type: none"> <li>Senior leaders encourage learning that will help employees advance</li> <li>Senior leaders use institution's values to guide it</li> <li>Institution's leaders share information</li> <li>Institution lets employees know what is important</li> <li>Senior leaders create work environment to help employees do job</li> </ul>	<ul style="list-style-type: none"> <li>I know my institution's mission</li> <li>Institution's leaders share information</li> <li>Senior leaders use institution's values to guide it</li> </ul>		
Strategic Planning	<ul style="list-style-type: none"> <li>As leadership team plans for future, asks employees for their ideas</li> <li>Employees know parts of institution's plans that will affect them and work</li> </ul>	<ul style="list-style-type: none"> <li>I know the parts of the institution's plans that will affect me and my work</li> </ul>		
Student, Stakeholder, and Market Focus	<ul style="list-style-type: none"> <li>Employees know most important clients</li> <li>Employees keep in touch with clients</li> <li>Clients tell employees what they need and want</li> <li>Employees are allowed to make decisions to solve problems for their clients</li> </ul>	<ul style="list-style-type: none"> <li>I know my most important clients</li> <li>I keep in touch with my clients</li> <li>My clients tell me what they need and want</li> <li>I am allowed to make decisions to solve problems for my clients</li> <li>I ask if my clients are satisfied with my work</li> </ul>	<ul style="list-style-type: none"> <li>I know my most important clients</li> <li>I keep in touch with my clients</li> <li>My clients tell me what they need and want</li> <li>I ask if my clients are satisfied with my work</li> </ul>	<ul style="list-style-type: none"> <li>I know my most important clients</li> </ul>
Measurement, Analysis, and Knowledge Management	<ul style="list-style-type: none"> <li>Employees get all the important information they need to do their work</li> </ul>	<ul style="list-style-type: none"> <li>I know how to measure the quality of my work</li> <li>I know how to analyze quality of work to see if changes needed</li> <li>I use analyses for decision making</li> </ul>	<ul style="list-style-type: none"> <li>I know how to measure the quality of my work</li> <li>I know how to analyze quality of work to see if changes needed</li> <li>I use analyses for decision making</li> </ul>	<ul style="list-style-type: none"> <li>I know how to measure the quality of my work</li> <li>I know how to analyze quality of work to see if changes needed</li> <li>I use analyses for decision making</li> </ul>
Faculty and Staff Focus	<ul style="list-style-type: none"> <li>Supervisors and institution care about employees</li> <li>Supervisors encourage employees to develop job skills to advance career</li> </ul>	<ul style="list-style-type: none"> <li>I have a safe workplace</li> <li>The people I work with cooperate and work as a team</li> </ul>		
Results	<ul style="list-style-type: none"> <li>Institution obeys laws and regulations</li> <li>Institution has high standards and ethics</li> </ul>	<ul style="list-style-type: none"> <li>I am satisfied with my job</li> <li>My clients are satisfied with my work</li> <li>My work products meet all requirements</li> <li>My institution obeys laws and regulations</li> <li>My institution has high standards and ethics</li> </ul>	<ul style="list-style-type: none"> <li>My clients are satisfied with my work</li> <li>My work products meet all requirements</li> </ul>	<ul style="list-style-type: none"> <li>I am satisfied with my job</li> <li>My clients are satisfied with my work</li> </ul>

**Appendix H: Perceived Opportunities for Improvement by Participant Group, by Category**

Category	Opportunities for Improvement (M=3.49 or lower)			
	Leaders	Directors	Faculty	Staff
Leadership	<ul style="list-style-type: none"> <li>• Institution asks what employees think</li> </ul>	<ul style="list-style-type: none"> <li>• My senior leaders encourage learning that will help advance my career</li> <li>• My institution asks what I think</li> </ul>	<ul style="list-style-type: none"> <li>• My senior leaders create a work environment that helps me do my job</li> <li>• Institution's leaders share information about the institution</li> <li>• My institution lets me know what it thinks is most important</li> <li>• My institution asks what I think</li> </ul>	<ul style="list-style-type: none"> <li>• Senior leaders use institution's values to guide us</li> <li>• My senior leaders create a work environment that helps me do my job</li> <li>• Institution's leaders share information about the institution</li> <li>• My institution lets me know what it thinks is most important</li> <li>• My senior leaders encourage learning that will help advance my career</li> <li>• My institution asks what I think</li> </ul>
Strategic Planning		<ul style="list-style-type: none"> <li>• As it plans for the future, the institution asks for my ideas</li> </ul>	<ul style="list-style-type: none"> <li>• As it plans for the future, the institution asks for my ideas</li> <li>• I know the parts of the institution's plans that affect me and my work</li> <li>• I know how to tell if we are making progress on my work part of the plan</li> </ul>	<ul style="list-style-type: none"> <li>• As it plans for the future, the institution asks for my ideas</li> <li>• I know the parts of the institution's plans that affect me and my work</li> <li>• I know how to tell if we are making progress on my work part of the plan</li> </ul>
Student, Stakeholder, and Market Focus				<ul style="list-style-type: none"> <li>• I am allowed to make decisions to solve problems for my clients</li> </ul>
Measurement, Analysis, and Knowledge Management	<ul style="list-style-type: none"> <li>• Employees know how to analyze the quality of their work to see if changes are needed</li> <li>• Employees use these analyses for making decisions about their work</li> <li>• Employees know how the measures used in their work fit into institution</li> </ul>		<ul style="list-style-type: none"> <li>• I get the information I need to know about how my institution is doing</li> <li>• I get all the important information I need to do my work</li> </ul>	<ul style="list-style-type: none"> <li>• I get the information I need to know about how my institution is doing</li> <li>• I get all the important information I need to do my work</li> </ul>
Faculty and Staff Focus			<ul style="list-style-type: none"> <li>• I am recognized for my work</li> <li>• My supervisor and my institution care about me</li> </ul>	<ul style="list-style-type: none"> <li>• I am recognized for my work</li> <li>• My supervisor and my institution care about me</li> </ul>
Process Management	<ul style="list-style-type: none"> <li>• Institution has good processes for doing work</li> <li>• Employees collect information about the quality of their work</li> <li>• Employees have control over their personal work processes</li> </ul>	<ul style="list-style-type: none"> <li>• I can get everything I need to do my job</li> </ul>	<ul style="list-style-type: none"> <li>• I can get everything I need to do my job</li> <li>• We have good processes for doing our work</li> <li>• I have control over my personal work processes</li> </ul>	<ul style="list-style-type: none"> <li>• I can get everything I need to do my job</li> <li>• We have good processes for doing our work</li> </ul>
Results	<ul style="list-style-type: none"> <li>• Employees know how well our institution is doing financially</li> <li>• Institution uses employees' time and talents well</li> <li>• Institution removes things that get in the way of progress</li> </ul>	<ul style="list-style-type: none"> <li>• My institution removes things that get in the way of progress</li> </ul>	<ul style="list-style-type: none"> <li>• I know how well my institution is doing financially</li> <li>• My institution removes things that get in the way of progress</li> </ul>	<ul style="list-style-type: none"> <li>• I know how well my institution is doing financially</li> <li>• My institution removes things that get in the way of progress</li> </ul>

**Appendix I: Perception Gaps between Leaders and Employees**

Category	Difference of 0.50 or higher	
	Leaders More Positive Than Employees	Employees More Positive Than Leaders
Leadership	<ul style="list-style-type: none"> <li>• Institution asks what employees think</li> <li>• Institution lets employees know what is most important</li> <li>• Senior leaders encourage learning for career advancement</li> <li>• Leaders share information</li> <li>• Leaders create work environment that helps employees do jobs</li> <li>• Leaders use institution's values to guide it</li> </ul>	
Strategic Planning	<ul style="list-style-type: none"> <li>• As leadership team plans for future, asks employees for ideas</li> <li>• Employees know parts of institutional plans that affect them</li> <li>• Employees know how to tell if they are making progress on their part of plans</li> </ul>	
Student, Stakeholder, and Market Focus		
Measurement, Analysis, and Knowledge Management	<ul style="list-style-type: none"> <li>• Employees get all information they need to do their work</li> <li>• Employees get information to know how institution is doing</li> </ul>	<ul style="list-style-type: none"> <li>• Employees know how to measure quality of work</li> <li>• Employees know how to analyze quality to work to see if changes needed</li> <li>• Employees use analyses for decision making</li> </ul>
Faculty and Staff Focus	<ul style="list-style-type: none"> <li>• Supervisors and institution care about employees</li> <li>• Supervisors encourage employees to develop their job skills so they can advance careers</li> </ul>	
Process Management	Employees can get everything they need to do their jobs	Employees collect information about quality of work
Results	<ul style="list-style-type: none"> <li>• Institution has high standards and ethics</li> <li>• Institution obeys laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Employees' work products meet all requirements</li> <li>• Employees' clients are satisfied with their work</li> </ul>

**Appendix J: Perception Gaps among Employee Groups**

Category	Significant Difference at $p < .05$ level			
	Directors More Positive Than Staff	Directors More Positive Than Faculty	Faculty More Positive Than Staff	Staff More Positive Than Faculty
Leadership	• 7 items (all)	• 3 items	• 6 items	• 0 items
Strategic Planning	• 2 items	• 1 item	• 2 items	• 0 items
Student, Stakeholder, and Market Focus	• 5 items (all)	• 1 item	• 4 items	• 0 items
Measurement, Analysis, and Knowledge Management	• 1 item	• 1 item	• 0 items	• 0 items
Faculty and Staff Focus	• 4 items	• 2 items	• 1 item	• 0 items
Process Management	• 4 items (all)	• 3 items	• 1 item	• 1 item
Results	• 4 items	• 2 items	• 1 item	• 1 item