

Case Study

Higher Education Institution

Project Title: Implementation of Five Year Strategic Plan & Vision

Engagement Lead: Drs. Victoria M. Grady & James D. Grady

Description: This engagement was to assess “beneath the surface” response of employees at State University before and during the initial phases of a new Strategic planning initiative in order to direct focus and resources as efficiently as possible in a severely limited budgetary environment.

This Study Included:

The Strategic Planning Engagement included three Change Diagnostic Index administrations for the

- Baseline (Aug 2011),
- Calibration phase at the end of the first academic year (May 2012)
- End of the second academic year (May 2013- current).

Approximately 1200 employees were invited to participate in the Change Diagnostic Index survey with acceptance of approximately 42% at the Baseline phase and 38% at the Calibration phase. Each demographic group was proportionately represented. May 2013 phase is in process.

Value Delivered:

- The Change Diagnostic Index Baseline results indicated notable instability across five demographic groups. Leadership in Planning & Research targeted those areas with mitigation efforts directed by Change Diagnostic Index results. Based on the Index, efforts were initiated to maintain stability in stable groups.
- The results of the Calibration (second) survey showed improved results in three of the five Change Diagnostic Index symptoms.
- Scores of the demographic group responsible for on-line initiatives were elevated in the Baseline survey and further elevated in the Calibration survey. This strongly indicated difficulties with challenges in the Strategic Plan regarding on-line efforts and indicated an uncooperative attitude from some established faculty members. Based on this Change Diagnostic Index flag, key leaders addressed these issues internally.

- On the Baseline survey, the demographic group responsible for enrollment initiatives showed elevated scores related to economic trends. Based on Change Diagnostic Index data, new measurement initiatives were put into place to reconcile.