

Culture Process Management Team Final Report Executive Summary

Introduction. The Culture Process Management Team has experienced a very productive implementation year. During 2006/2007, the Steering Committee-approved recommendations have been successfully implemented, including, but not limited to, the following activities: *(For a complete status of approved recommendations list can be seen in Appendix A.)*

- Mission Statement on the Owens Express ID card
- Mission and Vision added to the Owens "Quick Links"
- Core Values confirmed and recognized by the Board of Trustees
- Opportunities for collaboration with other Process Management Teams and Leadership Academy on culture improvement identified, i.e. Performance Evaluation for Non-Bargaining Unit Employees (Spring '06), Blue Synergy OLA Team
- Original survey results shared with College Planning Council and the College community
- Participant recommendations for on-going Culture Committee submitted

Indeed, the Team has noticed a heightened awareness and utilization of the Mission, Vision and Core Values as more members of the Owens Community College community live Owens' Mission, Vision and Core Values.

Review of the Implementation Year. The Culture Process Management Team met regularly over the 2006/2007 academic year to implement its recommendations approved by the Process Management Steering Committee. The team's activities included collaborating with Marketing and Communications to make the Mission, Vision and Core Values more visible on internal and external collateral pieces. The Mission Statement has been added to the Owens Express ID card; the Mission and Vision Statements have been added to the "Quick Links" on the Web site home page; the Core Values have been endorsed by the Board of Trustees; several College, School, and Department meetings have focused on the Mission, Vision, and/or Core Values; and the Mission, Vision, and/or Core Values are showing up in more publications and as tags on more e-mails every day. The Speakers Bureau brochure includes common "talking points" relating to Mission, Vision, and Core Values, which can be incorporated into speeches or publications written or delivered by Owens Community College personnel.

In addition, collaborative opportunities relating to the infusion of the Mission, Vision and Core Values have arisen: members of the Culture Process Management team have given presentations to the College Planning Council, to the College community, and to the Leadership Academy (where one Academy team expanded upon the Culture Team's

recommendations). Collaborative opportunities with other Process Management Teams from 2005/2006 were also identified. Finally, a Mission Statement and process for selection of the Steering Committee-approved, on-going Culture Committee has been provided to the President's Office and is currently under review. *(For a complete listing of all recommendations, please see the Gantt chart in Appendix B).*

Results of 2007 Culture Zoomerang Survey. In the late fall of 2005, the Culture Process Management team conducted a Zoomerang survey designed to determine the College community's level of awareness of Owens Community College's Mission and Vision, as well as to identify potential core values. These results were reported to the Steering Committee at the end of the Fall Semester 2005. In order to measure the effects of the recommendations implemented over the past year, the Culture Process Management Team, in the middle of the Spring 2007 semester, re-surveyed the Owens Community College community. In general, the results of this survey demonstrate that the Owens Community College community does have a high degree of awareness of the Vision and Mission statements, as shown in the "Mission/Vision Survey 2007" analysis in Appendix C. Owens Community College personnel believe that they are incorporating the statements into their day-to-day activities. *(For a complete report of the 2007 culture Zoomerang survey, please see Appendix C).*

Next Steps. Since the Steering Committee approved the formation of an on-going Culture Committee, the Culture Process Management Team developed a Mission Statement and outlined a process for forming the Committee. The Culture Process Management Team also included a number of long-term recommendations, which were approved by the Steering Committee, to provide a starting point for the new Committee. Among those recommendations are to benchmark culture best practices; to develop further avenues for infusion of Mission, Vision and Core Values; to create an Intranet Web page; and to collaborate with Human Resources to incorporate the Mission, Vision and Core Values into the performance appraisal process¹, as well as into other processes. As the Committee begins work on these tasks, it would also implement other cultural initiatives as they are brought to the attention of the Committee. Finally, part of the Culture Process Management Team's charge was to create a Mission Statement for the Culture Committee; that statement follows:

"The Culture Committee is a diverse team of Owens people who are passionately committed to Owens' Mission, Vision and Core Values and who will positively impact the College's culture and climate by leading the on-going culture assessments and improvements."

Conclusion. The Culture Process Management Team believes that it has fulfilled its charge. Therefore, the team now requests that it be disbanded and that the new Culture Committee move to provide the leadership that will result in continuous improvement of the Owens Community College culture. The Culture Process Management Team would like to thank the Process Management Steering Committee, Dr. Christa Adams, Team Champions Sarah Metzger and Dave Matheny, and Dr. Stan Jensen for their guidance, and to all who supported our team over the last two years. The team, though disbanded, will always be agents for positive culture change as its members continue in their various responsibilities at Owens Community College.

¹ Human Resources has already begun incorporating these elements into the Non-Bargaining Unit employee evaluation process that will be rolled out later this year.

Appendix A

**Owens Community College
Process Management Initiative, Fall 2005**

Culture

<i>Team Recommendation</i>	<i>Steering Committee Decision</i>	<i>Status, 6/20/07</i>
Include the Mission Statement on the new Owens Express ID Card.	Yes	Done
Explore adding the Mission Statement on reprints of business cards and letterhead.	Yes	Done
Add Mission, Vision and Core Values (when finalized) Statements to "quick links" on Owens Community College's website.	Yes	Done
Explore adding elements from the Mission and/or Vision Statements to the home page of the website.	Yes	Done
Encourage the inclusion of School/Divisions' Mission Statements on their respective web homepages—modeled after School of Technology.	Yes	Done
Discuss with Public Relations & Marketing the potential to incorporate the Mission and Vision Statements within marketing campaigns. Include the Mission and Vision Statements on College publications, where applicable.	Yes	Done
Review the reports and recommendations of the other Process Improvement Groups for collaboration on cultural improvement initiatives.	Yes	Done
Share core values survey results with Strategic Planning responsible parties to assist in the definition of our Core Values Statement.	Yes	Done
Encourage the finalization of the College's Core Values Statement.	Yes	Done
Share Mission, Vision and Core Values survey results with Owens Community College employees.	Yes	Done
Encourage the discussion of the Mission, Vision, and Core Values (when finalized) within Senior Leadership addresses, hiring and orientation processes, personnel evaluations, formal leadership agendas, and other College-wide and division/department-level meetings.	Yes	Done
Develop a common Mission and Vision message that can be incorporated into speeches/publications delivered/written by Owens personnel. Provide this message to all participants in the Owens Community College Speakers Bureau and encourage its use.	Yes	Done

<i>Team Recommendation</i>	<i>Steering Committee Decision</i>	<i>Status, 6/20/07</i>
Create an on-going Culture Committee to include representatives from all stakeholders within the College to conduct ongoing culture audits and to make and implement future culture improvement recommendations. The Culture Committee would potentially report to the President of the College, under the rubric of the Committee on Organizational Effectiveness.	Yes	In process/On-going
Explore other institutions that have a values initiative program to benchmark other best practices that could be implemented at Owens Community College.	Yes	Future Culture Committee activity
Develop avenues to further infuse our Mission, Vision and Core Values throughout our College's daily practice.	Yes	Future Culture Committee activity
Monitor the inclusion of the Mission, Vision, and Core Values (when finalized) within Senior Leadership addresses, hiring and orientation processes, personnel evaluations, formal leadership agendas, and other College-wide and division/department-level meetings.	Yes	Future Culture Committee activity
Recommend the development of an evaluation piece in the performance appraisal process focused on actions, which support the College's Mission, Vision and Core Values (when finalized) for all employees of the College.	Yes	Future Culture Committee activity
Encourage the College's Schools, Divisions, Departments, Student Clubs and other College Organizations to develop Mission and Vision Statements, which complement the College's Mission and Vision Statements.	Yes	Done/On-Going Future Culture Committee activity
Create a specific Owens Community College Intranet web page on which the College's Mission, Vision and Core Values (when finalized) would be displayed along with the other statements (as described above). The web page could also include suggested steps to develop these statements. This page could serve as a comprehensive, living document for all of these Mission and Vision Statements.	Yes	Future Culture Committee activity
Provide periodical update to President's Council on cultural initiatives.	Yes	Future Culture Committee activity
Recommend that Mission, Vision and Core Values Statements be a required element on course outline/syllabus shells.	No	
Explore with Public Relations & Marketing the feasibility of allocating resources to develop and execute a campaign focused on further promotion of our Mission, Vision and Core Values Statements.	No. Reinforce what PR is already doing; incorporate thru #6 and others.	
Repeat Mission, Vision and Values survey mid-November 2006 to measure awareness, behavioral changes and ongoing efforts.	Yes, but clarify some of the questions that arose.	Done

Appendix B

	Recommendation For Improvement	Support (Yes or No)	Who	Dec 2005	Feb 2006	Apr 2006	June 2006	Aug 2006	Oct 2006	Dec 2006	Feb 2007	Mar 2007	Apr 2007	May 2007	June 2007
15	Develop avenues to further infuse our Mission, Vision and Core Values throughout our College's daily practice.	Yes	Future Culture Committee												
16	Monitor the inclusion of the Mission, Vision, and Core Values (<i>when finalized</i>) within Senior Leadership addresses, hiring and orientation processes, personnel evaluations, formal leadership agendas, and other College-wide and division/department-level meetings.	Yes	Future Culture Committee												
17	Recommend the development of an evaluation piece in the performance appraisal process focused on actions, which support the College's Mission, Vision and Core Values (<i>when finalized</i>) for all employees of the College.	Yes	Future Culture Committee and HR												
18	Encourage the College's Schools, Divisions, Departments, Student Clubs and other College Organizations to develop Mission and Vision Statements, which complement the College's Mission and Vision Statements.	Yes	Culture Team and Future Culture Committee							Done and on going					

	Recommendation For Improvement	Support (Yes or No)	Who	Dec 2005	Feb 2006	Apr 2006	June 2006	Aug 2006	Oct 2006	Dec 2006	Feb 2007	Mar 2007	Apr 2007	May 2007	June 2007	
22	Explore with Public Relations & Marketing the feasibility of allocating resources to develop and execute a campaign focused on further promotion of our Mission, Vision and Core Values Statements.	No	Culture Team, Marketing													
23	Repeat Mission, Vision and Values survey mid-November 2006 to measure awareness, behavioral changes and ongoing efforts.	Yes	Culture Team									Done				

Appendix C

Mission/Vision Survey 2007 Overview

The respondents for the 2007 Mission/Vision Survey were mostly full time employees (75%) from the Toledo campus (85%). Faculty members completed the majority of the surveys (47%).

Mission Statement

The majority of respondents were aware of the Mission Statement (89%), and there was a high incidence of their recognizing the three listed phrases as a part of it:

Serving our students	87%
Serving our communities	79%
Your success is our mission	88%

Other high mentions were Responsibility to the community (52%) and Meeting the needs of our students (42%). Note that these two contain verbiage similar to the actual phrasing in the Mission Statement and the former appears in the list before the phrase Serving our communities, which could be causing some confusion among respondents.

Respondents mentioned the Opening Week Meetings and campus postings as their main sources for recalling the Mission Statement.

Vision Statement and Core Values

There was not as much recognition of the Vision Statement as the Mission Statement (69%). Respondents recognized its verbiage, but not to as much of a degree as their recall of the Mission Statement language:

A superior educational experience	63%
Faculty and staff are committed	66%
Strengthening the community	70%

The Core Values were much more recognized than the rest of the Vision Statement, with the three original values mentioned on comparable levels as the parts of the Mission Statement:

Collaboration	81%
Excellence	85%
Innovation	80%

Most of the recall came from respondents' viewing of the on-campus postings (43%), with the other sources distributed fairly evenly.

Several respondents mentioned the ICE mnemonic as a methodology for recalling the Values.

New Core Values

There was less recognition overall of the Core Values when they were presented as part of the new five Core Values. The three original Values were mentioned most often, but not as often as when they were asked about as part of the original grouping:

Collaboration	71%
Excellence	72%
Innovation	64%

The two new Core Values were not recognized as frequently and were mentioned by less than half of the respondents:

Learning	40%
Service	48%

Personal and College Response to Mission/Vision Statements

Many respondents felt as though their departments and areas were working within the precepts of the Mission and Vision Statements:

Mission Statement reflected in area	86%
Vision Statement reflected in area	79%

There was less agreement that the statements were being taken to heart on an all-campus level. Almost half the respondents felt that there was little discussion of them around the College (48%) and only about half agreed that the College's actions reflected them:

Mission Statement reflected at College level 56%

Vision Statement reflected at College level 51%

Effect of the statements on day-to-day activities was fairly evenly distributed across the respondents for all levels, with fewer reporting a great deal of effect (17%) and a few more reporting no effect at all (35%).

At the same time, discussion of the statements was noted on a College-wide basis (49%), with much lower percentages noting discussions at the division/department/committee levels.

Perceptions of Owens

The highest-mentioned statements for perceptions of Owens were these:

Owens provides a supportive environment for learning	66%
Owens fosters diversity	64%
Owens fosters excellence	63%
Owens fosters participation	62%

The least-mentioned statements were these:

Owens fosters fairness	38%
Owens fosters imaginative risk-taking	33%

Summary

Employees of Owens have a high degree of awareness of the Mission Statement and the original Core Values of the College, but less familiarity with the Vision Statement and the new Core Values. Many believe that they are putting the statements into effect in their day-to-day activities, especially at the departmental and personal level. While they do acknowledge that that College mentions the statements and values often, they appear to be less sure about the commitment to these at Owens' higher levels.

**Mission/Vision Survey 2007
Comparison with Last Year's Results**

In some cases, the structure and wording of the survey was altered since Fall 2005. Same/similar questions have been compared whenever possible.

Mission Statement

Since 2005, there is higher overall awareness of the Mission Statement (89% in 2007 compared to 81% in 2005). The verbiage, on the other hand, is not quite as well recalled as it was in the last survey:

	2007 results	2005 results
Serving our students	87%	92%
Serving our communities	79%	88%
Your success is our mission	88%	89%

Vision Statement and Core Values

There was also somewhat higher awareness of the Vision Statement compared to the last survey (69% in 2007 compared to 61% in 2005). However, there was substantially better recall of the various parts of the Vision Statement (not including the Core Values) in 2005 than now:

	2007 results	2005 results
Superior educational experience	63%	80%
Faculty and staff are committed	66%	81%
Strengthening the community	70%	89%

Among the Core Values, recall was also slightly lower in 2007, though there was not as dramatic a change here:

	2007 results	2005 results
Collaboration	81%	82%
Excellence	85%	94%
Innovation	80%	85%

Personal and College Response to Mission/Vision Statements

Concepts of adherence to the Mission and Vision Statements across all levels of the College have grown since the 2005 survey. The 2007 numbers also reflect a belief that such adherence is more marked at the department/personal level than at a College-wide level.

There is also more awareness of the statements being discussed at the College-wide level in 2007 than in 2005 (49% reporting discussion at most/every meeting in 2007 compared to 23% in 2005), but comparable awareness of such discussion at other levels within Owens' community.

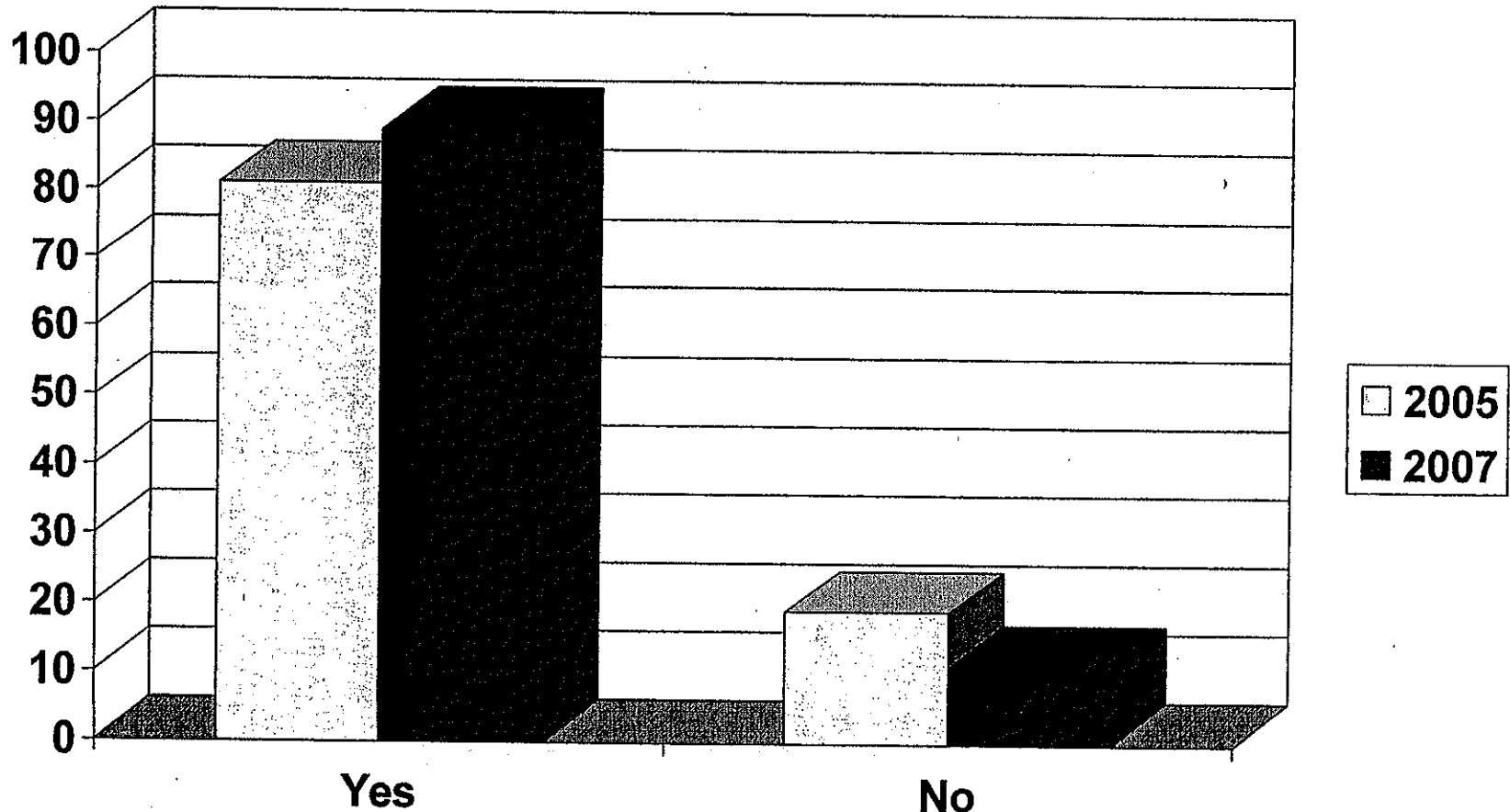
The personal change question was asked differently in 2007 than in 2005, so it is difficult to compare the resulting data. In 2007, 41% said that their day-to-day activities had been affected a great deal or moderately. In 2005, 21% Somewhat or strongly disagreed that the statements had had little impact on their activities. While this is not an exact match in answers, it does appear to show an increased awareness of the statements upon respondents' daily actions.

Perceptions of Owens

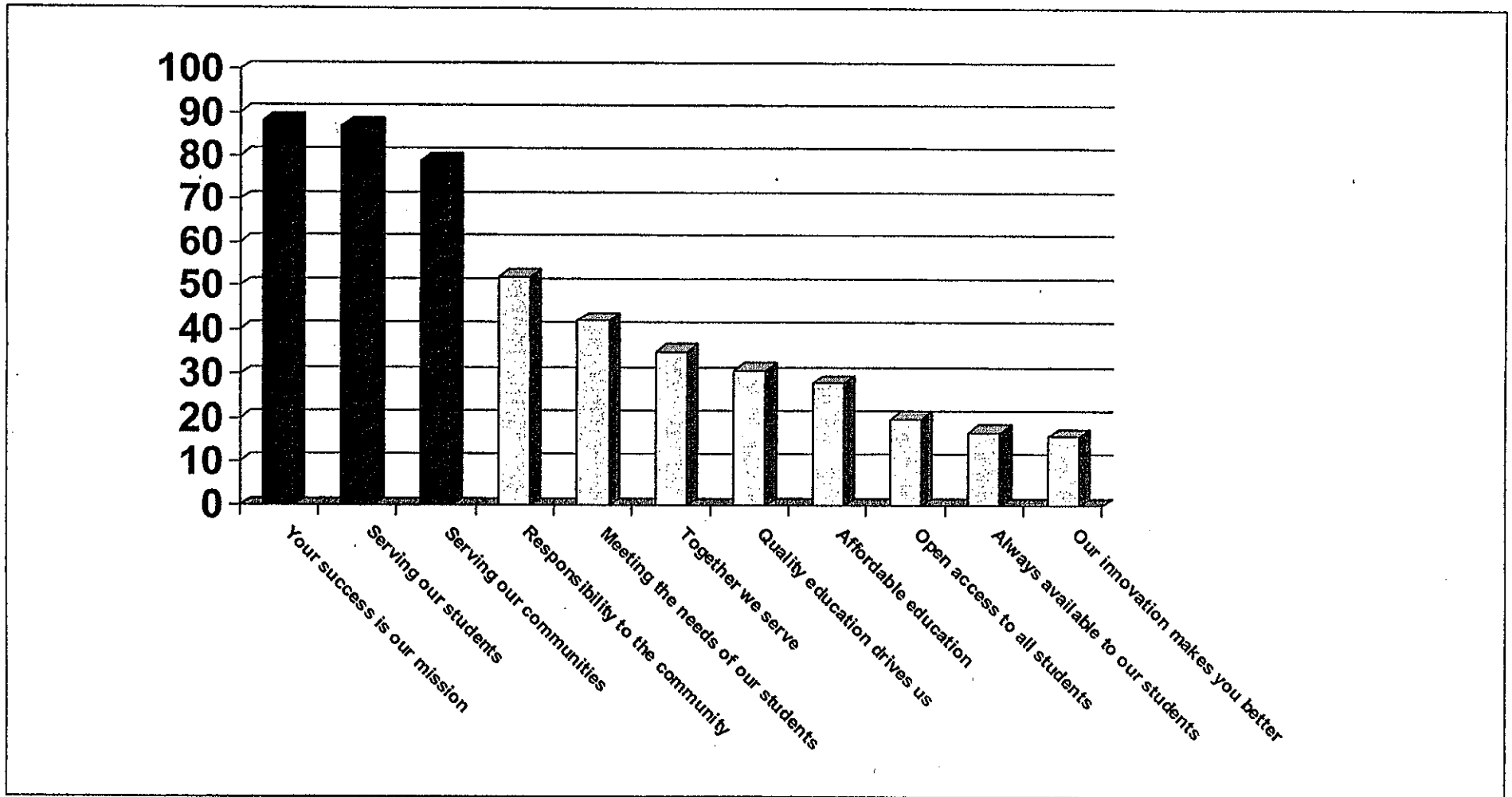
The perceptions statements were generally static between 2005 and 2007 data. Here is a breakdown of the most- and least-frequently mentioned statements between the two years:

	2007 results	2005 results
<u>Most frequently mentioned:</u>		
Owens provides a supportive environment for learning	66%	Not asked
Owens fosters diversity	64%	67%
Owens fosters excellence	63%	59%
Owens fosters participation	62%	59%
<u>Least frequently mentioned:</u>		
Owens fosters fairness	38%	38%
Owens fosters imaginative risk taking	33%	31%

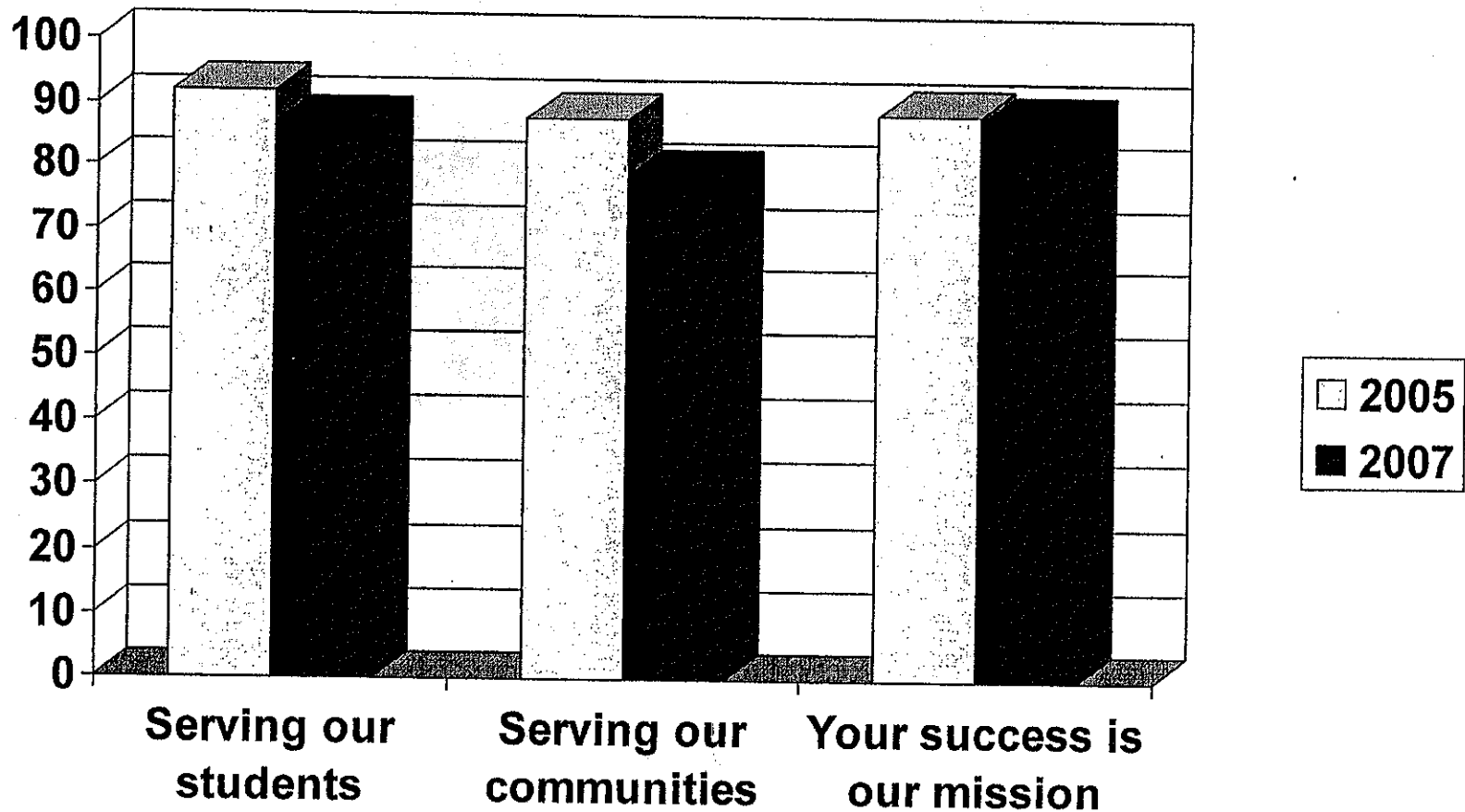
Awareness of Owens' Mission Statement



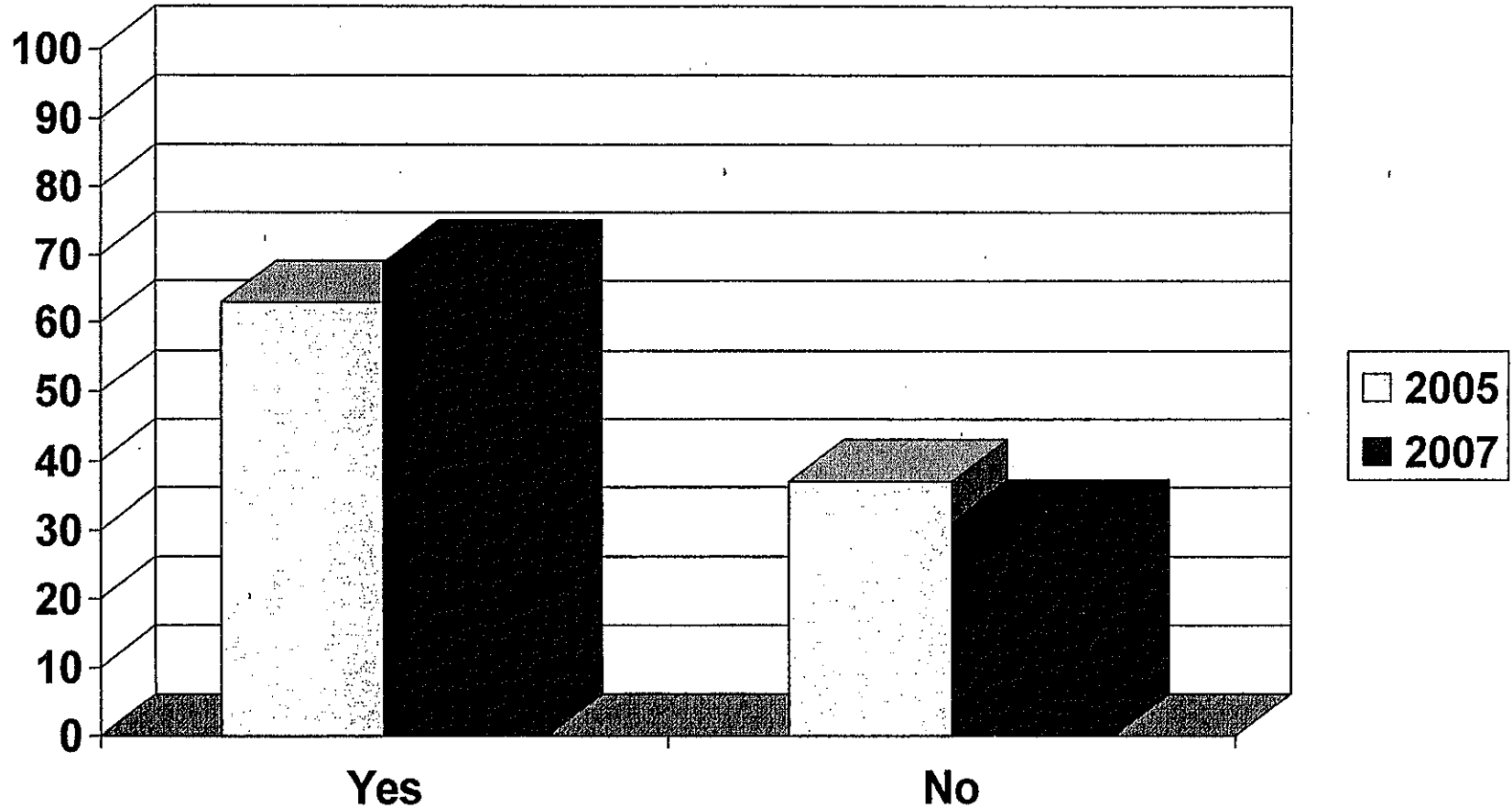
Awareness of Mission Statement Phrasing 2007



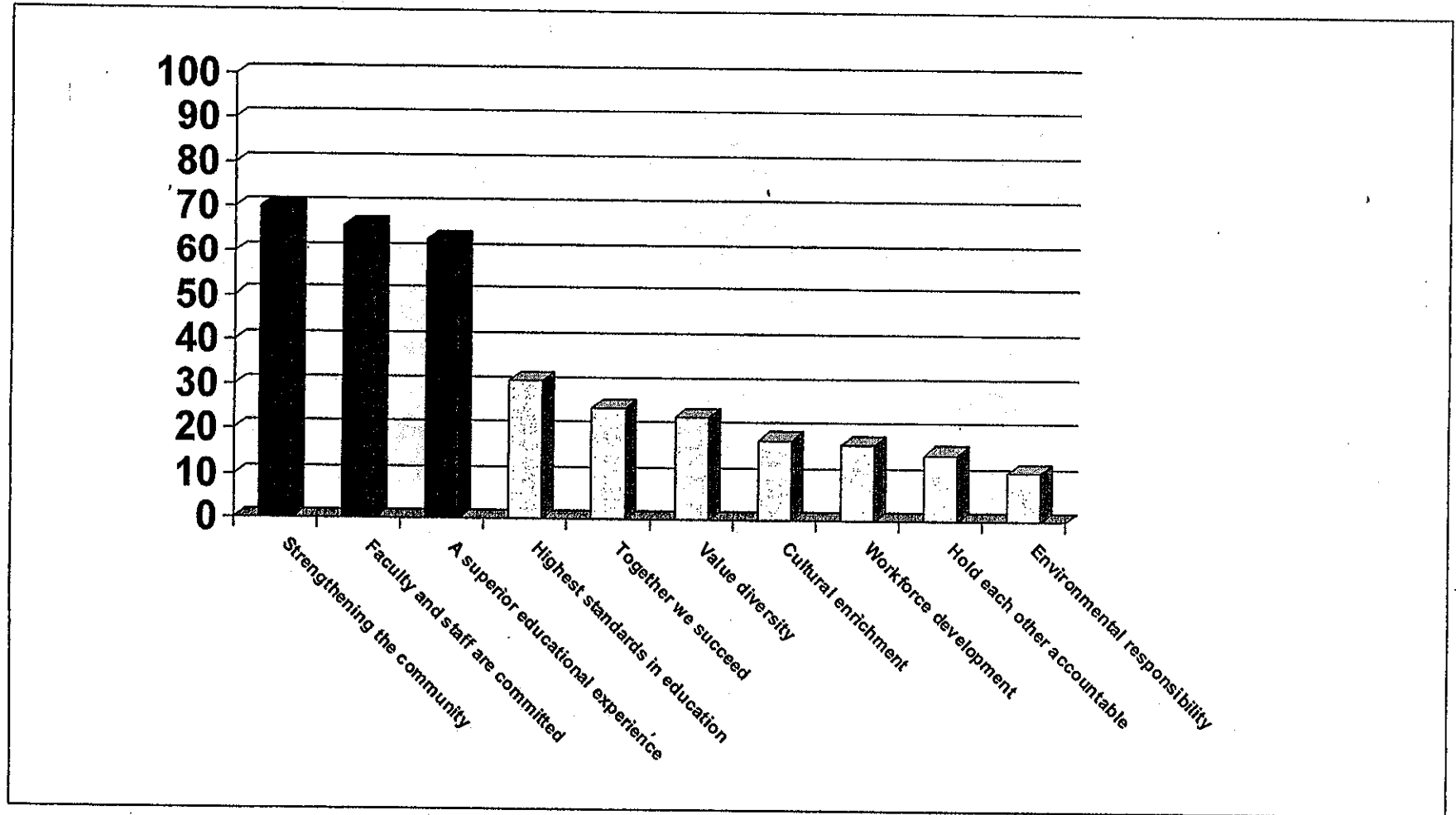
Comparison of 2005 and 2007 Mission Statement recognition



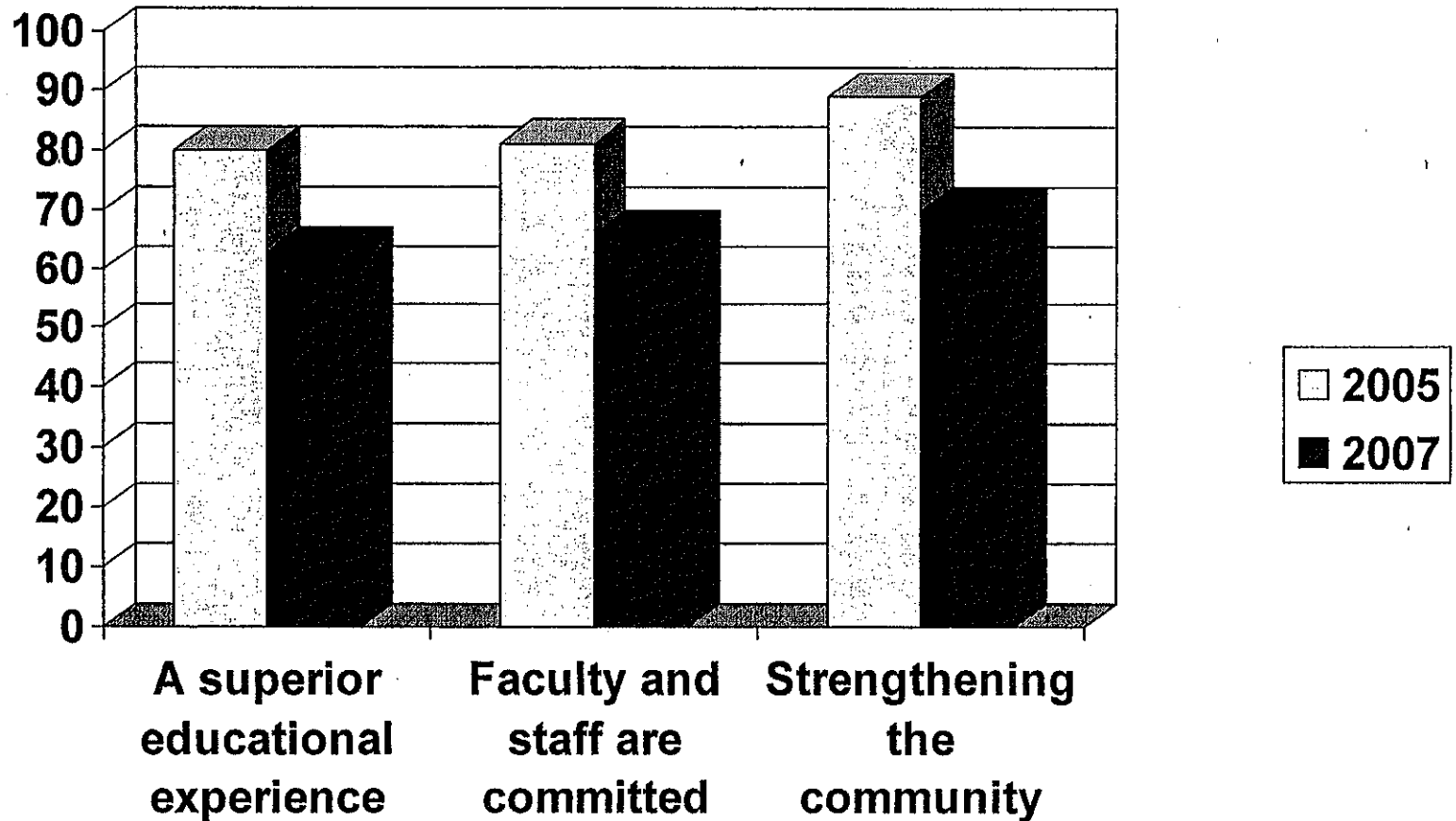
Awareness of Owens' Vision Statement



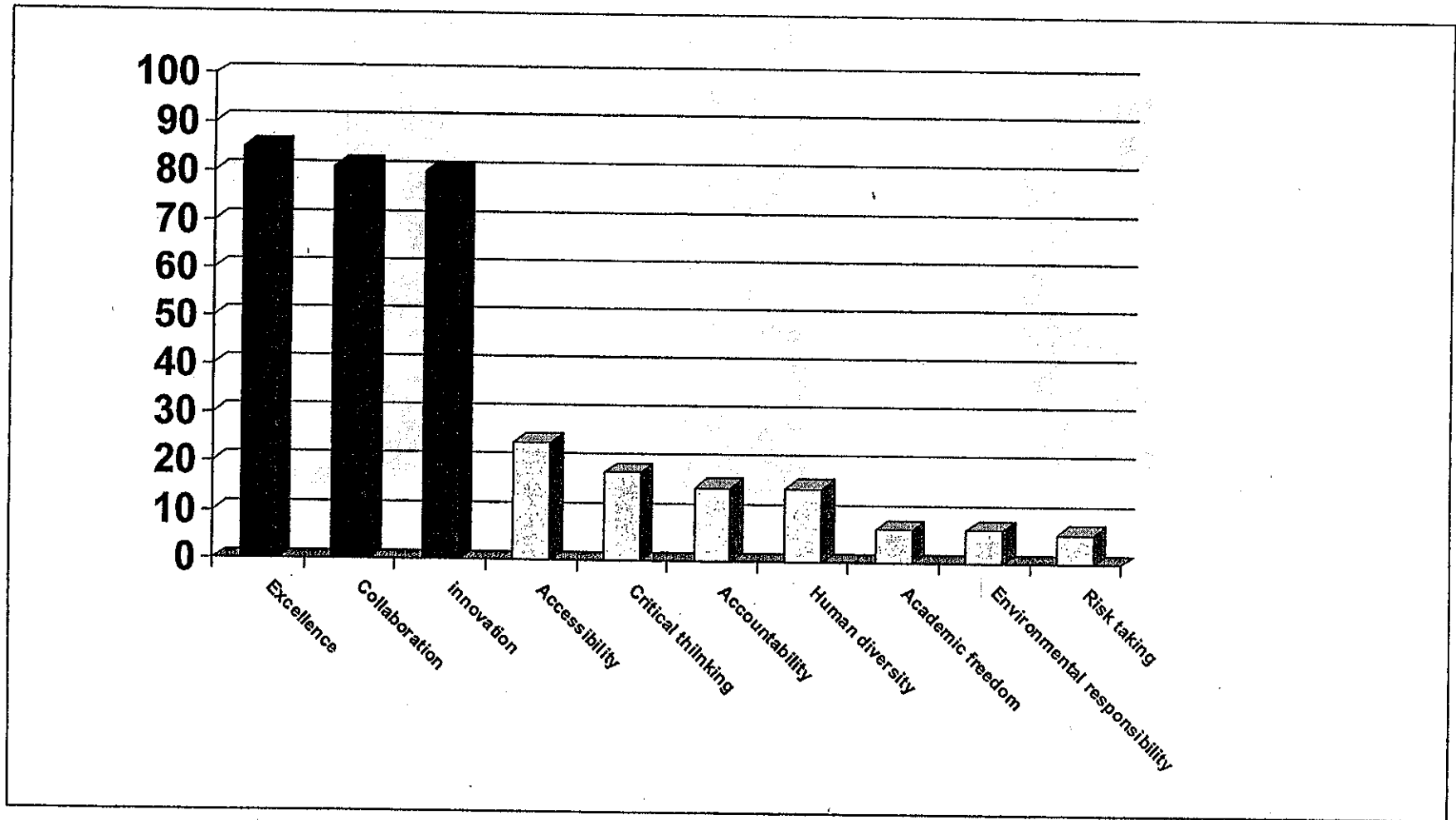
Awareness of Vision Statement Phrasing 2007



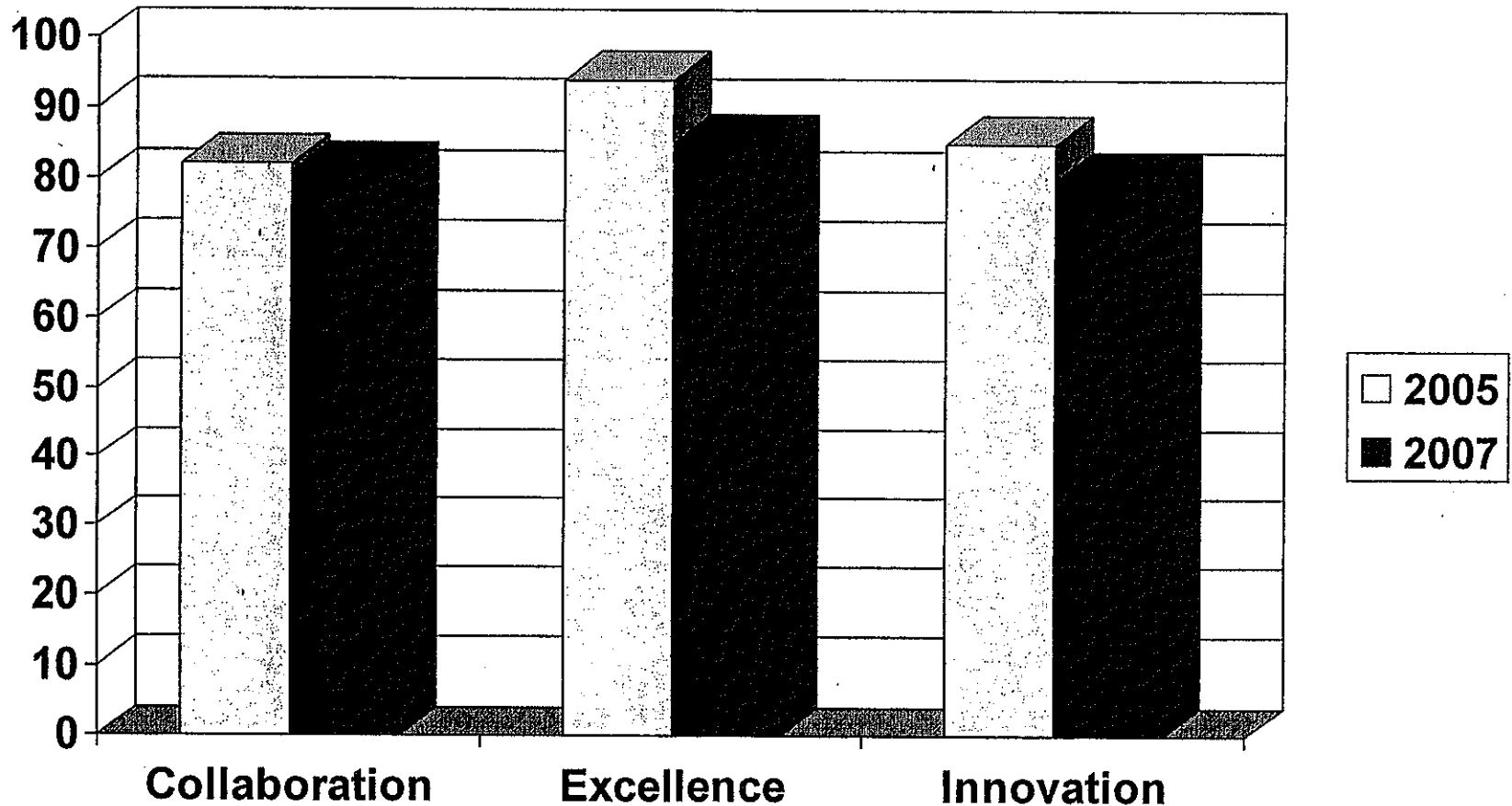
Comparison of 2005 and 2007 Vision Statement recognition



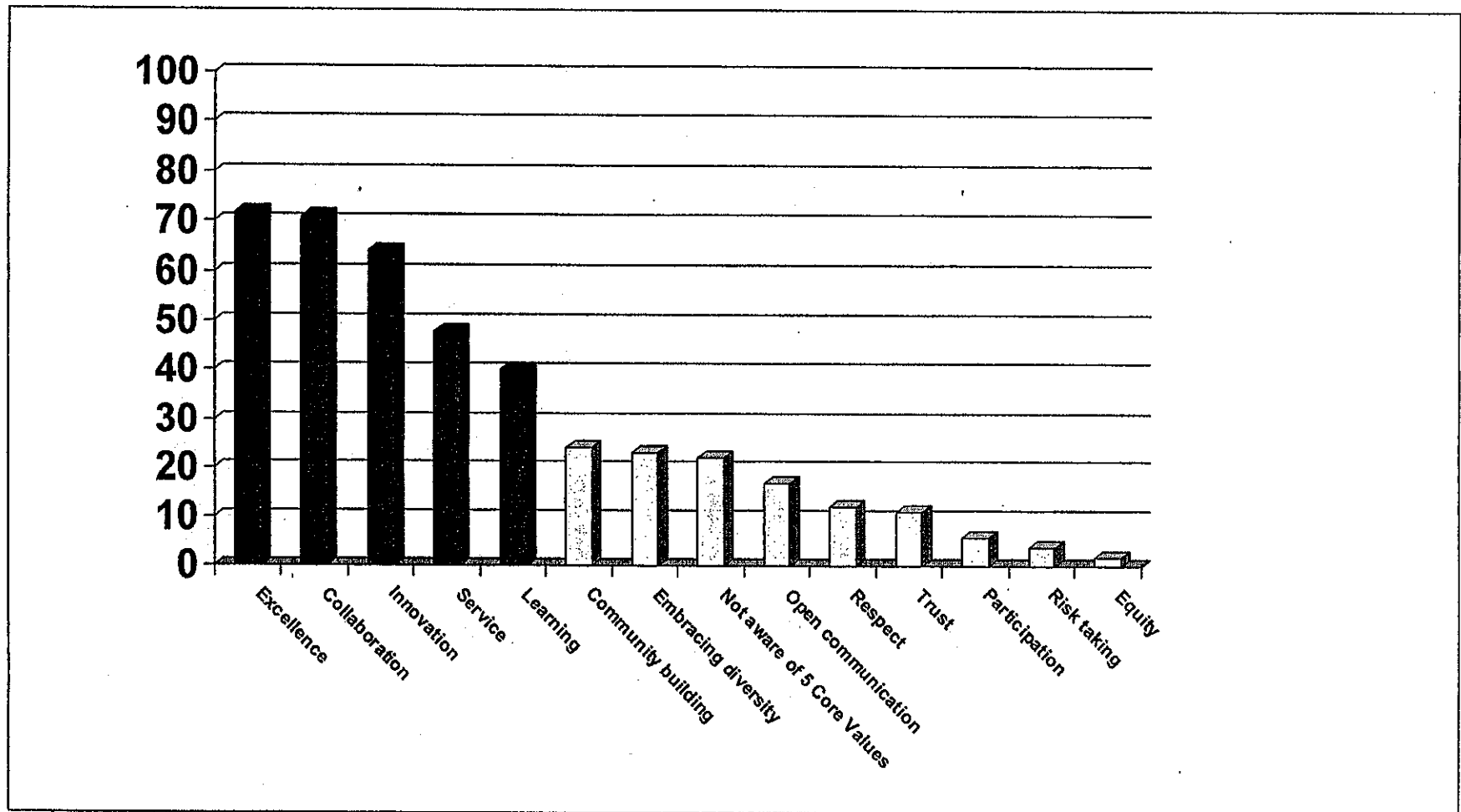
Awareness of Core Values 2007



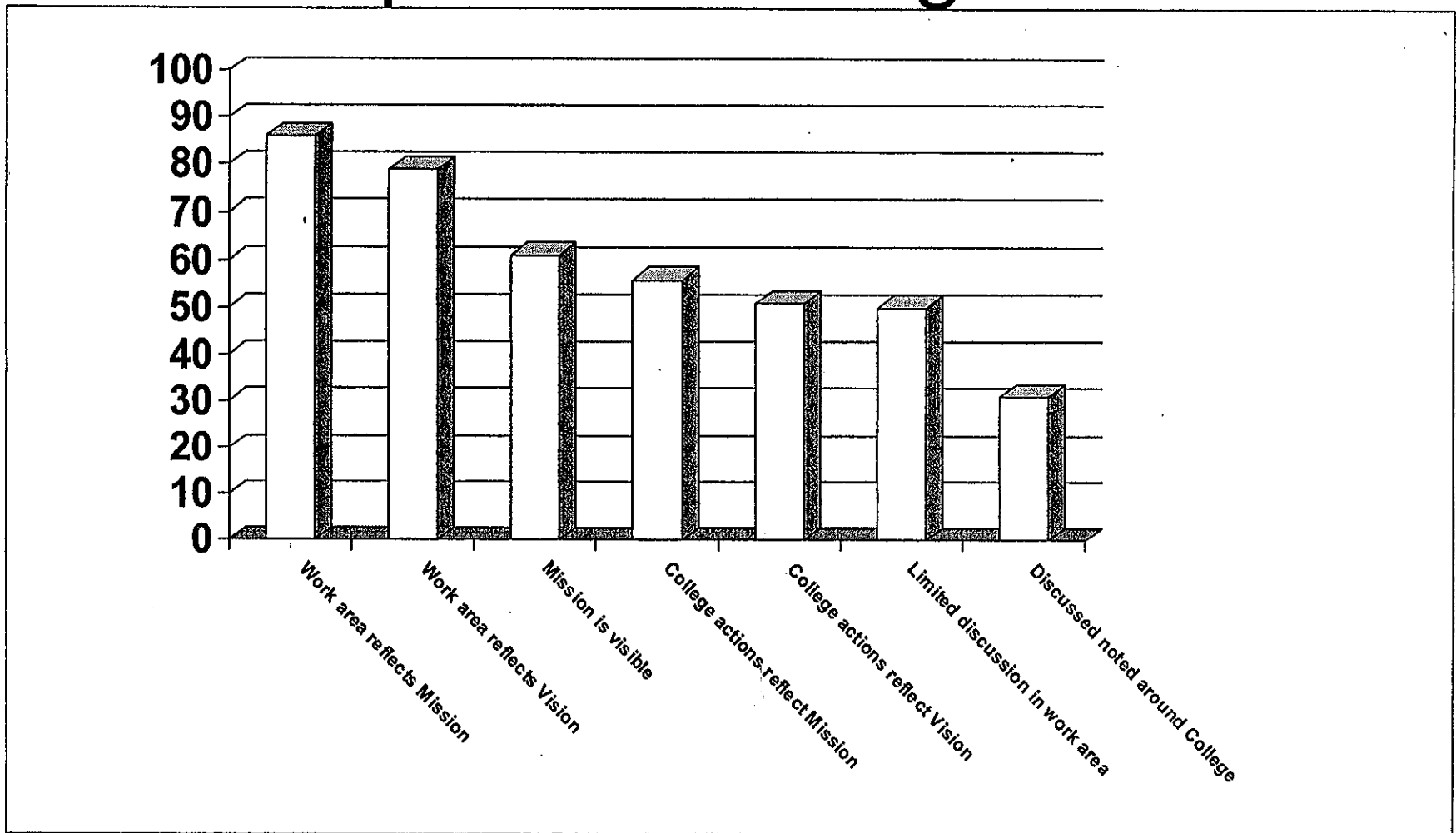
Comparison of 2005 and 2007 Core Values recognition



Awareness of Revised Core Values 2007



Personal and College Response to Mission/Vision Statements Top 2 Box Rating 2007



Perceptions of Owens 2007

Top 2 Box Rating

