



Listening Post



Anywhere School

Standard Question Analysis

All Groups

"And this is my prayer: that your love may abound more and more in knowledge and depth of insight, so that you may be able to discern what is best and may be pure and blameless until the day of Christ, filled with the fruit of righteousness that comes through Jesus Christ - to the glory and praise of God."

Philippians 1:9-11

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KEY INDICATORS

This section provides information on how respondents perceive the overall performance of your school over the last several years and their top priorities for the future.

Overall Satisfaction

On the whole, I am satisfied with how things are at our university.

Clearly agree	49%
On the fence	44%
Clearly disagree	7%
Rating	very high

Overall Energy

It seems to me that we are just going through the motions among those who work at our university. There isn't much excitement about it.

Clearly agree	9%
On the fence	40%
Clearly disagree	51%
Rating	very high

Missional Progress

Over the past three to five years, our university has been effective in fulfilling this mission.

Clearly positive	80%
On the fence	17%
Clearly negative	2%
Rating	very high

Spiritual Progress

Over the past three to five years, the spiritual climate at our university has improved.

Clearly positive	53%
On the fence	43%
Clearly negative	4%
Rating	very high

Academic Progress

Over the past three to five years, the academic/scholastic climate at our university has improved.

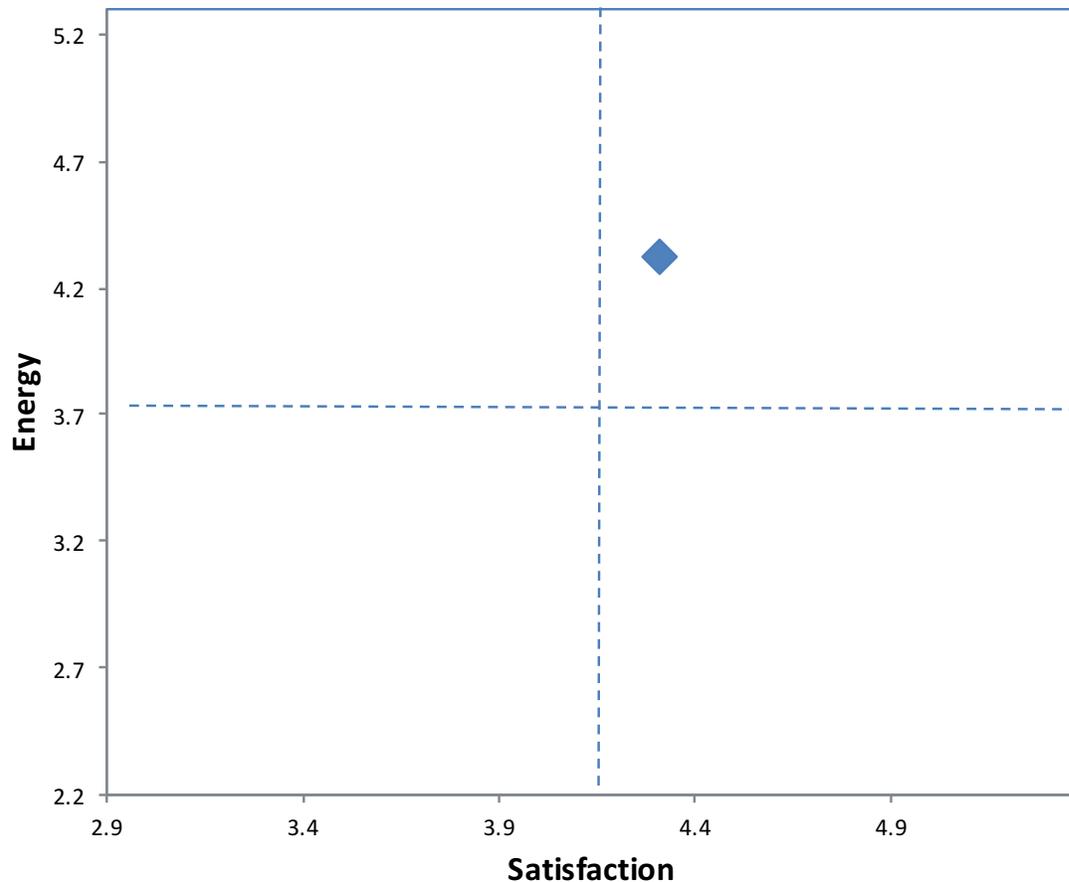
Clearly positive	66%
On the fence	32%
Clearly negative	3%
Rating	high

Top Three Priorities

Where do you believe additional energy needs to be invested in the future?

First	Question #26	Improve the financial health of our university through fund raising and philanthropic giving.
Second	Question #27	Strengthen the spiritual development of our students.
Third	Question #22	Improve the internal morale and climate of our university.

ENERGY-SATISFACTION MAP



The levels of satisfaction and energy have been found to be reliable indicators of the health and vitality of organizations. There are four quadrants on this map.

The **high energy-low satisfaction** quadrant is the chaos quadrant. Organizations tending toward this quadrant are often struggling to structure and channel their energy into a direction they feel good about.

The **low energy-low satisfaction** quadrant is the recovery quadrant. Organizations tending toward quadrant require major changes in order to regain a significant level of vitality and health.

The **low energy-high satisfaction** quadrant is the apathy quadrant. Organizations tending toward this quadrant have normalized a low level of vitality in the organization which enables them to be relatively satisfied.

The **high energy-high satisfaction** quadrant is the transformation quadrant. Organizations tending toward the upper right corner of this quadrant are sources of purpose and vitality.

DRIVERS OF ENERGY AND SATISFACTION

Not every question on the assessment is of equal importance to respondents. The more important questions are called drivers. A driver of satisfaction is a question that reliably predicts the overall satisfaction of respondents. If a respondent gives a higher score to a driver, it is very likely that he or she will also give a higher score to overall satisfaction. If a respondent gives a lower score to driver, it is likely that he or she will also give a lower score to overall satisfaction. (On negatively worded drivers, the relationship is reversed; a higher score results in a lower score on overall satisfaction.) The drivers of satisfaction listed below are unique to your school. The higher the level of importance, the more critical the question is to how respondents feel overall.

Drivers of Respondent Satisfaction

The top five drivers of respondent satisfaction are:

		Level of Importance
Question #7	The leaders at our university show a genuine concern for what people are thinking when decisions need to be made.	High
*Question #14	It seems to me that we are just going through the motions among those who work at our university. There isn't much excitement about it.	Moderate
Question #1	Over the past three to five years, our university has been effective in fulfilling this mission.	Moderate
*Question #12	My work at our university often feels like it is making it harder for me to have a vital spiritual life.	Moderate
Question #11	Our leaders communicate in a way that keeps people connected and informed.	Moderate

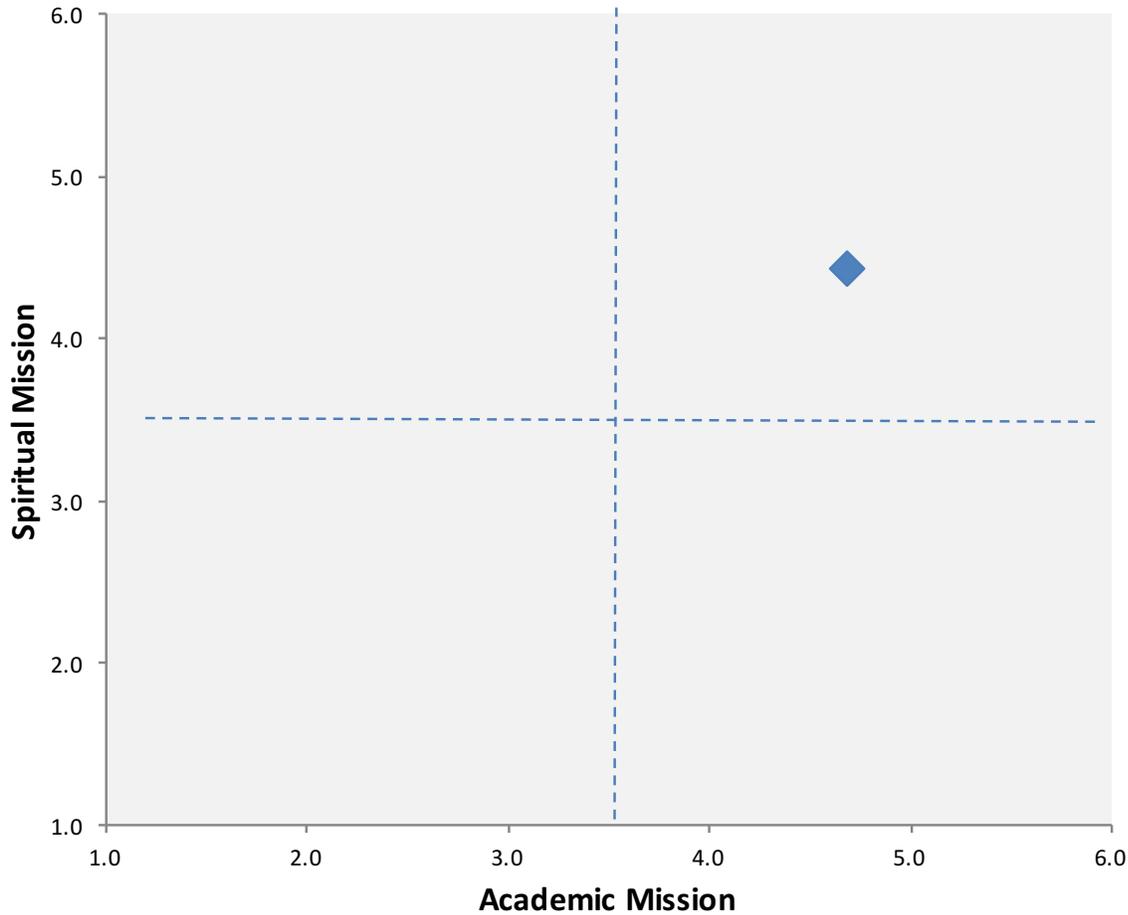
Drivers of Energy

The top five drivers of energy are:

		Level of Importance
Question #6	On the whole, I am satisfied with how things are at our university.	Moderate
Question #1	Over the past three to five years, our university has been effective in fulfilling this mission.	Moderate
Question #15	We do a good job making full use of the gifts and abilities of the persons who work at our university.	Moderate
Question #2	Over the past three to five years, the spiritual climate at our university has improved.	Moderate
Question #11	Our leaders communicate in a way that keeps people connected and informed.	Moderate

* An asterisk on a question indicates that the question is negatively worded. For negatively worded questions that are drivers, a higher score from respondents is generally resulting in lower scores on overall satisfaction or missional progress.

ACADEMIC-SPIRITUAL MISSION MAP



Drivers of Missional Progress

The top five drivers of missional progress are:

Question	Description	Level of Importance
Question #3	Over the past three to five years, the academic/scholastic climate at our university has improved.	High
Question #6	On the whole, I am satisfied with how things are at our university.	Moderate
*Question #14	It seems to me that we are just going through the motions among those who work at our university. There isn't much excitement about it.	Moderate
Question #7	The leaders at our university show a genuine concern for what people are thinking when decisions need to be made.	Moderate
Question #16	On the whole, I am comfortable with the theological perspective of our university.	Moderate

An asterisk on a question indicates that the question is negatively worded. For negatively worded questions that are drivers, a higher score from respondents is generally resulting in lower scores on overall satisfaction or missional progress.

FUTURE PRIORITIES

In this section, information is provided about where respondents would like to see additional energy invested in the future. If a goal area is near the top of the list, it means that respondents feel its is important to invest energy in this area. If it is near the bottom of the list, it means it is either less important or that it is already being performed at an adequate level. If you are searching for a new President it is probably important that your candidate have strengths in helping schools deal with the higher priorities.

Rank	Question #	Criteria	Mean
First	Question #26	Improve the financial health of our university through fund raising and philanthropic giving.	6.3
Second	Question #27	Strengthen the spiritual development of our students.	6.2
Third	Question #22	Improve the internal morale and climate of our university.	5.3
Fourth	Question #20	Expand or improve our facilities.	5.2
Fifth	Question #19	Improve the academic performance of our students.	5.0
Sixth	Question #23	Improve the communication among faculty, administration, parents, and students.	4.9
Seventh	Question #25	Develop more effective and creative approaches to achieving our vision.	4.1
Eighth	Question #21	Broaden the diversity of students enrolled at our university.	4.1
Ninth	Question #24	Increase the enrollment at our university.	3.9

LEADERSHIP PRIORITIES FOR OUR PRESIDENT

In this section information is provided regarding the leadership priorities for your President. If an item is near the top of the list, respondents believe that it is important that the President invest a significant amount of energy in that area. If it is near the bottom of the list, respondents either believe it is less important or that it is already being performed at an adequate level. If you are searching for a new President, it is probably important that your candidate to have strengths in the higher priorities. If your school is engaged in strategic planning, it may be important for your President to focus on the higher priorities.

Rank	Question #	Criteria	Mean
First	Question #31	Take a leadership role in developing new sources of funding.	6.5
Second	Question #33	Develop the teamwork of the faculty and administration so that responsibilities are more equitably shared.	6.0
Third	Question #36	Take a leadership role in strengthening the visibility and reputation of our university by increased community involvement.	5.7
Fourth	Question #30	Prioritize existing programs and directions and then focus resources on those priorities.	5.6
Fifth	Question #35	Develop the infrastructure to help catch up with growth.	5.2
Sixth	Question #37	Broaden the decision-making process by soliciting input and encouraging feedback.	4.9
Seventh	Question #32	Improve the efficiency of our university to make better use of existing resources.	4.7
Eighth	Question #34	Move decisively to accelerate the growth of our university.	3.9
Ninth	Question #29	Develop a new vision and strategic plan for our university.	2.6

PERSPECTIVES

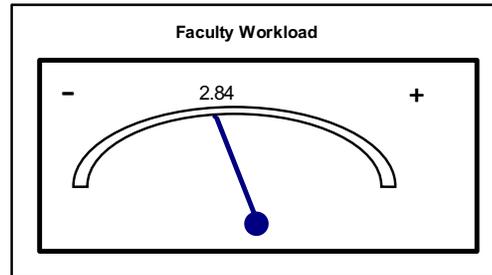
This section gauges the perspectives of respondents on a number of key issues. Some questions are positive worded. On those a larger mean is desirable. Other questions are negatively worded and a lower mean is preferred.. The dashboards have been adjusted so that a higher score is always desirable.

Faculty Workload

The faculty/staff is overworked at rur university.

Response	Percentage
Strongly disagree	3%
Disagree	10%
Tend to disagree	25%
Tend to agree	17%
Agree	22%
Strongly agree	23%

Rating: very low

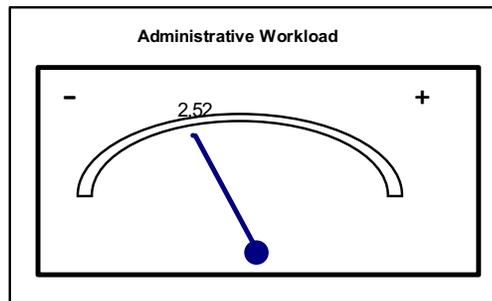


Administrative Workload

The administration is overworked at our university.

Response	Percentage
Strongly disagree	1%
Disagree	8%
Tend to disagree	13%
Tend to agree	26%
Agree	28%
Strongly agree	25%

Rating: very low

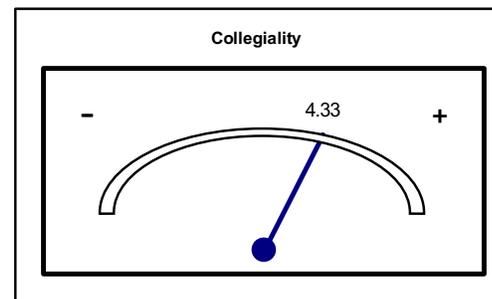


Collegiality

A positive, collegial atmosphere prevails among those who work at ur university.

Response	Percentage
Strongly disagree	3%
Disagree	4%
Tend to disagree	13%
Tend to agree	28%
Agree	41%
Strongly agree	11%

Rating: average

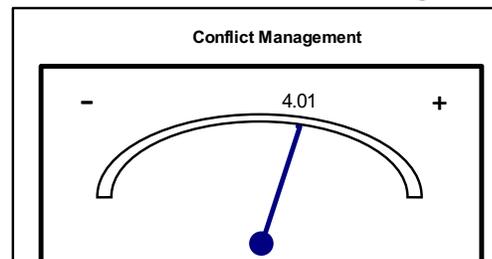


Conflict Management

There is a disturbing amount of conflict at our university.

Response	Percentage
Strongly disagree	4%
Disagree	35%
Tend to disagree	35%
Tend to agree	13%
Agree	8%

Rating: very high



Strongly agree 4%



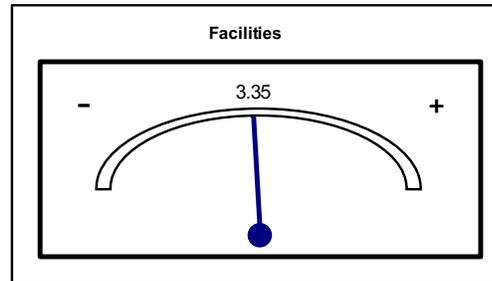
PERSPECTIVES

Facilities

Rating: **low**

Our university has adequate physical facilities.

Response	Percentage
Strongly disagree	7%
Disagree	16%
Tend to disagree	34%
Tend to agree	26%
Agree	15%
Strongly agree	3%

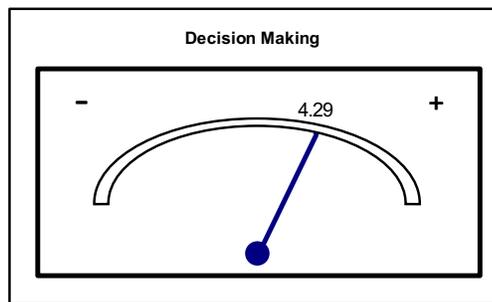


Decision Making

Rating: **very high**

The leaders at our university show a genuine concern for what people are thinking when decisions need to be made.

Response	Percentage
Strongly disagree	4%
Disagree	7%
Tend to disagree	15%
Tend to agree	23%
Agree	33%
Strongly agree	18%

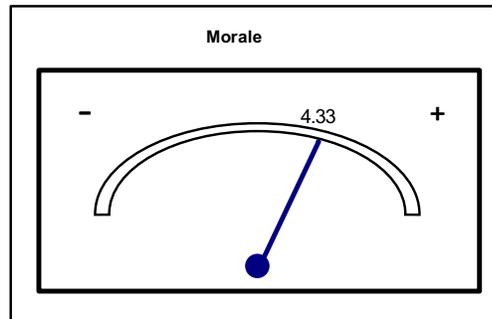


Morale

Rating: **very high**

It seems to me that we are just going through the motions among those who work at our university. There isn't much excitement about it.

Response	Percentage
Strongly disagree	18%
Disagree	33%
Tend to disagree	25%
Tend to agree	15%
Agree	7%
Strongly agree	3%

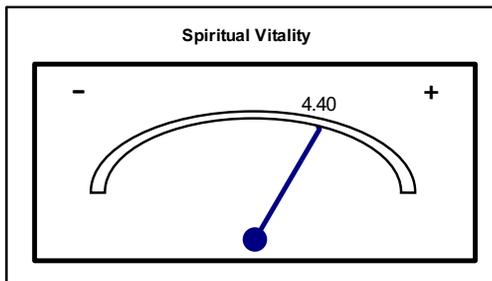


Spiritual Vitality

Rating: **very high**

My work at our university often feels like it is making it harder for me to have a vital spiritual life.

Response	Percentage
Strongly disagree	26%
Disagree	28%
Tend to disagree	22%
Tend to agree	11%
Agree	10%
Strongly agree	3%



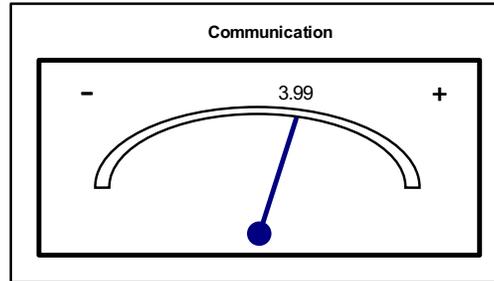
PERSPECTIVES

Communication

Our leaders communicate in a way that keeps people connected and informed.

Response	Percentage
Strongly disagree	6%
Disagree	8%
Tend to disagree	17%
Tend to agree	30%
Agree	30%
Strongly agree	9%

Rating: **high**

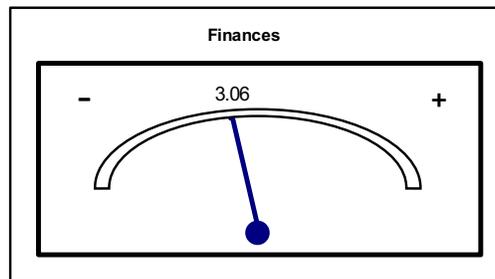


Financial Resources

Our university has the financial resources we need to accomplish our mission.

Response	Percentage
Strongly disagree	12%
Disagree	22%
Tend to disagree	30%
Tend to agree	21%
Agree	14%
Strongly agree	1%

Rating: **low**

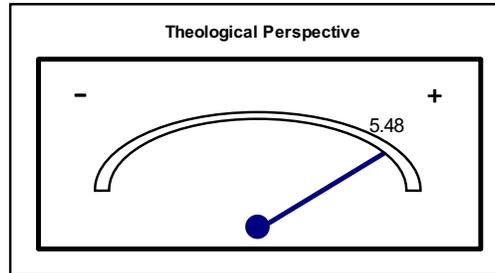


Theological Perspective

On the whole, I am comfortable with the theological perspective of our university.

Response	Percentage
Strongly disagree	0%
Disagree	1%
Tend to disagree	2%
Tend to agree	8%
Agree	26%
Strongly agree	63%

Rating: **very high**

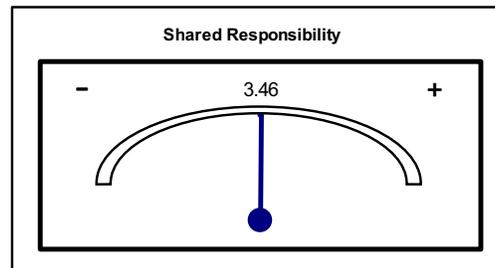


Shared Responsibility

The workload at our university is fairly shared among all the members of the team.

Response	Percentage
Strongly disagree	8%
Disagree	13%
Tend to disagree	26%
Tend to agree	30%
Agree	23%
Strongly agree	0%

Rating: **low**



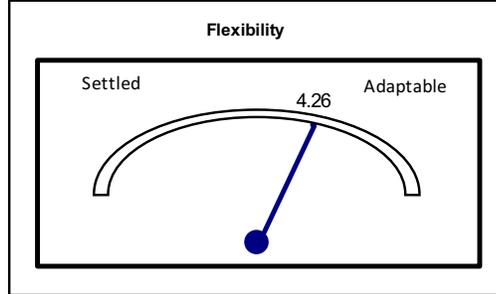
CHANGE AND OPPORTUNITIES

This section provides information on the perceived flexibility of your school, the perceived need for change, and the opportunity to make fuller use of the gifts and abilities of the respondents.

Flexibility

Our university makes necessary changes to meet the changing needs of parents and students.

Response	Percentage
Strongly disagree	2%
Disagree	3%
Tend to disagree	13%
Tend to agree	36%
Agree	44%
Strongly agree	3%

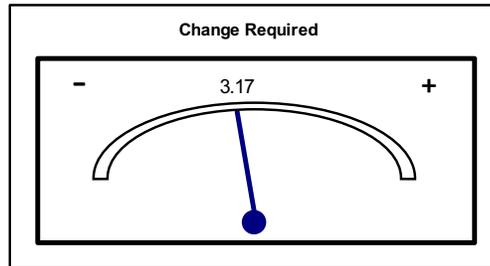


Rating: very low

Change Required

In order to effectively address these priorities, how much change will be required?

Response	Percentage
Almost no change	2%
Small amount of change	14%
Moderate change	55%
Large amount of change	23%
Change nearly every area	6%

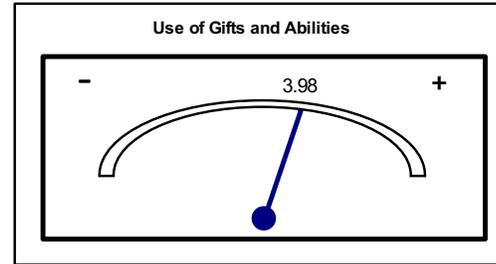


Rating: low

Utilization of Gifts

We do a good job making full use of the gifts and abilities of the persons who work at our university.

Strongly disagree	4%
Disagree	10%
Tend to disagree	17%
Tend to agree	32%
Agree	30%
Strongly agree	8%

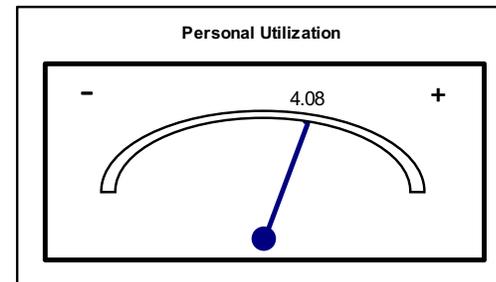


Rating: high

Personal Utilization

When I think about my gifts, interests, and time, I often feel that I have something to give Our university, but I don't know how to give it.

Response	Percentage
Strongly disagree	16%
Disagree	37%
Tend to disagree	19%
Tend to agree	6%
Agree	11%
Strongly agree	11%



CRITERIA FOR THE NEXT PRESIDENT

This section is designed specifically for your school as it prepares to search for its next President. The responses below provide guidance for the search process in determining the gifts and experience required in the candidates who will be considered.

Rank	Question #	Criteria	Mean
First	Question #45	Ability to build a team and work collaboratively	7.3
Second	Question #46	Capacity to provide decisive leadership	6.7
Third	Question #47	Ability to recruit and retain high quality staff	6.0
Fourth	Question #43	Significant fund raising experience	5.9
Fifth	Question #41	Earned doctorate or terminal degree	4.7
Sixth	Question #40	Demonstrated ability as a college president	4.0
Seventh	Question #42	Visibility in the field of Christian higher education	4.0
Eighth	Question #39	Teaching experience	3.3
Ninth	Question #44	Significant enrollment management experience	3.1

CHARACTERISTICS OF THE NEXT PRESIDENT

This section is designed specifically for your school as it prepares to search for its next President.. The responses below provide guidance for the search process in determining the characteristics of the person that will best fit your school.

Rank	Question #	Criteria	Mean
First	Question #51	Outgoing and personally engaging with those in the College and community	5.7
Second	Question #55	Brings out the best in people	5.6
Third	Question #53	Ability to innovate and take occasional risks for the sake of progress	4.2
Fourth	Question #52	Focused on excellence by working behind the scenes	4.0
Fifth	Question #49	Tested by failure and/or disappointment	3.2
Sixth	Question #54	Relies on tried and true approaches to achieve our university's objectives	2.9
Seventh	Question #50	Widely known for visible success	2.4

Focus of Energy

Where do you believe our next President needs to focus his energy?

Response	Percentage
Almost totally on campus	2%
Primarily on campus	15%
Equally between on-campus and off-campus	61%
Primarily off campus	21%
Almost totally off campus	1%

Theological Perspective

Please complete this sentence: The President of Our university is the one who...

Response	Percentage
Theologically conservative/evangelical	11%
Theologically moderate	10%
Theologically liberal/progressive	12%
No preference	30%

RESPONDENT CHARACTERISTICS

Group

Please indicate the group you identify with most closely:

Response	Percentage
Faculty	32%
Administration	50%
Board Member	15%
Other	4%

Years of Affiliation

How many total years have you been affiliated with Our university in any of the roles above?

Response	Percentage
One year or less	6%
2-4 years	23%
5-7 years	24%
8-10 years	10%
More than 10 years	37%

Number of Respondents

164