



Organizational Assessment Report

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MacDonald Boyd

Leadership, Strategy, & Organizational Development

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MBA Capacity Mapping©

**The MacDonald Boyd
assessment tools
measure**

11 Key Capacities

**of high performing
organizations**

Team Capacities:

Wellbeing
Innovation
Leadership
Collaboration

Trust Capacities:

Connectedness
Communication
Competence

Task Capacities:

Accountability
Vision & Strategy
Alignment
Structure



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MBA Engagement

Dean initiated process for contracting consultants:

- School of Nursing appeared stuck in unproductive processes, structures, patterns of behavior, and internal strife
- External, neutral, and professional perspective was sought to inform necessary actions for the future
- Dean committed to building the School's capacity to move forward



Assessment Charge

“Perform organizational assessment of **current practices** and their **effectiveness**, including, but not limited to, **organizational climate, communications, decision making, strategic and operational planning, leadership and business practices**. Design, plan, facilitate and implement change.”



Presentation Outline

1. Background and Context
2. Areas of Focus – 2008-2011
3. Assessment process overview
3. Data Sources
4. MBA Interpretations
5. Culture Survey Overview
6. Recommendations /Strategic Goals and Key Strategies



Background Context

The greatness of SoN as the #1 nursing school has been hard-earned over many years under various leaders

Characteristics:

- Entrepreneurial spirit – risk-taking
- Intellect/ scholarship/ contribution
- Can-do spirit and hard work
- World class faculty
- Dedicated and skillful staff



Background Context

- Significant contributions to nursing science and practice
- Outstanding students in undergrad and graduate programs
- School-wide commitment to excellence
- Strong sense of individualism
- Generous heart – loyalty to alliances and long-standing relationships



Background Context

Past three years have presented unprecedented challenges for SoN due to a series of dramatic **budget reductions** occurring simultaneously with a **change in leadership**.



Works in Progress 2008-2011

- Educational quality and continuity
- Research development
- Faculty development
- Human-resources development
- Financial management and viability
- Risk reduction



Works in Progress

2008-2011

- Organizational collaboration and development
- Communication
- Leadership capacity building
- School building/ physical work environment



Assessment Process

- Contracted March 15, 2011
- Document review / Key interviews
- Steering Team formation
 - April 10 retreat
 - Weekly 2 hour meetings
 - Task sub-groups
 - Decision mapping
 - Survey design



Data Sources

- 67 1-1 interviews (internal and external stakeholders)
 - 34 – Faculty 9 – Admin
 - 14 – Staff 10 – External
- Group discussions: departments, staff groups, units, and students (grad + under)
- School-wide faculty / staff online survey (182 respondents)



Data Sources

- Observation / facilitation of SoN processes
 - Steering Team and Task Group Meetings
 - Survey design
 - Decision-mapping
 - APT
 - Curriculum implementation
 - Shared Leadership Council Budget Initiative
 - Deans & Chairs meetings



Data Sources

- Document review e.g:
 - Faculty Council Bylaws and organizational charts
 - Strategic planning SWOT Analysis
 - Strategic Plan
 - Faculty retreat notes
 - Audit reports
 - UW/ Provost communications
 - Student surveys (PONS, MN, DNP)



Data Sources

- Outside expert/ professional perspectives
 - Business and Financial Systems review
 - UW Audit reviews
 - Health Sciences Facilities
 - University Administration and Deans
 - Community representatives



MBA Interpretations

School challenges = vulnerability

- Fragmentation – school operates in a disaggregated way rather than as an integrated whole
- No deep sense of shared purpose & identity
- Confusing complexity – programs, processes, communication, lines of authority
- Decision-making processes are inefficient; execution and consistency are obstacles



MBA Interpretations

- Unsustainable business model
 - Inconsistent compliance standards
 - Incongruent business practices within departments
- Unsustainable teaching and learning model
 - Imbalance of priorities between research and teaching
 - Clinical components need attention
- Frustrating student experience
 - esp. for graduate students



MBA Interpretations

- No clear leadership succession-planning
 - Staff and faculty strengths not fully leveraged – impeded by legacy, inefficiency and hierarchies
- Diminished attention to building and maintaining community engagement
- Low morale – diminishing hope



Moving Forward

- There is a core of future focused, committed, values-centered individuals across the School of Nursing who are **eager to work together** to overcome the current challenges and to become part of creating a **positive, sustainable future** for the School.
- The purpose of this assessment is to provide constructive recommendations for moving the school **forward** rather than looking **backward**.



Culture Survey

Administered: May 23 – June 1, 2011

Respondents: N = 182/ 313

Faculty: = 87

Staff: = 95

Response rate: 58%

Rating Scales:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5



Culture Survey

Score interpretation:

On a Scale of 1 (low) – 5 (high):

4.0 – 4.2 = More than 80% positive

3.4 – 3.5 = More than 50% positive

3.0 – = Mix

30-40% doing well

15-25% neutral

30-40% needs strengthening

2.4 – 2.5 = More than 50% negative



Culture Survey

Connectedness: *A sense of working effectively with others while being part of a whole.*

Dept level	mean = 3.84
Faculty:	3.80
Staff:	3.90
School level	mean = 2.92
Faculty:	2.85
Staff:	2.98
Cross-depts	mean = 2.92
Faculty:	2.85
Staff:	3.02



Culture Survey

Connectedness: *A sense of working effectively with others while being part of a whole.*

I feel respected and supported:	mean = 3.90
Faculty:	3.91
Staff:	3.88



Culture Survey

Communication: *Openness, authenticity, consistency in verbal, written, and non-verbal exchanges.*

Dept level	mean = 3.54
Faculty:	3.47
Staff:	3.62
 School level	mean = 2.58
Faculty:	2.45
Staff:	2.74



Culture Survey

Communication: *Openness, authenticity, consistency in verbal, written, and non-verbal exchanges.*

Communication feels open & appropriately transparent:

	mean = 3.55
Faculty:	3.46
Staff:	3.62



Culture Survey

Competence: *The skills, knowledge, and expertise needed to get work done.*

Dept level	mean = 3.77
Faculty:	3.69
Staff:	3.84
School level	mean = 3.02
Faculty:	2.99
Staff:	3.02



Culture Survey

Competence: *The skills, knowledge, and expertise needed to get work done.*

I have confidence in vision setting for the future of our school:

	mean = 3.53
Faculty:	3.42
Staff:	3.63



Decision-making

Rating Scale:

Needs Addressing Neutral Working Well

Decisions regarding:

- General Curricular
- Promoting Innovation
- Financial Resource Allocation
- Work Assignments
- Professional Development



Decision-making

Department/ Unit + School Level

- Involving the appropriate people
- Understanding authority
- Responsibility for execution
- Communicating final decisions

Conclusions:

- Ineffective and confusing leading to diminished trust esp. at school level
- Significant work required – schoolwide & departments



Prioritized Areas for Improvement

	<u>Highly Concerned</u>
Overall leadership and vision	64%
Budget decisions	60%
Culture of trust within SoN	58%
Restructuring efforts	51%
Communication processes	45%
Transparency of information (decision-making, budgets)	47%
Sense of community/ unity across the School	47%
Respectful behaviors	40%



UW of the 21st Century

2Y-2D Initiative – Office of the Provost

- . . . Is more competitive
- . . . Is more collaborative
- . . . Is more technology-reliant
- . . . Is more nimble, leading our way through change
- . . . Is supported by a more diversified funding base



Strategic Goals for Moving Forward

- 1. Articulate a vision of an inspiring, hopeful future for the school as a whole**
- 2. Develop an organizational model for sustainability (business model / curricular / structural alignment)**
- 3. Refine governance policies, structures, & decision-making / advisory processes that work for all of SoN**



Strategic Goals for Moving Forward

- 4. Create a positive, productive work climate**
- 5. Create robust, responsive, two-way communication systems – internally and externally**
- 6. Develop people resources – faculty/ staff leadership, capacities, and service**
- 7. Broaden dynamic new partnerships**



SoN – Key Strategies

1. Articulate a vision of an inspiring, hopeful future for the school as a whole

Establish a solid foundation to build upon

- Financial base
- Alignment of programs and processes
- Strategic Plan – work plans and execution
- Culture of trust



SoN – Key Strategies

Create a compelling image of SoN's future

- Anchor identity in history looking forward
- Live shared values
- Leverage unique strengths

Foster new leadership at all levels

- Address barriers of multiple hierarchies
- Manage creative tensions: research, teaching, practice, and service
- Support innovation and creativity



SoN – Key Strategies

2. Develop an organizational model for sustainability (business model/ curricula structural alignment)

Follow-through on Budget Initiatives

- Conduct functional analysis of all fiscal and administrative services
- Benchmark fiscal and grant management costs and best practices against other schools with similar research activity



SoN – Key Strategies

- Commence RCEP process for restructuring
- Move toward consolidation of graduate program to reduce cost and complexity
- Right-size undergraduate curriculum
- Maintain current BSN enrollment
- Evaluate ABSN enrollment
- Enhance access to clinical sites, and explore cost-effective, innovative ways to teach while meeting commitment to the state



SoN – Key Strategies

- Evaluate aspects of faculty role to ensure cost-effective, high-quality educational priorities, sufficient time for scholarship, teaching, and efficient use of time for service
- Align school functions with strategic priorities of the school.



SoN – Key Strategies

Create an effective and efficient academic business model

- Continue the development of an overall financial, tracking and reporting system as well as effective practices to ensure risk management and policy adherence for grants etc.
- Implement consolidation and streamlining as identified through functional analysis
- Develop framework for assessing and managing equitable and sustainable faculty workload



SoN – Key Strategies

- Continue to build technology capacity to serve and shape the future of SoN education and service
- Create healthy operating reserve for SoN budgeting and planning
- Increase capacity for school-wide support and information systems related to academic administrative functions
- Offer on-going professional training and awareness-building



SoN – Key Strategies

- Strengthen central and departmental administration functions and accountabilities
- Acknowledge and appreciate how a highly capable finance and budgeting function (and team) is essential to the future success of SoN
- Align financial systems with UW- ABB efforts
- Develop innovative revenue/ resource generation strategies
 - e.g. grants, donor relations, community engagement



SoN – Key Strategies

Expand innovative approaches to teaching and learning

- Develop faculty balance of teaching, learning & research
 - Learn from best practices – UW and beyond
- Streamline / clarify student experience
 - Complexity of course selection
 - Facilitate proactive planning
 - Clinical placements
- Strategically engage students, broader university, and community



SoN – Key Strategies

3. Refine governance policies, structures, & decision-making / advisory processes that work for all of SoN

- Review faculty by-laws relative to higher education best practices
- Establish a robust staff advisory group with clear role and interface with Shared Leadership Council
- Clarify organizational structures with lines of authority
- Clarify and communicate job responsibilities, performance expectations, and accountabilities



SoN – Key Strategies

Map, streamline, and communicate all foundational SoN decision-making processes:

e.g. Curriculum implementation decisions for **all** degree programs

- Involving the appropriate people
- Understanding who has authority to make specific decision
- Knowing who has the responsibility for execution of final decision
- How decisions will be communicated to those impacted



SoN – Key Strategies

4. Create a positive, productive work climate

Establish shared norms of respect and civility

- Implement in daily practice
- Hold self and others accountable

Build SoN community and connectedness:

- Promote understanding of how every part of SoN is essential - appreciation for the whole being greater than the sum of parts
- Promote strength in diversity – experience, perspective, skills, styles



SoN – Key Strategies

- Break down the silos – foster deeper, more efficient collaboration
- Be inclusive in group membership – diagonal slice / faculty-staff
- Resist factions / reduce polarization
- Create personal connections across admin/ faculty/ staff

Enhance effective communication

- Increase accessibility / reduce “layers”
- Provide skill training on conflict management, working with personal styles, reflective listening
- Drive toward transparency, consistency, action



SoN – Key Strategies

Promote competence

- Set clear goals and outcomes
- Enhance skills in meeting design and facilitation
- Provide appropriate cross-training or shadowing
- Align performance and support systems with norms and expectations through a robust Human Resources function for faculty and staff at school and department levels



SoN – Key Strategies

5. Create robust, responsive, two-way communication systems – internally and externally

- Build common narrative about today and tomorrow
 - Develop and communicate a compelling story of success where everyone can see themselves – today and tomorrow
- Create new forums, structures & tools for efficient and effective communication and information accessibility



SoN – Key Strategies

- Solicit and respond to student and community perspectives for process and outcome improvements
- Strengthen donor relations
- Enhance engagement with external advisory bodies to foster responsiveness to emerging needs within the field and the community



SoN – Key Strategies

6. Develop people resources – faculty/ staff leadership, capacities, and service

- Enhance the capacity of school-wide HR to align with best practices and overall UW policies and processes
- Engage in leadership development and succession planning for junior faculty/ staff
- Enhance career planning and professional development for faculty/ staff/ and students



SoN – Key Strategies

- Formalize and expand mentoring program for faculty, staff, and students
- Support and enrich student leadership development and service learning experiences
- Encourage legacy roles for senior faculty



SoN – Key Strategies

7. Broaden dynamic new partnerships

- Create new partnerships for teaching and research with health service organizations and institutions, community leadership networks, and schools within the university community
- Respond to emerging needs of healthcare with integrated nursing science (technical) and social science (community adaptive) approaches to research, teaching and clinical practice



SoN – Key Strategies

- Engage in mutually beneficial and innovative relationships within the nursing community
- Position SoN leadership within regional leadership networks and national associations.
- Strengthen international ties/ exchanges and service contributions



SoN Future Success = Everyone's work

Ask:

What is the common good we seek?

How have I contributed to challenges in the past?

What are the tough issues we must step into and resolve going forward?

Where can I best use my strengths?



Final Thoughts on Transition

*“The art of progress is to preserve order amid
change and to preserve change amid order.”*

~Alfred North Whitehead



Final Thoughts on Transition

“Hope begins in the dark, the stubborn hope that if you just show up and try to do the right thing, the dawn will come.”

~Anne Lamott

“Once you choose hope, anything's possible.”

~Christopher Reeve