



Generating Positive Reputational Capital

Building Stronger Institutional Brands

Gallup Institute for Campus Engagement

GALLUP POLL

Two Processes for Building a Stronger Institution

The Gallup Institute for Campus Engagement (GICE), a division of The Gallup Poll (Gallup), offers two effective processes to gather internal, objective data about an institution.

- A comprehensive, membership-based, leadership performance process called **InSight**.
- A high-level diagnostic called **SnapShot**.

Both performance models are grounded in research outlined in Gallup's book *HumanSigma: Managing the Employee-Customer Encounter*.

“Transformational change can occur only by capturing the hearts, minds and souls of all those individuals who comprise the academic community. Engagement, ownership, trust, confidence, integrity, passion and well-being are some of the key ingredients to fostering an interconnected, collaborative and efficient institution.”

Alec M. Gallup
Chairman, The Gallup Poll

InSight Overview

The overall purpose of InSight is to provide objective data to help an institution's leadership make prudent decisions that will foster a more interconnected, collaborative, and performance-minded culture. The mission of InSight is to generate greater levels of positive reputational capital — thus strengthening the brand image of an institution in the marketplace. The process is designed to increase interconnectivity through dialogue, and to stimulate incremental improvements throughout an academic community.

Transformational change within an institution is a major undertaking. Admired legacies are built by pioneers who take bold actions to strengthen their institutions. The most admired legacies are built through the creation of a vibrant culture that performs at high levels — not by the generation of desired outcomes at the expense of the people in the pioneering institution.

The tone of transformational change must be established and supported by the senior leadership team. Clear communication is crucial to effective dissemination of the idea that change is necessary. Through the creation of a sense of engagement, belonging, ownership, and passion, the institution can become unified, and resultingly, the vision and mission can be brought to life.

Gallup research into change management and organizational process design has shown that sustained, successful change can be modeled and repeated, but only if the change strategy reaches deep into the institution and touches every individual in a meaningful way. Many of the change-improvement methodologies used by institutions today are not based on this fundamental concept. Because they do not engage the key individuals throughout the academic community, they have limited success. The InSight leadership performance process directly addresses this issue.

Another primary change-management focus of the InSight process is centered on two of the most pressing challenges facing the nation's educational institutions today:

1. Improving the quality of the student experience.
2. Improving the operational effectiveness of the institution.

Every interaction with every constituent either supports or detracts from each student's actual experience, and the quality of those interactions is reflected in each school's effectiveness, reputation, and ultimately its brand image.

Improving the quality of the student experience involves building a stronger sense of community and a more stimulating learning environment. These improvements, in turn, produce higher student engagement, retention, and graduation rates, as well as a more engaged alumni base over the long term.

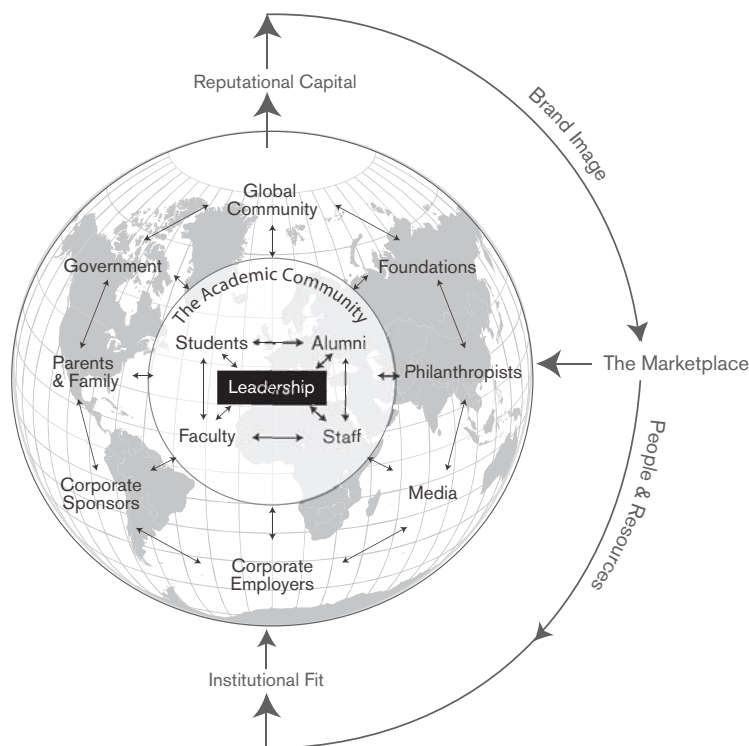
Improving the operational effectiveness of the institution requires building a more unified, transparent, and synergistic culture among the leadership, faculty, and staff. These efforts generate greater per-person productivity, less turnover, and higher levels of collaboration throughout the institution, reducing the overall costs of operation.

Achieving both of these objectives will build positive reputational capital for the institution, and thus strengthen its brand image in the marketplace.

InSight Process

Through surveys of the attitudes, perceptions, and behaviors of several hundred thousand individuals, Gallup has empirically established that the most effective way for an educational institution to improve its performance is to increase the engagement levels of all those involved. Simply defined, constituent engagement is a leading indicator of the degree to which a constituency is emotionally attached and committed to the success of the institution. Enhancing engagement levels of all constituencies provides the basis for sustainable growth and enhanced performance for the academic enterprise. *Without engagement, continuous improvement is unachievable.*

These objectives can be achieved through strengthening of the academic community. Gallup views the academic community as a network of interconnected relationships that contributes to the intellectual and emotional health of an educational institution. This graphic illustrates the many constituencies that directly influence the vibrancy of an institution's brand image, related attributes, and overall viability. The InSight leadership performance process is initially focused on strengthening relationships among core constituencies of the academic community, and it can be expanded to also include the peripheral constituencies.



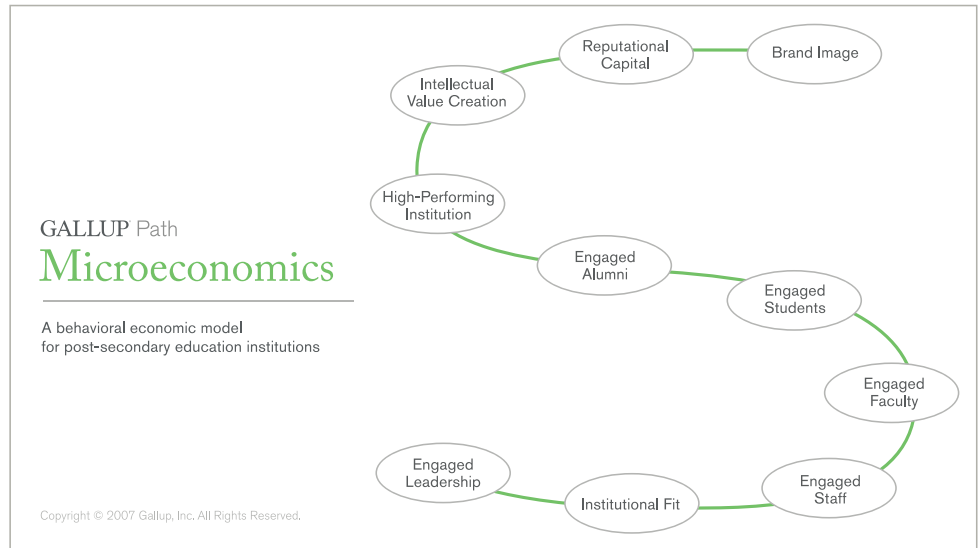
More specifically, for an institution to generate greater levels of positive reputational capital, it must increase the collaboration and engagement of each of the main constituencies that collectively comprise the core of the institution: Leadership, Students, Faculty, Staff, Board Members, and Alumni. The InSight process may also include any of the peripheral constituencies, such as: Parents & Family, Government, Global Community, Foundations, Philanthropists, Media, Corporate Sponsors, and Corporate Employers.

The InSight leadership performance process provides a systematic method of operationalizing institutional improvement. Gallup's professional staff will also give member institutions in-depth guidance in increasing the engagement levels of each of the constituent groups. The InSight model utilizes meaningful measurements from multiple perspectives to gain a better understanding of the breadth and depth of constituent engagement and the level at which the major constituencies contribute to overall institutional engagement. In addition, InSight will track the progress of these efforts by means of follow-up assessments.

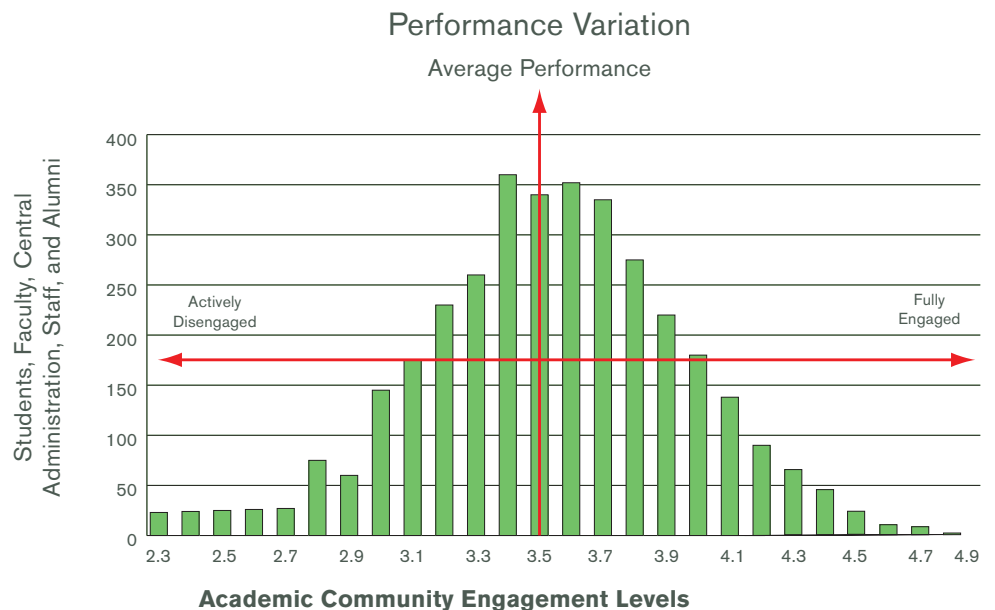
The Gallup Poll will provide InSight data collection based on a census — not a sampling — of the Leadership, Students, Faculty, and Staff, while conducting a random sampling of the Alumni. The Board Members will be assessed through one-on-one qualitative interviews. To determine the various levels of engagement in the core constituent groups and to track progress in increasing these levels, The Gallup Poll will ask a series of questions of individuals in each of these constituencies. All of these questions have been rigorously tested for reliability and validity. Separate question series will be used for each constituency group because of each group's differing role in the academic community. Member institutions with special issues or needs will be able to add their own customized questions to the standardized series.

InSight Process Mechanics

Gallup's in-depth research and empirical data forms the basis of The Gallup Path of Higher Education. To summarize: Leadership's role is to clearly define the institution's mission, vision, and long-term strategies, and to properly align the human assets of an educational institution to achieve higher performance levels, which in turn creates greater intellectual value and positive reputational capital, thus strengthening the brand image of the institution.



Gallup's approach to increasing institutional effectiveness involves measuring the critical elements of an academic enterprise to gain an understanding of the vast performance variation that exists.



When measuring the engagement levels of the core constituent groups within an academic community, we expect to find a normal distribution, or bell-shaped curve, in the range of results. InSight will provide the objective data necessary to analyze the variability that exists throughout the community. This analysis will help quantify the impact on financial resources due to lost productivity; turnover of students, faculty, and staff; absenteeism; active disengagement; workmen's compensation claims; litigation costs; and lower levels of alumni contribution. Reducing the variability throughout the academic community while increasing engagement levels compresses the normal distribution and shifts it to the right. These levels of improvement have been shown to be leading indicators of performance improvement.

The InSight leadership performance process operationalizes institutional change by integrating a proven and well-established means of gathering and disseminating meaningful information that supports continuous improvement efforts.

Enhancing Institutional Performance

A continuous process...



InSight Process Stages

STAGE ONE:

Communication Strategy

InSight leadership performance improvement involves a well-established and effective seven-stage process.

The tone of transformational change must be established and supported by the senior leadership team. Clear communication is crucial to effective dissemination of the idea that change is necessary.

STAGE TWO:

Institutional Reporting Structure

Gallup will collaborate with member institutions to develop a master respondent list for the assessment of individuals from each constituent group.

STAGE THREE:

Data Collection

The Gallup Poll will utilize a Web-based modality to provide the data collection, based on a census — not a sampling — of the Leadership, Students, Faculty, and Staff, while conducting a random sampling of the Alumni. The Board Members will be assessed through one-on-one qualitative interviews that will gather their opinions regarding the strategic vision of the institution and expectations of the InSight leadership performance process.

STAGE FOUR:

Data Analyses & Benchmarking

After the data have been collected, Gallup will analyze them in detail and make specific recommendations for increasing engagement. Internal benchmarks will incorporate reporting throughout the educational institution, including the front-line Staff and Faculty levels.

STAGE FIVE:

Leadership Discovery

After completion of the analyses, Gallup will conduct a full-day session with the senior leaders of the institution. Key findings and recommendations will be reviewed and a collaborative working session will delve into the data within specific segments of the academic community.

STAGE SIX:

Dissemination of the Results: Scorecard Reporting and Manager Development

InSight performance assessment scorecards produced for the institution will enable leaders, managers, deans, and supervisors to compare their work-unit scores to those of best-in-class workgroups within the institution and externally.

Gallup University will certify individuals from each member institution to lead the manager development sessions. Upon completion of the certification, those individuals will be able to educate managers and their teams on how to implement constituent engagement activities based on assessment results.

STAGE SEVEN:

Establishing Clear Expectations

Each member institution will be expected to hold its leaders, managers, deans, and supervisors accountable for their results. Member institutions must also establish clear expectations that this process will continue to be a priority because the institution values the health of its constituent relationships.

InSight Membership Benefits

Some of the benefits of the InSight membership:

- Assessment and analysis of the core constituent groups: Leadership, Students, Faculty, Staff, Board Members, and Alumni
- Relevant internal and external benchmarking
- Expertise regarding the deployment of institutional strategies
- Ability to assess and analyze other external peripheral constituents
- Participation in a social network with a mission to increase the positive engagement of academic enterprises
- Opportunities to network within the membership, thereby establishing relationships with others in higher education, including those in the same role or department
- Gallup University learning events that pertain to driving the engagement levels of specific constituent groups

The InSight approach to strengthening academic communities provides these key advantages:

- Benchmarks
- Interconnectivity
- Centralization
- Accountability
- Transparency
- Networking
- Expertise

**SnapShot:
Picturing the Institution
Through a New Lens
of Engagement**

The reputational capital of any institution relies on bold and informed actions taken by its leaders to elevate performance levels throughout their academic community. The InSight leadership performance process enables leaders to do exactly that by providing confidentiality, integrity, and accountability that culminate in a unique, holistic understanding of their institutions from a completely new perspective — intelligence essential to the generation of positive reputational capital.

In addition to the more comprehensive InSight deliverables, the Gallup Institute for Campus Engagement offers a high-level yet economical diagnostic process called SnapShot. The overall purpose of SnapShot is to provide objective data to help an institution's leadership assess the strength of the institution's culture by viewing the institution through a new lens of engagement. SnapShot also provides leaders with introductory strategies for leveraging human psychology to strengthen their institution in various critical areas including brand management, campus engagement, diversity, talent-based selection, and leadership development.

SnapShot is similar to InSight in that the Gallup Poll will concurrently collect data from core constituencies — Leadership, Students, Faculty, Staff, Board Members, and Alumni — to bring clarity to the varied perceptions of the institution from an internal perspective.

**Comparing SnapShot
to InSight**

There are several points of variation between SnapShot and InSight:

INTENDED USE

- SnapShot is diagnostic only.
- InSight is a comprehensive process designed to facilitate transformational change.

FREQUENCY

- SnapShot can be used on a periodic, intermittent basis, including just once.
- InSight is reliant on consistent, frequent application. Once a year is optimal so it naturally evolves in relation to how the institution operates. Consistent, frequent use fosters an environment that continues to build momentum throughout the course of the year.

Combining SnapShot and InSight

Summary

REQUIRED INVESTMENT

- SnapShot is financially economical due to its limited scope.
- InSight requires a larger investment due to its comprehensive scope.

DATA-COLLECTION METHODOLOGY

- SnapShot is based on a random sample of the core constituents.
- InSight is based on a census of the Leadership, Students, Faculty, and Staff, as well as a random sample of the Alumni and qualitative interviews with Board Members.

LEVEL OF REPORTING

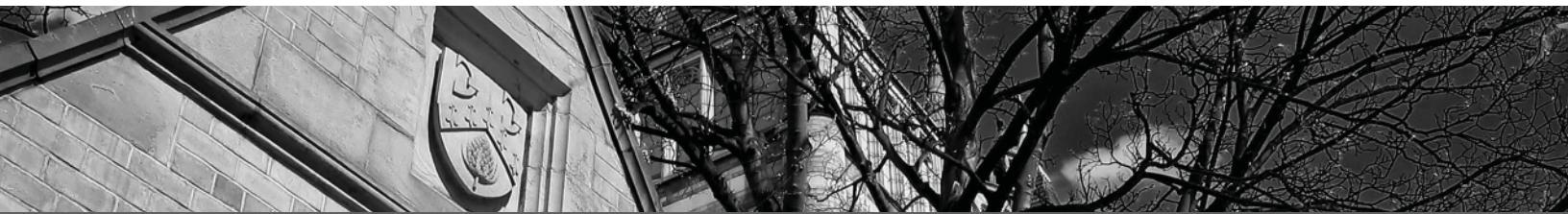
- SnapShot is focused on providing department and school/college-level data.
- InSight is focused on providing more granular data, drilling down to the workgroup and program levels.

DISSEMINATION OF RESULTS

- SnapShot is primarily geared toward providing basic objective data to the senior leaders.
- InSight is geared toward providing detailed objective data to all of the core constituents, thus generating local-level scorecards so every unit can take ownership in creating improvements.

In some situations, an institution asks Gallup to blend InSight with SnapShot, combining the more detailed, comprehensive approach with one or more constituencies and a higher-level diagnostic with other constituencies. Particularly when the timing for change is not uniform across constituencies, a blended approach may afford the best opportunity to create a success story that provides credibility for the InSight approach, while also providing diagnostic information from multiple constituencies. Gallup is open to employing blended approaches based on the needs of each client institution.

The Gallup Institute for Campus Engagement is focused on building stronger institutional brands. GICE InSight, SnapShot, and blended approaches are effective ways to gather objective data regarding internal perceptions of the institution. GICE expertise, when combined with external market data, will give senior leaders a balanced understanding of their institution's image in the marketplace.



FOR MORE
INFORMATION CONTACT:

Gallup Poll
Institute For Campus Engagement

Robert Lockwood, Partner
robert_lockwood@gallup.com

502 Carnegie Center
Princeton, NJ 08540
609.924.9600

GALLUP POLL | CONSULTING | UNIVERSITY | PRESS

☎ 1.877.242.5587 📍 1.202.715.3045 901 F Street, NW Washington, D.C. 20004 www.gallup.com