

**EXERCISE TO DETERMINE IDENTITY, CAMPUS MISSION, AND DOMINANT CAMPUS CULTURE TYPE**

1. Please indicate the group **identity** that BEST describes the group you anticipate will be participants in the development activities.

Faculty member	A	Faculty development professional	D
Academic technology professional	B	Disabled student service provider	E
Staff member	C	University administrator	F
Other			

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2. Which of the following statements most closely describes the dominant focus of your University **Mission** Statement? Please divide 100 points among the six descriptors depending on the extent to which each describes your university.

A Educate a student population of unprecedented <b>diversity</b>	
B Create and maintain an environment for learning that promotes respect for and appreciation of <b>scholarship</b>	
C Engage in high quality <b>research</b> and creative activity in all disciplines	
D <b>Prepare</b> students to find their place in a complex, changing world	
E <b>Enrich</b> the social, cultural and intellectual fabric of the campus	
F Other:	
Total Must Equal	100

**The next six questions are designed to collect perceptions of campus communities and cultural characteristics. ©Kim Cameron and the Regents of the University of Michigan**

**Dominant Characteristics**

3. Divide 100 points among each set of four descriptors depending on the extent to which alternatives describe your own organization.

A The organization is a very special place. It is like an extended family. People seem to share a lot of themselves.	
B The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	
C The organization is very production oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
D The organization is a very formalized and structured place. Bureaucratic procedures generally govern what people do.	
Total Must Equal	100

**Organizational Leaders**

4. Divide 100 points among each set of four descriptors depending on the extent to which alternatives describe your own organization.

A The leaders of the organization are generally considered to be mentors, facilitators, or parent figures.	
B The leaders of the organization are generally considered to be entrepreneurs, innovators, or risk takers.	
C The leaders of the organization are generally considered to be hard-drivers, producers, or competitors.	
D The leaders of the organization are generally considered to be coordinators, organizers, or efficiency experts.	
Total Must Equal	100

**Management of Employees**

5. Divide 100 points among each set of four descriptors depending on the extent to which alternatives describe your own organization.
- A The management style in the organization is characterized by teamwork, consensus, and participation.
  - B The management style in the organization is characterized by individual risk-taking, innovation, flexibility, and uniqueness.
  - C The management style in the organization is characterized by hard-driving competitiveness, goal directedness, and achievement.
  - D The management style in the organization is characterized by careful monitoring of performance, longevity in position, and predictability.
- Total Must Equal 

100

**Organization Glue**

6. Divide 100 points among each set of four descriptors depending on the extent to which alternatives describe your own organization.
- A The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.
  - B The glue that holds the organization together is orientation toward innovation and development. There is an emphasis on being on the cutting edge.
  - C The glue that holds the organization together is emphasis on production and goal accomplishment. Marketplace aggressiveness is a common theme.
  - D The glue that holds the organization together is formal rules and policies. Maintaining a smooth running organization is important.
- Total Must Equal 

100

**Strategic Emphases**

7. Divide 100 points among each set of four descriptors depending on the extent to which alternatives describe your own organization.
- A The organization emphasized human development. High trust, openness, and participation persist.
  - B The organization emphasizes acquiring new resources and meeting new challenges. Trying new things and prospecting for new opportunities are valued.
  - C The organization emphasizes competitive actions and achievement. Measurement targets and objectives are dominant.
  - D The organization emphasizes permanence and stability. Efficient, smooth operations are important.
- Total Must Equal 

100

**Criteria of Success**

8. Divide 100 points among each set of four descriptors depending on the extent to which alternatives describe your own organization.
- A The organization defines success on the basis of development of human resource, teamwork, and concern for people.
  - B The organization defines success on the basis of having the most unique or the newest products. It is a product leader and innovator.
  - C The organization defines success on the basis of market penetration and market share. Competitive market leadership is key.
  - D The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low cost production are critical.
- Total Must Equal 

100

For the purposes of our session activity you have identified the following:

	Add A	Add B	Add C	Add D
Q3				
Q4				
Q5				
Q6				
Q7				
Q8				
	Total	Total	Total	Total

Anticipated Program Participants: \_\_\_\_\_

Campus Mission: \_\_\_\_\_

Dominant Campus Culture: \_\_\_\_\_

Locate on the matrix the preferred planning characteristics aligned with anticipated program participants, campus mission focus, and campus culture type.

**Participant Needs:**

- \_\_1. **Flexibility:** to address different learning styles, time availability, and specific needs of professional in terms of program content
- \_\_2. **Motivation:** to allow for individual attitudes and motivation strategies

**Program Support:**

- \_\_3. **Funding:** to adequately support the programs
- \_\_4. **Incentives:** to increase participation in programs
- \_\_5. **Campus-wide Initiative:** to elevate program as campus priority

**Communications:**

- \_\_6. **Clear Communications:** to maintain visibility during design and implementation
- \_\_7. **Human Element:** to increase awareness of students as individuals with diverse needs
- \_\_8. **Feedback Strategies:** to collect input or feedback through a variety of means, including focus groups, surveys, web-based discussion, and interviews

**Campus-wide Involvement:**

- \_\_9. **Partnerships:** to develop collaborative partnerships with all related campus units
- \_\_10. **Administrator Training:** to recognize student needs and other issues involved with equal access
- \_\_11. **Involve All Stakeholders:** to engage faculty, students, administrators, staff, tech support, and the center for students with disabilities
- \_\_12. **Administrative Priorities:** to address and craft solutions that affect administrative priorities

Key Characteristics of Professional Development Programs												
	1. Flexibility	2. Motivation	3. Funding	4. Incentives	5. Campus-wide Initiative	6. Clear Communication	7. Human Element	8. Feedback Strategies	9. Partnerships	10. Administrator Training	11. Involve All Stakeholders	12. Administrative Priorities
Preferred Characteristics by Job Description												
Academic Tech			✓			✓	✓	✓				
Administrators			✓		✓	✓					✓	✓
Disabled Student Services												
Faculty Developers	✓		✓			✓		✓				
Faculty members		✓		✓		✓			✓			
Staff	✓		✓			✓			✓			✓
Preferred Characteristics by Campus Mission Focus												
Diversity						✓	✓					✓
Preparation	✓		✓			✓			✓			
Research			✓		✓	✓						✓
Scholarship			✓	✓	✓	✓			✓			
Social/Cultural												
Mixed Mission	✓			✓		✓			✓			
Preferred Characteristics by Dominant Campus Culture Type												
Adhocracy		✓	✓	✓					✓	✓		
Clan		✓	✓	✓		✓						
Hierarchy			✓			✓	✓					✓
Market	✓					✓			✓			
Mixed Culture	✓		✓		✓							✓