



What Do CEOs Want to Know About . . . Establishing a Culture of Innovation?

Quarterly Survey of League Alliance CEOs.

These survey results are composed of the responses submitted by your fellow CEOs as part of the Alliance quarterly CEO survey service. The response rate for this survey was 13 percent (n=87). You can access results of past Alliance CEO Surveys by clicking on the Publications tab in the League's iStream (www.league.org/istream).

1. College leaders visibly support and encourage innovation.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
7%	0%	0%	6%	87%

2. Risk-taking is encouraged; faculty and staff do not fear failure.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
6%	1%	1%	17%	74%

3. All members of the college community are encouraged to innovate.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
7%	2%	2%	25%	64%

4. The college supports a variety of innovations.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
5%	1%	1%	27%	66%

5. Innovation is recognized, celebrated, and rewarded.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
7%	1%	1%	8%	83%

6. The college makes a commitment of resources—fiscal and non-fiscal.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
6%	1%	2%	34%	56%

7. Innovation focuses on policies, programs, and practices to improve student success.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
6%	1%	6%	15%	72%

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8. The college streamlines structures and processes to support rather than hinder innovation.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
6%	1%	2%	28%	63%

9. There is a sense of urgency and edginess for change.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
5%	6%	8%	44%	38%

10. The culture supports and encourages fun and play.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
5%	5%	3%	52%	35%

11. There is sufficient stability within the college that a change in leadership does not threaten the culture of innovation.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
2%	3%	6%	30%	59%

12. There is effective communication of the importance and role of innovation.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
5%	1%	1%	29%	64%

13. Innovations are seen as successful when their effectiveness is supported by data and evidence.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
6%	1%	5%	26%	62%

14. Faculty and staff are encouraged to think creatively and unconventionally.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
6%	1%	1%	20%	72%

15. The college seeks and supports collaboration and partnerships, both internal and external.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
5%	2%	3%	14%	76%

16. The college is committed to sustaining and expanding innovation that works.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
6%	0%	1%	8%	85%

17. Statements in key college documents indicate the college's commitment to innovation.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
2%	5%	5%	43%	46%

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18. Faculty and staff demonstrate pride in their college as an innovative institution.

Highly Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Highly Important
5%	1%	0%	31%	63%

19. Please add any characteristics not listed here that you think are important in defining a community college as having a culture of innovation.

(1) The core values of the institution must be aligned in support of innovation.

(2) The Board of Trustees must be risk takers in support of innovation and supporters of innovative implementation.

The Board of Trustees also has to demonstrate its commitment to -- and stress the value of -- innovation. A president who is attempting to create or maintain a culture of innovation needs Board understanding and support on a continuing basis.

There is a plan, the administration and faculty embrace it, and the energy and resources go toward achieving the projected outcomes.

Leadership that isn't afraid of the risks that can sometimes accompany innovation.

Emphasis on transparency and openness in sharing information across the institution

Collaborative, networked, fluid and flexible work groups that replace rigid organizational structures

I use the Appreciative Inquiry process and it helps to create and foster a sense of innovation

People within the college actively compare themselves and all facets of the institution with other colleges to see if they are at or near the leading edge. They encourage site visits to other high performing institutions.

Innovation is written in our college vision statement.

Collaborative rather than competitive approaches are fostered within the faculty and staff

A very senior executive/administrator has Innovation in their title and key accountabilities

Innovative mechanisms are established to foster and share innovation practices thus modeling innovation within innovation

Acknowledging the workload implications and the stress encountered during period of change and innovation.

A sense of humor helps with the challenging work load that accompanies innovations.

We have pockets of innovation and pockets where change is resisted.

I could have answered Highly Important to all 18 items but chose to split a few hairs.

President and key leaders believe their job is supporting innovators and helping bring ideas to fruition.

Innovation is sometimes seen as ideas and not implementation. The importance of discipline to work through the glitches and the less flashy characteristics of innovation is very important. Otherwise, all talk and no action.

The culture of innovation must be celebrated continuously.

During our strategic planning process, not only did we review and revise the typical college vision and mission statements, but we also developed an Innovation Statement "Bess's Culture of Innovation--Transforming Tomorrow

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Today."

It is important to allow surprise in an organization. We have long been told, that we "don't want any surprises"; I think that is wrong, surprise is good.

Most great inventions were as a result of a surprise or a mistake.

Surprise is all about learning something new, we should let it happen.

Innovation has to support a core purpose; e.g. student persistence, while committing some percentage of resources to raw experimentation for those who identify issues that, though out of the core area, may lead to improved methods for addressing emerging issues.

Create a President's innovation or entrepreneurial council.

Set aside money for internal "innovation grants."

Comfortable with change

Comfortable questioning how things work

A safe 'place' for discussions, resources, and support to innovate. Faculty and staff not told to go forth and innovate without support needed to do so.

Discrete mechanisms within the organization are created and sustained that encourage and support innovation.

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