Q1 We would like to understand the perspective you bring to the Innovation Opportunity Scan. What best describes your current role? (Select the option that best fits your primary role.)

Answered: 31  Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>0.00%</td>
</tr>
<tr>
<td>Staff</td>
<td>0.00%</td>
</tr>
<tr>
<td>Student</td>
<td>0.00%</td>
</tr>
<tr>
<td>Administrator</td>
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</tr>
<tr>
<td>Adjunct Faculty</td>
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</tr>
<tr>
<td>Department or university leadership</td>
<td>22.58%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>16.13%</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
</tr>
</tbody>
</table>
Innovation Assessment

Q2 How long have you held this role?
Answered: 31  Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>12.90%</td>
</tr>
<tr>
<td>Between 1 and 3 years</td>
<td>22.58%</td>
</tr>
<tr>
<td>Between 3 and 7 years</td>
<td>45.16%</td>
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<tr>
<td>Between 7 and 10 years</td>
<td>6.45%</td>
</tr>
<tr>
<td>Greater than 10 years</td>
<td>12.90%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>0.00%</td>
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</tbody>
</table>

Total 31
Q3 We would like to know what “innovation” means for you. On a scale of 1 to 7, please rate to what extent you think that the issues mentioned below define innovation. (1 means nothing to do with innovation and 7 means extremely related to innovation.)

Answered: 28  Skipped: 3
<table>
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<tr>
<th>Innovation Assessment</th>
<th>0.00%</th>
<th>3.57%</th>
<th>0.00%</th>
<th>14.29%</th>
<th>32.14%</th>
<th>25.00%</th>
<th>25.00%</th>
<th>28</th>
<th>5.50</th>
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<tbody>
<tr>
<td>Contributing social change</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>7</td>
<td>7</td>
<td>28</td>
<td>5.50</td>
</tr>
<tr>
<td>Doing something different</td>
<td>3.57%</td>
<td>3.57%</td>
<td>0.00%</td>
<td>17.86%</td>
<td>14.29%</td>
<td>28.57%</td>
<td>32.14%</td>
<td>9</td>
<td>28</td>
</tr>
<tr>
<td>Thinking differently</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.57%</td>
<td>10.71%</td>
<td>28.57%</td>
<td>57.14%</td>
<td>16</td>
<td>6.39</td>
</tr>
</tbody>
</table>

Contributing to social change:
- 0% contributed social change
- 3.57% took some action
- 0% took no action
- 14.29% thought differently
- 32.14% did something different
- 25% contributed to the cause
- 25% thought differently

Doing something different:
- 3.57% contributed social change
- 3.57% took some action
- 0% took no action
- 17.86% thought differently
- 14.29% did something different
- 28.57% contributed to the cause
- 32.14% thought differently

Thinking differently:
- 0% contributed social change
- 0% took some action
- 0% took no action
- 3.57% thought differently
- 10.71% did something different
- 28.57% contributed to the cause
- 57.14% thought differently
Q4 Below are a number of characteristics that can be used to describe innovative people. On a scale of 1 to 7, please rate to what extent you consider the characteristic necessary for people to be innovative. (1 means that they are not needed at all and 7 means that they are absolutely necessary.)

Answered: 28  Skipped: 3

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>1 – Not at all important</th>
<th>2 – Low importance</th>
<th>3 – Slightly important</th>
<th>4 – Neutral</th>
<th>5 – Moderately important</th>
<th>6 – Very important</th>
<th>7 – Extremely important</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technological knowledge</td>
<td>0.00%</td>
<td>0.00%</td>
<td>10.71%</td>
<td>28.57%</td>
<td>39.29%</td>
<td>17.86%</td>
<td>1</td>
<td>28</td>
<td>4.75</td>
</tr>
<tr>
<td>Scientific knowledge technologies are based on</td>
<td>3.70%</td>
<td>3.70%</td>
<td>11.11%</td>
<td>29.63%</td>
<td>40.74%</td>
<td>11.11%</td>
<td>0</td>
<td>27</td>
<td>4.33</td>
</tr>
<tr>
<td>Creativity</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>10.71%</td>
<td>25.00%</td>
<td>64.29%</td>
<td>18</td>
<td>6.54</td>
</tr>
<tr>
<td>Ability to solve problems</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>35.71%</td>
<td>64.29%</td>
<td>18</td>
<td>6.64</td>
</tr>
<tr>
<td>Using innovation process and methods</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0</td>
<td>5.93</td>
</tr>
<tr>
<td>Competitiveness</td>
<td>14.29%</td>
<td>10.71%</td>
<td>0.00%</td>
<td>35.71%</td>
<td>21.43%</td>
<td>17.86%</td>
<td>0.00%</td>
<td>27</td>
<td>3.93</td>
</tr>
<tr>
<td>Collaboration</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>7.41%</td>
<td>18.52%</td>
<td>25.93%</td>
<td>48.15%</td>
<td>27</td>
<td>6.15</td>
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</table>
Q5 Below are a number of "elements" that may contribute to an innovative culture or environment. On a scale of 1 to 7, please rate the importance of each of these elements for innovation. (1 means it is not at all important and 7 means it is extremely important.)

Answered: 28  Skipped: 3

<table>
<thead>
<tr>
<th>Element</th>
<th>1 – Not important at all</th>
<th>2 – Low importance</th>
<th>3 – Slightly important</th>
<th>4 – Neutral</th>
<th>5 – Moderately important</th>
<th>6 – Very important</th>
<th>7 – Extremely important</th>
<th>Total</th>
<th>Weighted Average</th>
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</thead>
<tbody>
<tr>
<td>Resources (economic, material, etc.)</td>
<td>0.00%</td>
<td>0.00%</td>
<td>7.14%</td>
<td>10.71%</td>
<td>42.86%</td>
<td>17.86%</td>
<td>1.14%</td>
<td>28</td>
<td>5.36</td>
</tr>
<tr>
<td>Attitudes (predisposition)</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>10.71%</td>
<td>25.00%</td>
<td>7.14%</td>
<td>28</td>
<td>6.54</td>
</tr>
<tr>
<td>Research work</td>
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<td>7.14%</td>
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<td>35.71%</td>
<td>17.86%</td>
<td>14.29%</td>
<td>28</td>
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</tr>
<tr>
<td>Strategy</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.57%</td>
<td>0.00%</td>
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<td>35.71%</td>
<td>39.29%</td>
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<td>Cooperation</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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<td>32.14%</td>
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<td>0.00%</td>
<td>0.00%</td>
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<td>Leadership support</td>
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</tr>
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<tr>
<td></td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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<td>0</td>
<td>0</td>
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<td>17</td>
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<tr>
<td></td>
<td>0.00%</td>
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<td>3.57%</td>
<td>10.71%</td>
<td>35.71%</td>
<td>28.57%</td>
<td>17.86%</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>10</td>
<td>8</td>
<td>5</td>
<td>28</td>
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<td></td>
<td></td>
<td>5.36</td>
<td></td>
</tr>
</tbody>
</table>

**Innovation Assessment**
Q6 We now present a number of factors or conditions that might contribute to innovation. On a scale of 1 to 7, please rate to what extent you believe these factors or conditions contribute to innovation. (1 means nothing and 7 means that it contributes fully.)

Answered: 28  Skipped: 3

<table>
<thead>
<tr>
<th></th>
<th>1 – Contributes nothing</th>
<th>2 – Rarely contributes</th>
<th>3 – Sometimes but, infrequently contributes</th>
<th>4 – Neutral</th>
<th>5 – Sometimes contributes</th>
<th>6 – Usually contributes</th>
<th>7 – Contributes fully</th>
<th>Total</th>
<th>Weighted Average</th>
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<tbody>
<tr>
<td>Improving processes</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>21.43%</td>
<td>53.57%</td>
<td>25.00%</td>
<td>28</td>
<td>6.04</td>
</tr>
<tr>
<td>Overcoming barriers</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>17.86%</td>
<td>53.57%</td>
<td>28.57%</td>
<td>8</td>
<td>6.11</td>
</tr>
<tr>
<td>Getting funding</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.57%</td>
<td>14.29%</td>
<td>35.71%</td>
<td>42.86%</td>
<td>3.57%</td>
<td>28</td>
<td>5.29</td>
</tr>
<tr>
<td>Making important investments</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.70%</td>
<td>7.41%</td>
<td>33.33%</td>
<td>51.85%</td>
<td>3.70%</td>
<td>27</td>
<td>5.44</td>
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<td>0.00%</td>
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<td>0.00%</td>
<td>32.14%</td>
<td>46.43%</td>
<td>17.86%</td>
<td>28</td>
<td>5.75</td>
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<tr>
<td>Designing long-term strategies</td>
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<td>0.00%</td>
<td>0.00%</td>
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### Innovation Assessment

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<th>3.70%</th>
<th>18.52%</th>
<th>44.44%</th>
<th>18.52%</th>
<th>11.11%</th>
<th>5</th>
<th>27</th>
<th>5.04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving the functioning of the regulatory environment</td>
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<td>1</td>
<td>1</td>
<td>5</td>
<td>12</td>
<td>5</td>
<td>3</td>
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<td>5.04</td>
</tr>
<tr>
<td>Facilitating collaboration between the public and private sectors</td>
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<td>1</td>
<td>1</td>
<td>4</td>
<td>16</td>
<td>4</td>
<td>2</td>
<td>28</td>
<td></td>
<td>4.96</td>
</tr>
</tbody>
</table>
Q7 Being innovation-oriented: the intention and commitment to create conditions and foster capacity to generate innovation in the broadest sense of the word. (It is not just about creating new products and services, but also about developing new educational models, experiences, supports, measures, ways of solving, ways of collaborating, finding new problems, creating new procedures, etc.). With this definition in mind, do you think there is a focus on innovation at the different levels in your workplace? Please answer this question on a scale of 1 to 7, where 1 means that there is no focus on innovation and 7 means there is a total commitment to innovation. If any of the levels does not apply to the work structure you belong to, please mark option 8.

Answered: 28  Skipped: 3

<table>
<thead>
<tr>
<th>Level</th>
<th>1 – No focus</th>
<th>2 – Rarely a focus</th>
<th>3 – Sometimes but, infrequently a focus</th>
<th>4 – Neutral</th>
<th>5 – Sometimes a focus</th>
<th>6 – Usually a focus</th>
<th>7 – Always a focus</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
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<tbody>
<tr>
<td>State</td>
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<td>7.14%</td>
<td>17.86%</td>
<td>7.14%</td>
<td>50.00%</td>
<td>14.29%</td>
<td>0.00%</td>
<td>28</td>
<td>4.36</td>
</tr>
<tr>
<td>Local community</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University-wide</td>
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<td></td>
</tr>
<tr>
<td>Your department</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your unit or group</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project team (people you...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Innovation Assessment

<table>
<thead>
<tr>
<th></th>
<th>0.00%</th>
<th>10.71%</th>
<th>7.14%</th>
<th>17.86%</th>
<th>53.57%</th>
<th>7.14%</th>
<th>3.57%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local community</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>15</td>
<td>2</td>
<td>1</td>
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<tr>
<td>University-wide</td>
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<td>1</td>
<td>1</td>
<td>2</td>
<td>15</td>
<td>7</td>
<td>1</td>
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<tr>
<td>Your department</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Your unit or group</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Project team (people</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>you work with daily)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>28</td>
<td>4.50</td>
<td>27</td>
<td>5.07</td>
<td>26</td>
<td>6.23</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>6.18</td>
<td>6.29</td>
<td>6.18</td>
<td>6.29</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Q8 Next, we present a number of statements about the possibilities offered (or accepted) by institutions/organizations to enable their employees to organize their daily work. Based on your experience, to what degree does your institution enable employees to engage in the activities listed below? Please select your response using a scale of 1 to 7, where 1 means that there is no possibility for you to do so, and 7 that there are all kinds of possibilities for you to do so.

Answered: 27 Skipped: 4

<table>
<thead>
<tr>
<th>Activity</th>
<th>1 – No possibility</th>
<th>2 – Rarely possible</th>
<th>3 – Sometimes but, infrequently possible</th>
<th>4 – Neutral</th>
<th>5 – Sometimes possible</th>
<th>6 – Usually possible</th>
<th>7 – Always possible</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apply your know-how</td>
<td>0.00%</td>
<td>0.00%</td>
<td>7.41%</td>
<td>0.00%</td>
<td>7.41%</td>
<td>62.96%</td>
<td>22.22%</td>
<td>27</td>
<td>5.93</td>
</tr>
<tr>
<td>Seek solutions to the problems that arise</td>
<td>0.00%</td>
<td>0.00%</td>
<td>7.69%</td>
<td>0.00%</td>
<td>11.54%</td>
<td>46.15%</td>
<td>34.62%</td>
<td>26</td>
<td>6.00</td>
</tr>
<tr>
<td>Get trained (broaden your know-how)</td>
<td>0.00%</td>
<td>3.70%</td>
<td>7.41%</td>
<td>3.70%</td>
<td>18.52%</td>
<td>48.15%</td>
<td>18.52%</td>
<td>27</td>
<td>5.56</td>
</tr>
<tr>
<td>Develop new initiatives</td>
<td>0.00%</td>
<td>3.70%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>29.63%</td>
<td>51.85%</td>
<td>14.81%</td>
<td>27</td>
<td>5.70</td>
</tr>
<tr>
<td>Propose ending an initiative</td>
<td>0.00%</td>
<td>14.81%</td>
<td>7.41%</td>
<td>7.41%</td>
<td>40.74%</td>
<td>22.22%</td>
<td>7.41%</td>
<td>27</td>
<td>4.70</td>
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</tbody>
</table>
## Innovation Assessment

<table>
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<th>0.00%</th>
<th>7.41%</th>
<th>11.11%</th>
<th>14.81%</th>
<th>33.33%</th>
<th>33.33%</th>
<th>0.00%</th>
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<td>Winding down an ineffective</td>
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<td>4</td>
<td>9</td>
<td>9</td>
<td>0</td>
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<td>initiative</td>
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<td></td>
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<tr>
<td>Cooperate with other departments</td>
<td>0.00%</td>
<td>3.70%</td>
<td>7.41%</td>
<td>0.00%</td>
<td>14.81%</td>
<td>40.74%</td>
<td>33.33%</td>
<td>9</td>
<td>5.81</td>
</tr>
<tr>
<td>and/or teams at work who have</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>11</td>
<td>9</td>
<td>27</td>
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<td>different functions</td>
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</tbody>
</table>
Q9 Please use the slider below to indicate which statement better reflects what occurs in your organization.

Answered: 27  Skipped: 4

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Average Number</th>
<th>Total Number</th>
<th>Responses</th>
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<tbody>
<tr>
<td>-1</td>
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Total Respondents: 27
Q10 Please use the slider below to indicate which statement better reflects what occurs in your organization.

Answered: 27  Skipped: 4

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Average Number</th>
<th>Total Number</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-1</td>
<td>-17</td>
<td>27</td>
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</tbody>
</table>

Total Respondents: 27
Q11 In this question, we briefly outline some of the qualities that contribute to describing what we are like. Using a scale from 1 to 7, rate how important you believe these characteristics are in the people you work with. (1 means it is not at all important and 7 means it is very important.)

Answered: 27  Skipped: 4

<table>
<thead>
<tr>
<th></th>
<th>1 – Not at all important</th>
<th>2 – Low importance</th>
<th>3 – Slightly important</th>
<th>4 – Neutral</th>
<th>5 – Moderately important</th>
<th>6 – Very important</th>
<th>7 – Extremely important</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creativity, having ideas</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.70%</td>
<td>0.00%</td>
<td>18.52%</td>
<td>5</td>
<td>12</td>
<td>9</td>
<td>5.70</td>
</tr>
<tr>
<td>Autonomy, doing things your</td>
<td>0.00%</td>
<td>3.70%</td>
<td>14.81%</td>
<td>29.63%</td>
<td>11.11%</td>
<td>3</td>
<td>29.63%</td>
<td>8</td>
<td>11.11</td>
</tr>
<tr>
<td>way</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seeking out and taking risks</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.70%</td>
<td>0.00%</td>
<td>40.74%</td>
<td>11</td>
<td>37.04%</td>
<td>10</td>
<td>14.81</td>
</tr>
<tr>
<td>Looking out for colleagues,</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.70%</td>
<td>40.74%</td>
<td>11</td>
<td>37.04%</td>
<td>10</td>
<td>14.81</td>
</tr>
<tr>
<td>taking care of their welfare</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pursuing success, role</td>
<td>0.00%</td>
<td>3.70%</td>
<td>3.70%</td>
<td>7.41%</td>
<td>18.52%</td>
<td>5</td>
<td>25.93%</td>
<td>11</td>
<td>25.93</td>
</tr>
<tr>
<td>modeling achievements</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Behaving correctly, avoiding</td>
<td>0.00%</td>
<td>7.41%</td>
<td>11.11%</td>
<td>29.63%</td>
<td>18.52%</td>
<td>5</td>
<td>25.93%</td>
<td>7</td>
<td>7.41</td>
</tr>
<tr>
<td>something that others may</td>
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<tr>
<td>consider wrong</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sticking to customs, doing</td>
<td>0.00%</td>
<td>40.74%</td>
<td>29.63%</td>
<td>14.81%</td>
<td>11.11%</td>
<td>3.70%</td>
<td>0.00%</td>
<td>27</td>
<td>3.07</td>
</tr>
<tr>
<td>what is usually done</td>
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</tr>
</tbody>
</table>
Q12 Innovation tends to occur in 10 distinct types. See 10 Types of Innovation (Keeley, et al.) For the purposes of this question, define innovation as: the creation of viable new (new to your institution or new to the world) offerings (actually put into practice internally or externally). Keeping this definition in mind, please describe the how frequently you see each type of innovation in projects at your university on a scale of 1 to 7. (1 means never and 7 means always.)

Answered: 26  Skipped: 5

<table>
<thead>
<tr>
<th>Innovation</th>
<th>1 – Never</th>
<th>2 – Rarely, in less than 10% of the projects</th>
<th>3 – Occasionally, in about 30%</th>
<th>4 – Sometimes, in about 50% of the projects</th>
<th>5 – Frequently, in about 70% of the projects</th>
<th>6 – Usually, in about 90% of the projects</th>
<th>7 – Every time</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Sustainability — how you cover costs.</td>
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<td>19.23%</td>
<td>7.69%</td>
<td>26.92%</td>
<td>19.23%</td>
<td>23.08%</td>
<td>3.85%</td>
<td>26</td>
<td>4.31</td>
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<tr>
<td>Network — how you connect...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Process — signature or...</td>
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<td></td>
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<tr>
<td>Learning Excellence —...</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning System —...</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service — support and...</td>
<td></td>
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<tr>
<td>Modalities &amp; Pathways — h...</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Brand — how you represen...</td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Learner Engagement —...</td>
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<td></td>
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</table>

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### Innovation Assessment

<table>
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<tr>
<th>Category</th>
<th>Percentage</th>
<th>Cells 3</th>
<th>Cells 5</th>
<th>Cells 8</th>
<th>Cells 4</th>
<th>Cells 7</th>
<th>Cells 1</th>
<th>Cells 26</th>
<th>Cells 4.6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Network</strong> — how you connect with others to create value.</td>
<td>0.00%</td>
<td>0</td>
<td>3</td>
<td>11.54%</td>
<td>3</td>
<td>11.54%</td>
<td>3</td>
<td>30.77%</td>
<td>4</td>
</tr>
<tr>
<td><strong>Structure</strong> — how you organize and align your talent and assets.</td>
<td>0.00%</td>
<td>0</td>
<td>5</td>
<td>19.23%</td>
<td>5</td>
<td>19.23%</td>
<td>5</td>
<td>15.38%</td>
<td>4</td>
</tr>
<tr>
<td><strong>Process</strong> — signature or superior methods for doing your work.</td>
<td>0.00%</td>
<td>0</td>
<td>4</td>
<td>15.38%</td>
<td>7</td>
<td>26.92%</td>
<td>19.23%</td>
<td>26.92%</td>
<td>7</td>
</tr>
<tr>
<td><strong>Learning Excellence</strong> — how you develop distinguishing curriculum, credentials and outcomes.</td>
<td>0.00%</td>
<td>0</td>
<td>1</td>
<td>8.00%</td>
<td>2</td>
<td>20.00%</td>
<td>5</td>
<td>28.00%</td>
<td>7</td>
</tr>
<tr>
<td><strong>Learning System</strong> — complementary experiences and services.</td>
<td>0.00%</td>
<td>0</td>
<td>2</td>
<td>8.00%</td>
<td>7</td>
<td>12.00%</td>
<td>3</td>
<td>28.00%</td>
<td>7</td>
</tr>
<tr>
<td><strong>Service</strong> — support and enhancements that surround your offerings.</td>
<td>0.00%</td>
<td>0</td>
<td>2</td>
<td>7.69%</td>
<td>6</td>
<td>23.08%</td>
<td>6</td>
<td>23.08%</td>
<td>7</td>
</tr>
<tr>
<td><strong>Modalities &amp; Pathways</strong> — how you deliver your offerings to learners and others.</td>
<td>0.00%</td>
<td>0</td>
<td>2</td>
<td>7.69%</td>
<td>6</td>
<td>23.08%</td>
<td>6</td>
<td>11.54%</td>
<td>3</td>
</tr>
<tr>
<td><strong>Brand</strong> — how you represent your offerings, value proposition, and values.</td>
<td>0.00%</td>
<td>0</td>
<td>4</td>
<td>15.38%</td>
<td>2</td>
<td>7.69%</td>
<td>4</td>
<td>15.38%</td>
<td>4</td>
</tr>
<tr>
<td><strong>Learner Engagement</strong> — distinctive interactions you foster.</td>
<td>0.00%</td>
<td>0</td>
<td>1</td>
<td>3.85%</td>
<td>3</td>
<td>11.54%</td>
<td>4</td>
<td>15.38%</td>
<td>4</td>
</tr>
</tbody>
</table>
Q13 Leaders play a key role in the success of innovation projects during three stages: before project launch, during project execution, and when a project transitions into part of your institution. Please respond to statements below with respect to innovation projects at your institution using a scale of 1 to 7. (1 means it never happens and 7 means it always happens.)

Answered: 26  Skipped: 5

We examine our market and...  We identify and discuss...  We put together a...  Our leaders create a vis...  Our leaders develop...  We use every possible mea...  We change systems or...  Our leaders encourage ri...  Our innovation projects cre...  We measure how innovation...  We visibly recognize an...  We understand the skill se...
### Innovation Assessment

<table>
<thead>
<tr>
<th>Description</th>
<th>Values</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>We examine our market and competitive realities.</td>
<td>3.85% 0.00% 0.00% 11.54% 38.46% 34.62% 11.54%</td>
<td>5.19</td>
</tr>
<tr>
<td>We identify and discuss major opportunities and potential opportunities.</td>
<td>0.00% 3.85% 3.85% 0.00% 46.15% 26.92% 19.23%</td>
<td>5.27</td>
</tr>
<tr>
<td>We put together a group with enough power to lead the innovation project.</td>
<td>0.00% 3.85% 0.00% 0.00% 42.31% 46.15% 7.69%</td>
<td>5.42</td>
</tr>
<tr>
<td>Our leaders create a vision that helps direct the innovation effort.</td>
<td>0.00% 3.85% 3.85% 3.85% 26.92% 50.00% 11.54%</td>
<td>5.38</td>
</tr>
<tr>
<td>Our leaders develop strategies for achieving that vision.</td>
<td>0.00% 4.00% 0.00% 8.00% 32.00% 48.00% 8.00%</td>
<td>5.36</td>
</tr>
<tr>
<td>We use every possible means to communicate the new vision and strategies.</td>
<td>0.00% 11.54% 11.54% 7.69% 34.62% 26.92% 7.69%</td>
<td>4.69</td>
</tr>
<tr>
<td>We change systems or structures that undermine the innovation vision.</td>
<td>0.00% 23.08% 15.38% 11.54% 19.23% 26.92% 3.85%</td>
<td>4.19</td>
</tr>
<tr>
<td>Our leaders encourage risk taking and non-traditional ideas, activities, and actions.</td>
<td>3.85% 7.69% 7.69% 23.08% 23.08% 30.77% 3.85%</td>
<td>4.58</td>
</tr>
<tr>
<td>Our innovation projects create improved performance and outcomes.</td>
<td>0.00% 0.00% 3.85% 30.77% 30.77% 26.92% 7.69%</td>
<td>4.96</td>
</tr>
<tr>
<td>We measure how innovation projects create improved performance and outcomes.</td>
<td>3.85% 3.85% 19.23% 11.54% 23.08% 19.23% 19.23%</td>
<td>4.62</td>
</tr>
<tr>
<td>We visibly recognize and reward people who made the improved performance and outcomes possible.</td>
<td>3.85% 19.23% 7.69% 15.38% 26.92% 23.08% 3.85%</td>
<td>4.23</td>
</tr>
<tr>
<td>We understand the skill sets required to implement the vision and innovation project output.</td>
<td>3.85% 15.38% 11.54% 19.23% 23.08% 23.08% 3.85%</td>
<td>4.23</td>
</tr>
</tbody>
</table>
Organizational structure plays a key role building a strategy and case for change-making. Please respond to the following statements about how well your institution is organized to support innovation. (1 means not well organized and 7 means very well organized.)

Answered: 26  Skipped: 5

<table>
<thead>
<tr>
<th>Statement</th>
<th>Never true</th>
<th>Rarely true</th>
<th>Sometimes but, infrequently true</th>
<th>Neutral</th>
<th>Sometimes true</th>
<th>Usually true</th>
<th>Always true</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>If an outside organization brings a new idea to the university, there are clear channels to assess and develop opportunities.</td>
<td>0.00%</td>
<td>11.54%</td>
<td>23.08%</td>
<td>11.54%</td>
<td>38.46%</td>
<td>15.38%</td>
<td>0.00%</td>
<td>26</td>
<td>4.23</td>
</tr>
<tr>
<td>I know who is in charge of assessing innovation and strategic partnerships in different parts of my institution.</td>
<td>3.85%</td>
<td>19.23%</td>
<td>15.38%</td>
<td>11.54%</td>
<td>11.54%</td>
<td>26.92%</td>
<td>11.54%</td>
<td>26</td>
<td>4.23</td>
</tr>
<tr>
<td>When our organization needs bandwidth to take on important and promising new initiatives, there is nobody to prioritize as to what might be sunsetted.</td>
<td>0.00%</td>
<td>7.69%</td>
<td>19.23%</td>
<td>11.54%</td>
<td>34.62%</td>
<td>23.08%</td>
<td>3.85%</td>
<td>26</td>
<td>4.54</td>
</tr>
<tr>
<td>We have the skill sets to assess and integrate new technologies at the leadership level.</td>
<td>7.69%</td>
<td>3.85%</td>
<td>7.69%</td>
<td>7.69%</td>
<td>38.46%</td>
<td>30.77%</td>
<td>3.85%</td>
<td>26</td>
<td>4.69</td>
</tr>
<tr>
<td>We have the skill sets to assess and integrate new technologies at the working level.</td>
<td>3.85%</td>
<td>3.85%</td>
<td>0.00%</td>
<td>7.69%</td>
<td>46.15%</td>
<td>34.62%</td>
<td>3.85%</td>
<td>26</td>
<td>5.04</td>
</tr>
<tr>
<td></td>
<td>0.00%</td>
<td>7.69%</td>
<td>7.69%</td>
<td>11.54%</td>
<td>38.46%</td>
<td>26.92%</td>
<td>7.69%</td>
<td>2</td>
<td>26</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
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<td>-------</td>
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</tr>
<tr>
<td>I believe our organizational structure supports innovation.</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>10</td>
<td>7</td>
<td>2</td>
<td>26</td>
<td>4.85</td>
</tr>
<tr>
<td>My institution misses a lot of opportunities to address the needs of students.</td>
<td>0.00%</td>
<td>19.23%</td>
<td>7.69%</td>
<td>34.62%</td>
<td>23.08%</td>
<td>11.54%</td>
<td>3.85%</td>
<td>1</td>
<td>26</td>
</tr>
</tbody>
</table>
Q15 If you were in charge, how might you structure the organization to be nimble and responsive to innovation? (1 means not well organized and 7 means very well organized.)

Answered: 26   Skipped: 5

<table>
<thead>
<tr>
<th>Bar</th>
<th>1 – Never true</th>
<th>2 – Rarely true</th>
<th>3 – Sometimes but, infrequently true</th>
<th>4 – Neutral</th>
<th>5 – Sometimes true</th>
<th>6 – Usually true</th>
<th>7 – Always true</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would require more savvy and knowledge about technology for senior leadership of the university.</td>
<td>0.00%</td>
<td>3.85%</td>
<td>3.85%</td>
<td>15.38%</td>
<td>38.46%</td>
<td>23.08%</td>
<td>15.38%</td>
<td>26</td>
<td>5.04</td>
</tr>
<tr>
<td>I would require that senior leadership empower agents to seek new opportunities across the university to respond to students’ changing needs.</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.85%</td>
<td>7.69%</td>
<td>42.31%</td>
<td>46.15%</td>
<td>12</td>
<td>5.85</td>
</tr>
<tr>
<td>I would prioritize processes that empower faculty to “bubble up” emerging best practices.</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>15.38%</td>
<td>38.46%</td>
<td>34.62%</td>
<td>9</td>
<td>5.50</td>
</tr>
<tr>
<td>I would fund university wide labs that would encourage cross-silo teams to build emerging best practices.</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.85%</td>
<td>11.54%</td>
<td>15.38%</td>
<td>38.46%</td>
<td>30.77%</td>
<td>8</td>
<td>5.50</td>
</tr>
<tr>
<td>I believe public universities should be able to acquire for-profit entities to quickly advance competences of the institution.</td>
<td>0.00%</td>
<td>20.00%</td>
<td>16.00%</td>
<td>24.00%</td>
<td>12.00%</td>
<td>8.00%</td>
<td>20.00%</td>
<td>5</td>
<td>4.12</td>
</tr>
<tr>
<td>I would fund a team to recommend sunsetting projects and policies that have been overtaken by more effective ones.</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>38.46%</td>
<td>30.77%</td>
<td>30.77%</td>
<td>8</td>
<td>5.62</td>
<td></td>
</tr>
</tbody>
</table>
I would reevaluate the competitive value proposition of the university to address changing needs of our student population.
Innovation Mindset: Mindset plays a key role in how we each approach innovation. We would like you to describe your level of agreement or disagreement with the statements below using a scale of 1 to 6. (1 means strongly disagree and 6 means strongly agree.)

Answered: 26  Skipped: 5

<table>
<thead>
<tr>
<th>Statement</th>
<th>1 – Strongly disagree</th>
<th>2 – Disagree</th>
<th>3 – Somewhat disagree</th>
<th>4 – Somewhat agree</th>
<th>5 – Agree</th>
<th>6 – Strongly agree</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation skills can be learned by anyone.</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.85%</td>
<td>46.15%</td>
<td>38.46%</td>
<td>11.54%</td>
<td>26</td>
<td>4.58</td>
</tr>
<tr>
<td>Only a few people will be truly good at innovation - you have to be &quot;born with it.&quot;</td>
<td>15.38%</td>
<td>34.62%</td>
<td>30.77%</td>
<td>15.38%</td>
<td>3.85%</td>
<td>0.00%</td>
<td>26</td>
<td>2.58</td>
</tr>
<tr>
<td>Innovation skills are much easier to learn if you are naturally creative.</td>
<td>0.00%</td>
<td>8.00%</td>
<td>20.00%</td>
<td>48.00%</td>
<td>20.00%</td>
<td>4.00%</td>
<td>25</td>
<td>3.92</td>
</tr>
<tr>
<td>Trying new things is stressful for me and I avoid it.</td>
<td>61.54%</td>
<td>19.23%</td>
<td>11.54%</td>
<td>7.69%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>26</td>
<td>1.65</td>
</tr>
<tr>
<td>I appreciate when people, colleagues, supervisors, and others give me feedback about my performance.</td>
<td>0.00%</td>
<td>0.00%</td>
<td>3.85%</td>
<td>19.23%</td>
<td>34.62%</td>
<td>42.31%</td>
<td>26</td>
<td>5.15</td>
</tr>
<tr>
<td>I often get angry when I receive feedback about my performance.</td>
<td>30.77%</td>
<td>46.15%</td>
<td>19.23%</td>
<td>3.85%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>26</td>
<td>1.96</td>
</tr>
<tr>
<td>All people are capable of the same amount of learning.</td>
<td>7.69%</td>
<td>19.23%</td>
<td>34.62%</td>
<td>11.54%</td>
<td>19.23%</td>
<td>7.69%</td>
<td>26</td>
<td>3.38</td>
</tr>
</tbody>
</table>
Q17 Innovation Learning: We have identified several types of learning design and innovation opportunities. To close, we would like you to describe your level of agreement or disagreement with the statements below using a scale of 1 to 7. (1 means strongly disagree and 7 means strongly agree.)

Answered: 26  Skipped: 5