2019
Employee Engagement Survey

Marquette University-Wide Results and Findings

Office of Human Resources
September 2019
EXECUTIVE SUMMARY

The Office of Human Resources conducted a campus-wide employee engagement survey of all faculty and staff from April 15 to May 10, 2019, to identify circumstances that drive people to perform at their best. This was an opportunity for employees to identify Marquette’s strengths and opportunities for improvement in several areas affecting job satisfaction.

Responses: 1,349 employees completed the survey resulting in a 45% response rate (an 11% increase over 2017 returns). The survey was conducted online with paper copies available by request.

Population: Faculty response rates reflect 30% of all faculty employed at Marquette University. Staff/Administration response rates represent 51% of that total population.

- 72% of employees are satisfied with Marquette University. 9% are neutral and 20% are dissatisfied.
- 79% of employees are satisfied with their supervisor/boss. 6% are neutral and 15% are dissatisfied with this relationship.
- A note about the data presentation: due to rounding to a whole number, some total percentages reported will appear as 101% or 99%.
SUMMARY

While Marquette’s figures for overall satisfaction far surpass the national average for higher education, there is room for improvement. Strengths and opportunities are identified and ranked below. Additional details for each subject are provided in the remainder of this report.

Strengths
1) There is a solid understanding of and loyalty to Marquette’s vision and mission.
2) Employees feel valued by their supervisor/boss and coworkers.
3) Collaboration is often encouraged by Marquette and their boss.
4) Most believe they have the right resources and technology to be effective in their work.
5) Respondents have a strong awareness of Beyond Boundaries: Marquette’s Strategic Plan.

Opportunities
1) Help employees feel valued and appreciated.
2) Improve change preparation, readiness, implementation, and adaptation practices.
3) Address poor performance at all levels.
4) Assist employees in connecting their work to the goals of the University.
5) Improve senior leaders’ communication frequency, delivery, and level of transparency.
6) Incorporate continuous improvement and goal setting practices.

NEXT STEPS & ACTION PLANNING
The results will be used to identify university-wide and specific departmental recommendations for improvement following the Engagement Employee Survey Process.

For Marquette to be recognized among the most innovative and accomplished Catholic and Jesuit universities in the world, promoting the greater glory of God and the well-being of humankind, it’s imperative that we act on these results. This requires a commitment to prioritizing and supporting agreed upon recommendations and starts with senior leaders; modeling the way in their actions and behaviors; communicating with honesty and transparency; and, holding themselves and each other accountable to achieving the goals of Beyond Boundaries: Marquette’s Strategic Plan.
RESULTS AND FINDINGS

BACKGROUND
Employee engagement refers to a person’s level of job satisfaction and the amount of loyalty and dedication put forth in reaching institutional goals. According to Gallup’s 2015 “The Engaged University” report:

- Only 34% of higher education employees are engaged at work, compared to 70% among the world’s best organizations.
- Most critical is that 52% are not engaged and 14% are actively disengaged.

Why is employee engagement important?

*The level of faculty and staff engagement has a direct link to student success.*

Engaged employees:
- are happier, more productive, more creative and positively influence the behaviors of those around them.
- feel valued as a person.
- feel connected to the organization and believe the work they do is important.
- result in less absenteeism, quality defects, and turnover.
- foster a more robust goal-setting process and actively support collaborative efforts.
- are more apt to talk positively about Marquette University outside of the workplace.

Ratings & Question Types
Participants were asked to rate either their experiences or level of agreement or satisfaction with each statement on 39 questions, using a five-point Likert scale. Answers were not required and providing demographic information was optional.

Survey Categories
1) Strategy, Culture, Communication & Accountability
2) Change Management & Collaboration
3) Supervisor/Boss; Work Environment
4) Overall Satisfaction Rating Supervisor/Boss
5) Overall Satisfaction Rating Marquette University
**OVERALL SATISFACTION**

**Overall Satisfaction with Marquette University**

- Marquette Overall: 8% extremely dissatisfied, 15% somewhat dissatisfied, 15% neither satisfied nor dissatisfied, 44% satisfied, 28% extremely satisfied. 
- Faculty: 9% extremely dissatisfied, 20% somewhat dissatisfied, 9% neither satisfied nor dissatisfied, 40% satisfied, 23% extremely satisfied. 
- Staff / Administration: 9% extremely dissatisfied, 13% somewhat dissatisfied, 8% neither satisfied nor dissatisfied, 45% satisfied, 31% extremely satisfied.

72% of employees are **satisfied with Marquette University**. 9% are neutral and 20% are dissatisfied.

**Overall Satisfaction with Supervisor/Boss**

- Marquette Overall: 6% extremely dissatisfied, 9% somewhat dissatisfied, 6% neither satisfied nor dissatisfied, 29% satisfied, 50% extremely satisfied. 
- Faculty: 9% extremely dissatisfied, 7% somewhat dissatisfied, 8% neither satisfied nor dissatisfied, 27% satisfied, 49% extremely satisfied. 
- Staff / Administration: 5% extremely dissatisfied, 10% somewhat dissatisfied, 5% neither satisfied nor dissatisfied, 30% satisfied, 51% extremely satisfied.

79% of employees are **satisfied with their supervisor/boss**. 6% are neutral and 15% are dissatisfied with this relationship.

**Demographics**

- Faculty: 32% response rate, 397 respondents. 
- Staff / Administration: 68% response rate, 863 respondents. 
- Part-time: 8% response rate, 103 respondents. 
- Full-time: 92% response rate, 1,159 respondents. 
- 2 or less yrs: 20% response rate, 241 respondents. 
- 3-5 yrs: 18% response rate, 221 respondents. 
- 6-9 yrs: 13% response rate, 166 respondents. 

**Population**: Faculty response rates reflect 30% of faculty total population. Staff/Administration response rates represent 51% of that total population.
SECTION 1: STRATEGY, CULTURE, COMMUNICATION & ACCOUNTABILITY

Strategy & Culture

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Somewhat disagree</th>
<th>Neither agree nor disagree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know how my work relates to Marquette University’s mission.</td>
<td>6%</td>
<td>27%</td>
<td>63%</td>
<td>1.333</td>
</tr>
<tr>
<td>I am familiar with the University’s guiding values.</td>
<td>5%</td>
<td>36%</td>
<td>55%</td>
<td>1.331</td>
</tr>
<tr>
<td>As a whole, Marquette employees regularly exhibit behaviors that support our guiding values.</td>
<td>10%</td>
<td>15%</td>
<td>47%</td>
<td>25%</td>
</tr>
<tr>
<td>In my department, employees treat each other with respect.</td>
<td>4%</td>
<td>10%</td>
<td>5%</td>
<td>47%</td>
</tr>
<tr>
<td>I am familiar with Beyond Boundaries: Marquette’s Strategic Plan.</td>
<td>7%</td>
<td>9%</td>
<td>13%</td>
<td>41%</td>
</tr>
<tr>
<td>I know how my work contributes to Beyond Boundaries: Marquette’s Strategic Plan.</td>
<td>7%</td>
<td>11%</td>
<td>26%</td>
<td>32%</td>
</tr>
<tr>
<td>How satisfied or dissatisfied are you with the university’s progress on executing the strategic plan?</td>
<td>4%</td>
<td>13%</td>
<td>39%</td>
<td>35%</td>
</tr>
</tbody>
</table>

There were very high ratings for knowing how one’s work relates to our mission (90%). Scores were somewhat high in familiarity with Beyond Boundaries: Marquette’s Strategic Plan (72%), although only 56% know how their work contributes to it. High scores were obtained in familiarity with our guiding values (91%), but only 72% believe we regularly exhibit behaviors that support them.

**Strengths:** Solid understanding of and loyalty to Marquette’s vision and mission.

**Opportunities:** Increase education and awareness on connecting one’s work to the goals of Beyond Boundaries: Marquette’s Strategic Plan and create a set of guiding behaviors to augment our guiding values.
### Communication

How satisfied or dissatisfied are you with the following individual's communication delivery?

<table>
<thead>
<tr>
<th>Position</th>
<th>Extremely dissatisfied</th>
<th>Neither satisfied nor dissatisfied</th>
<th>Somewhat dissatisfied</th>
<th>Extremely satisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>6%</td>
<td>12%</td>
<td>24%</td>
<td>31%</td>
<td>27%</td>
</tr>
<tr>
<td>Acting Provost and Executive Vice President</td>
<td>3%</td>
<td>9%</td>
<td>32%</td>
<td>30%</td>
<td>26%</td>
</tr>
<tr>
<td>President for Academic Affairs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Vice President and Chief Operating</td>
<td>4%</td>
<td>11%</td>
<td>44%</td>
<td>24%</td>
<td>17%</td>
</tr>
<tr>
<td>Operating Officer</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My Vice President/Chief</td>
<td>5%</td>
<td>10%</td>
<td>35%</td>
<td>24%</td>
<td>26%</td>
</tr>
<tr>
<td>My Vice Provost</td>
<td>4%</td>
<td>8%</td>
<td>49%</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>My Dean</td>
<td>5%</td>
<td>13%</td>
<td>21%</td>
<td>22%</td>
<td>35%</td>
</tr>
<tr>
<td>My Chair</td>
<td>4%</td>
<td>9%</td>
<td>26%</td>
<td>21%</td>
<td>40%</td>
</tr>
<tr>
<td>My Direct Supervisor/Boss</td>
<td>5%</td>
<td>10%</td>
<td>10%</td>
<td>22%</td>
<td>53%</td>
</tr>
</tbody>
</table>
Communication (cont.)

<table>
<thead>
<tr>
<th>Role</th>
<th>Extremely dissatisfied</th>
<th>Neither satisfied nor dissatisfied</th>
<th>Somewhat dissatisfied</th>
<th>Extremely satisfied</th>
<th>Somewhat satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>4%</td>
<td>12%</td>
<td>26%</td>
<td>31%</td>
<td>26%</td>
</tr>
<tr>
<td>Acting Provost and Executive Vice President</td>
<td>10%</td>
<td>34%</td>
<td>30%</td>
<td>24%</td>
<td>14%</td>
</tr>
<tr>
<td>President for Academic Affairs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Vice President and Chief Operating Officer</td>
<td>5%</td>
<td>13%</td>
<td>46%</td>
<td>22%</td>
<td>14%</td>
</tr>
<tr>
<td>My Vice President/Chief</td>
<td>5%</td>
<td>12%</td>
<td>34%</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>My Vice Provost</td>
<td>5%</td>
<td>9%</td>
<td>48%</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>My Dean</td>
<td>10%</td>
<td>12%</td>
<td>20%</td>
<td>22%</td>
<td>36%</td>
</tr>
<tr>
<td>My Chair</td>
<td>5%</td>
<td>9%</td>
<td>23%</td>
<td>19%</td>
<td>44%</td>
</tr>
<tr>
<td>My Direct Supervisor/Boss</td>
<td>5%</td>
<td>10%</td>
<td>8%</td>
<td>21%</td>
<td>57%</td>
</tr>
</tbody>
</table>

How satisfied or dissatisfied are you with the following individual’s level of communication transparency?

<table>
<thead>
<tr>
<th>Role</th>
<th>Extremely dissatisfied</th>
<th>Neither satisfied nor dissatisfied</th>
<th>Somewhat dissatisfied</th>
<th>Extremely satisfied</th>
<th>Somewhat satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>10%</td>
<td>19%</td>
<td>25%</td>
<td>28%</td>
<td>19%</td>
</tr>
<tr>
<td>Acting Provost and Executive Vice President</td>
<td>7%</td>
<td>15%</td>
<td>34%</td>
<td>26%</td>
<td>18%</td>
</tr>
<tr>
<td>President for Academic Affairs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Vice President and Chief Operating Officer</td>
<td>5%</td>
<td>14%</td>
<td>43%</td>
<td>21%</td>
<td>14%</td>
</tr>
<tr>
<td>My Vice President/Chief</td>
<td>7%</td>
<td>12%</td>
<td>36%</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>My Vice Provost</td>
<td>6%</td>
<td>10%</td>
<td>48%</td>
<td>22%</td>
<td>15%</td>
</tr>
<tr>
<td>My Dean</td>
<td>11%</td>
<td>12%</td>
<td>23%</td>
<td>23%</td>
<td>30%</td>
</tr>
<tr>
<td>My Chair</td>
<td>6%</td>
<td>9%</td>
<td>28%</td>
<td>20%</td>
<td>37%</td>
</tr>
<tr>
<td>My Direct Supervisor/Boss</td>
<td>6%</td>
<td>10%</td>
<td>11%</td>
<td>21%</td>
<td>52%</td>
</tr>
</tbody>
</table>

2019 Employee Engagement Survey – Results and Findings
Communication (cont.)

To provide information about employee’s impressions of internal communications, they were asked to rate communication delivery, frequency and level of transparency at various leadership levels. Respondents rated these dimensions for each of their leaders, as applicable.

Strengths: Ratings for supervisor/boss were higher when compared to more senior leaders, indicating more positive communication experiences between supervisors and their direct reports.

Opportunity: Scores were lower for senior level leaders indicating a need for more focus in these areas.

Accountability

92% of employees report they know what is expected of them every day and 99% believe they produce high-quality work. However, only 88% believe their co-workers are producing high quality work. These are very high marks considering only 66% report that everyone in their department is held accountable for achieving goals.

Strengths: Employees understand their role and responsibilities and believe they produce high quality work.

Opportunity: Provide structure and processes to facilitate progress and innovation.
### SECTION 2: COLLABORATION AND CHANGE MANAGEMENT

**Collaboration**

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Somewhat agree</th>
<th>Stronly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration is encouraged at Marquette.</td>
<td>4% 14% 15% 40% 27%</td>
<td></td>
<td></td>
<td>1,309</td>
</tr>
<tr>
<td>Collaboration is encouraged by my supervisor/boss.</td>
<td>5% 9% 12% 26% 49%</td>
<td></td>
<td></td>
<td>1,310</td>
</tr>
</tbody>
</table>

**Have you experienced a positive collaborative effort at Marquette?**

<table>
<thead>
<tr>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>82%</td>
</tr>
<tr>
<td></td>
<td>1,299</td>
</tr>
</tbody>
</table>

**In thinking about positive collaborative efforts, which of the following were part of your experience? (select all that apply)**

- Communication was open and/or transparent: 64%
- Built trust among team members: 64%
- Respected each other’s contributions: 62%
- Clear expectations about team member roles and responsibilities: 60%
- Worked well as a team: 58%
- Focused on group outcomes instead of individual outcomes: 55%
- There was a shared understanding of objectives, goals, time lines and deliverables: 50%
- Group leadership was good: 45%
- The right people/stakeholders were involved: 42%
- People were held accountable for their work: 39%
- No competition among group members: 36%
- The right resources were available: 34%
- Focused on the root cause of the issue: 30%
- There was adequate preparation: 27%
- Senior leadership modeled collaboration: 19%
- Recognition and rewards were given: 17%
- Other: 3%

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>682</td>
</tr>
<tr>
<td>Communication was open and/or transparent</td>
<td></td>
</tr>
<tr>
<td>Built trust among team members</td>
<td></td>
</tr>
<tr>
<td>Respected each other’s contributions</td>
<td></td>
</tr>
<tr>
<td>Clear expectations about team member roles and responsibilities</td>
<td></td>
</tr>
<tr>
<td>Worked well as a team</td>
<td></td>
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<tr>
<td>Focused on group outcomes instead of individual outcomes</td>
<td></td>
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<tr>
<td>There was a shared understanding of objectives, goals, time lines and deliverables</td>
<td></td>
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<tr>
<td>Group leadership was good</td>
<td></td>
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<tr>
<td>The right people/stakeholders were involved</td>
<td></td>
</tr>
<tr>
<td>People were held accountable for their work</td>
<td></td>
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<tr>
<td>No competition among group members</td>
<td></td>
</tr>
<tr>
<td>The right resources were available</td>
<td></td>
</tr>
<tr>
<td>Focused on the root cause of the issue</td>
<td></td>
</tr>
<tr>
<td>There was adequate preparation</td>
<td></td>
</tr>
<tr>
<td>Senior leadership modeled collaboration</td>
<td></td>
</tr>
<tr>
<td>Recognition and rewards were given</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

2019 Employee Engagement Survey – Results and Findings

10
Collaboration (cont.)

Have you experienced any barriers to collaboration at Marquette?

- Yes: 73% (234)
- No: 27%

In thinking about barriers to collaboration, which of the following were part of your experience? (select all that apply)

- Communication was not open and/or transparent: 41% (425)
- The right resources were not available: 37% (382)
- People were not held accountable for their work: 33% (342)
- Group leadership was not good or was absent: 30% (311)
- No clear expectations about team member roles and responsibilities: 30% (310)
- Did not build trust among team members: 30% (304)
- Did not focus on the root cause of the issue: 29% (298)
- Senior leadership did not model collaboration: 28% (292)
- Competition among group members: 28% (288)
- There wasn’t a shared understanding of objectives, goals, time lines and deliverables: 27% (281)
- Recognition and rewards were not given: 26% (267)
- The right people/stakeholders were not involved: 25% (257)
- Focused on individual outcomes instead of group outcomes: 25% (256)
- Did not respect each other’s contributions: 24% (248)
- There wasn’t adequate preparation: 21% (220)
- Did not work well as a team: 20% (210)
- Other: 5% (63)
Collaboration (cont.)

67% of employees agree that collaboration in encouraged by Marquette and 75% agree it’s encouraged by their supervisor/boss. Of those who participated in a collaborative event, 82% had positive experiences and/or 73% experienced barriers, meaning most have experienced both.

**Top 4 Positive Experience Indicators**
1. Communication was open and/or transparent
2. Built trust among team members
3. Respected each other’s contributions
4. Clear expectations about team member roles and responsibilities

**Top 4 Barrier Indicators**
1. Communication was not open and/or transparent
2. The right resources were not available
3. People were not held accountable for their work
4. Group leadership was not good or was absent

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**Change Management**

Based on my experience, Marquette, as an institution, is good at managing change.

- Strongly disagree: 13%
- Somewhat disagree: 26%
- Neither agree nor disagree: 18%
- Somewhat agree: 34%
- Strongly agree: 9%

The last time a change was made that affected my work, I was adequately prepared for it.

- Strongly disagree: 13%
- Somewhat disagree: 20%
- Neither agree nor disagree: 18%
- Somewhat agree: 34%
- Strongly agree: 15%

This subject received bifurcated results. 43% agree that Marquette is good at managing change while 39% disagree. In addition, 49% agreed they were adequately prepared for the last change they experienced while 33% disagreed.
SECTION 3: SUPERVISOR/BOSS & WORK ENVIRONMENT

Concern for General Welfare

Respondents were asked to rate their satisfaction for the Executive Leadership Team and each of their leaders, hence, the varying number of responses since not all positions will apply to each employee.

Strengths: Employees believe the leaders closest to them are most concerned with their general welfare.

Opportunities: Increase communication and awareness on what steps Marquette is taking to support its employees.
Appreciation and Feedback

Does your supervisor/boss provide feedback to help you improve your performance?

- **No**: 25%
- **Yes**: 75%

How often does your supervisor/boss provide feedback to help you improve your performance?

- Other: 11%
- Once a year: 18%
- Once every 2-3 months: 13%
- Once a month: 15%
- Once every two weeks: 13%
- 2-5 times a week: 19%
- Once a week: 11%

The feedback I receive from my supervisor/boss is valuable.

- Strongly disagree: 6%
- Somewhat disagree: 35%
- Neither agree nor disagree: 57%

I am comfortable giving feedback to my supervisor/boss.

- Strongly disagree: 7%
- Somewhat disagree: 11%
- Neither agree nor disagree: 29%
- Somewhat agree: 46%

My supervisor/boss effectively addresses poor performance within my department.

- Strongly disagree: 13%
- Somewhat disagree: 18%
- Neither agree nor disagree: 22%
- Somewhat agree: 27%
- Strongly agree: 20%
Appreciation and Feedback (cont.)

81% of participants feel valued by their supervisor/boss and 79% feel valued by their coworkers. Given these high marks, only 75% receive feedback from their supervisor/boss when this should be closer to 100%. Of the 75% who receive feedback, 92% agree that it is valuable, demonstrating that this is an important leadership function. Conversely, only 47% agree that their supervisor/boss addresses poor performance.

**Strengths:** Three quarters of employees receive feedback on a regular basis, and most find the feedback valuable.

**Opportunities:** Stress the importance of providing ongoing feedback and appreciation and addressing poor performance.
Resources and Technology

74% of respondents believe they have the resources available and technology available (82%) to be effective in their job. While these numbers are positive overall, many comments suggest that some departments believe they are understaffed and overburdened with work, resulting in high levels of stress.

**Strengths:** Three quarters of employees believe they have the resources and technology to be effective in their work.

**Opportunity:** Departmental resource analyses for stressed areas.

Continuous Improvement

70% agree that they are encouraged to create better ways to accomplish tasks and 79% agree their supervisor/boss welcomes their ideas and/or suggestions. 78% agree their supervisor/boss encourages their professional development and 71% believe Marquette provides resources to pursue professional development opportunities.

**Strength:** Strong support from supervisor/boss for professional development.

**Opportunity:** Focus on continuous improvement activities.
Community Engagement

Over the past year, how many times have you participated in unpaid outreach in your community, both through MU and during personal time?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>1-2</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>3-5</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>6-9</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>10 or more</td>
<td>24%</td>
<td>1,285</td>
</tr>
</tbody>
</table>

Over the past year, how often have you participated in the delivery of your professional expertise, resources and/or services through partnership with a community organization? (i.e. community engagement in research, service-learning, board membership, etc.)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>1-2</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>3-5</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>6-9</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>10 or more</td>
<td>16%</td>
<td>1,252</td>
</tr>
</tbody>
</table>

ACTION PLANNING

The results will be used to identify university-wide and specific departmental recommendations for improvement following the Engagement Employee Survey Process.

Employee Engagement Survey Process

For Marquette to be recognized among the most innovative and accomplished Catholic and Jesuit universities in the world, promoting the greater glory of God and the well-being of humankind, it’s imperative that we act on these results. This begins with senior leaders, modeling the way in their actions and behaviors, communicating with honesty and transparency, and holding themselves and each other accountable to achieving the goals of Beyond Boundaries: Marquette’s Strategic Plan.

This requires a commitment to 1) prioritizing and supporting agreed upon recommendations, 2) holding leaders accountable to subsequent departmental recommendations, and 3) investment in continuous improvement activities.