

Examples of Improving Process Comments

| Original Comment | <i>What is the problem?</i> | Improved Comment |
|---|--|--|
| Item 1.1 | | |
| <p>–b Although the Leadership Team attempts to communicate with, empower, and motivate all faculty and staff throughout the organization, it has been unsuccessful in encouraging frank, two-way communication throughout the organization. The applicant should develop techniques that would enable this information to be cascaded throughout the organization</p> | <ul style="list-style-type: none"> • Judgmental: “unsuccessful” • Prescriptive: “should develop techniques” • Lacks a positive tone | <p>–b It is not clear how members of the Leadership Team communicate with, empower, and motivate all faculty and staff throughout the organization and encourage frank, two-way communication throughout the organization.</p> |
| Item 1.2 | | |
| <p>+b The applicant’s Governance Board plays an important role in ensuring that public concerns with future products, services, and operations are anticipated. In addition, the Leadership Team promotes and ensures ethical behavior in its interactions through distribution of the Code of Conduct.</p> | <ul style="list-style-type: none"> • Judgmental: “important” • Vague: does not identify any specific information with regard to how concerns are anticipated • Not a single thought | <p>+b The applicant’s Governance Board anticipates public concerns with current and future products, services, and operations by compiling and analyzing a variety of inputs (e.g., information from customers, suppliers, and regulatory agencies; local community surveys; external research/forecasting sources; and joint industry/government/academic studies).</p> |

| Original Comment | <i>What is the problem?</i> | Improved Comment |
|---|--|---|
| Item 2.1 | | |
| <p>+b The methods to develop short-term organizational strategic objectives appear to be systematic, and address the expressed needs of all key stakeholders. The applicant works hard to ensure that the necessary stakeholders participate in the process, and it incorporates their input into the planning process. After the information is gathered, the applicant attempts to align the stakeholders' needs with the applicant's own strategic priorities.</p> | <ul style="list-style-type: none"> • Wordy: can be written more concisely • Judgmental: “works hard to ensure” • Doesn't reference appropriate figures from the application • Lacks a positive tone: “attempts to align” | <p>+b Through the Strategic Planning Process (Figure 2.1-1), the applicant uses a systematic approach to ensure that its strategic objectives balance the needs of all key stakeholders (Figure 2.1-3). This approach involves all key stakeholders in focus groups at step 1 of the Strategic Planning Process and then involves at least one representative of each group at steps 2 – 6.</p> |
| <p>–a The applicant's strategy development process, which is used for developing short-term plans and objectives, is illustrated in Figure 2.1-1. However, the application is lacking a description of how the company completes its longer-term planning. Without such a plan, the applicant's ability to ensure that its decisions are aligned with its strategic directions or its ability to track progress relative to its strategic objectives and action plans is compromised.</p> | <ul style="list-style-type: none"> • Multiple concepts expressed in one comment • “So what” is judgmental | <p>–a Although the applicant uses a systematic strategy development process (Strategic Planning Process, Figure 2.1-1) to develop short-term plans and objectives, there does not appear to be a longer-term planning process.</p> |