The mission of the Gallup Institute for Campus Engagement (GICE), a division of The Gallup Poll (Gallup), is to help institutions build a stronger image by enhancing internal and external perceptions of their brand through behavioral economics.

The brand image of an institution is a reflection of people’s perceptions. Leaders can measure, manage, and improve these perceptions. To build a stronger brand, leaders must be aware of what these internal and external perceptions are, how people interpret them, and who interprets them. Gaining this baseline understanding of an institution’s brand is critical to understanding the institution’s perceived identity. Once leaders understand an institution’s identity, or brand image, they can implement strategies to enhance the institution’s image.

Measuring the general population’s opinions of an institution’s brand helps leaders become familiar with external market perceptions. Understanding the external perceptions is critical to determining the institution’s internal attributes to effectively manage and improve its image in the marketplace.
Measuring perceptions among various constituent groups — including students, faculty, staff, administration, alumni, and board members — helps leaders become familiar with internal constituent perceptions that have a direct impact on the vibrancy of an institution. Understanding the internal perceptions is essential to creating interconnected, student-centric, and performance-based cultures. In turn, vibrant cultures tend to create greater levels of reputational capital, which help to strengthen the internal and external perceptions of an institution’s brand.

“Transformational change can occur only by capturing the hearts, minds and souls of all those individuals who comprise the academic community. Engagement, ownership, trust, confidence, integrity, passion and well-being are some of the key ingredients to fostering an interconnected, collaborative and efficient institution.”

Alec M. Gallup
Chairman, The Gallup Poll

GICE works closely with the senior leadership of universities, colleges, and career schools to enhance institutional performance using measures that lead to prudent decision making. More specifically, GICE’s expertise is leveraging human dynamics to strengthen institutions in several critical areas, including brand management, campus engagement, talent-based selection, diversity, leadership development, and succession planning.

With more than 4,000 institutions offering degrees and certificates in the United States, competition in higher education is fierce. Furthermore, with baby boomer faculty and leaders retiring, fewer young people entering higher education as a profession, universities in Europe and Asia gaining prestige, and globalization of higher education evolving, competition will continue to increase. An institution requires progressive thinking and action to differentiate its brand image in the marketplace. GICE’s progressive research involves building greater positive reputational capital internally, which transcends to enhance the brand image externally. Strengthening the core of the institution by increasing constituent engagement achieves this, while attracting people who are the right “fit” for the institution. Institutional fit centers on acquiring the right talented people for the right roles, so that they are properly positioned to maximize their impact as contributing members of the institution’s community.

Constituent engagement is based on creating a sense of belonging. Fostering a culture by creating interconnectivity through dialogue is critical to building collaboration and unifying an institution. Unifying an institution maximizes its
effectiveness. Unified institutions are engaged institutions. And engagement is a leading indicator of future performance. Outcomes such as enhanced quality education, student retention, student learning outcomes, graduation rates, per person productivity, employee retention, and alumni contributions improve as institutional engagement increases.

Building stronger institutional brands is cyclical in nature. The journey is about understanding institutions’ perceived image and managing these perceptions internally while broadcasting them externally.
The infrastructure of GICE is designed to meet the demanding requirements of institutional needs.

GICE Consists of Four Primary Practice Areas

- Market Research
- Talent Acquisition
- Leadership and Succession
- Campus Engagement

Market Research: Understanding External Perceptions

An alliance between The Chronicle of Higher Education and The Gallup Poll makes available several types of market research, including using The Chronicle/Gallup Panel, which consists of more than 60,000 members in more than 40,000 households throughout America. The Gallup Panel conducts research via Web, telephone, or mail methodology. Individuals or institutions can also add questions to monthly omnibus surveys that use the Web portion of The Chronicle/Gallup Panel. Additionally, users can conduct customized market research using the many Gallup Poll research capabilities.

The offerings through The Chronicle/Gallup Panel include the Chronicle/Gallup Brand Index (CGBI) and Competitive Landscape market studies.

Using the CGBI enables a college/university to understand how the American public perceives it.

Competitive Landscape market studies provide an in-depth analysis of the competitive branding landscape among competing institutions. The competitive analysis includes the drivers of market perceptions that you can use to develop more effective branding, marketing, and recruiting messages.

Talent Acquisition: Hiring the Right People

Gallup is the leader in developing innovative solutions that improve the way organizations source, select, and hire the best staff, faculty, and leaders. Through our research with hundreds of successful organizations in many industries, we have refined our talent-based approach.

Gallup helps academic institutions:

- define and implement talent acquisition strategies
- identify and assess talent selection practices and processes
- define and describe talent value propositions — the improved performance that results when institutions select employees with the right talents
- design and administer talent-based selection systems

The result is a talent acquisition strategy that leads to improved institutional performance.
Gallup's approach is grounded more than 30 years of rigorous research into the relationships between talent and job performance. Our approach helps organizations increase productivity, reduce turnover, increase student and employee engagement, and improve institutional performance.

The only way to understand and replicate top performance is to study top performance. Top performers in all jobs think, talk, and act differently than average and poor performers. Understanding the talents that contribute to outstanding performance is key to developing an effective talent acquisition strategy. Our consultants identify the talents that contribute to success, and then work with organizational leaders to develop and refine a strategy and the supporting processes and systems that help organizations find more employees like their best.

**Leadership and Succession: Maximizing Leadership Effectiveness**

An effective succession strategy is crucial to any institution seeking to attain — and sustain — high levels of institutional performance.

Many institutions’ succession planning processes work to perpetuate the status quo, limit diversity, and stifle ingenuity and risk-taking. Gallup’s innovative approaches to succession management overcome these obstacles and provide institutions with the opportunity to:

- establish an effective leadership team that meets organizational objectives
- reduce the range in performance in leadership and management positions
- identify and leverage the leadership talent that already exists in the institution

Gallup also helps institutions maximize leadership effectiveness through Executive Performance Coaching. Executive Performance Coaching is vital to unlocking each executive’s natural strengths, creativity, and resourcefulness. Gallup’s executive coaches provide leaders with unbiased and candid feedback and an objective perspective that executives can use to produce organizational results.
Gallup University offers professional development opportunities for leaders, managers, and deans:

**Demands of Leadership**

Demands of Leadership helps senior executives who possess cross-functional or general leadership responsibilities to enhance their strategy and decision-making processes.

After decades of research and thousands of interviews with great leaders, Gallup research discovered seven factors crucial to leadership success. Built on these Seven Demands of Leadership, this strengths-based leadership program offers leaders the opportunity to adopt new assumptions and a fresh approach to their personal leadership styles. Leaders learn innovative ideas and re-energize their vision for the future.

**Great Manager Program**

Based on the bestselling book, *First, Break All the Rules: What the World’s Greatest Managers Do Differently*, the Great Manager Program reveals Gallup’s discoveries from one of the largest management studies in the world — 80,000 managers in 400 companies.

The Great Manager Program is one of Gallup University’s most popular programs, attended by thousands of managers from the world’s most prestigious organizations. Managers gain a greater understanding of self and their management style. They discover the employee-engaging concepts, strategies, and tools that assist them in turning the Four Keys to Great Management and unleashing the human potential within their organizations.

**Evolving Effective Deans**

Based on the same foundational principles the Great Manager Program teaches, but geared toward an academic audience, the Evolving Effective Deans offering is exclusively for deans. This unique learning environment not only focuses on the program curriculum, but it also focuses on the collaborative exchange of ideas that have proven successful in academic settings.
Campus Engagement: Generating Positive Reputational Capital

Gallup’s InSight campus engagement model is unique in its approach, collecting concurrent feedback on engagement among numerous constituencies, including students, faculty, staff, administration, alumni, and board members. Combining measurement with widespread dissemination of results and action planning, Gallup’s InSight process focuses on affecting multiple constituencies to inform and inspire transformational change, thus unifying the institution and strengthening its brand.

Gallup’s SnapShot campus engagement model aligns with the InSight approach of collecting concurrent feedback on engagement among numerous constituencies, including students, faculty, staff, administration, alumni, and trustees/directors. Designed as a high-level diagnostic rather than a deep dive, the SnapShot approach collects data from a random sample in each constituency, and delivers an executive report highlighting key findings and recommendations for action.
Gallup’s campus engagement models can successfully align with an institution’s accreditation process. Constituent engagement measures can align with and, most likely, correlate to an institution’s local student learning outcome measures. Gallup can measure the effectiveness of an institution’s execution of its Quality Enhancement Plan (QEP) for accreditation purposes.

Most institutions desire to continually improve the quality of education they are providing to their students. The quality of curricula throughout an institution plays a key role in determining the level of education the students receive; however, so do the interactions students have with faculty inside and outside of the classroom. The student experience is not limited to interactions with faculty, but all interactions students encounter throughout the institution’s community. Their interactions with fellow students, staff, administrators, alumni, and even with those in the general market, all feed into a students’ overall experience. This is exactly why Gallup’s campus engagement approaches are designed to gain this holistic understanding of constituent engagement.

Gallup’s campus engagement approach also helps an institution enhance educational quality. Gallup helps accomplish this by providing constituent engagement measures, while working collaboratively with an institution in developing the necessary customized measures to effectively manage academic excellence, institutional effectiveness, and quality education. Gallup customizes these types of measures because of the various nuances across institutions. All of these dimensions affect an institution’s brand image.

By understanding how people perceive an institution, while integrating the right measures to effectively manage the key dimensions, leaders of institutions can strategically create a worthy vision that resonates with the constituents and enables the institution to execute its mission.
Behavioral economics in higher education is grounded in the reality that many objectives and challenges leaders of institutions face are brand-related, including student recruiting and admissions, faculty engagement, community relations, staff culture, and overall student experience. The behaviors and actions of an institution’s people significantly influence its reputational capital. Human interactions throughout an academic community either add or detract from the overall student experience as well as the quality education the institution provides, thus impacting the reputational capital that transcends externally to the general marketplace.

Progressive leaders who effectively manage their brand through their people will differentiate their offering in an extremely competitive marketplace. In doing so, one must include the realization that their academic community is a series of interconnected relationships, and the way in which these relationships are nurtured directly impacts the economic health of the institution.