



Cornell CEMI DEEP Organizational Change Management (OCM) Pulse Check #1 Summary

Purpose & Respondent Base

What this pulse check measured, and who responded

What this survey measures

- Baseline awareness, confidence, and perceived preparedness across Development & Engagement staff
- Where staff feel ready, and where clarity, capacity, or support are missing
- Themes to target through communications, engagement, and training as DEEP progresses

127

respondents to the pulse check

28%

respondents actively involved in DEEP today (35 of 127)

29%

Overall response rate across all survey recipients

170+

open-ended comments

Reading the results

- Unit-level cuts are available for Weill Cornell Medicine (n=11) and the Lab of Ornithology (n=10). Both are small, so read them as directional.
- Most respondents are not yet hands-on with DEEP, which shapes the clarity gap on the following slides.

Executive Summary

One insight, four implications

The foundation is strong. Staff seek clarity and capacity.

Staff understand why DEEP is happening and trust that leadership supports it. The areas they point to are a clearer picture of what changes for their role, and time to engage.



Support Is Real

Understanding of DEEP's goals is high, and belief that leadership supports it is the single strongest score.



Clarity Is The Ask

"I understand how this will affect my work" is the weakest score; and a 20-point gap sits between personal and team readiness.



Capacity Is The Top Concern

Balancing DEEP with a full workload is the most-cited challenge. Staff want leaders to name what they can set down.

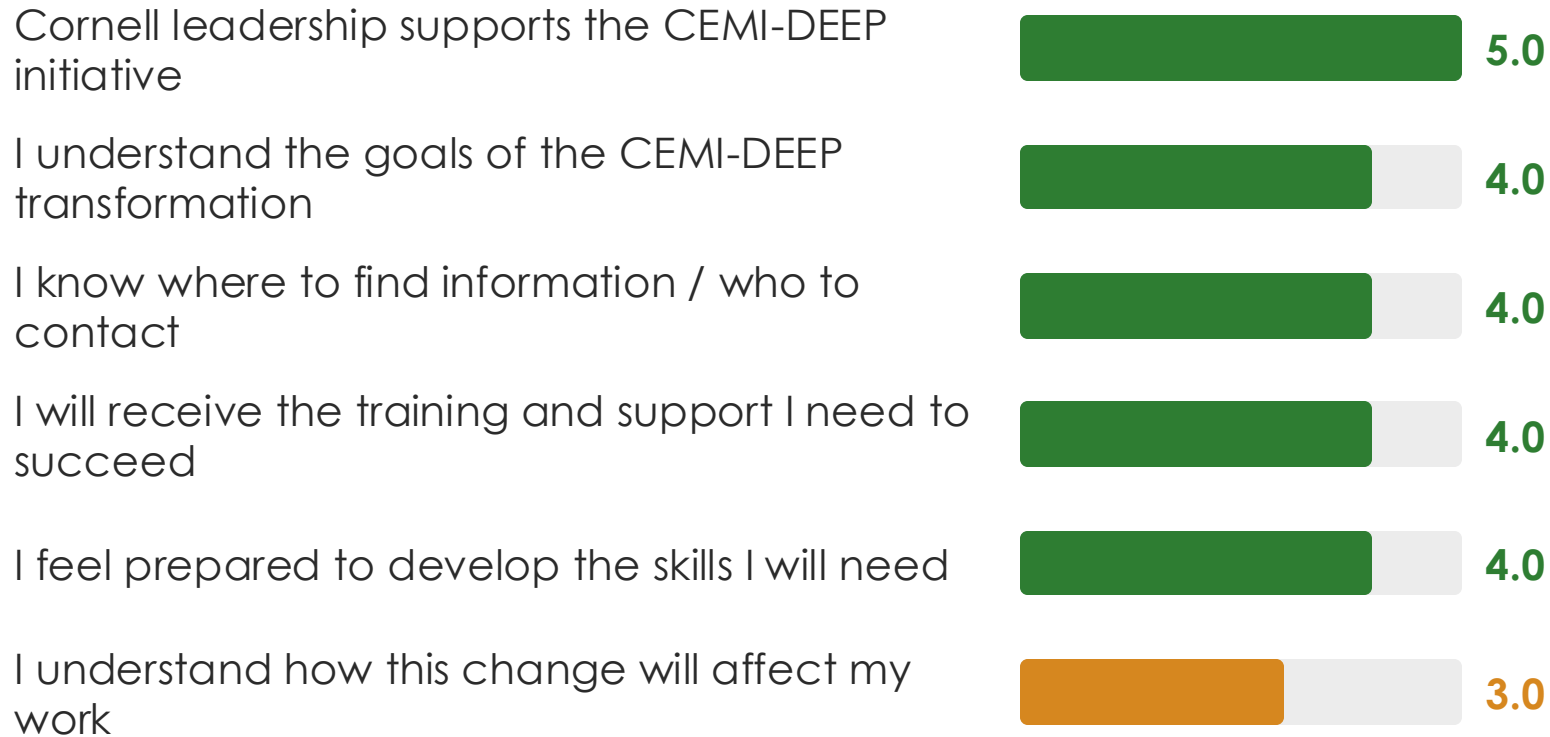


Hands On Confidence

Hands-on exposure and role-specific examples are the top confidence builder — more than any communication alone.

Readiness Snapshot

Average agreement on a 1–5 scale (5 = Strongly Agree); rounded as reported



Reading the results:

This is an early baseline. Many respondents note they have not yet seen the system or experienced changes. Treat the scores as a starting point: high on the why and on trust in leadership; lowest on understanding of personal impact.

Shaping how you read the results

The “why” and the sponsorship are landing. Staff want to understand personal relevance; what changes for me, and whether my team will be ready. That mismatch points squarely at manager reinforcement and role-level clarity.

What's Working

Strengths staff named in their own words (pulse open-ended Q5)

Theme	Frequency
Clear, frequent, transparent communication: Regular updates and repeating the why are the most-praised strengths so far.	Most Common
Responsive IT and project-team support: Hands-on help from the project team, and confidence in the core implementation team.	Common
Training, prep, and staged rollouts: Prep opportunities and phased go-lives are seen as working well when present.	Common
Appetite to modernize: Genuine willingness to move to better, more efficient, modern tools.	Common

Carrying these themes forward:

Communication is the asset to protect and the model to extend. Many respondents also said they have not seen changes yet, which confirms this is an early baseline. We will keep transparent updates flowing as more staff gain hands-on exposure.

Today's Challenges and Frustrations

What staff find difficult today, pre-transformation, in their own words (pulse open-ended Q8)

Theme	Frequency
Uneven communication and being left out: Missed updates or meetings, unclear Epic/sprint assignments, hearing things secondhand.	Most Common
Fragmented systems and duplicate work today: Multiple disconnected systems, duplicate entry, and errors in the current state.	Common
Training that is late or too generic: Training that arrives late or is not tied to specific roles and daily work.	Common
Reporting limits and data quality: Reports that miss the full picture, plus lingering data-quality concerns.	Common

Carrying these themes forward:

Most frustrations are about the current-state experience and access to clear, role-relevant information, not opposition to DEEP. We will tighten communication and staff engagement opportunities and ensure system exposure and training occur close to when people need it.

What Would Help Most

The support that staff asked for, in their own words (pulse open-ended Q9)

Theme	Frequency
Practical, role-specific, hands-on training: By far the most requested support: training tied to real roles, with practice and reference guides.	Most Common
Early and ongoing information: Information early and often, so people can start learning before go-live.	Common
Early feedback and sandbox access: Chances to try the proposed system before design is locked in.	Common
A clear point of contact: A go-to person who knows how the change affects their specific role.	Common

Carrying these themes forward:

*The dominant ask is practical, role-based training with hands-on practice, which directly addresses the lowest score, understanding personal impact. When we are ready, we will publish role-level “what changes for me” views, open early feedback and sandbox opportunities, and are naming clear contacts through our **Change Network**.*

Concerns to Address

What staff asked the project to consider, in their own words (pulse open-ended Q10)

Theme	Frequency
Balance engagement with development: Engagement needs weighed as heavily as fundraising and development needs.	Common
PHI, data security, and data governance: PHI protection, who can see what data, and clear definitions set early.	Common
Adopt best practices, not legacy habits: Concern the project could recreate old processes instead of improving them.	Common
Fair representation and capacity: All units at the table, an eye on an Ithaca-centric view, and workload added to full plates.	Also Raised

Carrying these themes forward:

Concerns cluster around fairness (engagement versus development, unit representation), privacy and access (PHI and data definitions), and capacity. We will reaffirm the role of governance decision-making and the “as common as possible” principle, answer PHI clearly, and have leaders name capacity trade-offs.

You Said. We Did (or are planning).

Closing the loop on what the pulse check surfaced, addressing these concerns is a priority, so we can move forward together with confidence. These activities are a sampling of what's to come. We are doing so much more.

You Said...	We Did (or are planning)...
"Tell me what actually changes for my role, not just the vision."	<i>Prioritizing role-based views and day-in-the-life demos so impact is concrete before go-live.</i>
"We are carrying DEEP on top of a full workload."	<i>Elevating capacity issues and asking leaders to name what teams can pause or defer. Leadership are also actively prioritizing hiring and backfill to support staff.</i>
"Information is scattered and I get left off communications."	<i>Standing up the Change Network and leverage the DEEP website as the source of truth.</i>
"Our unit has a distinct donor base and distinct needs."	<i>Ensuring that leadership establish clear relationship-management standards and care for our donors as ONE Cornell.</i>
"Protect PHI and be clear on who can see what data."	<i>Keeping PHI non-negotiable; leverage security and access to ensure appropriate levels of constituent data protection.</i>

From Insight to Action

The foundation is strong. Adoption will depend on how well we deliver clarity, relevance, capacity, and engagement. These are focus areas we are addressing now...



Now

Role Clarity

Make “what changes for me” concrete, starting with the highest-impact roles.



Now

Engagement

Keep the door open and let staff shape the change. Make the Change Network contacts visible and easy to find, so every person knows their go-to by name and unit.



Now

Staff Capacity

Have leaders visibly protect time for DEEP work, including naming what teams can pause, defer, or hand off to make room for DEEP work. Staff want permission, not just encouragement.



Next

Hands-On Confidence

Show it with demos and hands-on, day-in-the-life previews.

We'll measure progress in the next pulse check against the same statements, focusing on the personal-impact and team-readiness gaps.