

# *Yavapai* COLLEGE

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## **Strategic Planning Perception Survey**

**Conducted Spring 2006**

**Strategic Planning Committee**

**Strategic Planning Committee  
2005-2006**

- Michael Dougherty, Dean of Student Services
- Barbie Duncan, Asst. Dean of Verde Student Services
- Scott Farnsworth, Faculty Association President
- Rick Giardini, Director of ITS
- Lisa Griest, Director of Library Services
- Effie Hacklander, Co-chair/Yavapai College Staff Association
- Dr. James Horton, President (SPC Co-Chair)
- Tom Hughes, Director of Institutional Research (SPC Co-Chair)
- Rose Hurley, Director of Human Resources
- Bob Lynch, Vice President of Administrative Services
- Rick Marcum, Director of Small Business Development Center
- Diane Mazmanian, Senior Research Analyst
- James Perey, Outcomes Assessment Coordinator
- Sue Sammarco, Director of Public Information
- Tom Schumacher, Dean of Verde Campus Instruction
- Sandra Thurman-Jackson, Research Analyst
- Kalin Walker, Student Intern
- Barbara Wing, Dean of Prescott Campus Instruction

# Yavapai College Strategic Planning Perception Survey

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# Yavapai College

## I. Introduction

In spring 2006, a survey was conducted measuring employee perceptions, satisfaction and involvement with the college's strategic planning process. A total of 231 surveys were completed for a district response rate of 23.1%.

## II. Method

The survey questions were initially developed by Yavapai College's Institutional Research department in conjunction with the college's Strategic Planning Committee (SPC) and administered to all college employees via an on-line survey. Three separate Newsflash emails were sent over a three week period inviting employees to participate in the survey and provide their feedback. An additional email was sent to all adjunct faculty by the college's adjunct coordinator.

## III. Employee Profile

Employee Position				
Category	Count	Percent	Total YC Employees	Response Rate
Full-time faculty	34	14.7%	97	35.1%
Part-time faculty	24	10.4%	350	6.9%
Division Assistant Dean	9	3.9%	12	75.0%
Administration	18	7.8%	50	36.0%
Full-time staff	119	51.5%	259	45.9%
Part-time staff	27	11.7%	230	11.7%
<b>Total</b>	<b>231</b>	<b>100.0%</b>	<b>998</b>	<b>23.1%</b>

Source: HR/IPEDS data report, 2005-06

- Responses were received from all employee categories. Division Assistant Deans (75%), and Full-time staff (45.9%) had the highest response rates. Adjunct faculty had the lowest response rate (6.9%).

#### IV. Findings

Frequencies and cross tabs by employee position are reported for each survey question.

#### How familiar are you with the YC strategic plan?

Familiar with YC Strategic Plan		
Response	Count	Percent
Not aware of plan	28	12.1%
Somewhat aware	129	55.8%
Very aware	74	32.0%
<b>Total</b>	<b>231</b>	<b>100.0%</b>

- Almost nine out of ten employees were aware of the college's strategic plan.

Familiar with YC Strategic Plan by Employee Position				
Category	Response			Total
	Not aware of plan	Somewhat aware	Very aware	
Full-time faculty	2	18	14	34
Part-time faculty	10	14	0	24
Division Assistant Dean	1	2	6	9
Administration	0	4	14	18
Full-time staff	8	73	38	119
Part-time staff	7	18	2	27
<b>Total</b>	<b>28</b>	<b>129</b>	<b>74</b>	<b>231</b>

- More than half of those not aware of the college's strategic plan were part-time.
- One hundred percent of administrators reported awareness of the strategic plan.

#### At what level are you involved in strategic planning (SWOT, Department Plan, etc) for your department or division?

Involvement with Strategic Plan		
Response	Count	Percent
Not involved	36	19.6%
Somewhat involved	84	45.7%
Very involved	64	34.8%
<b>Total</b>	<b>184</b>	<b>100.0%</b>

- Eighty percent of employees reported involvement with strategic planning activities in their department or division.

Involvement with Strategic Plan by Employee Position				
Category	Response			Total
	Not involved	Somewhat involved	Very involved	
Full-time faculty	3	20	9	32
Part-time faculty	8	3	0	11
Division Assistant Dean	0	2	6	8
Administration	0	4	14	18
Full-time staff	18	48	33	99
Part-time staff	7	7	2	16
<b>Total</b>	<b>36</b>	<b>84</b>	<b>64</b>	<b>184</b>

- Part-time faculty had the lowest involvement of all employee positions.
- Division Assistant Dean and Administration were the only employee groups to report 100% involvement.

**Please rate your satisfaction with Yavapai College's strategic plan.**

Satisfaction with Strategic Plan		
Response	Count	Percent
Satisfied	113	61.4%
Unsure	61	33.2%
Dissatisfied	10	5.4%
<b>Total</b>	<b>184</b>	<b>100.0%</b>

- Only 5.4% of employees reported being dissatisfied with the strategic plan.
- The majority (six in ten) employees reported satisfaction with the strategic plan.
- One-third of employees responded as unsure when asked their satisfaction with the strategic plan.

Satisfaction with Strategic Plan by Employee Position					
Category	Response			Total	% Satisfied
	Satisfied	Unsure	Dissatisfied		
Full-time faculty	20	9	3	32	62.5%
Part-time faculty	4	7	0	11	36.4%
Division Assistant Dean	8	0	0	8	100.0%
Administration	15	2	1	18	83.3%
Full-time staff	60	33	6	99	60.6%
Part-time staff	6	10	0	16	37.5%
<b>Total</b>	<b>113</b>	<b>61</b>	<b>10</b>	<b>184</b>	<b>61.4%</b>

- Part-time employees were most likely to report unsure when asked their satisfaction with the college's strategic plan.
- A majority of full-time employees (66%) were satisfied with the college's strategic plan; however, about one in three full-time staff responded that they were unsure.

**Please rate your satisfaction with the strategic planning committee.**

Satisfaction with Strategic Planning Committee		
Response	Count	Percent
Satisfied	87	48.1%
Unsure	66	36.5%
Dissatisfied	3	1.7%
Not aware	25	13.8%
<b>Total</b>	<b>181</b>	<b>100.0%</b>

- One half of the employees (50.3%) were either unsure (36.5%) or not aware (13.8%) of the college's strategic planning committee.
- Forty-eight percent of employees reported satisfaction with the strategic planning committee; however, a significant number (36.5%) responded that they were unsure, while less than two percent reported being dissatisfied.

Satisfaction with Strategic Planning Committee by Employee Position						
Category	Response				Total	% Satisfied
	Satisfied	Unsure	Dissatisfied	Not Aware		
Full-time faculty	12	12	2	4	30	40.0%
Part-time faculty	4	6	0	1	11	36.4%
Division Assistant Dean	5	3	0	0	8	62.5%
Administration	13	5	0	0	18	72.2%
Full-time staff	47	34	1	16	98	48.0%
Part-time staff	6	6	0	4	16	37.5%
<b>Total</b>	<b>87</b>	<b>66</b>	<b>3</b>	<b>25</b>	<b>181</b>	<b>48.1%</b>

- Division Assistant Dean (63%) and Administration (72%) were the only employee groups where the majority of respondents reported they were satisfied with the strategic planning committee.
- Thirteen percent of full-time faculty, 16% of full-time staff and 25% of part-time staff were not aware of the college's strategic planning committee.

Please rate your satisfaction with the following strategic planning communications.

Satisfaction with Strategic Planning Communications					
Category	Response				Total
	Satisfied	Unsure	Dissatisfied	Not Aware	
Strategic planning posters on campus	98 59.0%	28 16.9%	9 5.4%	31 18.7%	166 100.0%
Strategic planning brochures	95 57.2%	30 18.1%	5 3.0%	36 21.7%	166 100.0%
Development day presentations	95 57.6%	36 21.8%	15 9.1%	19 11.5%	165 100.0%
Strategic planning website	75 45.2%	44 26.5%	3 1.8%	44 26.5%	166 100.0%
Strategic planning newsletter	57 34.3%	46 27.7%	5 3.0%	58 34.9%	166 100.0%
YC strategic planning guide	74 44.8%	34 20.6%	5 3.0%	52 31.5%	165 100.0%

- The majority of respondents reported they were satisfied with strategic planning posters (59%), brochures (57.2%) and staff development day presentations (57.6%). Paradoxically, staff development presentations also had the highest dissatisfied rating (9.1%) of any communication method.
- The strategic planning newsletter and the YC strategic planning guide had the lowest satisfaction ratings of 34.3% and 44.8% respectively. Similarly, both of these communication methods had the highest lack of awareness ratings at 34.9% and 31.5%.

## V. Recommendations

- Conducting this survey earlier in the spring semester would enhance the response rate, especially for part-time faculty and staff.
- The Strategic Planning Committee (SPC) needs to work with Human Resources and the Adjunct Faculty Coordinator to better reach and involve part-time employees in the strategic planning process.
- While the current awareness of Yavapai College's strategic plan is high (87.8%), the committee needs to work to increase awareness at or near 100%.
- Regarding the significant number of employees reporting unsure or not aware of the SPC, the SPC needs to reexamine its membership and consider ways to include broader involvement of employees at all levels of the organization.
- As recommend by the visiting team, the YC Strategic Planning Guide should be given to all new employees as part of the employees' orientation.
- Satisfaction with strategic planning communications has improved greatly over the past year; however, there is still significant work to do in this area. Communication methods that involved the Office of Public Information (OPI) had the greatest satisfaction; therefore, it is recommended that the SPC work closely with OPI to strengthen and develop new effective strategic planning communications.
- SPC presentations should only be made when relevant and timely strategic planning information coincides with staff development day. Otherwise alternative communication methods will be used to disseminate planning information.

## **VI. Appendix**

### **Comments**

The comments provided are not edited and are presented as they were received.

#### **Satisfaction with Yavapai College's strategic plan**

Do not know what the current priorities are. Only found last years on webpage.

Meaningful input from faculty would be appreciated - our division did a perfunctory SWOT and then the DAD wrote her own plan of action, not taking into account the priorities we had indicated at all. Unclear how the div plan feeds into the overall strategic plan

Will it ever be fully implemented???

More geared toward education and not administration. There is only one initiative that is focused solely on education.

I'm satisfied, although I would like to see more technology-based initiatives incorporated. YC is still in the "stone age" when considering our IT resources for students, staff, and faculty. We need to consider future advances to our systems in order to stay ahead of game especially when competing with more and more online-only colleges.

I am satisfied, but would like to see our college do more with our community and agency partnerships to encourage a niche industry for Yavapai County.

The benefits I enjoyed 2 years ago aren't there any more. I have received a cut in my hours, a freeze on my salary increment, and removal of free counseling benefits. I am not happy about the current budget restraints, but I still like my job. My sincerest wish is to see a major improvement in the long term plan for part time staff development. It's painful to stretch a paycheck each month that is less than it was 5 years ago.

There seems to be a disconnect between part-time faculty and staff. Also, it would be nice to have a report of the "outcomes" of our strategic planning - did we do what we said; did we accomplish what we wanted? Why or why not?

Strategic Planning is an old corporate fad which collapsed in the seventies. It does not transfer well to the traditional culture of higher education. It does work well as a system of check and balances...but I would like to see more academic/scholarly discussions rather than corporate.

A commitment to environmentally "sound" planning and policies.

I believe more work is needed to prioritize the elements of the strategic plan so that appropriate priorities can be placed on individual departmental action items.

I would like to see a level playing field on both campuses. In other words, why does Prescott always get all the new modern equipment when the Verde campus has old equipment and certain labs that the fire marshal should shut down? How does that promote Excellence in Education? The Verde campus is now graduating almost the same amount of graduates as Prescott. Therefore, we are indeed developing our Human Capital. Thus again, why is the playing field not level at both locations? What about landscape?

Staff on the Verde has been cut to the point of worry for all of us. Facilities and registration are two of my biggest concerns. My department's budget has been cut to the point that instruction has been affected. The physical facility in which I teach is absurdly inadequate in comparison to its counterpart on the Prescott Campus yet my program is required to produce a student equal in every way and able to articulate to the Universities. 85% of instruction in my area is taught by adjuncts.

As I see it, the philosophy of the strategic planning emphasizes the coordination of goals with measurable objectives at each level in the organization in order to most effectively and efficiently address the needs of the community as it relates to the college. Having action plans with regular assessment intervals ensures that action is taken regularly in a timely manner. In premise, I think this objective is right on the mark. However, I see redundancy in the process we are using to achieve that objective

Since SI plan was developed under previous administration, it would be helpful to learn more about current administration's position on the SI plan.

### **Satisfaction with the strategic planning committee**

Unsure of what the committee is doing

Not a good mix of the people at the college. Currently, the committee is made up of primarily administrators. Would like to see a better representation of employees at Yavapai College--including a student representative.

I'm not sure who is on this committee, what are their info sources, updates on progress?

I'm unclear what the strategic planning committee is doing on an ongoing basis to help the departmental planning efforts, or insuring the proper prioritization of College strategic plans are consistent with Departmental planning efforts.

I have seen no positive changes that have in any way enhanced my ability to do my job.

Perhaps providing a quarterly newsflash of who is currently serving on the committee and what their responsibilities include

### **Satisfaction with strategic planning communications**

A lot of advertising for something that is not geared solely for students educational purposes and if you ask a student they could care less because they are not directly affected.

Very unclear about the process and how planning is being done for the College. An example is the telemedicine program and how this meets our strategic initiatives.

Only one initiative geared solely toward students.

Boring, makes the SDD presentations longer than they already are.

The department action plans would be good to have online so we can plan our goals for the new performance development.

Have a computer problem and am unable to open the linked pages from the main Strategic Planning page. Hopefully it will be fixed soon to allow me to open the pdf pages.

Get rid of staff development activities regarding strategic planning...there are bigger fish to fry in preparing for instruction.

Pretty vague, need more definitive progress

The presentations at employee day seem so superfluous to what I believe should be the purpose of those days – team building and community. Everyone tunes out and they go on and on and on, Tom's juggling notwithstanding, and seem loaded w/ jargon and a bit arcane, and truly are mind numbing. As to changes... I don't see why they are a part of Employee Day\_ just put out a news release, otherwise, create some interaction, I'm so tired of being spoken at.

I've never even seen these items

It seems that there is poor communication regarding follow-up to general planning sessions. After SWOT's were done, what happened to all of that information? Do the DADs get that and not communicate it? Couldn't the

presentations on employee day be sent in an e-mail rather than reading PowerPoint presentations to us? Employee day could be more productive if departments and divisions are allowed to collaborate on goals and issues and then a process is developed for follow-up.

Again - what are the outcomes - let us know at employee day - did we make it? Why or why not?

Waste of money

Let's see more of the strategic initiatives put into practice instead of being empty words on paper.

I started to develop my division/program plans based on information in the YC Strategic Planning Guide. However, I didn't find the last page (examples) to be real helpful. I had to go back through the Planning webpage to obtain the original list of Strategic Priorities (August 2005) and then I found that document to be more helpful.

Is it possible that part-time employees are really not thought of as part of the college and its planning process? Too bad.

Creating a vehicle to increase awareness, possibly an email that provides a link to our website information

#### **Other Comments**

It would be more effective if Strategy #4 would be practiced rather than given "lip service".

I think you have made every effort to keep everyone that wants to be in the loop, in the loop. Thank you.

More involvement of adjuncts

I have the Strategic Planning bookmark on the wall next to my computer. It is easy for me to link what I am doing related to the strategic plan and how what I am doing relates to my division as well. I am more aware of those linkages than I have been in the past and use them as part of my own goal-setting.

Will departmental plans be implemented??!!!

The process seems to have become stagnant without direction. As a Division Assistant Dean, I did SWOT analysis, then a department action plan, yet I do not see how this information is being used to make planning decisions.

Thanks Strategic Planning committee for spreading the word, your website is very clear and precise!

Tom Hughes has done an excellent in leading this group forward.

Ongoing sharing by our leaders as to the reasons why the specific strategic plans were chosen, the progress on meeting those plans, timeline involved, and alterations to plan with rationale.

I think that the process has been positive largely because every employee had a chance to give input

As I previously stated, more time and effort needs to be devoted to the IT here at YC. We are well behind the times when it comes to IT for students, faculty, and staff.

I am relatively new to YC. And have had the opportunity to be surprised that I had not been advised of the new AAS Paramedicine program.

The committee has made an outstanding effort to bring information to the college faculty and staff in multiple formats. Members of the committee speaking directly to the faculty and staff guaranteed awareness and opened dialogue. All members of the college were asked to participate in the strategic planning process making it broad-based and inclusive of a vast array of ideas.

I was glad to use the strategic planning process as a way to manage the direction of our department. If we continue to use this process, the entire institution will benefit.

As one of the minions here, I just want to do my job as best as I can, hopefully earn my raises and bonuses (yea, right), and progress as best as I can, given the campus politics. I learned early that to speak out about something is to invite a great deal of negative attention and unnecessary agita. I am amazed that during the time I'm here, it seems I'm only asked advice after the fact... It's a top down system.

The process is much improved over past years.

I've only been on board at YC for 3 semesters so I'm still pretty clueless. I'm sure I'll catch on.

There have been obvious efforts to enhance communication about this process this past year.

It started with a bang but committees on the strategic priorities kind of fizzled for a number of reasons. Changing two top level administrators in one year has

been challenging. We all need to catch our breath a little. How about less committees with more authority to actually do something? We have too darned many committees which has created some chaos and lack of understanding of actual responsibilities/authority to take action by committee members.

In my opinion, the Learning Center is located in the ideal spot, close to the Library and the Computer Commons. We enjoy the space we are in now, except for problems with office privacy, and the AC/heating system. I can only hope we will have better working conditions for all LC staff in our new, permanent location.

I'd like to see more communication on the progress of the strategic plan as plans/goals are achieved.

I think it has been well implemented. We need to be sure we follow through on past initiatives which are still valid and pertinent to our mission, rather than devising a whole new set of objectives each year, and leaving us saying, "What ever happened to THAT initiative?" Is there a table of strategic planning initiatives showing their stages of completion on our website? If not, might there be? Sort of a "Strategic Initiative Whiteboard" we could revisit regularly?

As a recent hire part time employee I look forward to learning more about the growth and development at YC.

I believe strategic planning is critical to the success of the organization, but I'm not sure that we have achieved the proper linkage between the strategic and departmental planning efforts.

It is going to take time to fully comprehend this process and get our faculty to comprehend it.

As a fairly new faculty member I continue to learn more about the college and the strategic planning initiatives. I was satisfied with our last Faculty Development day presentation.

Good job!

We need to stay focused on future planning that benefits the students.

Put the entire college budget on line so that any employee/department can access any other department budget. This has a three-fold effect: 1- it levels the playing field for all departments; 2 - it keeps departments honest as to their needs and spending; 3 - it allows departments to learn from one another. Do not tie the budget to the strategic planning in the first stages of planning. Allow for creative planning; then prioritize to the budget.

I believe I understand how it comes together. I unsure of how it actually drives our forward movement. There seems to be a disconnect between the action steps and the action of the institution.

None