

Yavapai COLLEGE

Strategic Planning Perception Survey

Conducted Spring 2007

Strategic Planning Committee

**Strategic Planning Committee
2006-2007**

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- Vikki Bentz, Faculty Association President
- Rick Giardini/Patrick Burns, Director of ITS
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Yavapai College Strategic Planning Perception Survey

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Yavapai College

I. Introduction

In spring 2007, a survey was conducted measuring employee perceptions, satisfaction and involvement with the college's strategic planning process. A total of 172 surveys were completed for a district response rate of 15.7%.

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. Four 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	27	15.7%	97	27.8%
Part-time faculty	10	5.8%	293	3.4%
Division Assistant Dean	5	2.9%	12	41.7%
Administration	17	9.9%	68	25.0%
Full-time staff	96	55.8%	255	37.6%
Part-time staff	17	9.9%	369	4.6%
Total	172	100.0%	1094	15.7%

Source: HR/IPEDS data report, 2006-07

- Responses were received from all employee categories. Division Assistant Deans (41.7%) and full-time staff (37.6%) had the highest response rates. Adjunct faculty had the lowest response rate (3.4%).
- Response rates for all employee categories were lower compared to the 2005-06 survey.

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	22	12.8%
Somewhat aware	105	61.0%
Very aware	45	26.2%
Total	172	100.0%

- Almost nine out of ten respondents 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	1	20	6	27
Part-time faculty	3	6	1	10
Division Assistant Dean	0	1	4	5
Administration	0	7	10	17
Full-time staff	13	60	23	96
Part-time staff	5	11	1	17
Total	22	105	45	172

- 13% of respondents were not aware of the college's strategic plan; the majority of those (13) were full-time staff.
- One hundred percent of administrators and division assistant deans 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	45	32.1%
Somewhat involved	63	45.0%
Very involved	32	22.9%
Total	140	100.0%

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

Involvement with Strategic Plan by Employee Position				
Category	Response			
	Not involved	Somewhat involved	Very involved	Total
Full-time faculty	7	12	4	23
Part-time faculty	6	1	0	7
Division Assistant Dean	0	1	4	5
Administration	4	3	8	15
Full-time staff	21	42	16	79
Part-time staff	7	4	0	11
Total	45	63	32	140

- As a group, part-time faculty had the lowest involvement of all employee positions.
- Division Assistant Deans and Administration were the only employee groups to report 100% involvement.

Supervisor Discusses Strategic Plan		
Response	Count	Percent
Very Often (six or more times a year)	26	18.6%
Regularly (three to five times a year)	26	18.6%
Somewhat regularly (one or two times)	60	42.9%
Not at all	24	17.1%
Not sure	4	2.9%
Total	140	100.0%

- About three in ten (37%) supervisors regularly or very often discuss the college's strategic plan with their employees.

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

Satisfaction with Strategic Plan		
Response	Count	Percent
Satisfied	59	45.0%
Unsure	65	49.6%
Dissatisfied	7	5.3%
Total	131	100.0%

- Only 5.3% of employees reported being dissatisfied with the strategic plan.
- Forty-five percent of employees responded that they were satisfied with the college's strategic plan, down from 61.4% last year.

- One-half of employees responded as unsure when asked their satisfaction with the strategic plan suggesting that, while employees are aware of the plan, it is often at a superficial level.

Satisfaction with Strategic Plan by Employee Position					
Category	Response				
	Satisfied	Unsure	Dissatisfied	Total	% Satisfied
Full-time faculty	10	11	1	22	45.5%
Part-time faculty	2	4	0	6	33.3%
Division Assistant Dean	3	2	0	5	60.0%
Administration	7	8	1	16	43.8%
Full-time staff	33	36	4	73	45.2%
Part-time staff	4	4	2	10	40.0%
Total	59	65	8	132	44.7%

- Division assistant deans (60%) were satisfied with the college's strategic plan; however, no other employee category was above 45% in percent satisfied.

Please rate your satisfaction with the strategic planning committee.

Satisfaction with Strategic Planning Committee		
Response	Count	Percent
Satisfied	40	31.7%
Unsure	63	50.0%
Dissatisfied	2	1.6%
Not aware	21	16.7%
Total	126	100.0%

- Less than two percent of employees reported that they were dissatisfied with the strategic planning committee.
- Two thirds of the employees (66.7%) were either unsure (50.0%) or not aware (16.7%) of the college's strategic planning committee.

Satisfaction with Strategic Planning Committee by Employee Position							
Category	Response					Total	% Satisfied
	Satisfied	Unsure	Dissatisfied	Not Aware			
Full-time faculty	6	8	1	6	21	28.6%	
Part-time faculty	0	3	0	3	6	0.0%	
Division Assistant Dean	2	3	0	0	5	40.0%	
Administration	5	9	0	0	14	35.7%	
Full-time staff	24	35	1	10	70	34.3%	
Part-time staff	3	5	0	2	10	30.0%	
Total	40	63	2	21	126	31.7%	

- While dissatisfaction is very low for each group, the majority response from every employee category was in the area of unsure when asked about their satisfaction with the 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	
Open Forums with President & V.P.s	76 63.9%	31 26.1%	3 2.5%	9 7.6%	119 100.0%
Strategic planning website	61 51.3%	36 30.3%	1 0.8%	21 17.6%	119 100.0%
Strategic planning posters on campus	50 41.7%	29 24.2%	5 4.2%	36 30.0%	120 100.0%
Newsflash Notices	83 69.2%	30 25.0%	2 1.7%	5 4.2%	120 100.0%
Strategic planning year-end report	56 46.3%	41 33.9%	1 0.8%	23 19.0%	121 100.0%
Environmental planning report	25 20.8%	46 38.3%	3 2.5%	46 38.3%	120 100.0%
YC strategic planning guide	50 42.0%	40 33.6%	3 2.5%	26 21.8%	119 100.0%

- The majority of respondents reported they were satisfied with the open forums with the President and Vice Presidents (63.9%), Newsflash notices (69.2%), and the strategic planning website (51.3%).
- The environmental scanning report had the lowest satisfaction ratings of 20.8%. Similarly, this communication method had the highest lack of awareness ratings at 38.3%.

V. Recommendations

- More adjunct involvement in the planning process is needed. The adjunct faculty coordinator should be added as a member of the strategic planning committee (SPC) to enhance involvement of adjunct faculty in planning.
- This year's survey response rate was extremely low at 15.7%. Recommendation is to begin the survey at the beginning of April and have it run through the end of the spring semester. An earlier start date and increased communications should enhance the response rate, especially for part-time faculty and staff.
- The Strategic Planning Committee (SPC) needs to work with Human Resources 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 (86.6%), most areas where satisfaction was measured were dominated by responses of unsure. The SPC needs to explore better ways to communicate its activities and products; one method may be to involve the Office of Public Information (OPI) in developing communication strategies.
- 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.

VI. Appendix

Comments

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

Additional Comments on Strategic Planning at Yavapai College

Great job. Thanks for including us all the way through and for making it easy to understand and work together to accomplish our goals. It is helpful to have the support you give so that we have clear direction and can unite as a college community to achieve success!

In the future, when/if you ever build/refit any buildings again (Ruger!)- please involve the Disability Resource person in the planning stage, so we don't have to retrofit new buildings with accessibility equipment that could have been included during construction at a more reasonable price. That is a waste of taxpayer money, alienates disabled students and community members, and is a PR disaster. And please make the sidewalks in logical locations that actually go to and from places at acceptable grades.

I especially like the open forums with the president. It is refreshing to know that he is interested in input from the faculty and staff.

Feel part-time staff should attend meetings as well as full time staff!

It seems that the strategic planning process starts off with a lot of momentum but soon dies due to lack of interest or the lack of support to carry out the plan.

More student input is needed.

As an adjunct I have never been asked or involved in the college's strategic planning process. This survey is the only time I have been engaged with strategic planning.

I think the outreach to internal and external stakeholders through the community forums are extremely valuable.

Not sure how strategic planning specifically addresses needs of part-time staff: Would like to see plans for regular part-timer wage increases included. Also strategic planning should include provision and publication of weekend, late night and other off-hour campus security and emergency services and procedures -- and ITS trouble-desk services available at those hours -- as these are the employees most often working hours other than the regular M-F, 8-5.

I have not heard much about it for awhile and feel out of touch. I do believe the college was good about sharing the strategic planning process initially when the NCA was coming, but recently I haven't even heard much about it at YC Staff Development Day.

Maybe a little more knowledge by the Planning Group on the infrastructure as a whole on how things work. Some people seem to think by just making a vote or decision that it's a done deal.

The website is better! I would like to see some links on the "type of student" YC has. It is difficult to find this quickly in IR - perhaps a link to Student Affairs.

I think it is helpful when the President does his interpretation of what the Strategic Plan is about. That tells us which strategies have priority and how they are going to be implemented.

fg

As a satellite campus, I guess we're just out of the loop...

Just need to make sure everyone is on the same page and that any changes and expectations along with timelines for reports and an appropriate prompt are taken care of.

Communication with my Division Dean, Brett Markman, has been fine in all areas, but I have not dialogued with him about this strategic planning. I am an adjunct teaching only online courses, so the email updates are what I rely upon. I do not get to the campus very often.

Produce more communication that announces new programs, their location and the justification for their existence and placement within the district (how does that new program "mesh" with the current offerings and "identification" of the campus or site and connect it to the college's strategic initiatives.

I've worked on a couple of grants and that made me very aware of the strategic planning.

prioritize needs in relation to maintaining excellent faculty instructors, good instructors and staff should be kept.

Members of this committee should represent all areas of the college. Our department had ZERO representation.

Goals are important. Planning and communication are equally important to ensure excellent execution. It is not enough to simply communicate the overall goals. Detailed planning of the execution of those goals must involve all levels of the organization, including the staff that answers phones, registers students, communicates policy and determines eligibility. To be properly executed, the detailed plan must then be communicated to the entire staff well in advance of its execution. In this we fall short.

None at this time.

I have seen substantial increase in awareness of YC strategic planning over the past three years; however, there's always room for improvement. If all managers would take responsibility for passing along to their subordinates strategic planning information and updates, awareness would increase even more.

If dissatisfied with Yavapai College's strategic plan what changes would you like to see.

I don't see a lot of action and relevance to the education or service side of the college - most seemed related to capital improvements and specific projects. The development of human capital seems to be mostly lip service.

I like "the Plan", but feel we are falling short on Developing Human Capital.

76

I would like to have information that clearly justifies money spent on new programs (including facilities remodels, etc.). How do these program decisions and the money that is spent accommodating them tied to the strategic initiatives, particularly where it appears unclear as to why a new program is placed at one site rather than another. I think this needs to be communicated more clearly because, at times, it is difficult to see the correlation.

This is my first year as a DAD. My answers reflect a lack of experience more than a dissatisfaction of any processes.

if the strategic plan involves the new buildings and such...what a travesty. no two buildings on campus match , people have to park in dirt lots. students have no idea of where to go. what a waste of taxpayer money. the money could have been better spent doing something about the low salaries so YC can retain the talent it needs to go into the future. i hate to say this , but i've been here over 20 years and this institution has decayed very badly in the last two or three. any sense of "family" is long gone

Made more cost effective

With respect to the Long Term Strategic Plan, Initiative 4, "Develop Our Human Resources": Colleges should be sites that reflect the values and ethics of an enlightened, humane, and respectful culture. For part-time employees, there is a Wal Mart mentality that leaves part-timers with low pay, no hope of advancement, no benefits, not even in-kind tuition. This needs to be addressed. At the very least, an emergency and sick leave fund for those who depend on their part time wages to survive.

More involvement of adjuncts since we out number full-time faculty by 3 to 1!!!

Less group meetings - these seem to waste more time traveling to and from than what actually gets done in the meeting. Maybe suggest alternatives to meeting - maybe like teleconferencing from each office.

what strategi plan?

I believe the college is trying to be all things to all people within the community. While this is a fine goal, careful planning is required to do many diverse things well and serve diverse populations with excellence. From my perspective, the administration has not spent adequate time and resources to plan, ACCURATELY advertise and inform the public and staff for the various programs offered.

If dissatisfied with the strategic planning committee what changes would you like to see.

6tr5

I have not had any direct contact with the Committee. Information has come through DAD and Dean meetings.

i don't think these committees are for us mear mortals

Are there any adjuncts on the strategic planning committee?

Better meeting management.

I would like to see more participation and commitment to attend SPC meetings from SPC members. A core group of SPC members attend the meetings, but better district-wide representation would be accomplished if all of the SPC members would make attending the SPC meetings a priority.

If dissatisfied with strategic planning communications what changes would you like to see

The open forum with admin seemed to be an effort to disseminate info, however the ITS episode was mismanaged and unfortunately resulted in the loss of several key employees which have not been replaced. That created poor morale and a feeling that no one is a valued employee - that's depressing.

Strategic planning guide is not user friendly

I indicated "unsure" in areas that I haven't fully explored resources.

Would like to see more Forums, more frequently. Perhaps not just the President, but other Admin staff as well.

This is a desert landscape and, as such, the presence of water-hungry plants and grasses are unacceptable. We should show to all, by our example, respect for our environment and climate. Take Prescott College's lead and replace all grass and water-hungry plantings with xeriscape. Promote Yavapai College as a committed, caring steward of mother nature.

tr

how about being made aware that they exist ?

I do not think the posters around campus helped with explaining what or where the college was intending. I don't think students nor the community got it. The posters needed a little explanation for their purpose and brief explanations for each of the strategic goals.

Made more cost effective

The problems of part time employees must be addressed. You have a culture of unhappy, underpaid people whose situation undermines your overall mission as an educational institute that should reflect hope and possibility for the future. How can that exist with a staff of people who are underpaid, dead-ended, and have no vested interest in the college community?

Less is more.

posters, planning report, and year-end report I've never seen yet