

**DALTON STATE COLLEGE
STRATEGIC PLANNING COMMITTEE
EVALUATION OF THE STRATEGIC PLAN AND PLANNING PROCESS
SURVEY RESULTS REPORT**

Survey Respondents = 25 or (65%) out of 38 Strategic Planning Committee Members

Following are questions that ask about the strategic and annual planning process at Dalton State College. As a member of the Strategic Planning Committee, please answer by checking “Yes,” “No,” or “Don’t Know” about these aspects of the College’s strategic planning process.

<i>Strategic Planning Process Question</i>	<i>Yes</i>	<i>No</i>	<i>Don't Know</i>	<i>No Reply</i>
1. Are the mission and core purposes of Dalton State College accurately reflected in the College’s strategic plan and planning process?	20 80%	0 0%	5 20%	0 0%
2. Do the University System of Georgia’s strategic planning initiatives serve as focal points for the development of DSC’s strategic plans?	20 80%	2 8%	3 12%	0 0%
3. Is there a vision described or articulated of where and what the institution wants to be in the future?	21 84%	2 8%	2 8%	0 0%
4. Are the strategic initiatives, goals, and action plans clear, compelling, and achievable?	19 76%	5 20%	0 0%	1 4%
5. Are the annual implementation plans executed on time and on target?	17 68%	2 8%	6 24%	0 0%
6. Is there evidence that representatives of employees at all levels (faculty, academic staff, support staff, administration) participated in a meaningful way in strategic and annual planning?	25 100%	0 0%	0 0%	0 0%
7. Is there evidence that data on the needs of all the stakeholders but especially those from outside of the institution were sought and used in the planning process?	11 44%	4 16%	10 40%	0 0%
8. Are there criteria, tools, and procedures in place to modify the strategic plan as it progresses?	21 84%	0 0%	4 16%	0 0%
9. Is there evidence in strategic and operational plans that the Strategic Planning Committee looked beyond immediate day-to-day concerns and into the future?	24 96%	1 4%	0 0%	0 0%
10. Does the strategic plan show that choices have been made in terms of types of program, service or activities, delivery system, who will be served, processes used, and the like?	24 96%	0 0%	1 4%	0 0%
11. Do measures of success or key performance indicators evaluate the extent to which goals, objectives, and action plans are achieved?	20 80%	0 0%	3 12%	2 8%
12. Do annual plans show evidence of cooperation, collaboration and/or integration of resources?	23 92%	0 0%	2 8%	0 0%
13. Is there a relationship of the strategic planning to continuous quality improvement and institutional effectiveness?	21 84%	0 0%	2 8%	2 8%
14. Is there a copy of the strategic plan (or a summary) in the hands of every full-time faculty and staff member?	23 92%	0 0%	2 8%	0 0%
15. Do faculty and staff have opportunity to provide input to the strategic plan and planning process?	23 92%	0 0%	2 8%	0 0%

<i>Strategic Planning Process Question</i>	<i>Yes</i>	<i>No</i>	<i>Don't Know</i>	<i>No Reply</i>
16. When a major decision must be made, is the plan or the strategic planning committee consulted?	10 40%	2 8%	13 52%	0 0%
17. Does the budget follow the plan, i.e., is there is a linkage between the College's budgeting process and its strategic planning process?	10 40%	3 12%	12 48%	0 0%
18. Does the College administration provide sufficient financial and human resources to support the strategic planning process?	16 64%	5 20%	4 16%	0 0%
19. Does the President, as chair of the Strategic Planning Committee provide effective leadership in the College's strategic planning process?	24 96%	0 0%	1 4%	0 0%
20. Is the Office of Institutional Research & Planning effective and efficient in providing the necessary support to the strategic planning process?	22 88%	0 0%	3 12%	0 0%
21. As a member of the Strategic Planning Committee, do you receive adequate information to prepare you for the committee's meetings and proceedings?	24 96%	1 4%	0 0%	0 0%
22. Are the roles and responsibilities of the Strategic Planning Committee made clear and appropriate?	23 92%	2 8%	0 0%	0 0%
23. Would you agree that DSC engages in effective strategic planning?	22 88%	1 4%	1 4%	1 4%
24. Would you agree that the planning process at the College may be characterized as a participatory enterprise, which embeds strategic planning and institutional effectiveness into a single system of operation?	23 92%	0 0%	1 4%	1 4%
25. On the whole, are you satisfied with the strategic plan and planning process at DSC?	23 92%	0 0%	0 0%	1 4%

Identify any weaknesses or other additional areas that should be addressed in the next strategic planning cycle.

- Needs a “vision” statement on part of the strategic plan report.
- Implementation plans needs to be achievable and on time.
- Needs an idea on how the DSC budgeting process will “follow the plan”.
- There is a tendency to pick too many goals for a given year. For example, Goal 6 and Goal 28 are major undertakings – that haven't been started as of October 3rd.
- Would be helpful to have revised institutional vision in place before departmental vision/missions are called upon to be drafted to support the institutional vision.
- The committee itself seems quite large. Perhaps this could be addressed by having some sub-groups send a representative to serve on the committee. In other words, is it really necessary that every department head be involved in the deliberations?
- Explanation to new members the difference in planning priorities, goals, etc...
- Although this time the numbers of goals and actions to be taken to reach those goals decreased, perhaps we could streamline some more. It seems that there are a lot of things going on at once. Maybe if we strategize 2 or 3 major goals with ways to accomplish them, more priorities and resources could be given to them with a “bigger bang for the buck.”

Identify any weaknesses or other additional areas that should be addressed in the next strategic planning cycle. (continued)

- An external consultant should lead the early stages of the process. Employees are reluctant to differ with the boss.
- Identify Board of Regents Planning initiatives/goals and show alignment of DSC goals with Regents initiatives.
- Show evidence of previous plan and evaluation of each goal prior to developing new goals.
- Form small committees; ask committees to develop 4 to 5 goals for college; then distribute goals to each Division; and ask Division to develop goals to align with College goals.
- Develop evaluation system to evaluate goals.
- Keep College-wide goals to minimum. Ask each academic division and administrative department to develop goals that align with DSC goals.
- Since committee members come from a variety of backgrounds and roles, some planning issues are beyond the awareness of some members. Perhaps a session could be devoted to making all committee members aware of all planning issues.
- The participation of individuals from across the campus from diverse perspectives makes consensus more difficult, but is an important component of getting buy-in across campus.
- More emphasis on achieving university status.
- The main weakness I have felt has been too many goals, however that issue had been addressed. The numbers have been pared down to a more manageable number over the last couple of years.
- The DSC Strategic Planning process has become rather inbred – it is weak in coordination with the USG Strategic Plan (itself undergoing major change) and there is little consultation with outside stakeholders. The whole process has become somewhat ritualistic and ossified with many regarding it as a burden and a chore rather than an opportunity.
- All necessary areas were addressed by the committee.
- It seems to me that if the first goal is to revisit the mission statement, the other goals cannot be totally independent of that goal.
- I am not sure that the Dalton community needs were given enough weight in the process.

What do you like best about the College's strategic planning process?

- Very participating.
- Key performance indicators.
- The committee is comprised of participants from many different disciplines – faculty, staff, administrators, etc.
- There is strong leadership from the College President and Institutional Research.
- Level of collaboration and participating input. All comers are considered equally regardless of where they/we fit in institutional hierarchy.
- Inclusiveness good, but perhaps it makes the process a little too drawn out.
- Periodic review is good for keeping focus on the goals/objectives.
- 4 year cycles now.

What do you like best about the College's strategic planning process? (continued)

- Very thorough and thoughtful process and we seem to be getting better at it with each cycle. Also very participatory process encompassing every area of the College (all represented in some form or fashion.)
- Vision for growth – regional university.
- All areas of the College are represented.
- The collegial atmosphere and opportunity for input into the planning process.
- Input from all divisions.
- Large participation in the process.
- Involves a lot of people/personnel from all areas of the college. I think this allows for a more thorough/comprehensive collection of views, opinions and suggestions.
- It is widely participatory, at least within the confines of the campus – it could be broadened further by a more structured solicitation of input and planning at the sub-institutional unit level – within division, offices, etc.
- Involvement campus wide.
- All departments and divisions of the College are well represented.
- The kickoff meeting at the lodge was very nice!
- Its participatory nature and President's leadership.

What do you like least about the College's strategic planning process?

- The frequency of the meetings. It feels like we have “too many”.
- Anything that smacks of Q-builder format.
- Committee is too large.
- The large, unwieldy committee. It seems that it might work more efficiently to be fewer in number.
- Nothing was ever explained about goals, planning priorities, etc. I was lost for a while trying to figure everything out. I didn't know one from the other.
- Time consuming, although I must say with this cycle it seemed to not be as involved time-wise as in previous cycles.
- Too internal. Needs external focus.
- Many times operational items or other items not strategic in nature become goals or implementation strategies. Often goals are too specific and prescriptive. These should be more generic and global.
- Strategic Planning Committee should not have 50 members. Divide the workload.
- Board of Regents Strategic Initiatives + DSC Goals and Purposes (mission) + Divisions, Areas (facilities, library, etc) should align with DSC goals.
- The time required in an already busy schedule.
- Is difficult to forecast some things, but it is necessary to make long range plans.

What do you like least about the College's strategic planning process? (continued)

- The process sometimes seems governed more by form than by substance, with purposes, priorities, and goals being shaped as much by their compatibility with Q-Builders template as by their alignment with USG and DSC missions and perceived environmental S.W.O.T. — it is usually perceived within the college community as top-down, not bottom-up. It may be too late to modify campus culture on this point, but it undoubtedly feeds, and is fed by widespread rank and file apathy.
- Lengthy meetings at times.
- Individuals who aren't prepared and slow the process down.

What recommendations would you have for improving or revising the strategic planning process at DSC?

- Write a vision statement as part of plan.
- I think it runs pretty smooth now that I understand what is going on.
- Identification of barriers to each objective toward solutions.
- Have Business Division develop the process. That's their expertise.
- I think it has evolved into a workable process involving input from every member of the DSC workforce (should they choose to provide input when the opportunity is requested). I am pleased with how the meetings are conducted, workload assigned, and goals are attacked, accomplished, modified, or eliminated as time and information permits.
- Closer coordination with the USG Strategic Plan.
- More input from extra-mural stakeholders.
- More systematic solicitation and incorporation of input from with divisional, disciplinary, or administration and staff units, rather than relying almost entirely on essentially supervisory personnel to spear for their areas.
- Research best practices in strategic planning at other USG schools.
- Revise this form to provide a more discriminating range of assessments than "Yes, No, and Don't Know", perhaps using a Likert scale.
- No improvements needed.
- I believe that the process is good. My biggest concern is whether we have adequately identified community needs.
- Reduce the number of goals to a more manageable level.