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

Survey Respondents = 24 or (58%) out of 44 Strategic Planning Committee Members

1. The following questions were asked about the strategic and annual planning process at Dalton State College. Members of the Strategic Planning Committee answered by checking "Yes," "No," or "Don't Know" about these aspects of the College's strategic planning process.

Strategic Planning Process Question	*Yes*	*No*	*Don't Know*
1. Are the mission and core purposes of Dalton State College accurately reflected in the College's strategic plan and planning process?	24 100%	0 0.0%	0 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?	22 91.7%	1 4.2%	1 4.2%
3. Is there a vision described or articulated of where and what the institution wants to be in the future?	23 95.8%	1 4.2%	0 0.0%
4. Are the strategic initiatives, goals, and action plans clear, compelling, and achievable?	22 91.7%	0 0.0%	2 8.3%
5. Are the annual implementation plans executed on time and on target?	19 79.2%	1 4.2%	4 16.7%
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?	15 62.5%	6 25.0%	3 12.5%
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 45.8%	2 8.3%	11 45.8%
8. Are goals integrated into performance reviews of officers of administration, division chairs, and department heads?	11 45.8%	1 4.2%	12 50.0%
9. Are limitations, barriers and weaknesses addressed in goals and objectives?	20 83.3%	2 8.3%	2 8.3%
10. Are there are criteria, tools, and procedures in place to modify the strategic plan as it progresses?	20 83.3%	0 0.0%	4 16.7%
11. Is there evidence in strategic and operational plans that the Strategic Planning Committee looked beyond immediate day-to-day concerns and into the future?	24 100%	0 0.0%	0 0.0%
12. 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?	23 95.8%	1 4.2%	0 0.0%
13. Do measures of success or key performance indicators evaluate the extent to which goals, objectives, and action plans are achieved?	21 87.5%	1 4.2%	2 8.3%
14. Do annual plans show evidence of cooperation, collaboration and/or integration of resources?	23 95.8%	0 0.0%	1 4.2%
15. Is there a relationship of the strategic planning to continuous quality improvement and institutional effectiveness?	22 91.7%	0 0.0%	2 8.3%

Strategic Planning Process Question	Yes	No	Don't Know
16. Is there a copy of the strategic plan (or a summary) in the hands of every full-time faculty and staff member?	10 41.7%	1 4.2%	13 54.2%
17. Do faculty and staff have opportunity to provide input to the strategic plan and planning process?	23 95.8%	0 0.0%	1 4.2%
18. When a major decision must be made, is the plan or the strategic planning committee consulted?	11 45.8%	3 12.5%	10 41.7%
19. Does the budget follow the plan, i.e., is there is a linkage between the College's budgeting process and its strategic planning process?	15 62.5%	1 4.2%	8 33.3%
20. Does the College administration provide sufficient financial and human resources to support the strategic planning process?	18 75.0%	2 8.3%	4 16.7%
21. Does the President, as chair of the Strategic Planning Committee provide effective leadership in the College's strategic planning process?	24 100%	0 0.0%	0 0.0%
22. Is the Office of Institutional Research & Planning effective and efficient in providing the necessary support to the strategic planning process?	24 100%	0 0.0%	0 0.0%
23. As a member of the Strategic Planning Committee, do you receive adequate information to prepare you for the committee's meetings and proceedings?	24 100%	0 0.0%	0 0.0%
24. Are the roles and responsibilities of the Strategic Planning Committee made clear and appropriate?	23 95.8%	0 0.0%	1 4.2%
25. Would you agree that DSC engages in effective strategic planning?	24 100%	0 0.0%	0 0.0%
26. 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?	22 91.7%	0 0.0%	2 8.3%
27. On the whole, are you satisfied with the strategic plan and planning process at DSC?	24 100%	0 0.0%	0 0.0%

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

- Some of the "verification" meetings could have been done individually, as a paper check off. There were no Staff on the committee.
- Plan Builder effectiveness.
- It would be useful if the Minutes of each meeting were distributed to each member, then checked and commented on at the next meeting.
- Too many goals.
- Needs a description and an articulated vision statement. Where does the College want to be by the end of the planning cycle? That statement is lacking in the plan.
- Perhaps consult with outside firm to conduct strategic plan and remove the day-to-day preparation from the President who already has so much on his plate.

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

- Clear goals and objectives.
- It is well integrated and encompasses the institutional effectiveness process. It is a detailed process covering all aspects of the College's operation.
- Collegial nature.
- The opportunity to meet and go through the jobs for all the campus. This gives an opportunity to be aware of what each area is doing.
- KPI's.
- No heavy-handedness by administrators or chairs.
- One longer meeting rather than 5 or 6 shorter ones.
- Its participatory character, even though the process is at best cumbersome and rather mechanical. In general it provides an adequate framework for developing and demonstration accountability.
- Everyone has input.
- Getting to be part of the decision making process on our campus. Getting to learn something about all the divisions on campus.

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

- That much of the work and thought that goes into such an endeavor could be superseded, at whim, by the Board of Regents.
- The plan is voluminous and sometimes we seem to run in circles inefficiently to check off what's done and undone.
- I find Plan Builder difficult to use. When the goals are translated into who is responsible for fulfilling the goals, so far as I know, the Institutional Research Director writes them without consulting with the people who will be affected.
- Occasionally, what I remember as a goal from one meeting is transmitted into something else by the next meeting.
- Time involvement.
- Seems to tackle too many goals that may not all be achievable. There are way too many goals.
- Long meetings.
- Sometimes it feels like overkill-duplication of efforts. Could the work sessions be streamlined to reduce the amount of time spent in meetings?
- Its demands on time and paperwork-it caused us to spend as much energy scrutinizing ourselves as we spend actually doing something.
- 3 year term.
- Some meetings last a little long-but only a few, but that's true with any meeting.
- Not visionary enough to take us to the next level from good to great.

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

- Involve more individuals in process.
- Include a support staff representative on the strategic planning committee.
- Cut down on the number of goals. The goals should be fewer, focused and achievable. Appears unrealistic for unit heads to achieve all goals assigned to them. We stretch ourselves too thin with so many goals in the strategic plan.
- Review the Plan Builder format.
- Streamline. Find a stable software that works more easily than Plan Builder.
- If it is to be "embedded" in a "single system or operation", it should be more thoroughly inoculated in all new personnel as part of their orientation and inductions into the institution's culture. For example, see it as an excrescence which is outside the core of their professional existence.
- More rotating on and off more formal-eg. term beings/term ends.
- Have a training session for Plan Builder so everyone knows how to use it.
- Hire outside firm who specializes in this process. Need better refreshments!!!