



Formative Evaluation of Planning at Doña Ana Community College

Fall 2008



An Assessment of Strategic Planning, Program Review and Institutional Planning (PRIP), and the Institutional Effectiveness and Planning Office



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Introduction

Doña Ana Community College (DACC) employs two main planning processes, driven by the Mission, Vision, and Values Statements, to guide the actions of the college community. These two planning processes are Strategic Planning and Program Review and Institutional Planning (PRIP), and these efforts are coordinated by the DACC Institutional Planning and Effectiveness Office (IEPO). The objective of this report is to provide an evaluation of DACC's planning processes and the Institutional Planning and Effectiveness Office.

Methods

In Fall 2008, the Institutional Effectiveness and Planning Office developed and conducted a web-based survey of eighteen questions to assess the attitudes and perceptions of DACC faculty and staff regarding the college's planning processes and IEPO. The survey consisted of questions that asked respondents about their level of involvement with each of the planning processes and the effectiveness and inclusiveness of the processes. The survey also included a section consisting of questions regarding the quality of the support and services provided by IEPO. Everyone with a DACC email account was asked to complete the survey by email several months before results were analyzed, with a reminder email sent one month before analysis.

Results: Overview

Eighty-nine DACC employees completed the web-based survey. Full-time employees comprised 97% of respondents, and part-time employees were 3% of the survey group. Most of the respondents were support/classified staff (38%), followed by faculty (35%), and administrators and/or professional staff (25%). The majority of respondents had been employed

by DACC for 11-15 years (17%) or one year (17%), followed by two years (10%) or 8-10 years (10%), three years (9%), five years (8%), and less than one year (7%).

Results of interest were:

- 73% of respondents agreed or strongly agreed that the DACC Strategic Planning process clearly focuses on students.
- 68% of respondents agreed or strongly agreed that the Strategic Planning process is effective in creating positive change at the college.
- 58% of respondents agreed or strongly agreed that their program/unit PRIP plan was clearly tied to DACC's Strategic Plan.
- 54% of respondents agreed or strongly agreed that they know where to obtain appropriate data for program review and planning.
- 69% of respondents agreed or strongly agreed that they can get useful and accurate data from the DACC Institutional Effectiveness and Planning Office.
- 59% of respondents agreed or strongly agreed that the DACC Institutional Effectiveness and Planning Office provides timely distribution of information and data for planning and decision making activities.
- The mean score was 4.6 ± 1.0 (SD) on a question asking how effective the Institutional Effectiveness and Planning Office has been at "nurturing a culture of evidence" on a scale from 1 - 6 (with 6 being extremely effective).



Results

Strategic Planning



Strategic Planning

The survey indicated that awareness of the Strategic Planning process among DACC employees is high. In a question asking whether respondents had ever participated in the DACC Strategic Planning process, 37% of the survey group reported that they had participated, 48% selected that they had not participated but were aware of the process, and 15% reported that they were unaware of strategic planning. The majority of respondents agreed or strongly agreed that they understood how the 2008-2012 Strategic Plan will guide DACC in the future (61%) and that the Strategic Planning process was well communicated throughout the college (43%). The majority of the survey group indicated that they know who to contact if they had questions about the 2008-2012 Strategic Plan (59%). When asked whether they would be interested in attending workshops or training sessions on DACC's Strategic Planning process, the majority of respondents selected "maybe" (45%). Similarly, the majority of the survey group (44%) chose "maybe" in response to a question asking whether they would like to be more involved in the Strategic Planning process.

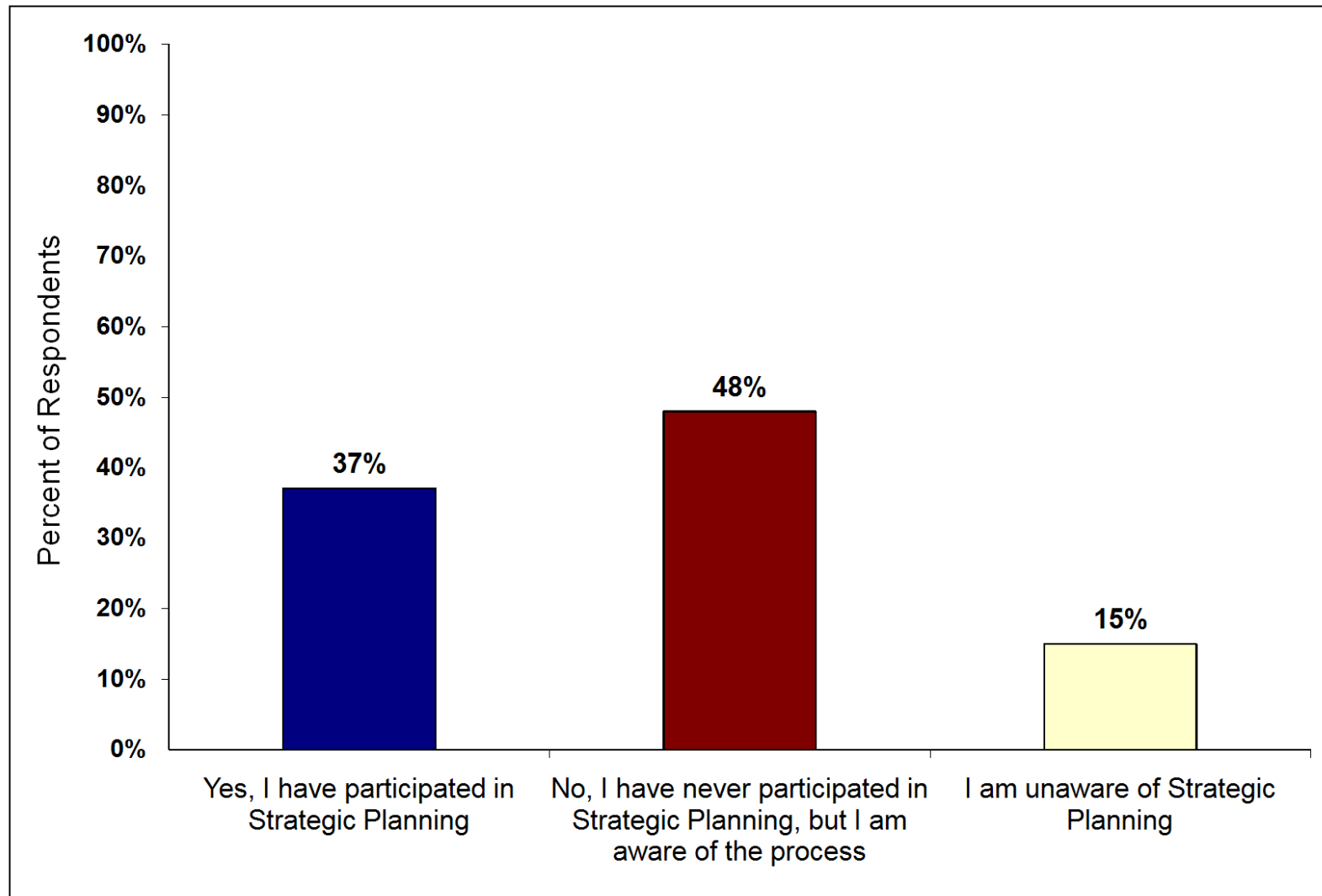
This section included two open-ended questions about Strategic Planning. A representative selection of responses to each question is included below.

- *Who do you believe should be involved in the Strategic Planning process?*
 - Place responsibility at the division level.
 - Every employee and student at DACC: Faculty, staff, and administration.
 - Support staff not just academic staff. Also, more representation from all the satellite centers.
 - Deans and chairs and two members from each division.

- All sections of the college and public (including the different educational institutions) that benefit from the college. Often one person can represent more than one category of interested party.
- Anyone interested.
- Faculty, Staff, and Students (fewer administrators).
- *What suggestions do you have for getting students more involved in the Strategic Planning process?*
 - Work with faculty club advisors to identify and engage students.
 - Use ASDACC.
 - Making it available online and convenient for students.
 - Offer it for credit.
 - Have multiple ways they can communicate suggestions...suggestion box, web site, feedback on instructor evaluations, etc.
 - Marketing to this audience and stressing the importance of their contribution.
 - Monetary incentive, a percentage off at the bookstore or parking department, or one credit free tuition.
 - DACC cross-curricular survey assignment for credit.

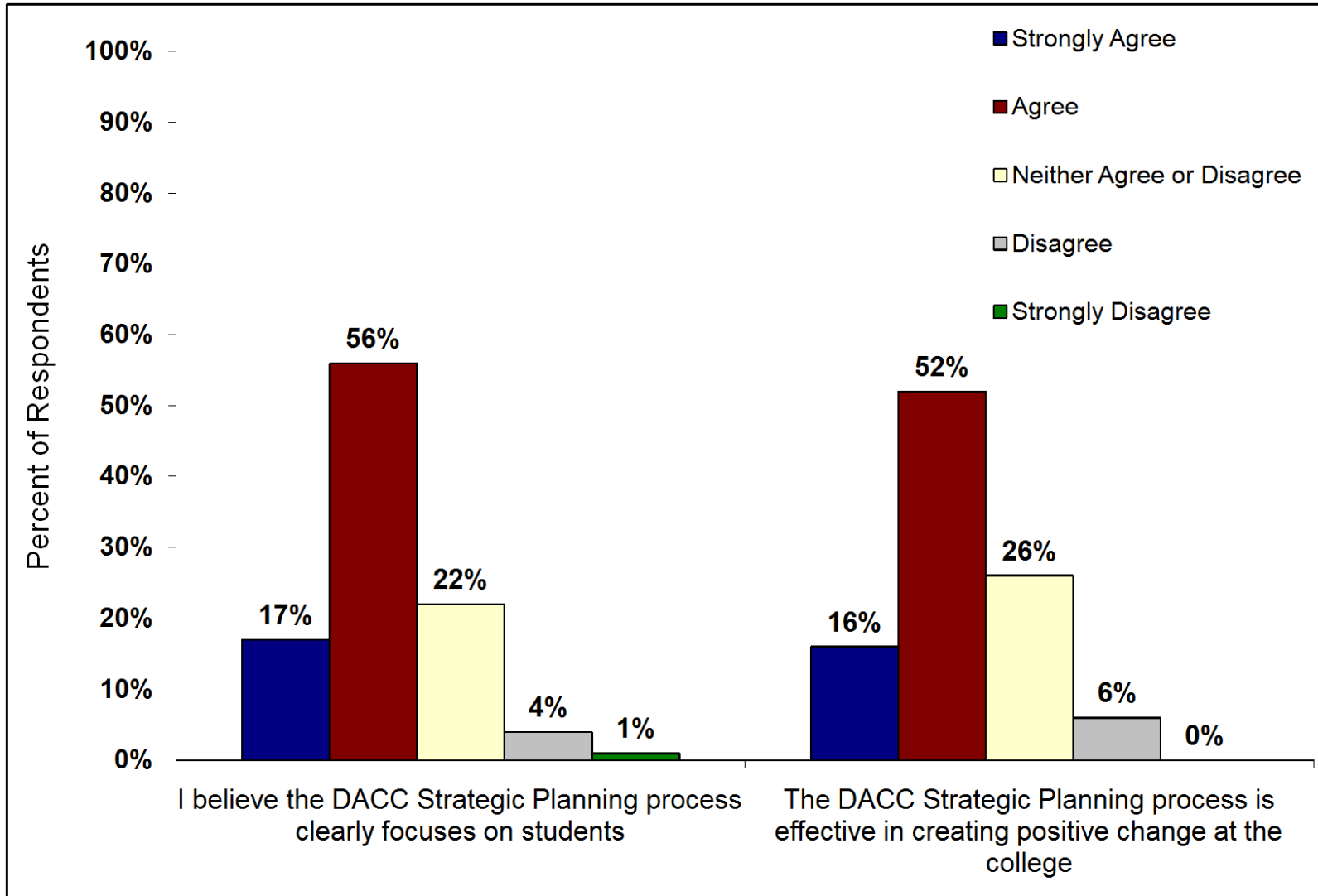
Strategic Planning

Have you ever participated in the DACC Strategic Planning process?



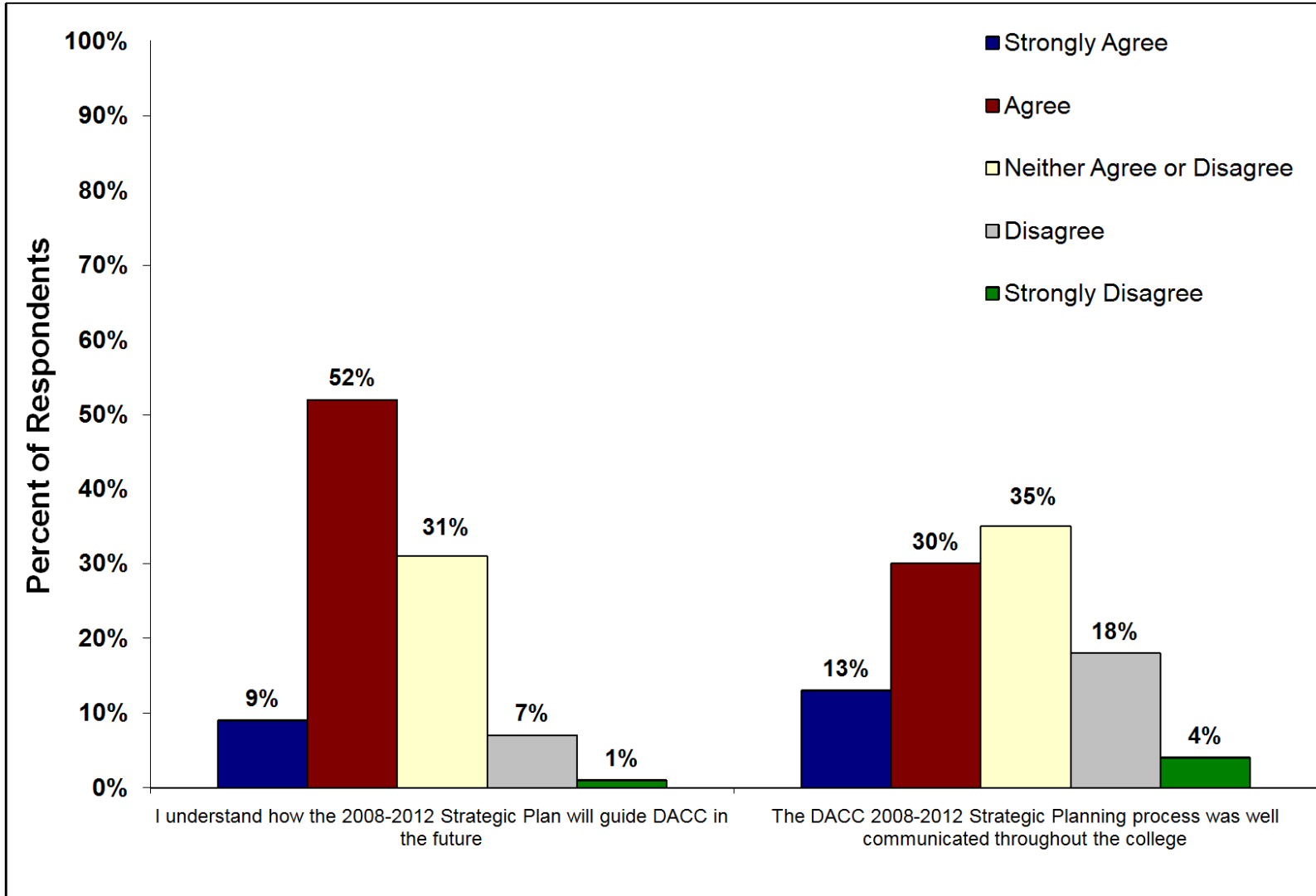
Strategic Planning

Please indicate your level of agreement with the following statements.



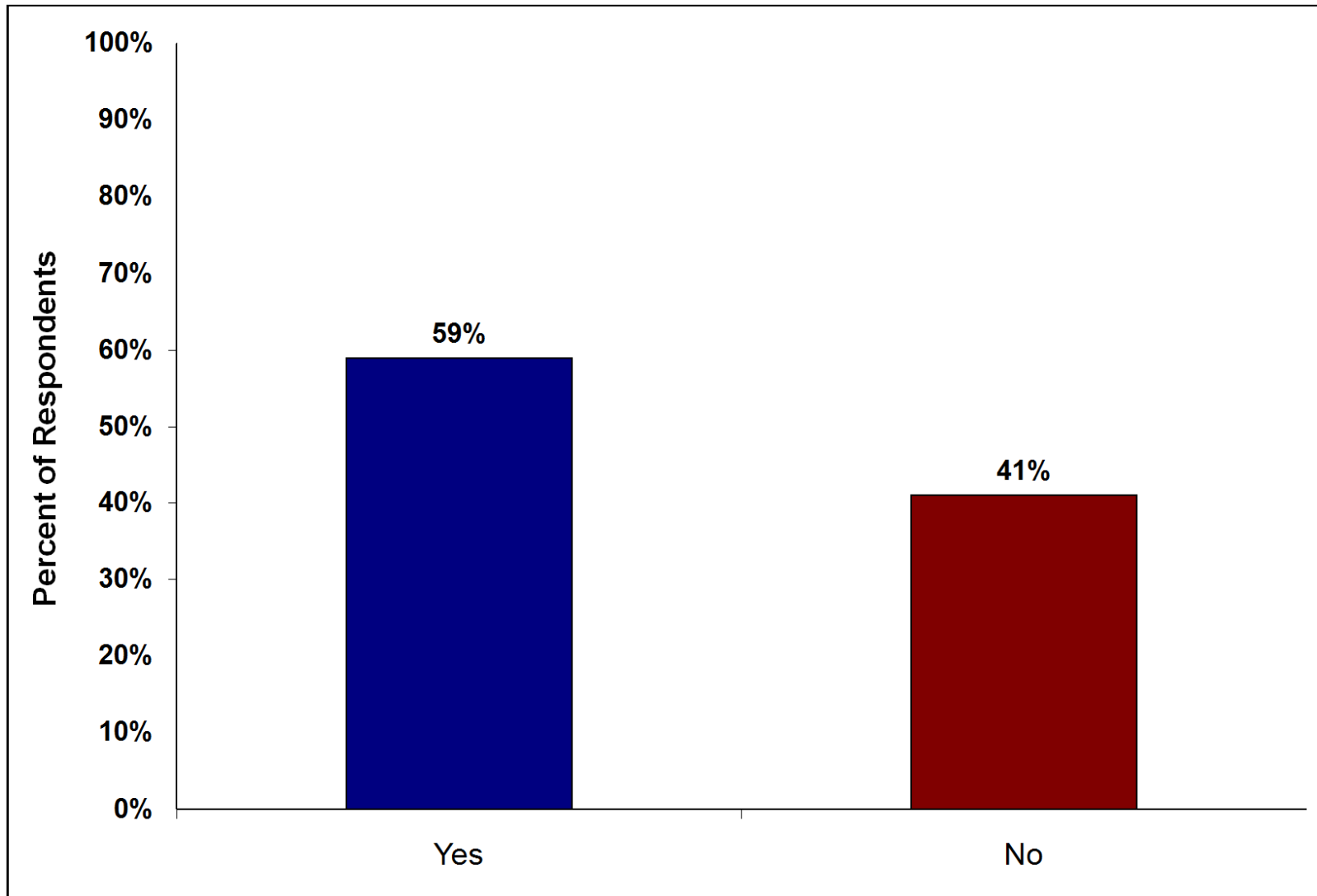
Strategic Planning

Please indicate your level of agreement with the following statements.



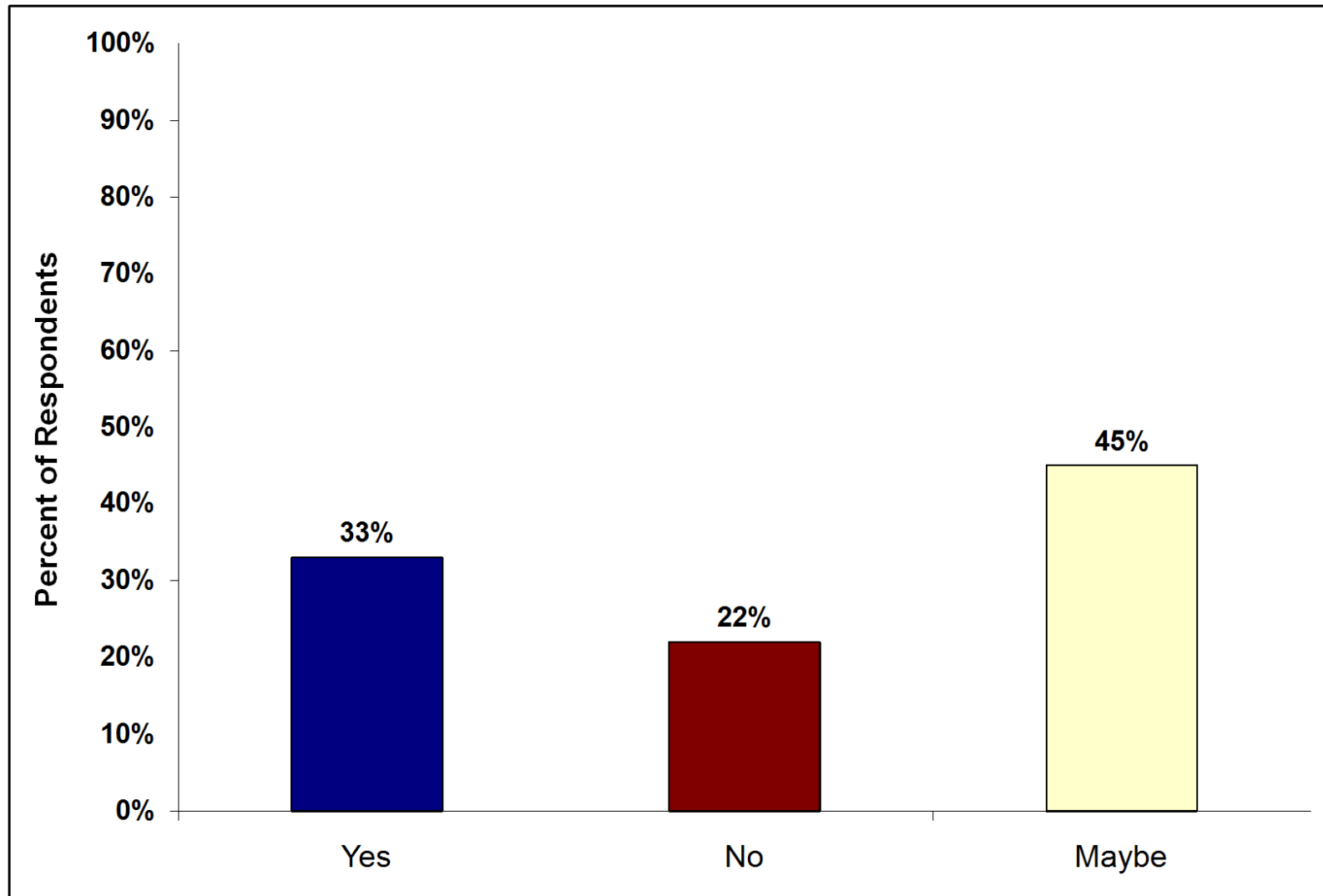
Strategic Planning

Do you know who to contact if you have questions about the 2008-2012 Strategic Plan?



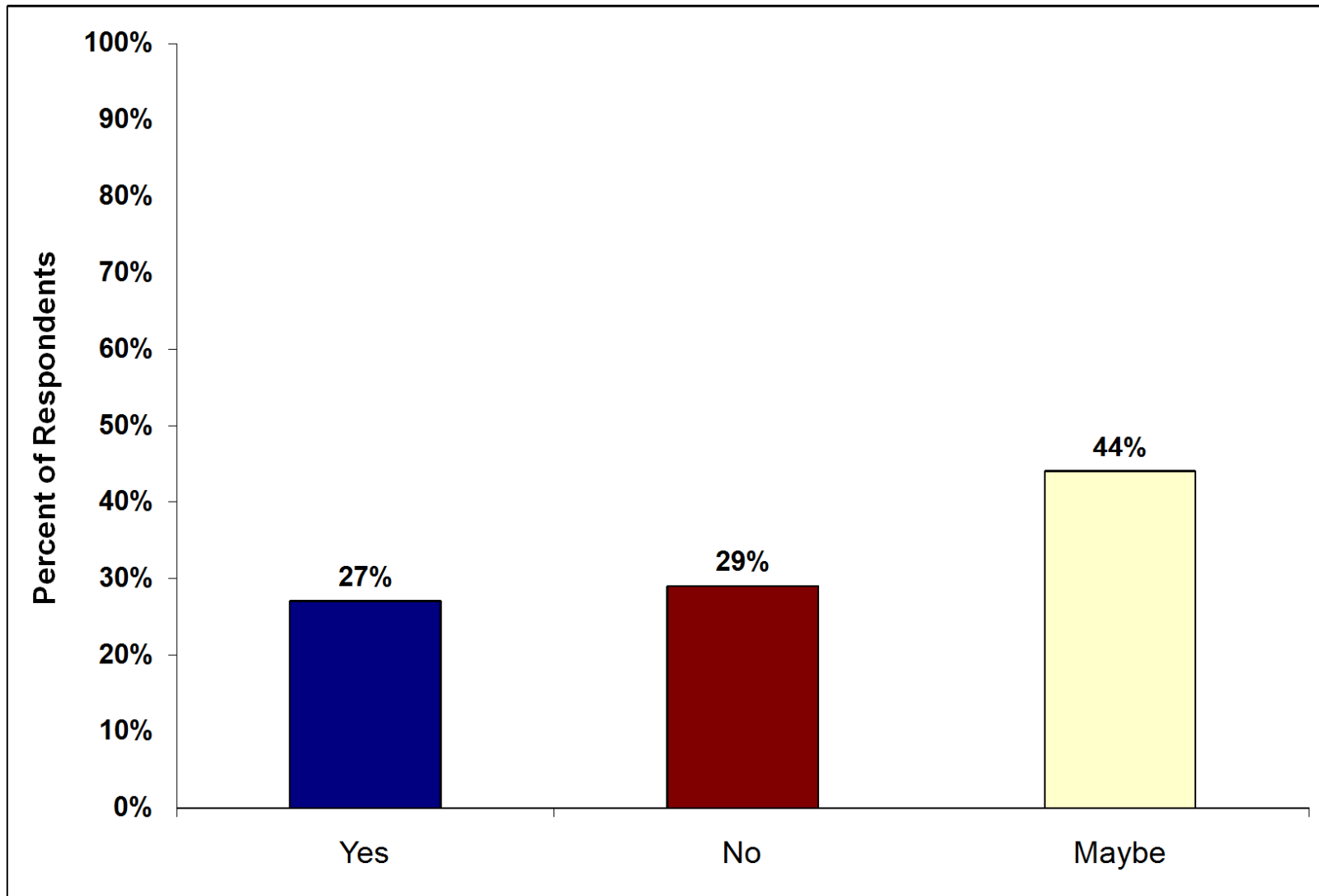
Strategic Planning

Would you be interested in attending workshops or training sessions on DACC's Strategic Planning process?



Strategic Planning

Would you like to be more involved in the Strategic Planning process?





Results

Program Review and Institutional Planning (PRIP)



Program Review and Institutional Planning (PRIP)

In general, DACC employees indicated that the Program Review and Institutional Planning process had clear linkages to the Strategic Planning process. The majority of respondents agreed or strongly agreed that their program/unit plan was clearly tied to DACC's Strategic Plan (60%). The majority of the survey group agreed or strongly agreed that the DACC Strategic Plan helped to improve their program/unit planning process (46%).

Overall, respondents indicated that they were able to obtain data that were understandable and helpful in the Program Review and Institutional Planning process. The majority of the survey group agreed or strongly agreed that they knew where to obtain appropriate data for program review and planning (54%). The majority of respondents also agreed or strongly agreed that they knew how to use program review data and other data for program/unit planning (43%). In addition, 40% of the survey group agreed or strongly agreed that appropriate program review and other data were available for the program/unit planning process, and 40% of participants indicated that they neither agreed nor disagreed.

Respondents indicated that a variety of data sources were used in the planning process for their program/unit. In a question asking which data sources were used as a basis for planning, the majority of respondents chose "I Don't Know" (51%). Thirty percent of the survey group selected that they used the Program Review Performance indicators for their program/unit PRIP, 21% reported that they used the DACC Factbook, and 18% indicated that they used *ad hoc* reports and other information provided by DACC IEPO.

This section included two open-ended questions about the Program Review and Institutional Planning process. A representative selection of responses to each question is included below.

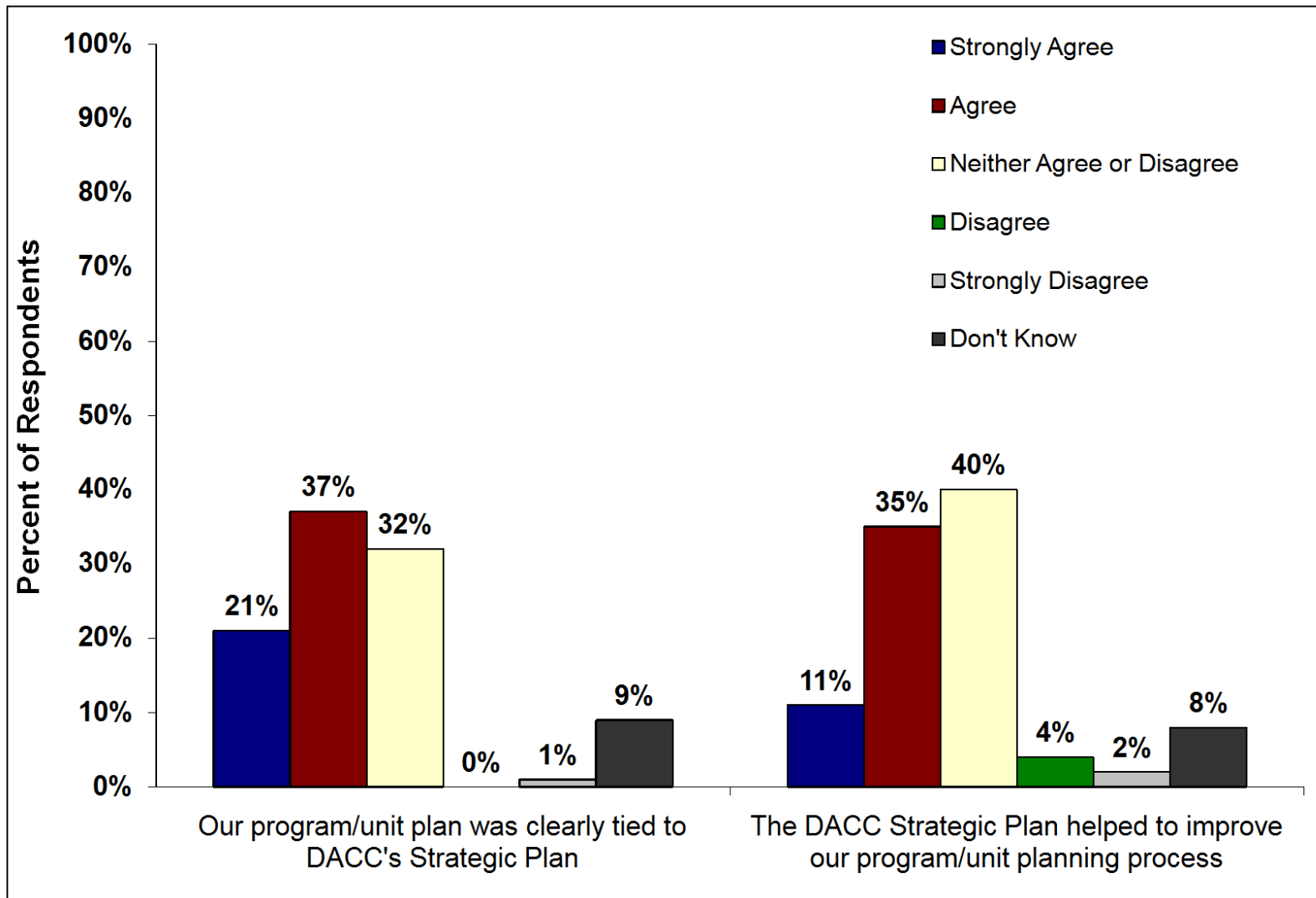
- *What were the barriers, if any, you experienced completing your program/unit plans?*

- Unfilled positions in division.
 - Factbook has information; however the printing on many relevant pages is very, very small. We had to transcribe the information on the screen to paper.
 - No involvement.
 - Getting faculty to participate.
 - Lack of focused leadership.
 - Lack of information at the division level and college level.
 - Top administration not flexible or open to staff recommendations.
 - Lack of additional faculty to fulfill all the plans we are told we need to do.
 - Lack of clarity – too complicated and needs to be simplified.
- *What suggestions do you have for the DACC Program Review and Institutional Planning (PRIP) committee to improve the planning process?*
 - Modernize the forms.
 - Better communication – from the top down.
 - Cut the red tape and institution-speak and cut to the chase – way too much paperwork.
 - We I think need more clarity on what to pick and how it is going to affect our department/division, and how it works. What we ask for will be provided if it is a realistic and student oriented need.
 - Improved communications between program coordinators and faculty.
 - Summarize enrollment growth by course (all sections of same class) rather than class section.

- It is perhaps a matter of timing...it seems that faculty are just always stretched time-wise that no one has the time (or energy) to contribute to what is actually extremely important and worthwhile.
- Make it 'user friendly.'

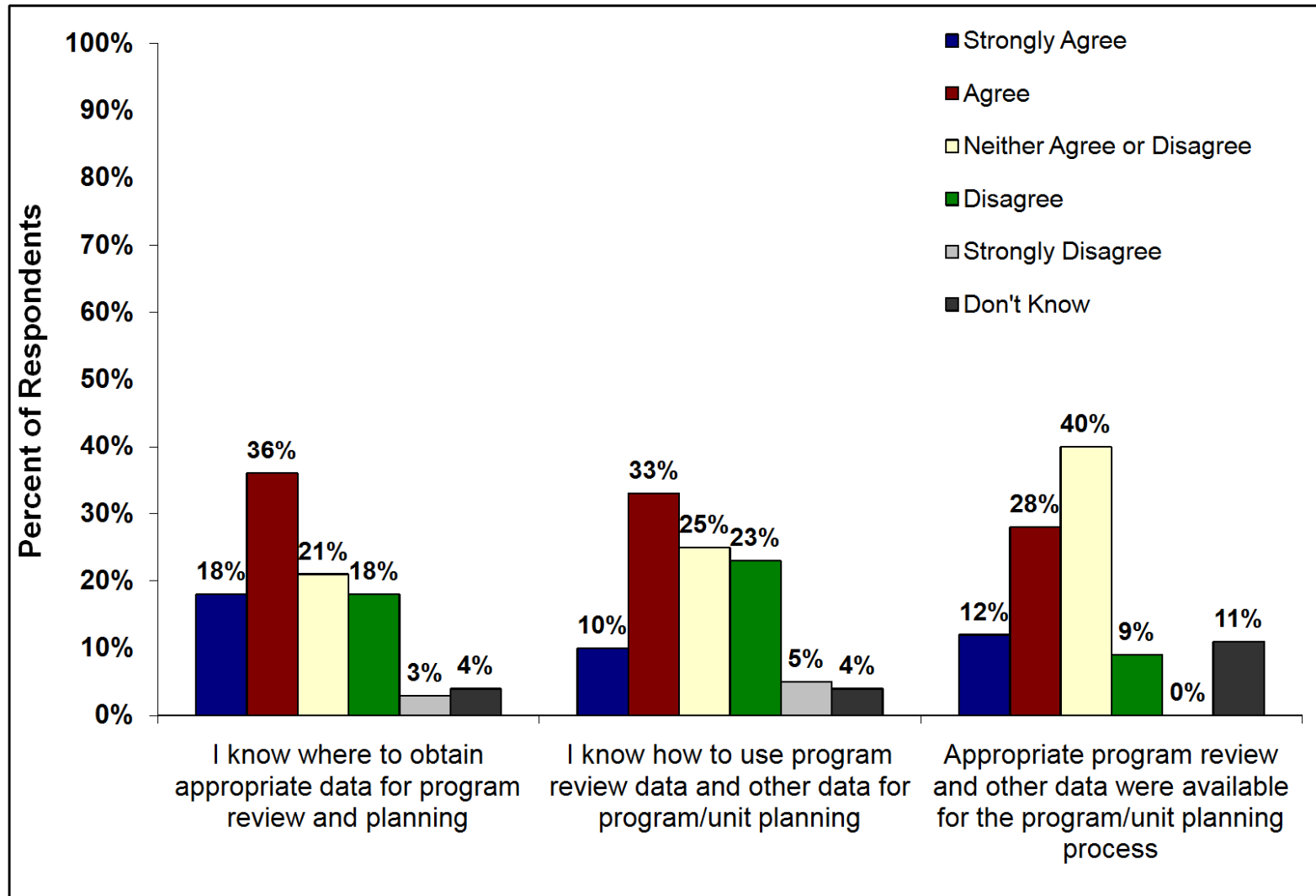
Program Review and Institutional Planning (PRIP)

Please indicate your level of agreement with the following statements.



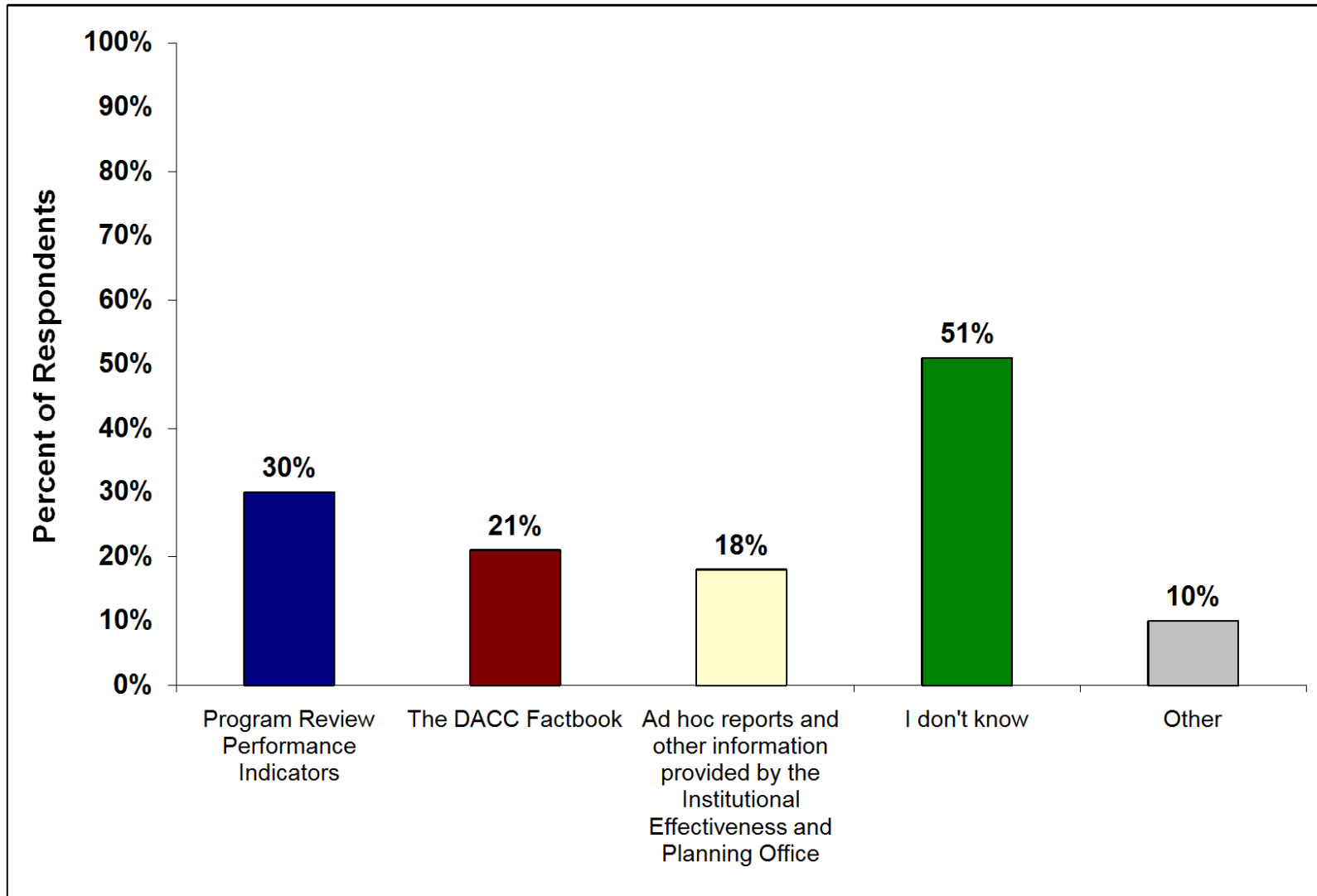
Program Review and Institutional Planning (PRIP)

Please indicate your level of agreement with the following statements.



Program Review and Institutional Planning (PRIP)

Our program/unit used data from the following sources as a basis for planning (select all that apply).





Results

Institutional Effectiveness and Planning Office



Institutional Effectiveness and Planning Office

The mission of the IEPO is to provide data acquisition, research, and coordination of planning processes to advance a culture of evidence in support of the DACC Mission. In general, DACC employees indicated that the Institutional Effectiveness and Planning Office provided useful data and information to the college community in a timely manner. The majority of respondents agreed or strongly agreed that they could get useful and accurate data from the IEPO (69%). The majority of the survey group agreed or strongly agreed that the DACC IEPO data, research, and reports were available for use in assessing effectiveness of instructional and student services programs (62%). The majority of respondents also agreed or strongly agreed that the DACC IEPO provided timely distribution of information and data for planning and decision making activities (59%).

In addition, the majority of participants agreed or strongly agreed that the IEPO Web site is easy to use (54%). The majority of respondents also agreed or strongly agreed that the DACC IEPO Web site provided access to useful information, data, and historical documents (54%).

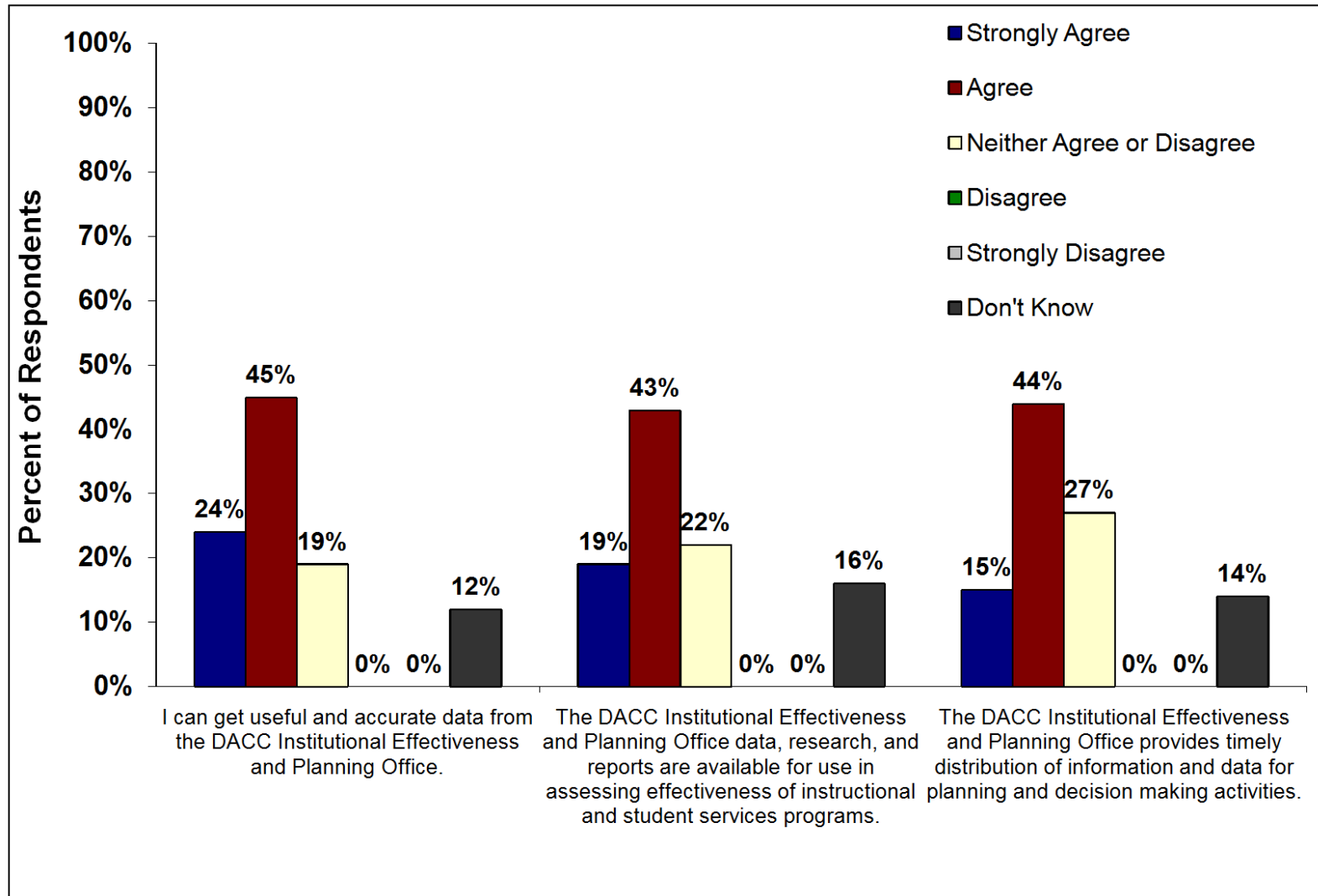
This section included one open-ended question about the Institutional Planning and Effectiveness Office. A representative selection of responses to the question is included below.

- *Please provide any suggestions you have for making the DACC Institutional Effectiveness and Planning Office more effective and useful to the college community.*
 - Make reports and e-mails more understandable to all – what do all the numbers really mean. Up, down, good, bad, etc.
 - Remember, not everybody is “numbers-based” – layman's terms are always preferable.
 - I think we need more training to understand how all of this works and how to pick what we pick so that it is effectively implemented.

- What exactly is “nurturing a culture of evidence?” It is phrases like this that completely baffle me. I like things to be clear and simple and when things are clear and simple, it is much easier to make a contribution.

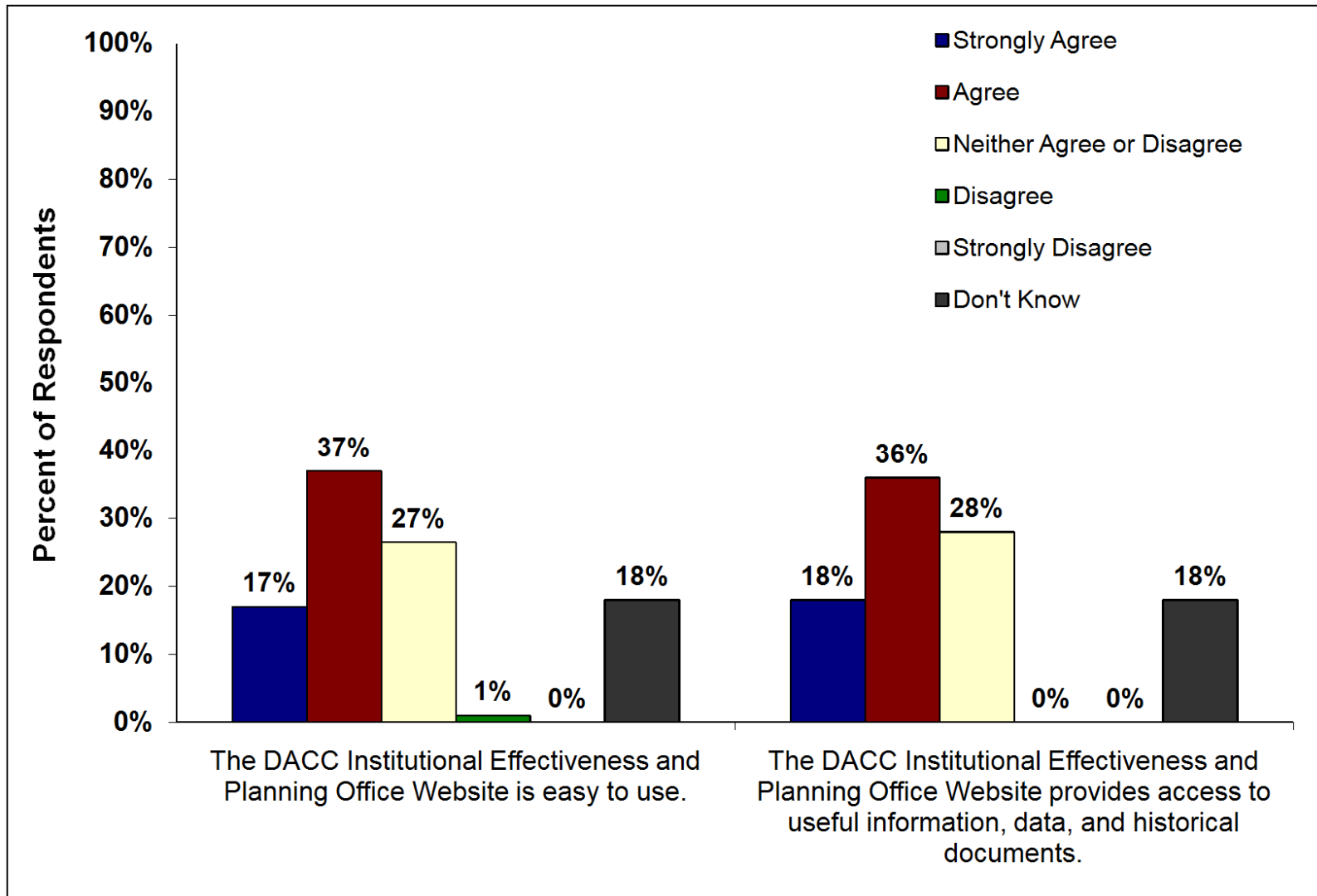
Institutional Effectiveness and Planning Office

Please indicate your level of agreement with the following statements.



Institutional Effectiveness and Planning Office

Please indicate your level of agreement with the following statements.



Institutional Effectiveness and Planning Office

Please rate the DACC Institutional Effectiveness and Planning Office with regard to how effective the office has been at “nurturing a culture of evidence” on a scale from 1 - 6 (with 6 being extremely effective and 1 being extremely ineffective).

