


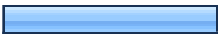










## 1. Please select each committee in which you are a member: (Mark ALL that apply.)

		Response Percent	Response Count
College Council		30.0%	15
Enrollment Management		22.0%	11
Institutional Effectiveness		14.0%	7
<b>Planning &amp; Budget</b>		<b>32.0%</b>	<b>16</b>
Strategic Planning		18.0%	9
Technology		10.0%	5
IPPR		12.0%	6
Academic Senate		20.0%	10
<b>Other (please specify)</b>		<b>32.0%</b>	<b>16</b>
		<b>answered question</b>	<b>50</b>
		<b>skipped question</b>	<b>0</b>

## 2. Please select your employee group.

		Response Percent	Response Count
Classified		12.0%	6
<b>Faculty</b>		<b>58.0%</b>	<b>29</b>
Management		30.0%	15
		<b>answered question</b>	<b>50</b>
		<b>skipped question</b>	<b>0</b>

**3. The College's current Mission was an important factor in developing the goals contained in the 2012 Educational Master Plan Addendum.**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Rating Count
	4.0% (2)	14.0% (7)	18.0% (9)	<b>40.0% (20)</b>	16.0% (8)	8.0% (4)	3.54	50
	Please add any suggestions for improvement.							16
	<b>answered question</b>							<b>50</b>
	<b>skipped question</b>							<b>0</b>

**4. The District uses data to identify current and anticipated challenges that are the foundation for the development of the Educational Master Plan.**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Rating Count
	2.0% (1)	4.1% (2)	8.2% (4)	<b>44.9% (22)</b>	32.7% (16)	8.2% (4)	4.11	49
	Please add any suggestions for improvement.							10
	<b>answered question</b>							<b>49</b>
	<b>skipped question</b>							<b>1</b>

**5. The District uses data to identify current and anticipated challenges that are the foundation for the development of the Facilities Master Plan.**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Rating Count
	2.0% (1)	2.0% (1)	20.0% (10)	<b>42.0% (21)</b>	26.0% (13)	8.0% (4)	3.96	50
	Please add any suggestions for improvement.							3
	answered question							50
	skipped question							0

**6. The District uses data to analyze program effectiveness.**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Rating Count
	4.1% (2)	8.2% (4)	14.3% (7)	<b>49.0% (24)</b>	24.5% (12)	0.0% (0)	3.82	49
	Please add any suggestions for improvement.							11
	answered question							49
	skipped question							1

**7. Institutional Goals focus the District in advancing the mission and meeting current and anticipated challenges.**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Rating Count
	2.0% (1)	6.1% (3)	10.2% (5)	<b>49.0% (24)</b>	28.6% (14)	4.1% (2)	4.00	49
	Please add any suggestions for improvement.							5
	answered question							49
	skipped question							1

**8. Institutional Goals are used to develop the Institutional Objectives that describe specific initiatives that will be undertaken to achieve the Institutional Goals.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Average</b>	<b>Rating Count</b>
	2.0% (1)	4.0% (2)	10.0% (5)	38.0% (19)	<b>42.0% (21)</b>	4.0% (2)	4.19	50

Please add any suggestions for improvement.

5

**answered question**

**50**

**skipped question**

**0**

**9. The Strategic Plan 2012-2014 gives guidance to programs regarding the initiatives necessary to achieve the Institutional Goals outlined in the Strategic Plan 2012-2014.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Average</b>	<b>Rating Count</b>
	2.0% (1)	6.1% (3)	6.1% (3)	<b>61.2% (30)</b>	20.4% (10)	4.1% (2)	3.96	49

Please add any suggestions for improvement.

5

**answered question**

**49**

**skipped question**

**1**

## 10. The Strategic Plan 2012-2014 informs Operational Plans.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Rating Count
	2.0% (1)	4.0% (2)	16.0% (8)	<b>52.0% (26)</b>	18.0% (9)	8.0% (4)	3.87	50
	Please add any suggestions for improvement.							7
	<b>answered question</b>							<b>50</b>
	<b>skipped question</b>							<b>0</b>

## 11. The Strategic Plan 2012-2014 informs the IPPR.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Rating Count
	2.0% (1)	8.0% (4)	10.0% (5)	<b>56.0% (28)</b>	20.0% (10)	4.0% (2)	3.88	50
	Please add any suggestions for improvement.							6
	<b>answered question</b>							<b>50</b>
	<b>skipped question</b>							<b>0</b>

## 12. Resource allocations are based on priorities established in the Strategic Plan, IPPR, or Operational Plans.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Rating Count
	2.0% (1)	8.2% (4)	14.3% (7)	<b>49.0% (24)</b>	26.5% (13)	0.0% (0)	3.90	49
	Please add any suggestions for improvement.							7
	<b>answered question</b>							<b>49</b>
	<b>skipped question</b>							<b>1</b>

**13. The Institution organizes its key processes and allocates its resources to effectively support student learning.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Average</b>	<b>Rating Count</b>
	2.0% (1)	14.0% (7)	24.0% (12)	<b>44.0% (22)</b>	16.0% (8)	0.0% (0)	3.58	50
	Please add any suggestions for improvement.							10
	<b>answered question</b>							<b>50</b>
	<b>skipped question</b>							<b>0</b>

**14. The Institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Average</b>	<b>Rating Count</b>
	6.0% (3)	4.0% (2)	18.0% (9)	<b>54.0% (27)</b>	18.0% (9)	0.0% (0)	3.74	50
	Please add any suggestions for improvement.							7
	<b>answered question</b>							<b>50</b>
	<b>skipped question</b>							<b>0</b>

**15. The Institution maintains a collegial dialogue about the continuous improvement of student learning and Institutional processes.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Average</b>	<b>Rating Count</b>
	4.0% (2)	6.0% (3)	20.0% (10)	<b>46.0% (23)</b>	24.0% (12)	0.0% (0)	3.80	50

Please add any suggestions for improvement.

8

**answered question**

**50**

**skipped question**

**0**

**16. The Institutional members understand the Institutional Goals and work collaboratively toward their achievement.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Average</b>	<b>Rating Count</b>
	4.0% (2)	10.0% (5)	20.0% (10)	<b>46.0% (23)</b>	18.0% (9)	2.0% (1)	3.65	50

Please add any suggestions for improvement.

9

**answered question**

**50**

**skipped question**

**0**

### 17. The timeline for developing the current Mission Statement was:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	2.1% (1)	8.5% (4)	25.5% (12)	<b>46.8% (22)</b>	8.5% (4)	8.5% (4)	47
Effective	2.0% (1)	12.2% (6)	24.5% (12)	<b>44.9% (22)</b>	8.2% (4)	8.2% (4)	49

Please add any suggestions for improvement.

5

**answered question**

**49**

**skipped question**

**1**

### 18. The process of developing the current Mission Statement was:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	2.2% (1)	8.9% (4)	24.4% (11)	<b>42.2% (19)</b>	13.3% (6)	8.9% (4)	45
Effective	2.1% (1)	12.5% (6)	27.1% (13)	<b>35.4% (17)</b>	14.6% (7)	8.3% (4)	48

Please add any suggestions for improvement.

5

**answered question**

**48**

**skipped question**

**2**



**19. The timeline for developing the Educational Master Plan 2011-2016 was:**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Count</b>
Efficient	2.1% (1)	20.8% (10)	14.6% (7)	<b>50.0% (24)</b>	2.1% (1)	10.4% (5)	48
Effective	2.0% (1)	22.4% (11)	22.4% (11)	<b>38.8% (19)</b>	6.1% (3)	8.2% (4)	49

Please add any suggestions for improvement.

6

**answered question**

**49**

**skipped question**

**1**

**20. The process for developing the Educational Master Plan 2011-2016 was:**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Count</b>
Efficient	4.2% (2)	16.7% (8)	16.7% (8)	<b>45.8% (22)</b>	4.2% (2)	12.5% (6)	48
Effective	2.0% (1)	16.3% (8)	26.5% (13)	<b>36.7% (18)</b>	8.2% (4)	10.2% (5)	49

Please add any suggestions for improvement.

4

**answered question**

**49**

**skipped question**

**1**

## 21. The timeline for developing the Facilities Plan was:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	4.2% (2)	2.1% (1)	12.5% (6)	<b>43.8% (21)</b>	6.3% (3)	31.3% (15)	48
Effective	4.1% (2)	0.0% (0)	16.3% (8)	<b>42.9% (21)</b>	6.1% (3)	30.6% (15)	49

Please add any suggestions for improvement.

3

**answered question**

**49**

**skipped question**

**1**

## 22. The process for developing the Facilities Plan was:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	4.3% (2)	0.0% (0)	8.5% (4)	<b>51.1% (24)</b>	4.3% (2)	31.9% (15)	47
Effective	4.2% (2)	2.1% (1)	12.5% (6)	<b>47.9% (23)</b>	4.2% (2)	29.2% (14)	48

Please add any suggestions for improvement.

4

**answered question**

**48**

**skipped question**

**2**

### 23. The timeline for developing the Strategic Plan 2012-2014 was:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	2.0% (1)	8.2% (4)	16.3% (8)	<b>51.0% (25)</b>	10.2% (5)	12.2% (6)	49
Effective	2.0% (1)	8.0% (4)	20.0% (10)	<b>46.0% (23)</b>	12.0% (6)	12.0% (6)	50
Please add any suggestions for improvement.							5
<b>answered question</b>							<b>50</b>
<b>skipped question</b>							<b>0</b>

### 24. The process for developing the Strategic Plan 2012-2014 was:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	4.3% (2)	2.1% (1)	12.8% (6)	<b>57.4% (27)</b>	12.8% (6)	10.6% (5)	47
Effective	2.1% (1)	4.2% (2)	22.9% (11)	<b>50.0% (24)</b>	12.5% (6)	8.3% (4)	48
Please add any suggestions for improvement.							4
<b>answered question</b>							<b>48</b>
<b>skipped question</b>							<b>2</b>

**25. The timeline for completing Institutional Program Planning and Review is:**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Count</b>
Efficient	4.2% (2)	6.3% (3)	27.1% (13)	<b>43.8% (21)</b>	10.4% (5)	8.3% (4)	48
Effective	4.1% (2)	8.2% (4)	28.6% (14)	<b>42.9% (21)</b>	10.2% (5)	6.1% (3)	49
Please add any suggestions for improvement.							8
<b>answered question</b>							<b>49</b>
<b>skipped question</b>							<b>1</b>

**26. The process for completing Institutional Program Planning and Review is:**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N/A</b>	<b>Rating Count</b>
Efficient	6.4% (3)	14.9% (7)	21.3% (10)	<b>44.7% (21)</b>	6.4% (3)	6.4% (3)	47
Effective	6.3% (3)	10.4% (5)	29.2% (14)	<b>41.7% (20)</b>	8.3% (4)	4.2% (2)	48
Please add any suggestions for improvement.							10
<b>answered question</b>							<b>48</b>
<b>skipped question</b>							<b>2</b>

## 27. The timeline for completing the Operational Plans is:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	2.1% (1)	2.1% (1)	21.3% (10)	<b>40.4% (19)</b>	6.4% (3)	27.7% (13)	47
Effective	2.1% (1)	0.0% (0)	21.3% (10)	<b>42.6% (20)</b>	6.4% (3)	27.7% (13)	47

Please add any suggestions for improvement.

3

**answered question**

**48**

**skipped question**

**2**

## 28. The process for completing the Operational Plans is:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	2.1% (1)	2.1% (1)	18.8% (9)	<b>43.8% (21)</b>	6.3% (3)	27.1% (13)	48
Effective	2.0% (1)	2.0% (1)	20.4% (10)	<b>42.9% (21)</b>	6.1% (3)	26.5% (13)	49

Please add any suggestions for improvement.

3

**answered question**

**49**

**skipped question**

**1**

### 29. The timeline for Annual Budget development is:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	4.3% (2)	6.4% (3)	<b>36.2%</b> <b>(17)</b>	31.9% (15)	6.4% (3)	14.9% (7)	47
Effective	4.3% (2)	6.4% (3)	<b>34.0%</b> <b>(16)</b>	<b>34.0%</b> <b>(16)</b>	6.4% (3)	14.9% (7)	47
Please add any suggestions for improvement.							5
<b>answered question</b>							<b>48</b>
<b>skipped question</b>							<b>2</b>

### 30. The process for Annual Budget development is:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	4.4% (2)	8.9% (4)	31.1% (14)	<b>35.6%</b> <b>(16)</b>	6.7% (3)	13.3% (6)	45
Effective	4.4% (2)	8.9% (4)	<b>35.6%</b> <b>(16)</b>	31.1% (14)	6.7% (3)	13.3% (6)	45
Please add any suggestions for improvement.							5
<b>answered question</b>							<b>46</b>
<b>skipped question</b>							<b>4</b>

### 31. The timeline for resource allocations is:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	4.3% (2)	8.5% (4)	25.5% (12)	<b>44.7% (21)</b>	4.3% (2)	12.8% (6)	47
Effective	4.2% (2)	8.3% (4)	27.1% (13)	<b>43.8% (21)</b>	4.2% (2)	12.5% (6)	48

Please add any suggestions for improvement.

4

**answered question**

**48**

**skipped question**

**2**

### 32. The process for resource allocations is:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	6.4% (3)	10.6% (5)	<b>34.0% (16)</b>	31.9% (15)	8.5% (4)	8.5% (4)	47
Effective	8.3% (4)	10.4% (5)	31.3% (15)	<b>33.3% (16)</b>	8.3% (4)	8.3% (4)	48

Please add any suggestions for improvement.

4

**answered question**

**48**

**skipped question**

**2**

### 33. The timeline for the Strategic Plan 2010-2013 Progress Report development is:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	4.3% (2)	4.3% (2)	25.5% (12)	<b>44.7% (21)</b>	6.4% (3)	14.9% (7)	47
Effective	4.2% (2)	2.1% (1)	31.3% (15)	<b>39.6% (19)</b>	8.3% (4)	14.6% (7)	48
Please add any suggestions for improvement.							4
<b>answered question</b>							<b>48</b>
<b>skipped question</b>							<b>2</b>

### 34. The process for the Strategic Plan 2010-2013 Progress Report development is:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Count
Efficient	4.3% (2)	2.1% (1)	25.5% (12)	<b>44.7% (21)</b>	8.5% (4)	14.9% (7)	47
Effective	4.2% (2)	0.0% (0)	27.1% (13)	<b>43.8% (21)</b>	10.4% (5)	14.6% (7)	48
Please add any suggestions for improvement.							4
<b>answered question</b>							<b>48</b>
<b>skipped question</b>							<b>2</b>



**Q1. Please select each committee in which you are a member:  
(Mark ALL that apply.)**

1	cabinet	Mar 22, 2013 6:20 PM
2	Student Support and Success	Mar 22, 2013 1:20 PM
3	other	Mar 14, 2013 1:41 PM
4	CCFT COR, Standard Co-chair IV.B, Faculty Evaluations Task Force, Faculty Handbook Task Force, Summit	Mar 13, 2013 3:30 PM
5	Reclassification, Distance Education	Mar 13, 2013 12:18 PM
6	Benefits	Mar 13, 2013 11:30 AM
7	Student support	Mar 12, 2013 10:17 PM
8	Reentry and Accreditation Steering Committees	Mar 12, 2013 3:19 PM
9	Accreditation Steering	Mar 11, 2013 2:16 PM
10	Decision Making and Participatory Governance Task Force	Mar 11, 2013 1:57 PM
11	DE/SLOA/Curriculum/Wellness	Mar 11, 2013 12:11 AM
12	Curriculum Committee; Student Learning Outcome Assessment	Mar 8, 2013 6:58 PM
13	comment	Mar 8, 2013 5:55 PM
14	Curriculum; self study standard 2	Mar 7, 2013 11:00 PM
15	WEB, Allied Health	Mar 7, 2013 5:54 PM
16	Calelndar Committee	Mar 7, 2013 2:17 PM



**Q3. The College's current Mission was an important factor in developing the goals contained in the 2012 Educational Master Plan Addendum.**

1	even though the current mission statement was not appropriate	Mar 22, 2013 6:20 PM
2	I can't wait for the new mission statement!	Mar 21, 2013 10:23 PM
3	The current Mission Statement is ambiguous. Anything could apply.	Mar 14, 2013 1:41 PM
4	The existing mission statement did not seem directed enough to drive the goals, but I think the new mission statement will serve that purpose more effectively.	Mar 14, 2013 11:14 AM
5	The mission statement is so broad it does not provide much directoin.	Mar 13, 2013 3:30 PM
6	The current mission statement (under review/revision) lacked substance and student focus. The way the task force/ad hoc group has approached the new mission statement is credible and the statement has been focused and centered in a way that meets standards and the expectation of serving students not ourselves.	Mar 13, 2013 11:30 AM
7	Don't know ... was not involved in developing the goals in the 2012 EMP, or don't recall.	Mar 12, 2013 3:19 PM
8	The Mission, Vision and Values were a starting place for the original EMP and hence in the background for addendum. Data played a key role in developing the EMP addendum.	Mar 11, 2013 2:16 PM
9	I don't know.	Mar 8, 2013 6:58 PM
10	comment	Mar 8, 2013 5:55 PM
11	A new mission statement is being proposed	Mar 8, 2013 9:30 AM
12	I don't think we really considered our Mission. It seems the biggest consideration was accreditation.	Mar 8, 2013 9:18 AM
13	Would have been nice to update the Mission before writing the plan. We seem to backwards (still)	Mar 7, 2013 11:00 PM
14	I do not think that our current mission statement adequately describes our students or our educational goals and as such, did not provide sufficient guidance	Mar 7, 2013 9:15 PM
15	The old mission or the new mission. You said "current." The current mission is not the one we had at the time the Ed Master Plan was written.	Mar 7, 2013 2:17 PM
16	I have learned that our current mission statement doesn't meet the needs of a "correct" mission statement. Given that I don't believe that it was taken into much consideration for our Goals.	Mar 7, 2013 1:31 PM

**Q4. The District uses data to identify current and anticipated challenges that are the foundation for the development of the Educational Master Plan.**

1	The data is consistently flawed/inaccurate.	Mar 14, 2013 1:41 PM
2	Our discussion about anticipated challenge was definitely driven by the data that Ryan and Greg presented.	Mar 14, 2013 11:14 AM
3	Give institutional research adequate resources to exploit collection and analysis.	Mar 13, 2013 11:30 AM
4	For the addendum	Mar 12, 2013 10:17 PM
5	The EMP addendum was based completely on data.	Mar 11, 2013 2:16 PM
6	I don't know.	Mar 8, 2013 6:58 PM
7	comment	Mar 8, 2013 5:55 PM
8	Data is now at the forefront of decisions	Mar 8, 2013 9:30 AM
9	While data is used, I think at times the data is faulty or incomplete. Also, data does not always align with our mission. It is too limiting.	Mar 8, 2013 9:18 AM
10	We seem to ID every challenge and want to fix rather than ID key challenges and make a comprehensive plan that is manageable and doable	Mar 7, 2013 11:00 PM

**Q5. The District uses data to identify current and anticipated challenges that are the foundation for the development of the Facilities Master Plan.**

1	I have a concern that facilities planning do not effectively use data about projected growth for DE and hybrid courses and hence a need for a testing facility. Also I think efficient room use is an issue.	Mar 13, 2013 3:30 PM
2	I don't know.	Mar 8, 2013 6:58 PM
3	comment	Mar 8, 2013 5:55 PM

**Q6. The District uses data to analyze program effectiveness.**

1	It would be great to have a better mechanism to view/report data for programs in the APPW/CPPR. Also, have college-wide data available for comparison.	Mar 21, 2013 10:23 PM
2	The data is consistently flawed/inaccurate.	Mar 14, 2013 1:41 PM
3	The District is now using data to better analyze program effectiveness but reality and truthfulness of this process is flawed because if this was used properly program improvements, request for resource allocation, or discontinuance would be happening regularly instead of the District now seeing where we have wasted monies because all the facts were not vetted in a truthful manner. Some programs and department are regularly doing this since they may answer to different agencies. They are held accountable with proof/back-up but other programs or departments are not. This is an inequable standard across disciplines/departments/programs that should be address.	Mar 14, 2013 10:09 AM
4	Convert the IPPR to a web based document instead of an excell spread sheet that has pre-populated data and pull down menus to link Standards, Strategic goals, opjectives, etc.	Mar 13, 2013 3:30 PM
5	More comparative data from other programs on campus as well as similar size community colleges would be helpful.	Mar 13, 2013 12:54 PM
6	All programs assess their data on an annual basis to complete the APPW and the unit plan. Then a more in-depth study is done every 4-5 years for the CPPR.	Mar 11, 2013 2:16 PM
7	Currently the analysis of program effectiveness neither systematic nor ongoing. It also lacks assessment criteria and transparency.	Mar 8, 2013 6:58 PM
8	comment	Mar 8, 2013 5:55 PM
9	Their is a need for Professional Development for Faculty in analyzing program data.	Mar 8, 2013 5:47 PM
10	Program effectiveness is analyzed but not sure that hard or realistic decisions happen. Seems like anything can be justified.	Mar 7, 2013 11:00 PM
11	The date may not be correct, thought.	Mar 7, 2013 2:17 PM

**Q7. Institutional Goals focus the District in advancing the mission and meeting current and anticipated challenges.**

1	I find myself referring to these goals (and the Institutional Objectives) on a regular basis, even in my Division, as we discuss course sections and various pedagogical practices. In addition, the goals are a North Star for committee work, a guide by which we can steer our efforts. Having such a guide very clarifying and useful.	Mar 14, 2013 11:14 AM
2	Assessment needs to take place before I see these as effective.	Mar 13, 2013 3:30 PM
3	comment	Mar 8, 2013 5:55 PM
4	The ones we have now are too prescribed	Mar 7, 2013 11:00 PM
5	Revise mission statement to explicate our intended student population and educational purposes - this is in process. Make significant efforts to make data/analysis widely available to campus community, such as took place the day we developed strategic objectives - publishing on the internet - opening day presentations.	Mar 7, 2013 9:15 PM

**Q8. Institutional Goals are used to develop the Institutional Objectives that describe specific initiatives that will be undertaken to achieve the Institutional Goals.**

1	As we become a district that is more focus on evidence and planning (as we are now becoming), we will we be able to do an even better job of identifying the specific objectives and actions steps that are derived from relevant data and that will help us reach our planning goals.	Mar 14, 2013 11:14 AM
2	Assessment needs to take place before I see these as effective.	Mar 13, 2013 3:30 PM
3	When possible, do not listed "to be determined" under assessment of institutional objectives.	Mar 11, 2013 1:57 PM
4	It may look good on paper, but is the definition of goals vs objectives and their connection to each other really understood by all faculty?	Mar 8, 2013 6:58 PM
5	comment	Mar 8, 2013 5:55 PM

**Q9. The Strategic Plan 2012-2014 gives guidance to programs regarding the initiatives necessary to achieve the Institutional Goals outlined in the Strategic Plan 2012-2014.**

1	It's difficult in some ways to have an instructional program be guided by the strategic plan. Improving success rates is something faculty are always trying to do, some of the other initiatives are out of my control.	Mar 21, 2013 10:23 PM
2	Major training efforts are needed so faculty understand the importance of the initiatives and how they can help the institution achieve their goals. Currently most faculty are unfamiliar with the strategic plan and may not even delve into it when writing their APPWs and CPPRs.	Mar 8, 2013 6:58 PM
3	comment	Mar 8, 2013 5:55 PM
4	While the SP does give guidance, the timeline for a number of the action steps is not realistic.	Mar 8, 2013 9:18 AM
5	I did not see the link between the strategic plan and the institutional goals. I thought the strategic plan last year was clearer to address however we focused on institutional goals this year	Mar 7, 2013 11:00 PM

**Q10. The Strategic Plan 2012-2014 informs Operational Plans.**

1	Many of these planning documents were drafted too close together (in time) for the SP to inform or drive OPs. It seems that this could change in the future as we operate on clearer cycles and timelines.	Mar 14, 2013 11:14 AM
2	I did not look closely enough at this linkage.	Mar 13, 2013 3:30 PM
3	The process could time the roll out and development in sync	Mar 12, 2013 10:17 PM
4	As an example The Enrollment Management Plan Initiatives were based off the Strategic Plan Objectives.	Mar 11, 2013 2:16 PM
5	Most faculty are not familiar with either the strategic plan or the operational plans.	Mar 8, 2013 6:58 PM
6	comment	Mar 8, 2013 5:55 PM
7	I'm wasn't involved in the the development of all the operational plans	Mar 7, 2013 1:31 PM

**Q11. The Strategic Plan 2012-2014 informs the IPPR.**

1	this is an odd question. Do you mean the strategic plan aids in the development of the IPPR documents, or guides faculty in the creation of their program review and planning?	Mar 21, 2013 10:23 PM
2	The two are closely related in the the IPPR documents asks programs to connect their work and initiatives explicitly to the objectives and actions steps in the SP. I'm not sure this is the same as saying that the SP "informs" the IPPR.	Mar 14, 2013 11:14 AM
3	We write to the Strategic Plan in the APPW and the CPPR	Mar 11, 2013 2:16 PM
4	The CPPR/APPW includes prompts which should steer faculty to reading the planning documents, such as the Strategic Plan. But in reality guidance is needed from administration so that faculty address the goals/objectives/initiatives which are appropriate for their program. This is the weakest link in the current CPPR/APPW template.	Mar 8, 2013 6:58 PM
5	comment	Mar 8, 2013 5:55 PM
6	Not this year	Mar 7, 2013 11:00 PM

**Q12. Resource allocations are based on priorities established in the Strategic Plan, IPPR, or Operational Plans.**

1	we should get a report of resource allocations and what they are tied to after P&B makes recommendations.	Mar 21, 2013 10:23 PM
2	There were resources?	Mar 14, 2013 1:41 PM
3	I don't think the cluster priority system is effective. Divisions within clusters fight for priority. I think all divisions should forward requests directly to planning and budget and we prioritize for the whole based on our common rubric .	Mar 13, 2013 3:30 PM
4	Except for rolling over last year's budget. More appropriate to say that allocation of new resources are based on these priorities.	Mar 13, 2013 12:18 PM
5	More training is needed in this area. Key faculty may understand the process, but not all faculty are clear on the criteria by which resources are allocated.	Mar 8, 2013 6:58 PM
6	comment	Mar 8, 2013 5:55 PM
7	Resources must be in place to acheive the plans successfully.	Mar 7, 2013 5:54 PM



**Q13. The Institution organizes its key processes and allocates its resources to effectively support student learning.**

1	The Institution needs to commit more money to support students directly through tutoring. The current model makes the supervisor of tutoring a beggar, going from committee to committee, department to department, and to Associated Students seeking funding.	Mar 22, 2013 1:20 PM
2	It appears more about an assessment obligation rather than are we REALLY looking at student learning.	Mar 14, 2013 1:41 PM
3	I believe we have set up our processes to do this, but for the past few years, we've focused more on the processes themselves rather than on the intended result: improved student learning. We seem to also be working on how best to institutionalize various recommendations for improvements (how to distribute them, hold people accountable, etc.). The good news is that now we are, in fact, focusing more on on these improvement recommendations and efforts.	Mar 14, 2013 11:14 AM
4	The District is working on our processes; they still need improvement, oversight and continued dialogue.	Mar 14, 2013 10:09 AM
5	I think our budget assumptions and budget decisions should be linked in a systematic way to our Institutional Learning Outcomes, Institution effectiveness outcomes, etc.	Mar 13, 2013 3:30 PM
6	We have made progress here, but more work is needed to provide academic tutoring and support. More full-time faculty are desperately needed.	Mar 13, 2013 12:54 PM
7	Key faculty, but not all, are aware of how resources are allocated. For some requisitions it is a stretch to link them to student learning (such as clean carpets, clean rags for the classrooms to wipe down the white boards, new podiums for the classrooms, Smart Boards, a departmental or library subscription to a professional journal, etc.	Mar 8, 2013 6:58 PM
8	comment	Mar 8, 2013 5:55 PM
9	During our difficult budgetary shortfall, I don't think we have aligned our resource allocation with student learning. Our processes and resource allocation seem to be driven more by the budget reduction process and the need to become a "smaller" college.	Mar 8, 2013 9:18 AM
10	It seems that some of course eliminations may be a deterrent to student enrollment.	Mar 7, 2013 2:37 PM

**Q14. The Institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies.**

1	we need better displays of data other than the data on the research website. It's hard to read.	Mar 21, 2013 10:23 PM
2	We need to finish multiple assessment cycles.	Mar 13, 2013 3:30 PM
3	The CCSSE and SENSE surveys.	Mar 11, 2013 1:57 PM
4	I am not exactly sure what this statement is getting at. But I feel there is a lack of communicating quality assurance to faculty regarding their programs.	Mar 8, 2013 6:58 PM
5	comment	Mar 8, 2013 5:55 PM
6	Has gotten better in this area	Mar 7, 2013 11:00 PM
7	I haven't been involved in this (yet).	Mar 7, 2013 1:31 PM

**Q15. The Institution maintains a collegial dialogue about the continuous improvement of student learning and Institutional processes.**

1	Collegial? Really?	Mar 14, 2013 1:41 PM
2	Over the past 15 months (in particular), the dialogue about student learning and our institutional processes has been frequent, inclusive, robust, and collegial.	Mar 14, 2013 11:14 AM
3	Collegial dialogue is not occurring to the level that it should - the atmosphere is that all decision are made before dialogue can occur - so staff (faculty/admin/classified) do not participate in these very important District processes.	Mar 14, 2013 10:09 AM
4	although I think there has been improvement we still have trouble following processes we have set up. For example, regular and cyclic review or board policies, and consultation with stakeholders before proposals are made to college council and planning and budget.	Mar 13, 2013 3:30 PM
5	More dialogue between employee groups and administrators could help ease negative reactions to changes.	Mar 13, 2013 12:54 PM
6	There are bona fide efforts in progress. The SLOA co-coordinators are doing an excellent job of keeping the necessity of systematic and ongoing assessment on the faculty's radar. But faculty buy-in and compliance is still an issue, especially in areas where courses are predominantly taught by parttime faculty.	Mar 8, 2013 6:58 PM
7	comment	Mar 8, 2013 5:55 PM
8	The dialogue tends to turn into either adding information or data to a form rather than making continuous improvement and processes manageable	Mar 7, 2013 11:00 PM

**Q16. The Institutional members understand the Institutional Goals and work collaboratively toward their achievement.**

1	Now that these goals are embedded in program review, I think the stakeholders will become more aware of and focused on these goals.	Mar 14, 2013 11:14 AM
2	There are areas for improvement in working collaboratively - currently there is no focus on what the Districts Institutional Goals are and when suggestions to areas of improvement are presented they are overlooked by focusing on saving faculty/administrators/classified jobs - instead of "how" we can work together to improvement areas that are directly affected by the Institutional Goals. In some areas they are focusing on "meeting" the goal to show the numbers and overlooking student success in order to get there. We should not compromise quality and integrity for numbers.	Mar 14, 2013 10:09 AM
3	The Strategic Plan's Goals and Objectives have really helped this process.	Mar 13, 2013 3:30 PM
4	I'm not sure what you mean by Institutional members - those on committees or all employees?	Mar 13, 2013 12:54 PM
5	MUCH improved!	Mar 13, 2013 8:36 AM
6	Perhaps not everyone...of course you can lead the horse to water....	Mar 11, 2013 2:16 PM
7	Major training is needed to educate faculty on what the goals are and how they can help achieve them.	Mar 8, 2013 6:58 PM
8	comment	Mar 8, 2013 5:55 PM
9	Only a few understand.	Mar 7, 2013 11:00 PM

**Q17. The timeline for developing the current Mission Statement was:**

1	We should have finished the discussion about what it means to be a "small college" first.	Mar 13, 2013 3:30 PM
2	Most faculty were unaware of when and how the current draft was developed.	Mar 8, 2013 6:58 PM
3	comment	Mar 8, 2013 5:55 PM
4	I am confused - our current mission statement was developed when Pelham was president?	Mar 7, 2013 9:15 PM
5	The process isn't completed, so I can't comment on this (yet)	Mar 7, 2013 1:31 PM

**Q18. The process of developing the current Mission Statement was:**

1	Process was fine - we just did not address a key issue first - what is a small college?	Mar 13, 2013 3:30 PM
2	To the best of my knowledge a draft is currently on the agenda of the Academic Senate seeking input from the faculty at large through their representatives.	Mar 8, 2013 6:58 PM
3	comment	Mar 8, 2013 5:55 PM
4	I am confused - our current mission statement was developed when Pelham was president?	Mar 7, 2013 9:15 PM
5	The process isn't completed, so I can't comment on this (yet)	Mar 7, 2013 1:31 PM

**Q19. The timeline for developing the Educational Master Plan 2011-2016 was:**

1	Since it was split off from the facilities plan and then had to be revised the timeline was too rushed. I don't think this will be a problem nexttime, but make sure the two plans are fully integrated.	Mar 13, 2013 3:30 PM
2	Although I am trying to keep up on institutional developments, I have no knowledge in this area.	Mar 8, 2013 6:58 PM
3	comment	Mar 8, 2013 5:55 PM
4	We were under tremendous pressure to complete the EMP due to our accreditation status.	Mar 8, 2013 9:18 AM
5	All plans need much more time to understand, integrate, reassess and make effective changes.	Mar 7, 2013 11:00 PM
6	too eclipsed of a timeline for such a large and consequential document	Mar 7, 2013 9:15 PM

**Q20. The process for developing the Educational Master Plan 2011-2016 was:**

1	the administrators at the time (the former executive dean, former vpaa) did not accept feedback and that drove us to show cause. It's much better now, and I wish this question was specific to the addendum for the Educational master plan.	Mar 21, 2013 10:23 PM
2	Did not develop it - I just reviewed it.	Mar 13, 2013 3:30 PM
3	Although I am attempting to stay abreast of what is going on, I have no knowledge in this area.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM

**Q21. The timeline for developing the Facilities Plan was:**

1	Was not involved in this Plan.	Mar 13, 2013 3:30 PM
2	No knowledge.	Mar 8, 2013 6:58 PM
3	comment	Mar 8, 2013 5:55 PM

**Q22. The process for developing the Facilities Plan was:**

1	I think it was very siloed and didn't necessarily address the academic/programmatic needs of the institution (more large lecture space in SLO, for example).	Mar 21, 2013 10:23 PM
2	Did not develop it, just reviewed it.	Mar 13, 2013 3:30 PM
3	No knowledge.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM

**Q23. The timeline for developing the Strategic Plan 2012-2014 was:**

1	Was not involved in the timeline.	Mar 13, 2013 3:30 PM
2	Too fast	Mar 12, 2013 10:17 PM
3	All I know is that this plan was needed for Accreditation and probably was done in marathon sessions by the parties responsible for such matters.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM
5	The timeline, again, was very short due to accreditation pressures.	Mar 8, 2013 9:18 AM

**Q24. The process for developing the Strategic Plan 2012-2014 was:**

1	I think we were hindered by the fact that we didn't already have "parking lot" of ideas that had been generated by data. This made the process more difficult. In the future, we should have such a "parking lot" which will help us move forward in a way that is efficient, effective, and meaningful.	Mar 14, 2013 11:14 AM
2	I thought to open sessions were effective. Using data to identify problems, then phrasing goals as solutions.	Mar 13, 2013 3:30 PM
3	No knowledge. Needed for Accreditation this plan was most like done by those responsible for administrative matters.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM

**Q25. The timeline for completing Institutional Program Planning and Review is:**

1	Do you mean the assessment and revision of the document template, or do you mean when programs actually complete the program review process?	Mar 14, 2013 11:14 AM
2	Not involved in this timeline.	Mar 13, 2013 3:30 PM
3	Way too much work.	Mar 13, 2013 1:12 PM
4	We have made great improvements, but getting the documents sooner would help, and getting training on how to use data would help.	Mar 13, 2013 12:54 PM
5	I do not have information to contribute on this item.	Mar 11, 2013 1:57 PM
6	CPPR: Template needs to be available as early as possible (September?) to allow sufficient time for training, research, development and editing, particularly if collaboration between program faculty is desired, rather than having one person (division chair?) write the report.	Mar 8, 2013 6:58 PM
7	comment	Mar 8, 2013 5:55 PM
8	It seems to	Mar 8, 2013 9:18 AM

**Q26. The process for completing Institutional Program Planning and Review is:**

1	If the administration/senate/whoever could give faculty an example or description of what they want, it would go a long way in terms of helping write useful documents.	Mar 21, 2013 10:23 PM
2	Instructions for completing were vague and buried in mountains of verbage.	Mar 14, 2013 1:41 PM
3	Do you mean the assessment and revision of the document template, or do you mean when programs actually complete the program review documents? It seems as if there should be questions for each of these. As is, I'm not sure which this is. I'm assuming it relates to the assessment of and revision to the document template. Also, it would have been great if this survey would have had a comment box for general suggestions or recommended changes to planning processes or to any element the Integrated Planning Manual. There are some process elements (e.g., data reporting, recommendation actions, results tracking, evaluation elements) that fall outside of these questions.	Mar 14, 2013 11:14 AM
4	There are redundancies in each steps in the planning documents- continued review of this process will be on-going to ensure accurate, substantive and complete information - this should not be looked at as just "another" report it should be important to those who write it, review it and implement it.	Mar 14, 2013 10:09 AM
5	I think this can be much improved by a web-based form that as pre-filled information and pull-down menus so we can easily link requests to the appropriate goal, objectives, standards, etc.	Mar 13, 2013 3:30 PM
6	I do not have information to contribute on this item.	Mar 11, 2013 1:57 PM
7	The template for the CPPR could be simplified. Input from faculty is desirable. Looking at what other colleges do would be good.	Mar 8, 2013 6:58 PM
8	comment	Mar 8, 2013 5:55 PM
9	The template can be done better and keep them on portrait size	Mar 7, 2013 5:54 PM
10	The CPPR, IPPR, and APPW need to be simpler.	Mar 7, 2013 2:49 PM

**Q27. The timeline for completing the Operational Plans is:**

1	I do not have information to contribute on this item.	Mar 11, 2013 1:57 PM
2	No knowledge.	Mar 8, 2013 6:58 PM
3	comment	Mar 8, 2013 5:55 PM



**Q28. The process for completing the Operational Plans is:**

1	I do not have information to contribute on this item.	Mar 11, 2013 1:57 PM
2	No knowledge.	Mar 8, 2013 6:58 PM
3	comment	Mar 8, 2013 5:55 PM

**Q29. The timeline for Annual Budget development is:**

1	I have not yet experienced a full cycle of the timeline.	Mar 13, 2013 3:30 PM
2	The state could do a better job with budget timelines.	Mar 13, 2013 2:10 PM
3	I do not have information to contribute on this item.	Mar 11, 2013 1:57 PM
4	No knowledge.	Mar 8, 2013 6:58 PM
5	comment	Mar 8, 2013 5:55 PM

**Q30. The process for Annual Budget development is:**

1	I think the budget assumptions and criteria should be directly linked with budget decisions in the adopted budget narrative; and the assumptions and criteria likewise linked to strategic goals, objectives and standards. We need to drill down to see where we are actually spending money because our actuals are not very well aligned with our projections. We need to determine as a college what is an appropriate amount for a contingency fund. This should be done as we better align our actuals with our projections.	Mar 13, 2013 3:30 PM
2	I do not have information to contribute on this item.	Mar 11, 2013 1:57 PM
3	No knowledge.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM
5	Difficult to have an efficient model when the budget is a moving target.	Mar 8, 2013 5:47 PM

**Q31. The timeline for resource allocations is:**

1	I have not yet experienced a full cycle of the timeline.	Mar 13, 2013 3:30 PM
2	I do not have information to contribute on this item.	Mar 11, 2013 1:57 PM
3	No knowledge.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM

**Q32. The process for resource allocations is:**

1	I would like to see Lottery Funds earmarked for Instruction made available for purchasing media, including books, for the Library and the PLATO software for the Academic Support Lab, without going through the IPPR, etc. process.	Mar 22, 2013 1:20 PM
2	We have major allocation issues in regards to hiring personnel - bwith both faculty and staff - and in the cluster prioritization process which is artifical. Cabinet works independently of Planning and Budget in making hiring decisions. Planning and Budget spends a significant amount of time allocating a very small percentage of the budget. New positions of any sort should come to both college council and planning and budget becuase they are decisions that have college-wide impact.	Mar 13, 2013 3:30 PM
3	No knowledge.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM

**Q33. The timeline for the Strategic Plan 2010-2013 Progress Report development is:**

1	cuts off input too early	Mar 22, 2013 6:20 PM
2	It is challenging since the due date in Spring is in March and the spring semester ends in May. The district will not get a full report of activity given the current reporting timeline.	Mar 11, 2013 1:57 PM
3	No knowledge.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM

**Q34. The process for the Strategic Plan 2010-2013 Progress Report development is:**

1	There should be a box or two for overall comments about the survey, the planning process, or other. for example, we seem to be locked into a cycle of either evaluating a strategic plan or creating one. Creating a new strategic plan every other year seems excessive. Maybe a 3 year strategic plan?	Mar 21, 2013 10:23 PM
2	It might improved with less chance for error if it were online rather than submitted via email template and then copied into one document.	Mar 11, 2013 1:57 PM
3	No knowledge.	Mar 8, 2013 6:58 PM
4	comment	Mar 8, 2013 5:55 PM