

**DALTON STATE COLLEGE
STRATEGIC PLANNING COMMITTEE
2016-2019 STRATEGIC PLAN
EVALUATION OF THE STRATEGIC PLAN AND PLANNING PROCESS**

Survey Respondents = 7 or (54%) out of 13 Strategic Planning Committee Members

Following are questions that ask about the strategic planning process at Dalton State College. As a recent 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 revised mission and new vision and values statements accurately reflected in the 2016-2019 Strategic Plan?	7 100%	0 0%	0 0%	0 0%
2. Did the University System of Georgia’s strategic plan goals serve as focal points for the development of DSC’s strategic plan?	6 86%	0 0%	1 14%	0 0%
3. Is there a vision described or articulated of where and what the institution wants to be in the future?	7 100%	0 0%	0 0%	0 0%
4. Are the strategic initiatives, goals, and action plans clear, compelling, and achievable?	7 100%	0 0%	0 0%	0 0%
5. Is there evidence that representatives of employees at all levels (faculty, academic staff, support staff, administration) participated in a meaningful way in developing the strategic plan?	7 100%	0 0%	0 0%	0 0%
6. 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?	6 86%	1 14%	0 0%	0 0%
7. Are goals integrated into performance reviews of officers of administration, division chairs, and department heads?	3 43%	0 0%	4 57%	0 0%
8. Are limitations, barriers and weaknesses addressed in goals and objectives?	6 86%	0 0%	1 14%	0 0%
9. Are there are criteria, tools, and procedures in place to modify the strategic plan as it progresses?	2 29%	1 14%	3 43%	1 14%
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?	6 86%	0 0%	1 14%	0 0%
11. Do measures of success or key performance indicators evaluate the extent to which goals, objectives, and action plans are achieved?	4 57%	1 14%	2 29%	0 0%
12. Is there a relationship of the strategic planning to continuous quality improvement and institutional effectiveness?	7 100%	0 0%	0 0%	0 0%
13. Is the strategic plan (or a summary) available to every full-time faculty and staff member?	7 100%	0 0%	0 0%	0 0%
14. Do faculty and staff have opportunity to provide input to the strategic plan and planning process?	7 100%	0 0%	0 0%	0 0%

<i>Strategic Planning Process Question</i>	<i>Yes</i>	<i>No</i>	<i>Don't Know</i>	<i>No Reply</i>
15. Does the budget follow the plan, i.e., is there is a linkage between the College's budgeting process and its strategic planning process?	2 29%	2 29%	3 43%	0 0%
16. Does the College administration provide sufficient financial and human resources to support the strategic planning process?	4 57%	0 0%	3 43%	0 0%
17. Did the President provide effective leadership and guidance in the development of the strategic plan and planning process?	7 100%	0 0%	0 0%	0 0%
18. Is the Office of Institutional Research & Planning effective and efficient in providing the necessary support to the strategic planning process?	5 71%	1 14%	1 14%	0 0%
19. As a member of the Strategic Planning Committee, did you receive adequate information to prepare you for the committee's meetings and proceedings?	7 100%	0 0%	0 0%	0 0%
20. Were the roles and responsibilities of the Strategic Planning Committee made clear and appropriate?	7 100%	0 0%	0 0%	0 0%
21. Would you agree that DSC engages in effective strategic planning?	6 86%	1 14%	0 0%	0 0%
22. 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?	6 86%	0 0%	1 14%	0 0%
23. On the whole, are you satisfied with the strategic plan and planning process at DSC?	7 100%	0 0%	0 0%	0 0%

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

- Add overreaching goals to work towards.
- If focus should be on “Academic Innovation” or “Teaching and Learning,” it would be easier to focused on real issues on campus.
- Continue to focus on the big-picture goals of the institution rather than making sure everyone had something of their own. In this plan, it has resulted in a process that made sense and in a final document that is intelligible and forward-looking.
- Needs to be clear on distinct targets and measures to help with monitoring and assessing progress of strategic plan goals. The role of the Office of Institutional Research in helping to achieve this process should be emphasized.

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

- The process was inclusive.
- Ex-officio role of the VP's and the President.
- Constructive dialogue.
- Went as planned.
- Dr. Portch's guidance was valuable.
- Created a plan that did not have a lot of unnecessary fluff.
- The chair of the committee was outstanding, always keeping everyone on task and accountable.

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

- The president's clearly articulated vision of Dalton State as a first-choice destination and the committee's ability to set the strategic plan goals in the context of that vision and that vision alone were big plusses in this strategic cycle.
- Documentation was immediately accessible to all committee members as soon as the meeting concluded.
- Any materials to be reviewed prior to a meeting were available in a Dropbox account and were also sent via email in a timely manner.
- The process was shortened from previous cycle.
- Much more focused.

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

- The meetings were very lengthy.
- There were times when committee members felt strongly about issues but felt hesitant to continue debate or may have simply agreed in an effort to no longer prolong the proceedings.
- Not convinced that a three-year long plan can be very strategic by definition without being part of an incremental overall approach to where DSC needs to be in ten years.
- The laborious and often pedantic wordsmithing that took place with some of the committee meetings.
- Should have been assigned to a subcommittee with authority.
- Took the time of a lot of people around the table, most of whom were not active participants.
- Territorial protection of a particular place impeded our ability to talk objectively about needs of the College.
- People that were focused on a particular program that they were unable to separate their own desires from the good of the College.
- As meetings go longer people would leave and that is not good.
- Some committee members seemed disengaged.
- Some senior leadership did not put a damper on things, as far as lively discussions.
- One person was there who really didn't need to be.
- Meetings should have been either closed to just members or that, like Faculty Senate, the person visiting should not have any say.

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

- Need more clarification about roles.
- President should articulate some broad guidelines on things that the College needs to focus on.
- More clarification needed regarding the process in which goals will be decided.
- The committee should provide much more detail for the action steps and have greater input as to the means of accomplishing these steps.
- While general goals and action steps were created, it can also mean that specific goals or projects may not be addressed.