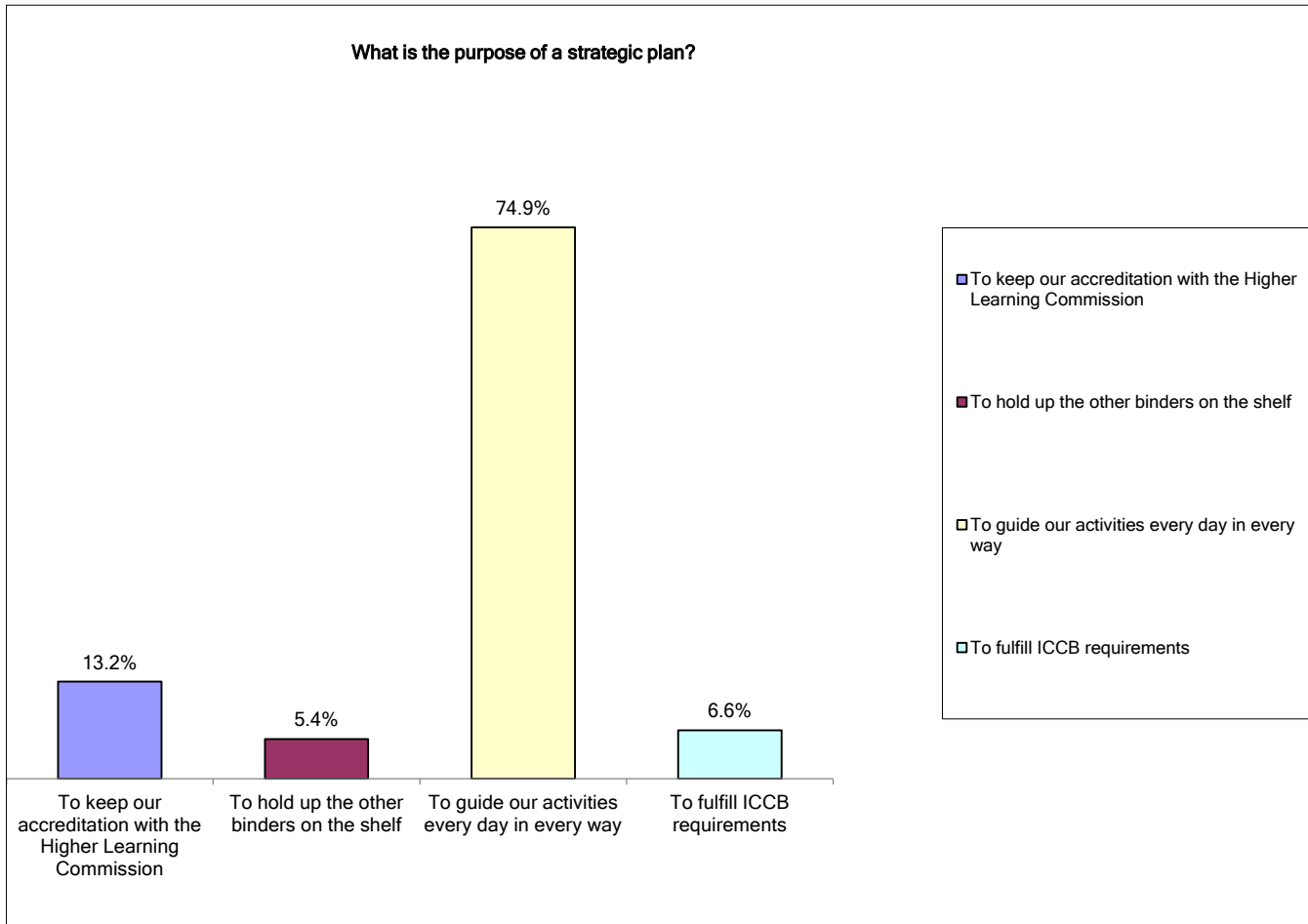


## Strategic Plan Survey Fall 2012

### What is the purpose of a strategic plan?

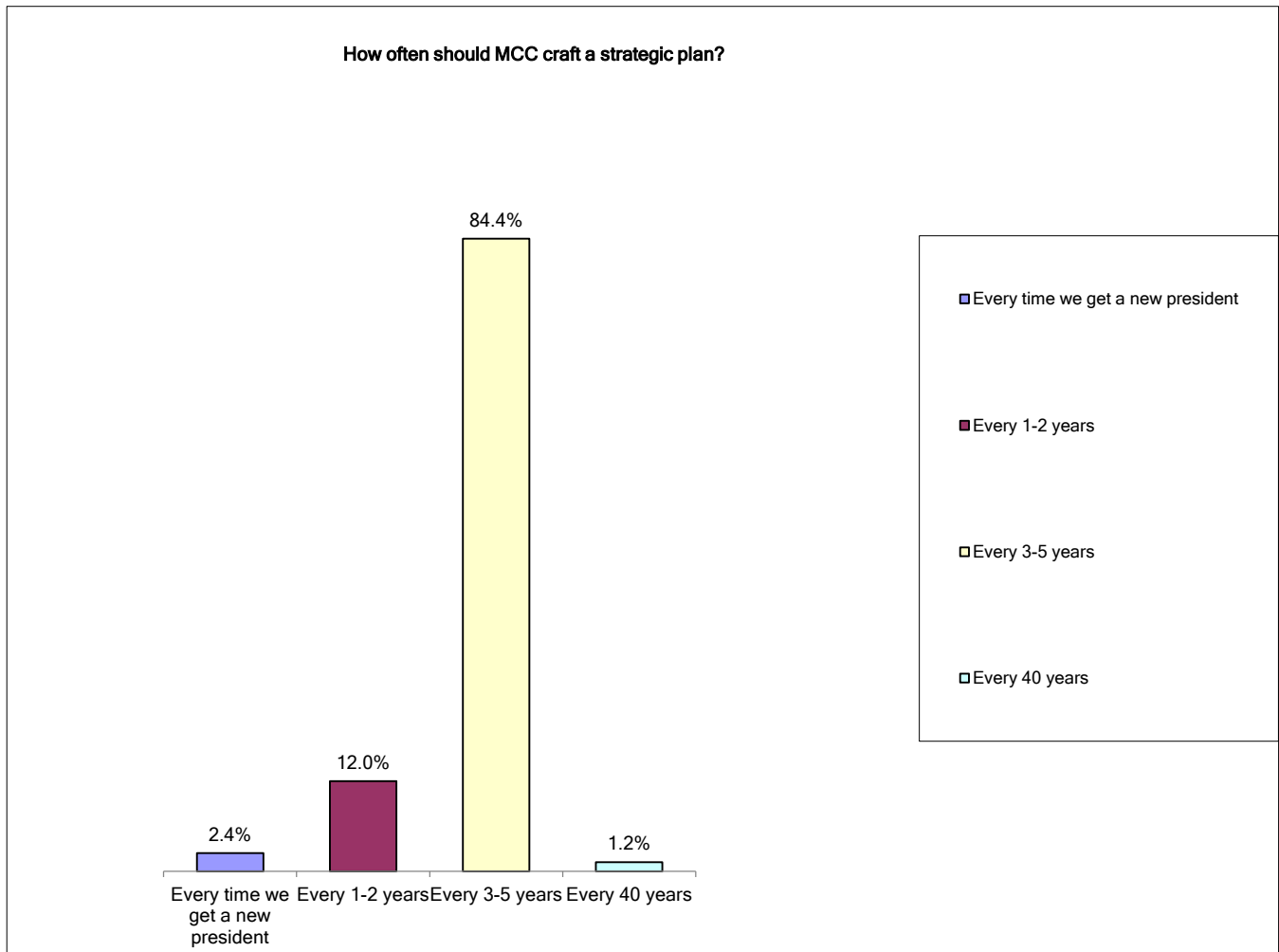
Answer Options	Response Percent	Response Count
To keep our accreditation with the Higher Learning	13.2%	22
To hold up the other binders on the shelf	5.4%	9
To guide our activities every day in every way	74.9%	125
To fulfill ICCB requirements	6.6%	11
<i>answered question</i>		<b>167</b>
<i>skipped question</i>		<b>3</b>



## Strategic Plan Survey Fall 2012

### How often should MCC craft a strategic plan?

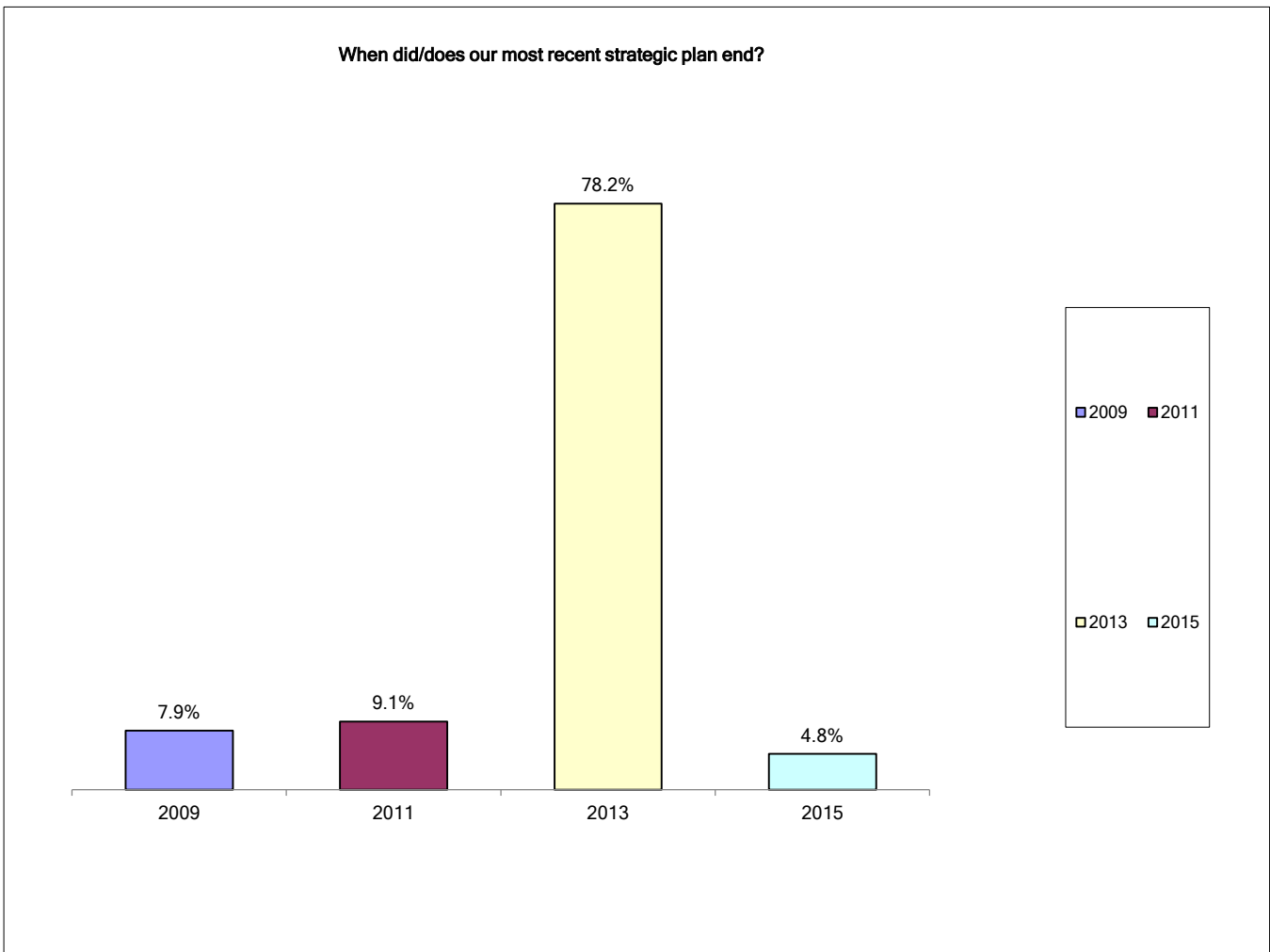
Answer Options	Response Percent	Response Count
Every time we get a new president	2.4%	4
Every 1-2 years	12.0%	20
Every 3-5 years	84.4%	141
Every 40 years	1.2%	2
<i>answered question</i>		<b>167</b>
<i>skipped question</i>		<b>3</b>



## Strategic Plan Survey Fall 2012

When did/does our most recent strategic plan end?

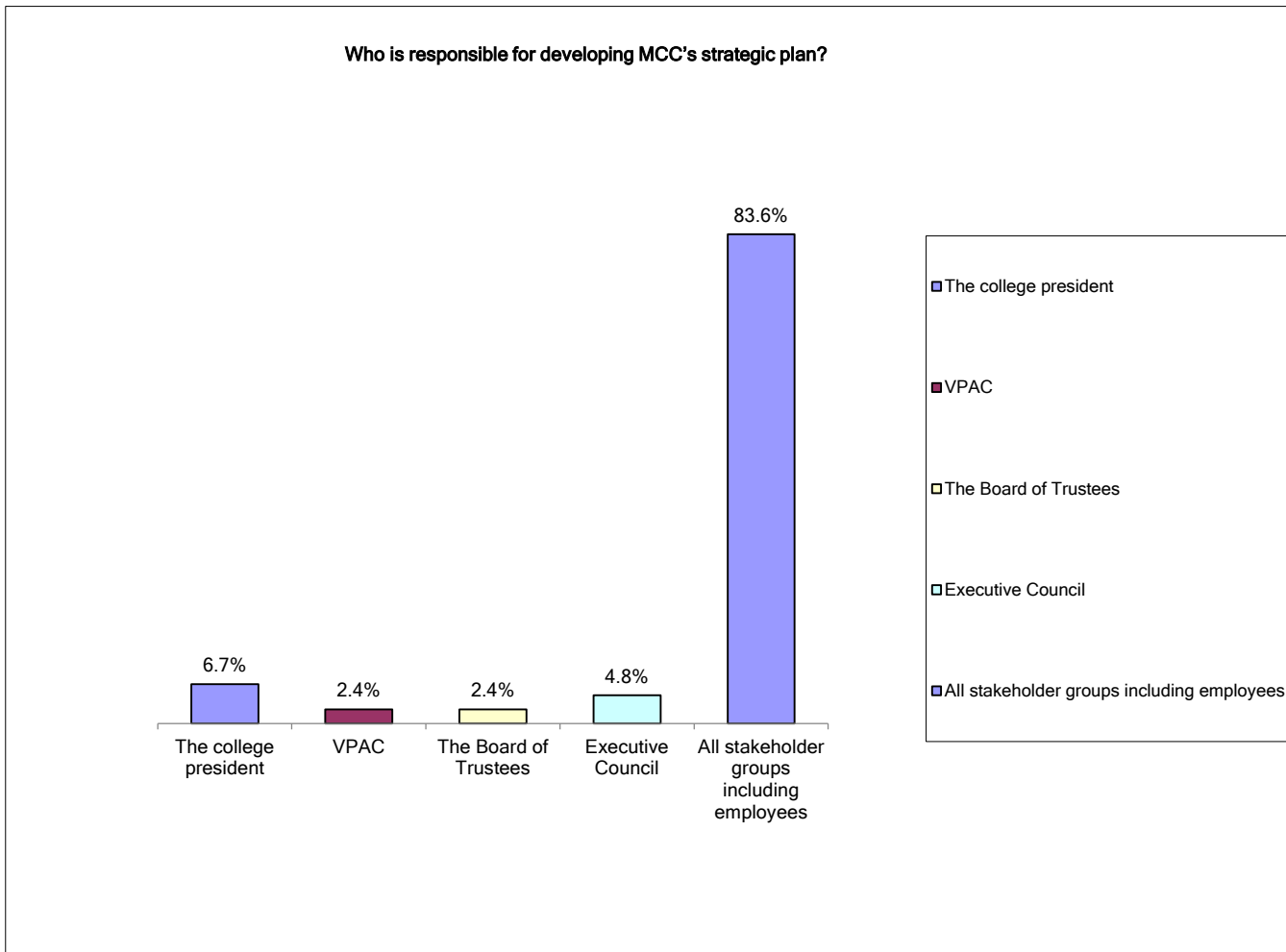
Answer Options	Response Percent	Response Count
2009	7.9%	13
2011	9.1%	15
2013	78.2%	129
2015	4.8%	8
<i>answered question</i>		165
<i>skipped question</i>		5



## Strategic Plan Survey Fall 2012

### Who is responsible for developing MCC's strategic plan?

Answer Options	Response Percent	Response Count
The college president	6.7%	11
VPAC	2.4%	4
The Board of Trustees	2.4%	4
Executive Council	4.8%	8
All stakeholder groups including employees	83.6%	138
<i>answered question</i>		<b>165</b>
<i>skipped question</i>		<b>5</b>

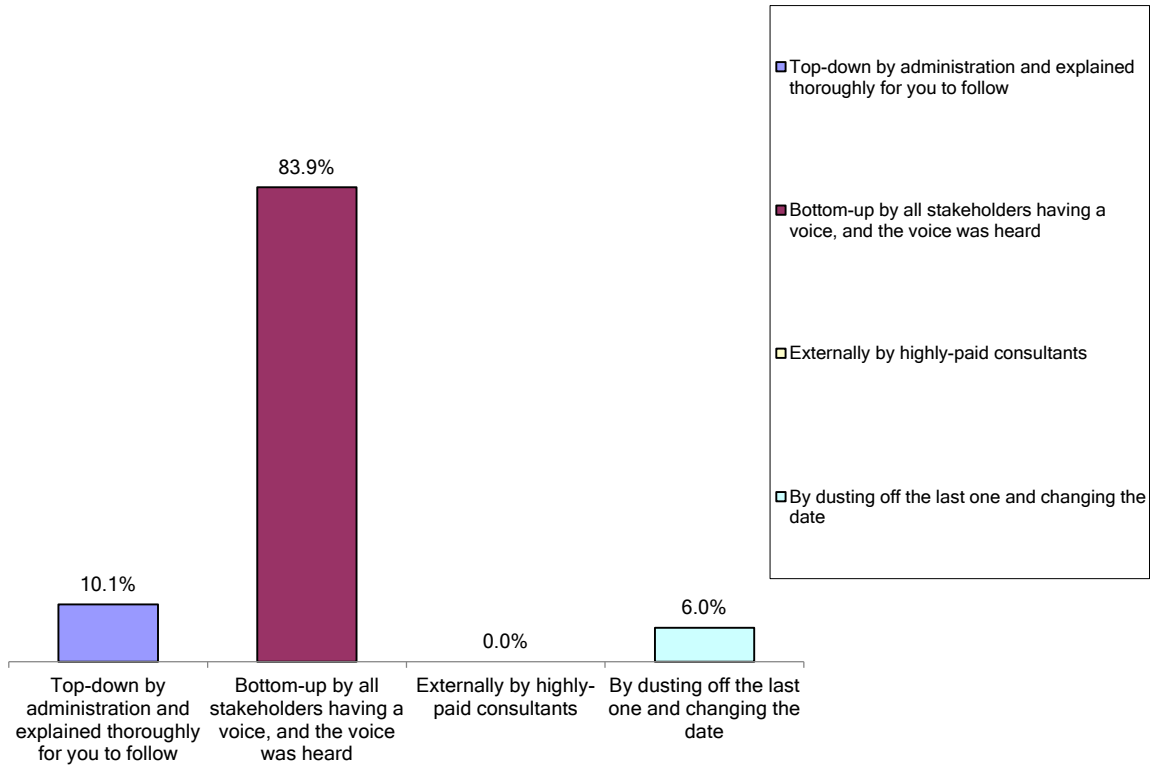


## Strategic Plan Survey Fall 2012

Would you be more likely to enjoy your work at MCC if the new strategic plan was developed:

Answer Options	Response Percent	Response Count
Top-down by administration and explained thoroughly	10.1%	17
Bottom-up by all stakeholders having a voice, and the	83.9%	141
Externally by highly-paid consultants	0.0%	0
By dusting off the last one and changing the date	6.0%	10
		<b>answered question</b> 168
		<b>skipped question</b> 2

Would you be more likely to enjoy your work at MCC if the new strategic plan was developed:



## Strategic Plan Survey Fall 2012

Please share any comments or	Please share any comments or	Please share any comments or suggestions you have about MCC's strategic plan.
Answer Options	Answer Options	Response Count
		51
<i>answered question</i>	<i>51</i>	<i>51</i>
<i>skipped question</i>	<i>119</i>	<i>119</i>

Number	Response Date	Response Text
1	10/1/12 3:45 PM	Streamlining the mission was a good start. It would be good if the strategic plan was as concise. ☐ Employees need a better understanding of the purpose of a strategic plan and it's potential impact on an organization - a simpler explanation without a bunch of corporate talk.
2	10/1/12 3:28 PM	MCC's strategic plan should be our roadmap to greater success, student success through retention and graduation, and employee success through rewarding jobs and promotion.
3	9/28/12 5:56 PM	I was part of the last strategic plan through the Division of Student Affairs in which we given the opportunity to sign up for specific areas of interest
4	9/28/12 2:48 PM	We teach in our management classes that employee engagement is created through participation and visibility. Yes, employees should be included in strategic development as far as idea generation, and our voices should be heard. Clearly, final decisions should be made by the Board, but inclusion is key to sustaining employee satisfaction, which leads to creating a sustainable competitive advantage over our competitors. At least that is the theory we teach to our students; let's practice it!
5	9/28/12 2:35 PM	One developed where will the document be stored for employees to review. Who will update the plan since the College is always evolving?
6	9/28/12 2:33 PM	All departments and staff needs to work in cooperation with each other. Lines of communication must be open and each department should have a small "update on current activities" on a weekly or at least monthly basis so the entire staff is aware of what's going on.
7	9/28/12 2:25 PM	I like the "every 40 years" and "dusting off the last one and changing the date." :)
8	9/28/12 2:04 PM	I would love to see the Adjuncts have a larger role in this process. I realize they (we) are a touch group to get together but perhaps there can be several meetings (day and evening) to get their input. I would suggest some kind of recognition for the effort as well.
9	9/28/12 1:13 PM	Is this a survey or a quiz? Get real.
10	9/28/12 12:41 PM	In the many years at the college, I have never seen a strategic plan followed through.
11	9/27/12 11:41 PM	Could be more concise.
12	9/27/12 8:52 PM	It would be worthwhile to have a Townhall meeting in which the public, businesses, etc., could provide input regarding their current and future needs.
13	9/27/12 8:44 PM	This survey is an insult to the intelligence of the faculty members who were asked to respond.It doesn't truly seek any information that will be of use to the committee.
14	9/27/12 7:59 PM	The following issues need to be addressed:☐ MOOCs, technological advancement (Skype, etc.) transitioning of all students, more career based courses,
15	9/27/12 6:01 PM	we need to shift our focus to PEOPLE. We need to care about out students, our faculty and our staff. We need to focus on motivation and changing the culture towards collaboration. There are several upper level administrators who tend to focus their attention on calling employee groups out rather than growing.
16	9/27/12 4:45 PM	Yay, planning!
17	9/27/12 4:17 PM	not sure what it involves--which categories, etc.

## Strategic Plan Survey Fall 2012

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<i>answered question</i>	<i>51</i>	<i>51</i>
<i>skipped question</i>	<i>119</i>	<i>119</i>

Number	Response Date	Response Text
18	9/27/12 3:14 PM	Who came up with these questions? What is the point of asking these questions? Don't you have a fairly good idea of what the response will be already? Either 1) people don't care, or 2) people aren't going to truse the outcome unless they participate themselves. This is really a waste of time, and you need proper representation on this committee.
19	9/27/12 3:13 PM	The process should include voice from every level, but the success of the planning will be the ability and willingness of the trustees and executive staff to actually listen to that voice and give it credibility. If the process is an exercise in asking staff for vision and input, and that input is ignored or minimized, then the credibility of the organization would be better served by just stating that "this is our plan" and not asking for input. Asking and not listening does more harm and actually wastes too much of everyone's time from an efficiency perspective.
20	9/27/12 2:45 PM	<p>First, the committee can treat all stakeholders like the intelligent people and professionals they are and avoid sending out cute, smirking surveys that clearly have only one intended response. Don't insult people's intelligence or will to work hard at this institution by acting as if we wouldn't all agree that a thorough strategic planning process involving all stakeholders would be absolutely necessary. I'm sure that you will likely put a cute presentation together for professional development day to show just how united we all are in this effort. While this intent is indeed respectable, you are wasting your time by assuming that you will get by in 'hearing our voices' by highlighting something that is already blatantly obvious and should be part of the process without question. ¶</p> <p>¶</p> <p>Second, seeing as we all agree that strategic planning is important and a necessary part of our daily jobs at the College, show us a concrete plan to involve all stakeholders in an active and meaningful way from start to finish. Avoid holding open forums after decisions are a fait accompli, unless of course the top down approach actually is desired, and respect that we have something to say. Do not cherry-pick staff, faculty, or admin to give input because you will get the same handful of people every time. Give those employees who are feeling hopeless or disregarded a compelling reason to engage in this planning process. Demonstrate to these employees that their voice actually does matter. How you will do this will ultimately impact the successful implementation or shameful failure of a new strategic plan.¶</p> <p>¶</p> <p>Third, please be sure that the next time a strategic planning survey is sent to all employees, you strategically consider how you want them to spend that "less-than-one-minute" of their day. My time is precious to me, and if I am going to give up minutes to read and respond to silly, snarky surveys, I will do so on Facebook, not in the name of my employer. We are an institution of higher learning, and I would expect that this committee would exhibit the decorum, seriousness, and respect that sacred charge deserves. We would never accept a survey such as this to be submitted by our students, so why we would lower the bar for ourselves eludes me. Consequently, I expect this committee to bring all employees a meaningful plan of action that will indeed bring all stakeholders together to generate our new strategic plan. If I simply see a presentation of how united we are based on the results of this sad, sad excuse for a "survey," I will be very disappointed and most compelled to simply disengage from the process all together. Demonstrate to me that this potential consequence is not all part of your planning process as so many other initiatives at this institution are.</p>

## Strategic Plan Survey Fall 2012

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<i>skipped question</i>	<i>119</i>	<i>119</i>

Number	Response Date	Response Text
21	9/27/12 1:04 AM	Communication needs to be the responsibility of everyone - those delivering the communication as well as those receiving the communication.
22	9/27/12 12:46 AM	Unfortunatley, in part, the survey suggests questionnaire has knowledge that must me imparted on "bottom."
23	9/27/12 12:43 AM	Bottom up is disorganized, creative and smart! Top down is orderly and ...
24	9/26/12 10:16 PM	It seems our top priority in terms of long-range planning is the expansion of this campus. I'll be delighted (and amazed) if and when it all happens.
25	9/26/12 7:48 PM	It would have been nice to include stakeholders in crafting the new mission statement, too.
26	9/26/12 5:55 PM	The committee on the email seems pretty awesome. :)
27	9/26/12 5:39 PM	If our new strategic plan includes work on our mission statement: Our focus is Learning. Student Success is Our Goal. Than maybe the administration should start actually listening to the faculty and support them the way they are supposed to.
28	9/26/12 5:34 PM	Great survey questions, should provide some valuable information on our perceptions and attitudes.
29	9/26/12 5:34 PM	Indeed!
30	9/26/12 5:31 PM	Answer to #5 is in an ideal world and this is not an ideal world. Never going to happen.
31	9/26/12 5:23 PM	This quiz is ridiculous. Besides there being an obvious answer most of the time it does not in anyway suggest the seriousness of the document that is to direct every aspect of the college. I appreciate when my feedback is needed and valued but this is just silly and is not a stand in for actual feedback.
32	9/26/12 5:13 PM	I suggest we look at the physical facilities of the College, which is cramped, not very flexible, somewhat dated, and does not provide sufficient space for the various academic and support service departments of the College, not to mention classroom availability.
33	9/26/12 5:07 PM	These are always full of the latest buzz words and are used only to support whatever plans VPAC has in mind at the time they are quoting it. It has so much in it with such vagueness it is can be molded to whatever one wishes to use it for.
34	9/26/12 5:03 PM	the survey was only slightly biased but it's okay, I have a good sense of humor.
35	9/26/12 4:45 PM	I want to believe the bottom voices will be heard this time. I am cynical about it.
36	9/26/12 4:38 PM	Sometimes beauracracy trumps practicality. With all decisions we should ask the question, "Is this the best alternative to forward 'student success' regardless of the beauracatic policy." This statement should be in our strategic plan.
37	9/26/12 4:38 PM	There should be a health and safety component to the strategic plan to reflect MCC's commitment to improving/maintaining the health and safety of their employees and students.
38	9/26/12 4:36 PM	I think we need to address the concern of decreasing enrollments.
39	9/26/12 4:36 PM	Waste of money and time.
40	9/26/12 4:34 PM	I chose Bottom-up because it doesn't seem to be an accepted approach to MCC culture. I believe this approach will empower team members and create a more invested team through the simple appreciation of member's input.
41	9/26/12 4:29 PM	The past several years have been a period of relatively intense change at the College. It may be useful to enter a period of consolidation, where we focus on completing the initiatives we have started before taking on too many new ones.



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<i>skipped question</i>	<i>119</i>	<i>119</i>

Number	Response Date	Response Text
42	9/26/12 4:27 PM	As of right now, I believe there are only two divisions represented as part of the strategic team, and one of those has MUCH more representation. Involving all stakeholders doesn't mean two faculty members can speak for all faculty members - there needs to be balanced representation from various types of groups with different needs.
43	9/26/12 4:27 PM	It seems to take a lot of time and expense to develop these things and I don't know if anyone but the administrators really care.
44	9/26/12 4:23 PM	I am concerned that we are going at this again when the last one's strategic priorities were done in 2010 and never really adopted and worked on. We keep claiming that we are all in this together but it is smoke and mirrors as the micromanagement from the executive leaders and the board ties our hands to really do the work we are paid to do in an environment of trust and support. Question #2 - Every time we get a new president seems to be the truth but not the right answer.
45	9/26/12 4:21 PM	I think it is absolutely essential that ALL employees and stakeholders be included in the strategic planning of this COMMUNITY college.
46	9/26/12 4:15 PM	I think having a strategic plan is good to have something to work toward and achieve.
47	9/26/12 4:14 PM	Isn't the term "Strategic Plan" redundant (or worse, padding the language to sound more "intellectual")? Isn't a plan actually a strategy for dealing with an issue? Are there "non-strategic plans"? if so, is it really a plan? What is this a "plan" for? Is it a plan for a "strategy"? How about "Plan for the Future" or "Mission Strategy"? I don't mean to sound sassy here - just trying to clarify what you are seeking to "craft".
48	9/26/12 4:13 PM	Make the plan easily understandable and easy for all to implement and follow.
49	9/26/12 4:13 PM	Decisions made by this administration frequently disregard all employee groups and do not respect individuals. No strategic plan will be successful without sincerely valuing the contributions made by employees. This approach to leadership is counterproductive and needs to change even before a strategic plan is adopted.
50	9/26/12 4:13 PM	The key is that staff and faculty input has to actually be listened to, respected and incorporated into the strategic plan. MCC does not have a very good track record with that in the past.
51	9/26/12 4:12 PM	It is important to be humble about strategic planning. I have been through five planning processes, and it's true that MCC has done some things in accordance with a plan, but equally true that events intervene and make it necessary to act ad hoc. That can work out just fine too. One piece of advice: Above all, never ever do, say, or write anything in the planning process that would fit in a Dilbert cartoon.