

# SCOT ANALYSIS

Following is a summary of the responses you provided to the **Administrator's Questionnaire** distributed on May 20, 2008. As you may remember, the scale was from 1 (weak) to 10 (strong). The averages are listed from highest to lowest.

- Systems (5.5)
- Communication (5.2)
- Academic and Student Services (5.16)
- Decision making (5.1)
- Strategic Planning (4)
- Marketing (4)

From the OTHER / REFLECTIONS section of the questionnaire, you indicated that the following areas need attention (not rank ordered):

- Enrollment Management
- Leadership
- Marketing
- Organization Structure (to include systems, procedures)
- Professional Development for all employees
- Strategic Planning (training all employees to understand the data presented)

Below, you will find the summary of the short survey you took at our last JLC meeting. This information will be used by our group and the College community to enhance the way WE serve each other, our students and communities and, especially, make decisions!

Reminder about scoring: 1 (weak) to 10 (strong)

<b>Academic and Student Services</b>	<b>5.5</b>
How well do we serve our traditional aged students?	7.0
How well do we serve our non-traditional age students?	6.0
How entrepreneurial are our credit learning courses / programs?	6.0
How entrepreneurial are our credit-free learning courses / programs?	6.2
How well do we integrate our credit and credit-free learning courses / programs?	3.8
How entrepreneurial are our student support services?	4.5
How student focused is our student services unit?	5.5
How student focused are our credit courses / programs?	7.4
How student focused are our credit-free courses / programs?	7.8
How well do the academic and student services units work together?	5.3
How well do we collaborate between credit and credit-free offerings?	4.2
How inclusive are we of including employees from all constituency groups when forming committees?	5.0

<b>Systems</b>	<b>5.3</b>
How entrepreneurial are our internal business processes?	5.2
How responsive are our support services units (business office, human resources office, etc.) in following -up on internal requests?	5.2
How responsive are our support service units in following-up on external requests?	5.5
How effective are our business office practices?	4.3
How effective are our human resource practices?	5.4
How fair are we in allocating resources among our credit and credit-free courses / programs?	5.3
<b>Decision Making</b>	<b>3.4</b>
How timely are we in making decisions regarding credit learning programs?	4.0
How timely are we in making decisions regarding credit-free learning programs?	6.0
How timely are we in making decisions regarding student services?	5.3
How timely are we in making decisions regarding internal requests?	3.8
How inclusive are we as an institution in our decision-making processes?	3.8
How effective are we in communicating to the College community why decisions have or have not been made?	2.6
<b>Communication</b>	<b>4.5</b>
How well does communication happen within the College?	3.4
How well does communication happen across divisions?	4.0
How well does communication happen among our various locations?	3.8
How effective are we in creating a safe environment for our College community?	5.8
How effective are we in creating a safe environment for our students and community members?	5.6
<b>Community Outreach</b>	<b>5.0</b>
How mutually-beneficial are our relationships with district high schools?	4.8
How mutually-beneficial are our relationships with businesses?	5.0
How mutually-beneficial are our relationships with government agencies?	5.3
<b>Strategic Planning</b>	<b>4.4</b>
How well do we plan as an institution?	4.4
<b>Marketing</b>	<b>4.0</b>
How effective is our institutional marketing strategy?	4.0

<b>Organization</b>	<b>4.7</b>
How current and effective is our organizational structure? If you rated this lower than a five, please provide a reason on the back.	5.2
How well do we celebrate the successes of our credit learning programs?	5.0
How well do we celebrate the successes of our credit-free learning programs?	4.4
How would you rate the morale of the College community at this time?	5.2
<p>If your "morale" response was a five or lower, please provide three specific ways you believe could help improve morale?</p> <ol style="list-style-type: none"> <li>1. I believe morale has improved as a result of hiring a new President and the hope that affords. Many people in the college community have felt out of the loop and are looking forward to a more collaborative and listening culture.</li> <li>2. People need to feel like they're valued members of the MHCC community.</li> <li>3. People need to be able to participate in decisions at the various levels, when appropriate, and they need to understand the reasoning behind decisions.</li> <li>4. Common courtesies should be a given – to our students and ourselves (MHCC employees).</li> <li>5. Lack of open and honest communication is a problem on campus. There is also a lack of respect with regard to how staff members are treated.</li> </ol>	
<b>Other comments / reflections:</b>	
<ul style="list-style-type: none"> <li>➤ Supervisors group is challenging since some supervisors have substantial authority and reports and others have no direct reports</li> <li>➤ We have a tremendous pool of talent at this college that with the removal of barriers and silos could be better utilized and shared institution wide</li> <li>➤ Need better, uniform ways of getting the information needed to effectively do our jobs and integrate our work with other college constituents.</li> </ul>	