



SWTJC Process Improvement Initiative

Survey Results and Recommendation
August 2014



Presentation Agenda

- Overview of Respondents
- Survey Review
- Recommendation / Next Steps
- Appendix

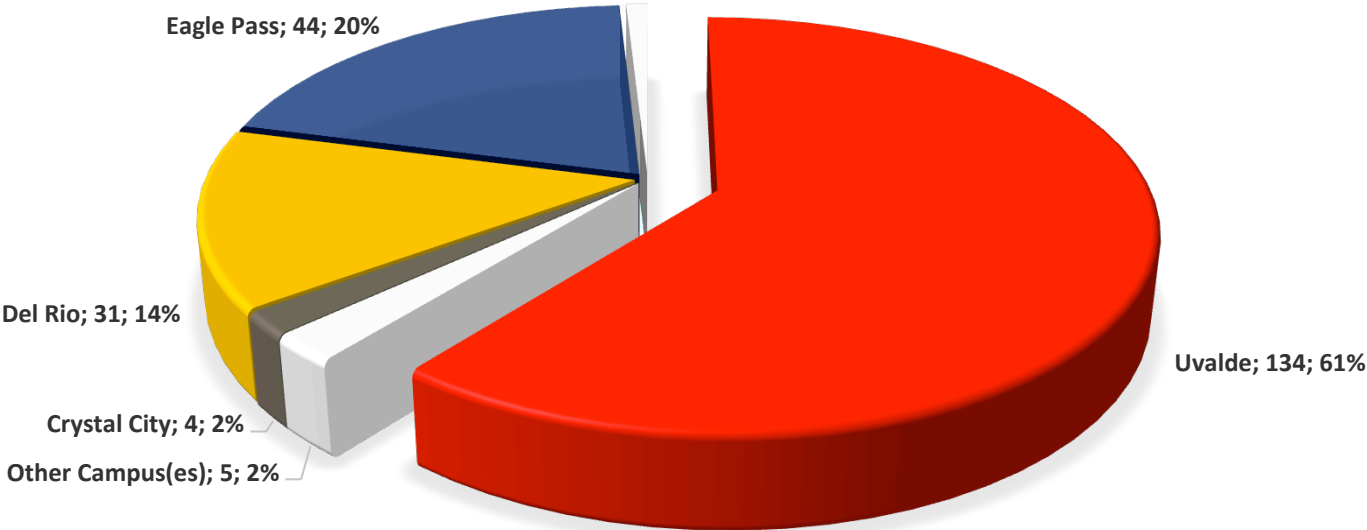
Respondent Breakdown



Total Responses: 210

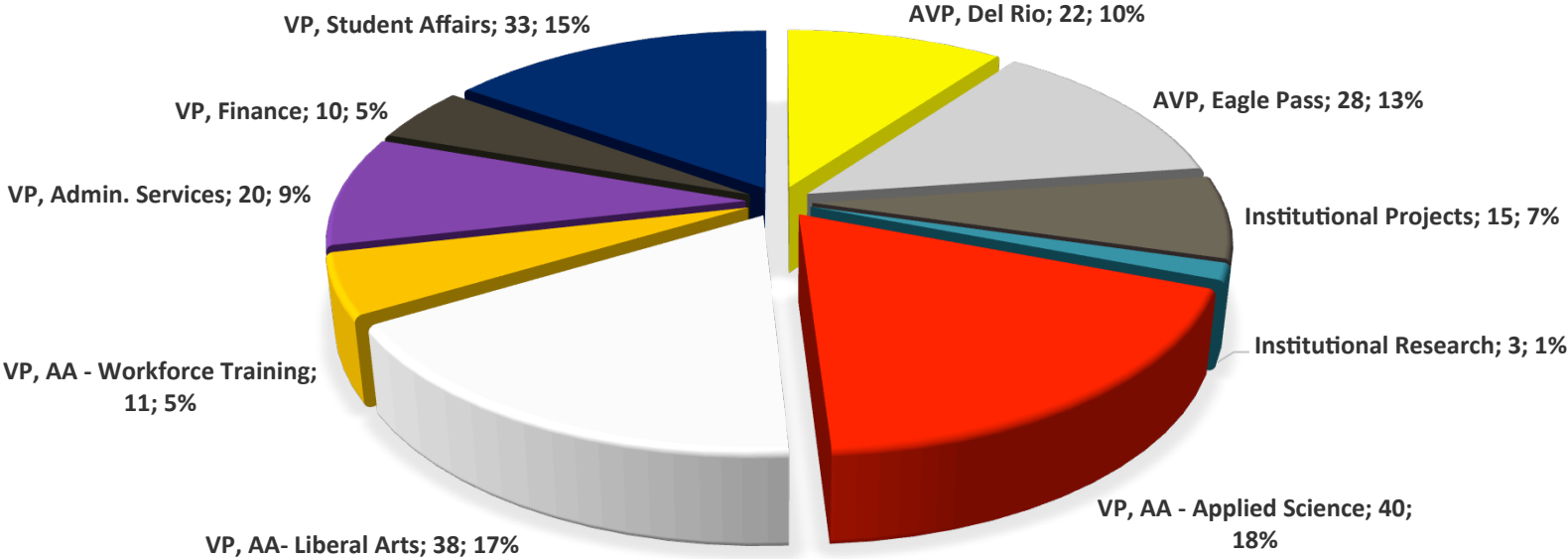
Campus Breakdown

COUNT AND PERCENTAGE OF RESPONDENTS BY CAMPUS

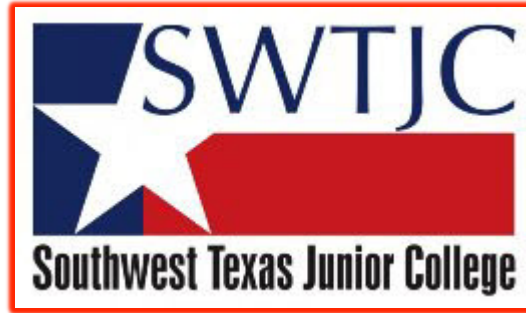


Leadership Reporting Breakdown

COUNT AND PERCENTAGE OF RESPONDENTS BY LEADERSHIP GROUP






Survey Review









Responses: 210











Notes:

1. Likert Scale Used: (1) Strongly Agree, (2) Agree, (3) Neither Disagree Nor Agree, (4) Disagree, (5) Strongly Disagree
2. "Non Applicable / Unknown" responses were not included when determining averages.
3. Where "Non Applicable / Unknown" responses were significant in number, they are noted on slides.
4. Key:    3.0 and above is Green; 2.1 – 2.9 is Yellow; ≤ 2.0 is Red

Overall Communication and 5-Year Plan Score – by Campus








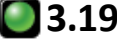


































Communication / Strategic Plan Questions Avg. Score	
Campus	Score
Crystal City	 2.8
Del Rio	 3.1
Eagle Pass	 2.7
Hondo	 2.5
Other Campus(es)	 2.1
Uvalde	 2.7
SWTJC Average Score: 2.6	

Overall Communication and 5-Year Plan Score – by Leadership Group

Communication / Strategic Plan Questions Avg. Score	
Leadership Team	Score
AVP, Del Rio	 3.1
AVP, Eagle Pass	 2.6
Institutional Projects	 2.5
Institutional Research	 2.9
VP, AA - Applied Science	 2.6
VP, AA- Liberal Arts	 3.0
VP, AA - Workforce Training	 2.5
VP, Admin. Services	 2.8
VP, Finance	 2.8
VP, Student Affairs	 2.9
SWTJC Average Score: 2.8	

Note: Communication Feedback by Campus

Where 3+ Campuses Rated Question = < 2

Campus	Q1	Q2	Q3	Q4	Q5	Q6	Q7	
Crystal City	 2.75	 1.75	 1.75	 3.25	 3.25	 3.25	 3.25	
Del Rio	 3.19	 2.84	 2.94	 3.48	 2.97	 3.00	 3.35	
Eagle Pass	 2.95	 2.51	 2.23	 3.05	 2.58	 2.49	 2.91	
Hondo	 1.50	 1.50	 2.00	 2.50	 3.50	 3.50	 3.00	
Other Campus(es)	 1.67	 1.67	 1.67	 1.67	 2.67	 2.67	 2.67	
Uvalde	 3.05	 2.22	 2.99	 3.21	 2.48	 2.48	 2.79	
	Q1 I believe communication at SWTJC is sufficient and effective.							
	Q2 I believe communication within my department is sufficient and effective.							
	Q3 I believe communication within my campus is sufficient and effective.							
	Q4 I believe communication across campuses is sufficient and effective							
	Q5 I am aware of our 5-year strategic plan.							
	Q6 I understand how my work contributes toward meeting our 5-year strategic plan.							
	Q7 I am kept well informed by leadership as to our progress against our strategic plan.							

What aspect of communication needs improvement?







Word Cloud – Larger Font Phrases Represent Most Dominant Feedback













Key Findings:

1. Many respondents feel the College needs consistency of communication across all campuses (SWTJC-Wide Communication), within campuses and within departments.
2. There seems to be an issue with top down communication stopping at the senior management level.
3. Crystal City, Hondo and Other Campus(es) are least satisfied with communication.

Overall Retention Score – by Campus

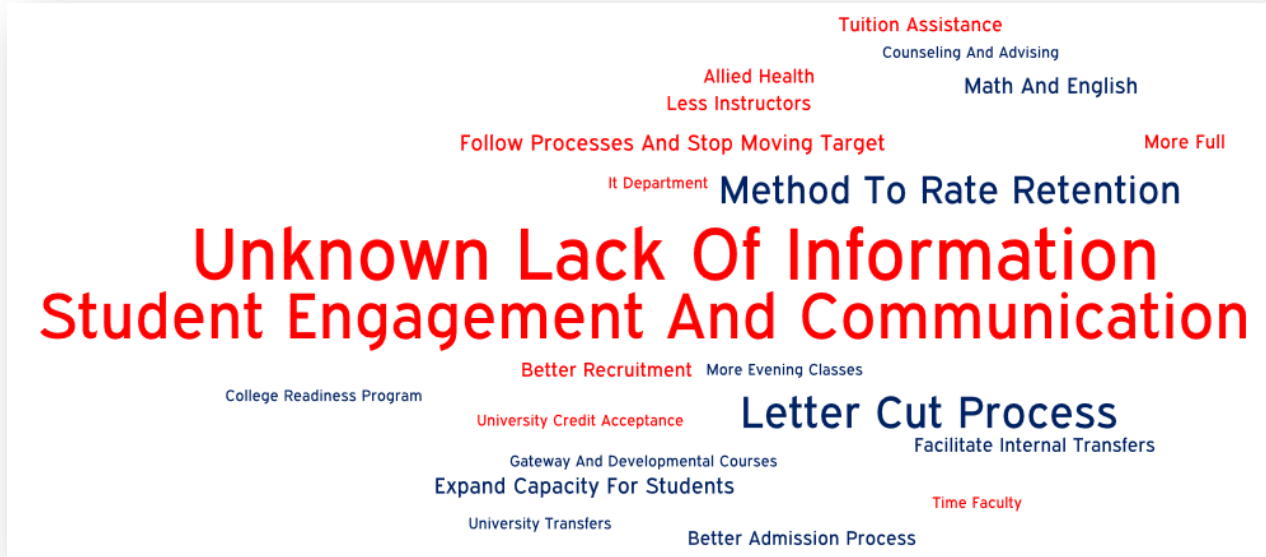
Retention Questions Average Score	
Campus	Score
Crystal City	 2.4
Del Rio	 2.7
Eagle Pass	 2.6
Hondo	 4.0
Other Campus(es)	 3.0
Uvalde	 2.8
SWTJC Average Score: 2.9	

Overall Retention Score – by Leadership Group

Retention Questions Avg. Score	
Leadership Team	Score
AVP, Del Rio	 2.7
AVP, Eagle Pass	 2.6
Institutional Projects	 2.7
Institutional Research	 2.9
VP, AA - Applied Science	 2.7
VP, AA- Liberal Arts	 2.9
VP, AA - Workforce Training	 2.7
VP, Admin. Services	 2.9
VP, Finance	 2.9
VP, Student Affairs	 2.9
SWTJC Average Score: 2.8	

What aspect of retention need improvement?







Word Cloud – Larger Font Phrases Represent Most Dominant Feedback













Key Findings:

1. Many respondents do not know what the College retention is or where to find that information.
2. There are mixed reviews on the letter cut process and many felt it needed to be assessed to determine its effectiveness
3. Crystal City least optimistic about retention; Hondo most optimistic.

Overall Course Scheduling Score – by Campus

Course Scheduling Questions Average Score	
Campus	Score
Crystal City	 2.3
Del Rio	 2.8
Eagle Pass	 2.4
Hondo	 3.0
Other Campus(es)	 2.4
Uvalde	 2.6
SWTJC Average Score: 2.6	

Overall Course Scheduling Score – by Leadership Group

Course Scheduling Questions Avg. Score	
Leadership Team	Score
AVP, Del Rio	 2.8
AVP, Eagle Pass	 2.3
Institutional Projects	 2.5
Institutional Research	 2.9
VP, AA - Applied Science	 2.4
VP, AA- Liberal Arts	 2.7
VP, AA - Workforce Training	 2.6
VP, Admin. Services	 2.7
VP, Finance	 2.8
VP, Student Affairs	 2.8
SWTJC Average Score:	2.7

What aspect of course scheduling needs improvement?







Word Cloud – Larger Font Phrases Represent Most Dominant Feedback













Key Findings:

1. An overwhelming majority of respondents feel the entire scheduling planning process needs to be addressed.
2. Most respondents felt student need should be driving class schedule and faculty requirements (today: tail wagging the dog).
3. Crystal City and Other Campus(es) least satisfied with course scheduling.

Overall Professional Training and Development Score – by Campus

Professional Tng and Dev. Questions Average Score	
Campus	Score
Crystal City	 2.8
Del Rio	 2.8
Eagle Pass	 2.4
Hondo	 2.3
Other Campus(es)	 3.1
Uvalde	 2.5
SWTJC Average Score: 2.7	

Overall Professional Training and Development Score – by Leadership Group

Professional Tng and Dev. Questions Average Score	
Leadership Team	Score
AVP, Del Rio	 2.8
AVP, Eagle Pass	 2.3
Institutional Projects	 2.4
Institutional Research	 2.8
VP, AA - Applied Science	 2.4
VP, AA- Liberal Arts	 2.6
VP, AA - Workforce Training	 2.7
VP, Admin. Services	 2.6
VP, Finance	 2.9
VP, Student Affairs	 2.6
SWTJC Average Score:	2.6

What aspect of training and development needs improvement?







Word Cloud – Larger Font Phrases Represent Most Dominant Feedback













Key Findings:

1. There is a perception that customer service training received isn't resulting in high quality service to students in practice.
2. There is a definite need for training on technology, based on feedback results.
3. Hondo least satisfied with state of training and development.
4. AVP, Eagle Pass, Institutional Research and VP of AA: Workforce Training teams concerned about ability to effectively use tools required for job due to a lack of training.

Overall Benchmark Data Score – by Campus

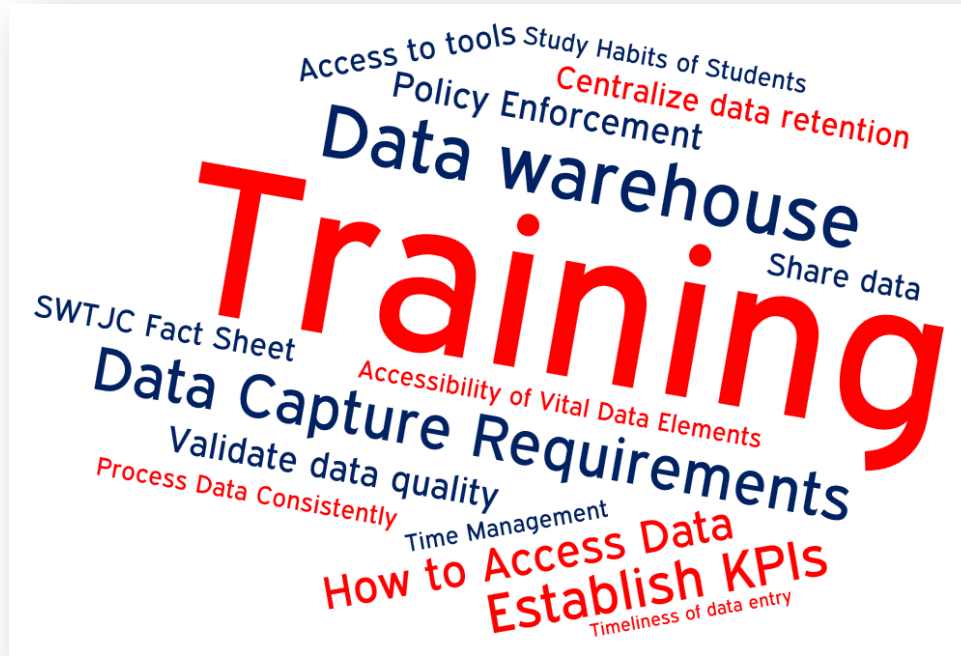
Benchmark Data Questions Average Score	
Campus	Score
Crystal City	 2.3
Del Rio	 2.5
Eagle Pass	 2.4
Hondo	 2.5
Other Campus(es)	 3.5
Uvalde	 2.6
SWTJC Average Score: 2.6	

Overall Benchmark Data Score – by Leadership Group

Benchmark Data Questions Average Score	
Leadership Team	Score
AVP, Del Rio	 2.5
AVP, Eagle Pass	 2.4
Institutional Projects	 2.6
Institutional Research	 2.8
VP, AA - Applied Science	 2.5
VP, AA- Liberal Arts	 2.8
VP, AA - Workforce Training	 2.7
VP, Admin. Services	 2.7
VP, Finance	 2.4
VP, Student Affairs	 2.5
SWTJC Average Score: 2.6	

What aspect of benchmark data needs improvement?

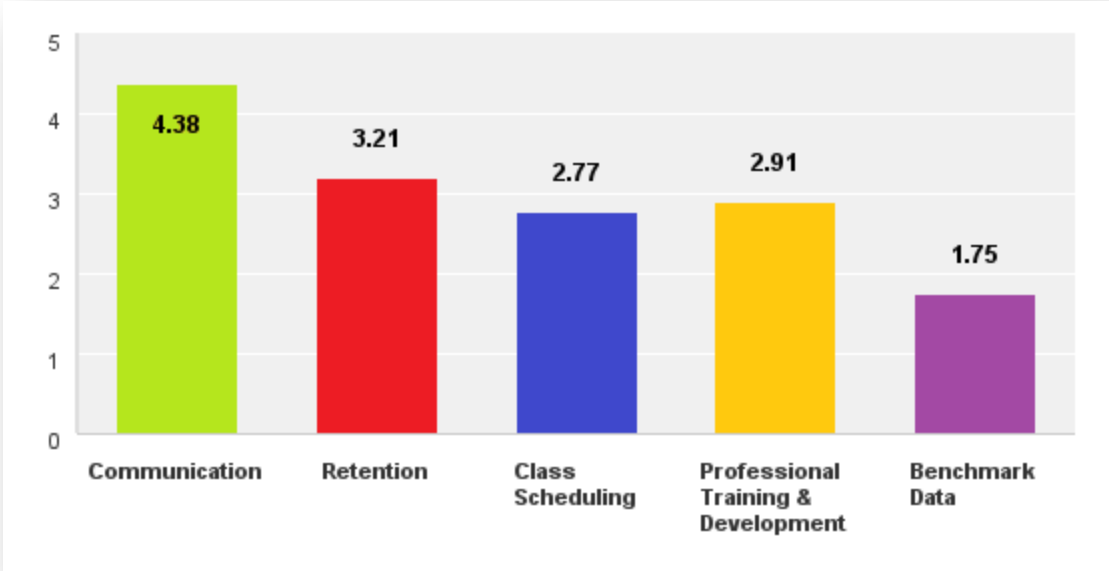
Word Cloud – Larger Font Phrases Represent Most Dominant Feedback



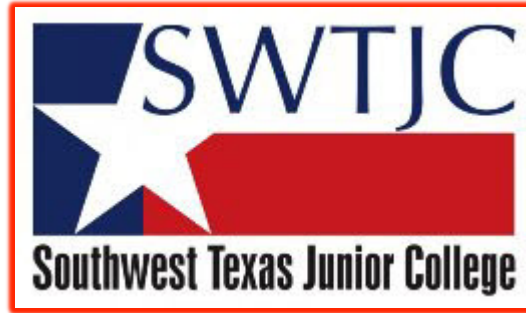
Key Findings:

1. Respondents don't know where to begin accessing and leveraging data already resident in systems.
2. There is no accountability for the consistent capture of data within systems.
3. A desire for a shared set of key performance indicators was evident.

How all Respondents Rank Priorities for Improvement



Recommendation / Next Steps



Southwest Texas Junior College

Recommendation / Next Steps

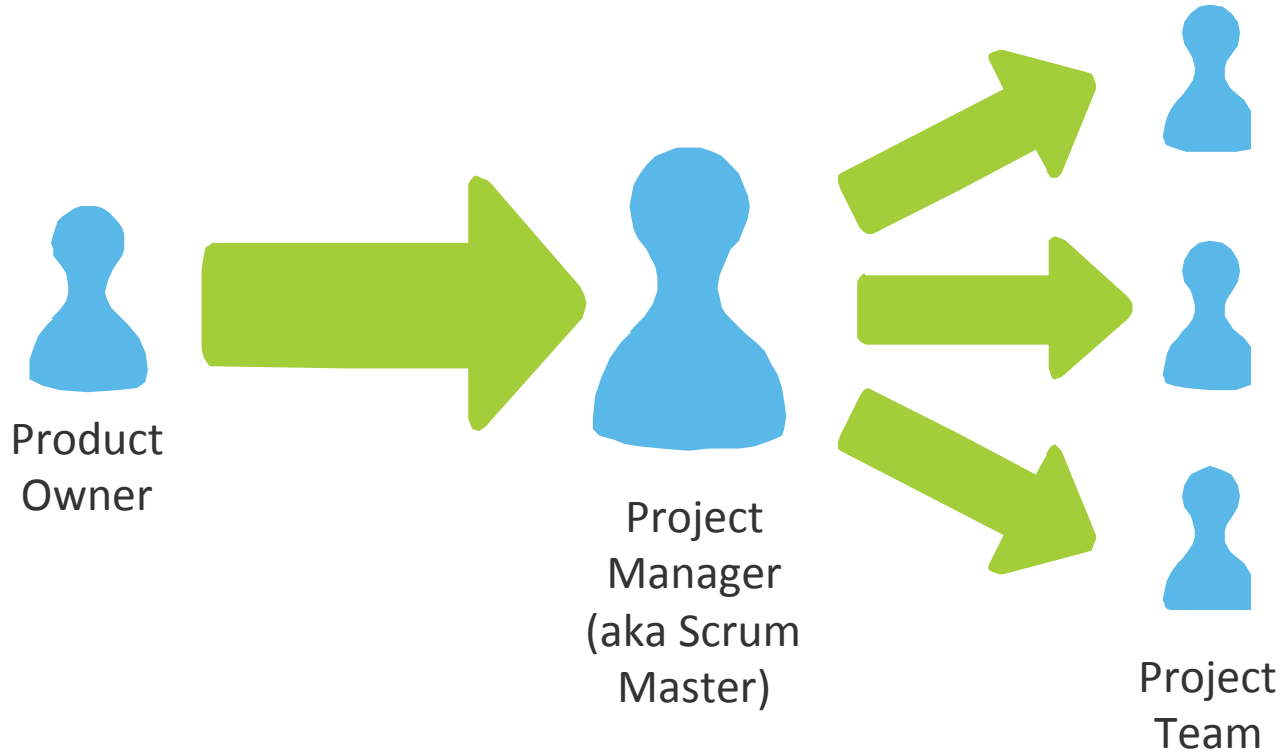
- Review Presentation / Survey Findings with Team
- Communication!
 - How will respondents learn of results?
 - Timely
 - Inform them about next steps
- Form the First SWTJC Continuous Improvement Team!
 - Adopt Agile-Scrum (or other methodology/toolset)
 - Finalize priorities
 - Assign a Project Owner and Project Manager
 - Form a Team to Serve
 - Train Team on Agile-Scrum (or other methodology/toolset)
- Launch 1st Cycle of New Continuous Improvement Initiative

Appendix

Appendix A: About Agile / Scrum

- What it is:
 - Agile is a methodology and Scrum is a toolset for Agile
 - Agile is about learning, better leveraging people and change
- What is different about it:
 - Distribute authority and decision making
 - Pull work rather than push it
 - Form a team with common goal, rather than individuals passing the baton like a relay
- What it accomplishes:
 - Better forecasting of future deliverables to the College
 - Framework allows delivery of improvements at a faster cadence

Agile: Roles Needed



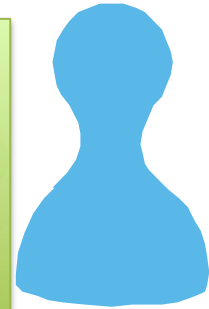
Agile: Roles Needed



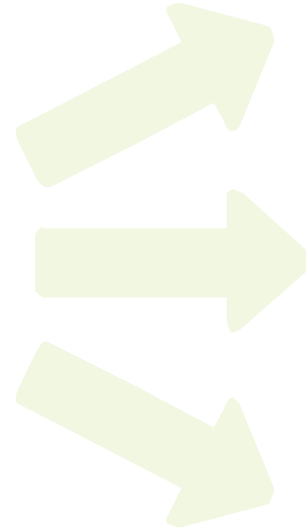
Agile: Roles Needed

The Scrum Master is responsible for managing the team and the work to be accomplished

Product Owner



Project Manager
(aka Scrum Master)



Project Team

Agile: Roles Needed



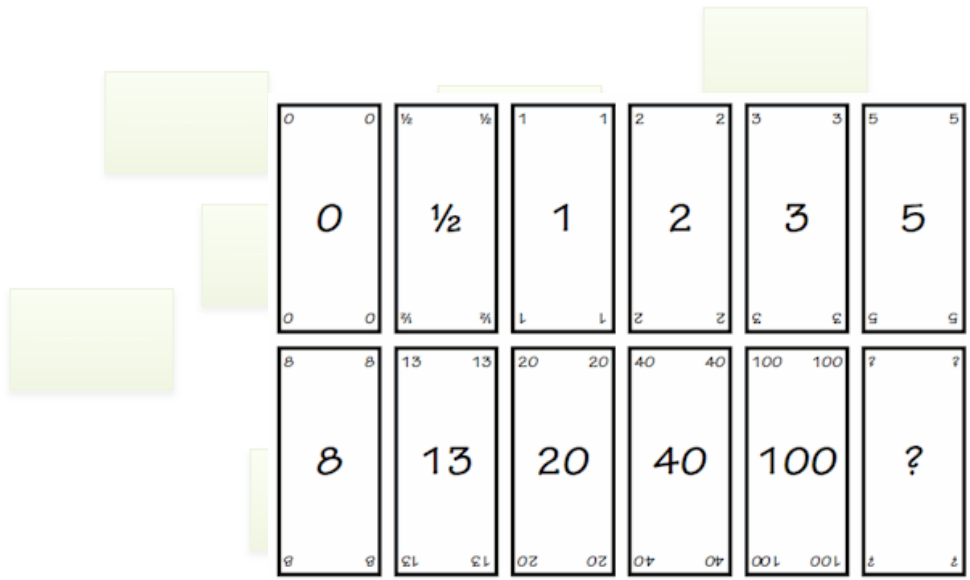
Agile Story – The team puts these together

Each story reflects something that your organization needs

As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester.

Many Agile Stories are Created and Sized

Once acceptance criteria is identified, using the cards shown for point system, assess the effort required to complete each story



This one is a large story, I'll say it is a 10

As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester.

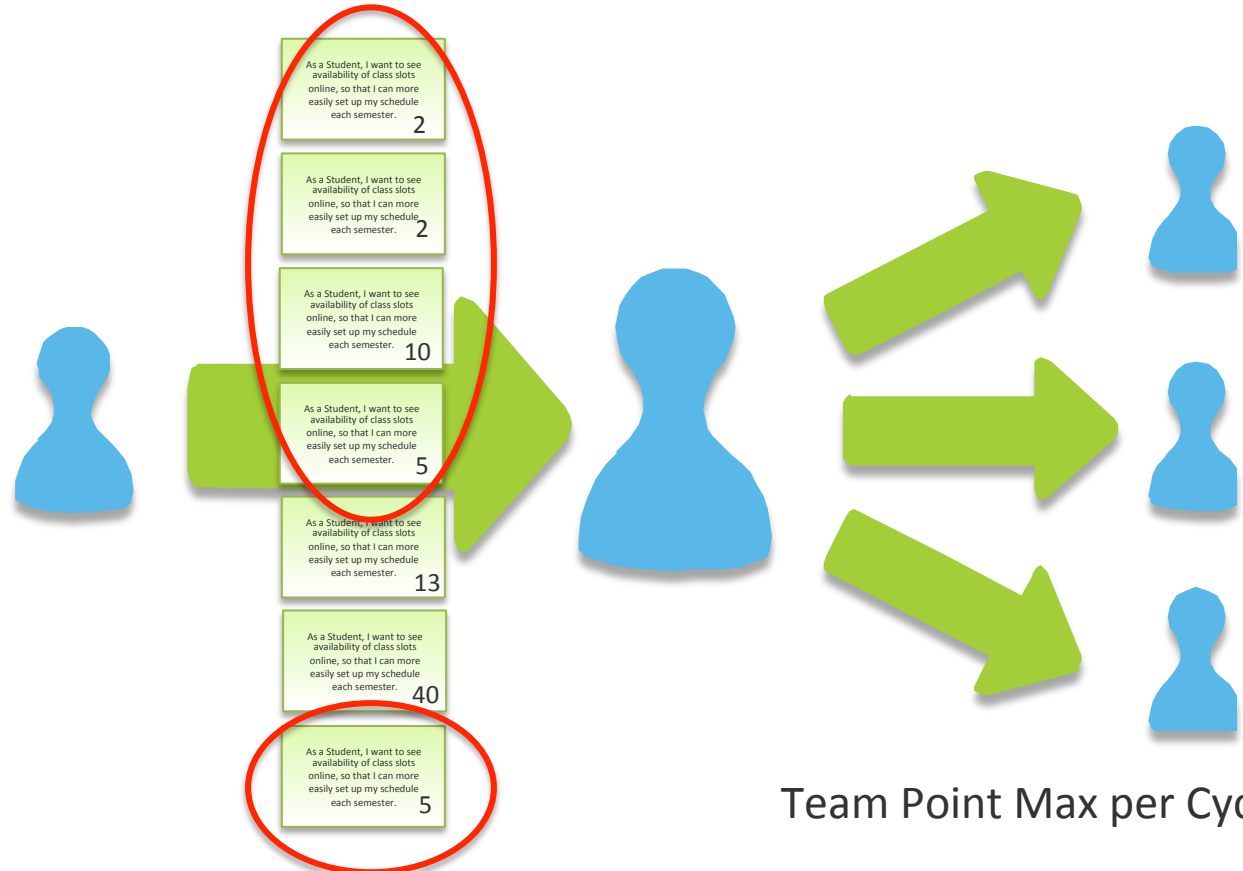
Agile Backlog of Stories – The Product Owner Prioritizes These

The Product Owner begins to prioritize the cards

- As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester. 2
- As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester. 2
- As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester. 10
- As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester. 5
- As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester. 13
- As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester. 8
- As a Student, I want to see availability of class slots online, so that I can more easily set up my schedule each semester. 5

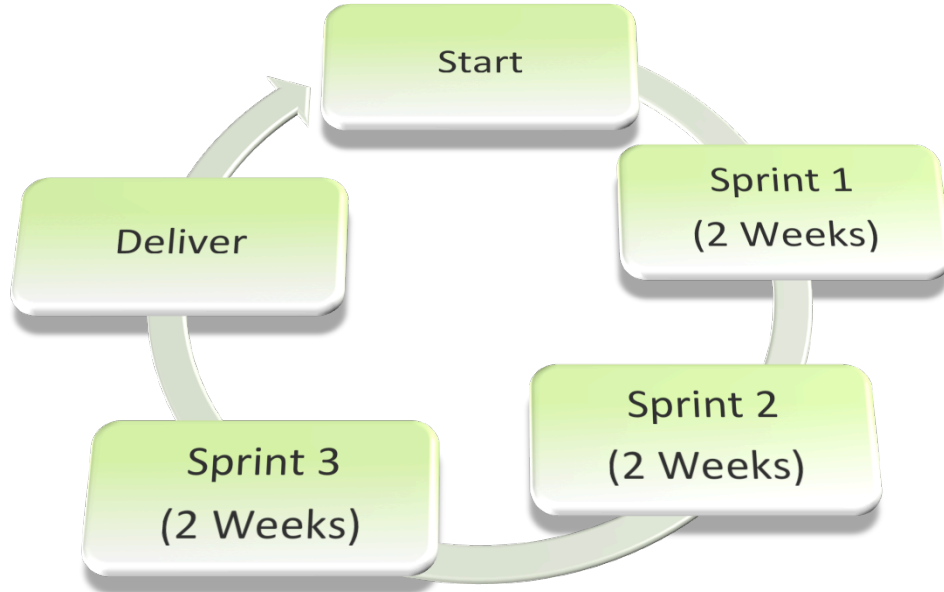
Agile Backlog of Stories – The Team Pulls Stories for Next Cycle

Over time, project team knows how much they can accomplish and picks stories to maximize cycle



Cycle / Delivery of Improvements Every Six Weeks

A cycle is 6 Weeks (Three 2-Week Sprints)



On the final day of each sprint, the team regroups with the Product Owner and reviews progress. Any issues coming out of the progress meeting are added to the current cycle or captured as a story for a future effort.

At the end of each cycle, a retrospective is held to identify best practices and lessons learned.

Appendix B: Detail Survey Results

Responses to All Survey Questions

By Campus

Communication Questions

Retention Questions

Campus	C1Q1	C1Q2	C1Q3	C1Q4	C1Q5	C1Q6	C1Q7	R2Q1	R2Q2	R2Q3	R2Q4	R2Q5
Crystal City	2.75	1.75	1.75	3.25	3.25	3.25	3.25	2.67	2.00	2.00	2.75	2.67
Del Rio	3.19	2.84	2.94	3.48	2.97	3.00	3.35	2.68	2.86	2.84	2.71	2.58
Eagle Pass	2.95	2.51	2.23	3.05	2.58	2.49	2.91	2.58	2.74	2.38	2.74	2.71
Hondo	1.50	1.50	2.00	2.50	3.50	3.50	3.00	4.00	4.00	4.00	4.00	4.00
Other Campus(es)	1.67	1.67	1.67	1.67	2.67	2.67	2.67	3.00	3.00	3.00	3.00	3.00
Uvalde	3.05	2.22	2.99	3.21	2.48	2.48	2.79	2.85	2.95	2.62	2.91	2.85
	2.5	2.1	2.3	2.9	2.9	2.9	3.0	3.0	2.9	2.8	3.0	3.0

Survey Questions

C1Q1 I believe communication at SWTJC is sufficient and effective.

C1Q2 I believe communication within my department is sufficient and effective.

C1Q3 I believe communication within my campus is sufficient and effective.

C1Q4 I believe communication across campuses is sufficient and effective

C1Q5 I am aware of our 5-year strategic plan.

C1Q6 I understand how my work contributes toward meeting our 5-year strategic plan.

C1Q7 I am kept well informed by leadership as to our progress against our strategic plan.

R2Q1 I believe our retention rates at SWTJC are acceptable.

R2Q2 I believe the Advisor letter cut process is effective and efficient.

R2Q3 I believe the tracking process for admissions is effective and efficient.

R2Q4 I believe the drop list is acceptable.

R2Q5 I believe the transfer rates are acceptable.

Responses to All Survey Questions

By Leadership Team

Communication Questions

Retention Questions

Leadership	C1Q1	C1Q2	C1Q3	C1Q4	C1Q5	C1Q6	C1Q7	R2Q1	R2Q2	R2Q3	R2Q4	R2Q5
AVP, Del Rio	3.09	2.8	2.9	3.5	2.9	2.9	3.3	2.6	2.9	2.7	2.8	2.6
AVP, Eagle Pass	3.04	2.4	2.1	3.1	2.4	2.4	2.8	2.5	2.8	2.3	2.7	2.6
Institutional Projects	2.80	2.1	2.8	2.9	2.3	2.1	2.4	2.4	2.9	2.5	2.9	2.6
Institutional Research	4.00	2.3	3.3	4.0	2.0	2.0	2.3	2.7	3.0	3.0	3.0	3.0
VP, AA - Applied Science	2.58	2.0	2.6	2.8	2.6	2.6	2.8	2.7	3.0	2.7	2.7	2.7
VP, AA- Liberal Arts	3.19	2.6	2.9	3.4	2.8	2.8	3.3	3.0	3.0	2.9	2.7	3.0
VP, AA - Workforce Training	2.20	2.3	2.4	2.7	2.6	2.5	2.7	2.6	2.5	2.4	3.1	2.7
VP, Admin. Services	3.10	1.9	2.8	3.1	3.0	2.9	3.1	3.0	2.6	2.7	3.1	3.0
VP, Finance	3.60	2.7	3.6	3.8	1.9	2.1	1.9	3.3	3.0	2.3	3.0	3.1
VP, Student Affairs	3.34	2.5	3.3	3.5	2.4	2.5	2.7	3.0	3.0	2.5	3.2	2.9
	3.0	2.3	2.9	3.2	2.5	2.5	2.7	2.9	2.8	2.6	3.0	2.9

Survey Questions

C1Q1 I believe communication at SWTJC is sufficient and effective.

C1Q2 I believe communication within my department is sufficient and effective.

C1Q3 I believe communication within my campus is sufficient and effective.

C1Q4 I believe communication across campuses is sufficient and effective.

C1Q5 I am aware of our 5-year strategic plan.

C1Q6 I understand how my work contributes toward meeting our 5-year strategic plan.

C1Q7 I am kept well informed by leadership as to our progress against our strategic plan.

R2Q1 I believe our retention rates at SWTJC are acceptable.

R2Q2 I believe the Advisor letter cut process is effective and efficient.

R2Q3 I believe the tracking process for admissions is effective and efficient.

R2Q4 I believe the drop list is acceptable.

R2Q5 I believe the transfer rates are acceptable.

Responses to All Survey Questions

By Campus

Class Scheduling Qs

Training / Development Qs

Benchmark Data Qs

Campus	CS3Q1	CS3Q2	CS3Q3	CS3Q4	CS3Q5	TD4Q1	TD4Q2	TD4Q3	TD4Q4	TD4Q5	TD4Q6	BD5Q1	BD5Q2
Crystal City	🔴 2.00	🔴 2.00	🟡 3.00	🔴 2.00	🟡 2.67	🟢 3.25	🟡 3.00	🟡 3.00	🟡 2.75	🟡 2.75	🟡 2.25	🟡 2.25	🟡 2.25
Del Rio	🟡 2.65	🟡 2.58	🟢 3.23	🟡 2.78	🟡 2.88	🟡 2.93	🟡 2.90	🟢 3.11	🟡 2.72	🟡 2.68	🟡 2.63	🟡 2.39	🟡 2.64
Eagle Pass	🟡 2.17	🟡 2.37	🟡 2.51	🟡 2.35	🟡 2.35	🟡 2.43	🟡 2.30	🟢 3.06	🟡 2.36	🟡 2.34	🔴 1.95	🟡 2.18	🟡 2.69
Hondo	🟡 3.00	🟡 3.00	🟡 3.00	🟡 3.00	🟡 3.00	🔴 2.00	🟡 3.00	🟡 3.00	🔴 2.00	🔴 2.00	🔴 2.00	🟡 2.50	🟡 2.50
Other Campus(es)	🟡 3.00	🔴 2.00	🔴 2.00	🟡 3.00	🔴 2.00	🟡 3.00	🟢 3.33	🟡 3.00	🟡 3.00	🟡 3.00	🟡 3.00	🟢 3.67	🟢 3.33
Uvalde	🟡 2.56	🟡 2.29	🟡 2.65	🟡 2.83	🟡 2.77	🟡 2.73	🟡 2.59	🟡 3.00	🟡 2.35	🟡 2.27	🟡 2.16	🟡 2.41	🟡 2.79
	2.6	2.4	2.7	2.7	2.6	2.7	2.9	3.0	2.5	2.5	2.3	2.6	2.7

Survey Questions

CS3Q1 Advisors and counselors are provided access to new class schedules timely.

CS3Q2 Schedule information is available in all software systems where that information is needed.

CS3Q3 SWTJC has sufficient instructors available to meet scheduling needs.

CS3Q4 The current process of creating class schedules is effective and efficient.

CS3Q5 Class schedules are driven by a forecast based on student class needs.

TD4Q1 New employees are provided information and training as needed in order to perform their jobs effectively and efficiently.

TD4Q2 Superior customer service is practiced by staff effectively and with everything they do.

TD4Q3 I have sufficient budget dollars to ensure my team is trained appropriately.

TD4Q4 I receive sufficient training to be effective in my position.

TD4Q5 I am receiving the training necessary to maintain my professional credentials.

TD4Q6 I believe I am sufficiently trained to effectively use the tools required within my role.

BD5Q1 I have the data necessary to make decisions with confidence.

BD5Q2 I have made decisions only to later learn of data that could have aided in my making a better decision.

Responses to All Survey Questions

By Leadership Team

Class Scheduling Qs

Training / Development Qs

Benchmark Data Qs

Leadership	CS3Q1	CS3Q2	CS3Q3	CS3Q4	CS3Q4	TD4Q1	TD4Q2	TD4Q3	TD4Q4	TD4Q5	TD4Q6	BD5Q1	BD5Q2
AVP, Del Rio	🟡 2.7	🟡 2.5	🟢 3.2	🟡 2.9	🟡 2.9	🟡 2.9	🟡 2.9	🟡 3.0	🟡 2.7	🟡 2.6	🟡 2.6	🟡 2.3	🟡 2.6
AVP, Eagle Pass	🟡 2.1	🟡 2.3	🟡 2.5	🟡 2.3	🟡 2.2	🟡 2.3	🟡 2.3	🟡 2.8	🟡 2.3	🟡 2.3	🔴 2.0	🟡 2.0	🟡 2.7
Institutional Projects	🟡 2.4	🟡 2.3	🟡 2.4	🟡 2.5	🟡 2.7	🟡 2.8	🟡 2.4	🟡 2.5	🟡 2.3	🟡 2.2	🟡 2.1	🟡 2.6	🟡 2.6
Institutional Research	🟡 2.7	🟡 2.7	🟡 3.0	🟢 3.3	🟡 3.0	🟢 3.3	🟡 3.0	🟢 3.7	🟡 2.3	🟡 2.5	🔴 2.0	🟡 3.0	🟡 2.7
VP, AA - Applied Science	🟡 2.4	🟡 2.2	🟡 2.5	🟡 2.5	🟡 2.6	🟡 2.6	🟡 2.3	🟢 3.1	🟡 2.3	🟡 2.2	🟡 2.1	🟡 2.3	🟡 2.8
VP, AA- Liberal Arts	🟡 2.5	🟡 2.5	🟡 2.6	🟡 2.9	🟡 2.8	🟡 2.9	🟡 2.6	🟡 3.0	🟡 2.5	🟡 2.4	🟡 2.3	🟡 2.7	🟡 2.9
VP, AA - Workforce Training	🟡 2.3	🟡 2.4	🟡 2.8	🟡 2.6	🟡 2.6	🟡 2.9	🟢 3.3	🟢 3.2	🟡 2.4	🟡 2.4	🔴 1.9	🟡 2.3	🟡 3.0
VP, Admin. Services	🟡 2.5	🟡 2.2	🟡 2.9	🟡 2.7	🟡 3.0	🟡 2.6	🟡 2.7	🟢 3.3	🟡 2.5	🟡 2.6	🟡 2.1	🟡 2.5	🟡 2.8
VP, Finance	🟡 3.0	🟡 2.7	🟡 2.8	🟡 2.7	🟡 3.0	🟢 3.3	🟡 3.0	🟢 3.3	🟡 2.8	🟡 2.6	🟡 2.6	🟡 2.2	🟡 2.6
VP, Student Affairs	🟡 2.8	🟡 2.3	🟢 3.0	🟢 3.1	🟡 2.9	🟡 2.8	🟡 2.8	🟢 3.1	🟡 2.4	🟡 2.3	🟡 2.3	🟡 2.3	🟡 2.6
	🟢 2.6	🟢 2.4	🟢 2.8	🟢 2.7	🟢 2.8	🟢 2.8	🟢 2.8	🟢 3.2	🟢 2.5	🟢 2.4	🟢 2.2	🟢 2.4	🟢 2.8

Survey Questions

CS3Q1 Advisors and counselors are provided access to new class schedules timely.

CS3Q2 Schedule information is available in all software systems where that information is needed.

CS3Q3 SWTJC has sufficient instructors available to meet scheduling needs.

CS3Q4 The current process of creating class schedules is effective and efficient.

CS3Q5 Class schedules are driven by a forecast based on student class needs.

TD4Q1 New employees are provided information and training as needed in order to perform their jobs effectively and efficiently.

TD4Q2 Superior customer service is practiced by staff effectively and with everything they do.

TD4Q3 I have sufficient budget dollars to ensure my team is trained appropriately.

TD4Q4 I receive sufficient training to be effective in my position.

TD4Q5 I am receiving the training necessary to maintain my professional credentials.

TD4Q6 I believe I am sufficiently trained to effectively use the tools required within my role.

BD5Q1 I have the data necessary to make decisions with confidence.

BD5Q2 I have made decisions only to later learn of data that could have aided in my making a better decision.