

Annual Survey Assessment

2020 and 2022 Board of Trustees Survey Analysis and Assessment Report

August 4, 2022

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BACKGROUND

Business Need

As part of the Continuous Performance Improvement Program of the Community Christian College (CCC), and in response to the recommendations made by TRACS (Transnational Association of Christian Colleges and Schools), comparative and quantified analyses of the various surveys, which includes but not limited to CCC's Board of Trustees, staff members, graduated and current students, conducted are needed for CCC's assessment. This report contains the overview as well as quantitative analysis of the two surveys conducted for the CCC's Board of Trustees (BOT).

Objective

This report provides overall and categorical analytics as assessments for satisfying the following objectives.

- 1) Provide CCC with the current data analysis and assessment for them to be able to use and help its Continuous Performance Improvement program to move forward to the next stage of implementing corrective/improvement actions
- 2) Provide CCC BOT survey documents to assist in submitting to TRAC per its request.

Scope

Quantitative data analyses using the CCC's BOT survey raw data via the SurveyMonkey program. The analyses will only be based on the raw data provided by CCC, and cover the following scope:

- Quantitative analysis for the survey conducted in July 2020
- Quantitative analysis for the survey conducted in June 2022
- Benchmarking analysis between July 2020 and June 2022
- Summary
- Recommendations

The following are NOT part of the scope for this report. Should those be included in the scope, further discussion for making an alignment with CCC will be followed:

- Risk analysis or mitigation plan
- Corrective/improvement action implementation or execution plans
- Control or maintenance plan
- Project management elements or components

Data Source Used

[Welcome to SurveyMonkey!](#)

ANALYSIS SUMMARY

Overview

1. Board of Trustees Participation

Across the surveys for BOT, the data indicates the participation rate in June 2022 has drastically declined against the survey in July 2020:

- Declined by 39.0% for Self-Evaluation Assessment
- Declined by 51.6 % for Board As A Whole
- Declined by 39.4% for Priority

2. Characteristics of Survey Questions

There are 4 major traits of characteristics discovered in survey questions.

- a) Multiple elements are included in one question for the Priority survey.
 - **Updating** and **review** the curriculum
 - Safety for **Athletes** and **On-Campus Tutoring**
 - Develop a **marching band** and **cheerleading**
- b) Specifically defined with granular details are included in some survey questions.
 - Shows Commitment to Institution **through prepared discussion of Agenda**
 - Review of contracted programs (**Memorandums of Understanding**) **to include an on-going training program**
- c) Duplicated questions.
 - Develop a marching band and **cheerleading**
 - Develop a **Cheerleading Squad**

3. Data collection

Automated data collections through Survey Monkey with visual depictions. Typical duration of each module of survey (less than 3 minutes) is also available for participants.

4. Scores Improved, Status Quo and Declined

- a) The following items indicate steady improvements with both Self-Evaluation and Board As A Whole. See “Analysis Summary” for the quantification in detail.
 - Suggests or proposes strategic growth initiatives?
 - Shows Commitment to Institution through prepared discussion of Agenda

- b) The following item indicates no or minimal change with both Self-Evaluation and Board As A Whole. See “Analysis Summary” for the quantification in detail.
 - Committed to strategically put CCC in a position of success for the short & long term
- c) The following items indicate declined by both Self-Evaluation and Board As A Whole. See “Analysis Summary” for the quantification in detail.
 - Actively works to expand knowledge of CCC capabilities in local and state communities
 - Suggests relationships that might add to enrollment
- d) The only following items in the June 2022 survey indicate higher interest in Priority against July 2020 survey. Both are under Operations category. This outcome may be due to the low participation rate in the June 2020 survey, however. See “Analysis Summary” for the quantification in detail.
 - Get off Heighten 1 cash monitoring with the DOE
 - Increase enrollments
- e) The following items indicate no or minimal change between 2020 and 2022 Priority surveys. All are under Extra Curricula Activity category. See “Analysis Summary” for the quantification in detail.
 - Develop more NJCAA sports programs
 - Develop a marching band and cheerleading
 - Develop a Cheerleading Squad
- f) The only following items in the June 2022 survey indicate declined interest in Priority against July 2020 survey. This outcome may be due to the low participation rate in the June 2020 survey. See “Analysis Summary” for the quantification in detail.
 - Updating and review the curriculum – **Academics**
 - Have staff attend DOE Financial Aid workshops – **Operations**
 - Review of contracted programs (Memorandums of Understanding) to include an on-going training program – **Operations**
 - Increase retention efforts – **Operations**
 - Search for purchase of a campus - **Operations**

Self-Evaluations

Participation and Responses

- a) **July 2020 Survey**
 - Great majority of invitees (89.0% overall average) participated in the survey.
 - The following question was skipped by 1 participant:
 - *Shows Commitment to Institution through prepared discussion of Agenda*
 - Great majority of respondents responded favorably (67.4% responded 5, and 23.6% in 4).
 - The following are the top 3 items scored the highest out of the 10 questions presented:
 - Q5: Supports Professional Development by President and Senior Executive Committee (4.78)
 - Q9: Suggests relationships that might add to enrollment (4.67)

- Q3: Shows Commitment to Institution through prepared discussion of Agenda (4.63)
- The survey data indicates that the respondents evaluated highly in human behaviors than process or products.
- On the other hand, the following was scored the lowest:
 - Q4: Actively works to expand knowledge of CCC capabilities in local and state communities (3.89)

b) June 2022 Survey

- There were only half (50.0% overall average) of the invitees participated in the survey against the total invitations sent. This is a significant drop (-39.0%) of the participation rate compared to the survey conducted in July 2020.
- All survey questions were responded, and there was no item was skipped.
- Overall, great majority of respondents responded favorably (75.0% responded 5, and 22.5 % in 4).
- The following are the top 3 items scored the highest out of the 10 questions presented in June 2022:
 - Q2: Illustrates Fiduciary Responsibility of Board (5.00)
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda (5.00)
 - Q5: Supports Professional Development by President and Senior Executive Committee (5.00)
 - Q7: Committed to strategically put CCC in a position of success for the short & long term (5.00)
 - Q8: Shows Commitment Through Attendance (5.00)
- The survey data indicates that the respondents evaluated highly in commitments and human behaviors than process or products.
- There is no particular item that scored significantly low in the scale.

c) June 2022 Over July 2020 Survey

- The following are the top items that showed the most improvement in the Self Evaluation
 - Q2: Illustrates Fiduciary Responsibility of Board (+0.56%)
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda (+0.37%)
 - Q1: Suggests or proposes strategic growth initiatives? (+0.36%)
- On the other hand, the Q3: Suggests relationships that might add to enrollment which was scored as one of the highest (4.67) in July 2020 is scored the lowest (4.25) in June 2022. The variance is -0.42.
- Across the Self-Evaluation surveys, the data indicates BOT responded that the following are the strong areas of CCC within the scope of surveys:
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda
 - Q5: Supports Professional Development by President and Senior Executive Committee
- Overall, % of respondent scored 5 has improved by 7.6%, while the % scored 3 has decreased by 6.5%.

Board As A Whole

Participation and Responses

a) July 2020 Survey

- Great majority of invitees (89.1% overall average) participated in this survey.
- There were 2 questions skipped by 1 participant each:
 - Q2 Illustrates Fiduciary Responsibility of Board
 - Q6: Requests Education on Board Responsibilities and Functions
- Great majority of respondents responded favorably (66.3% responded 5, and 27.6% in 4).
- The following are the top 3 questions scored the highest out of the 10 questions presented in July 2020:
 - Q7: Committed to strategically put CCC in a position of success for the short & long term (5.00)
 - Q2: Illustrates Fiduciary Responsibility of Board (4.78)
 - Q5: Supports Professional Development by President and Senior Executive Committee (4.70)
 - Q8: Shows Commitment Through Attendance (4.70)
 - Q10: Volunteers for Sub-Committee Activity (4.70)
- The survey data indicates that the respondents recognized highly in human behaviors than process or products.
- There is no particular item that scored significantly low in the scale.

b) June 2022 Survey

- There were notably low number of the invitees (37.5%) participated in the survey against the total invitation sent. This is a significant drop (-51.6%) of the participation rate compared to the survey conducted in July 2020 .
- All questions were responded, and no item was skipped.
- Great majority of respondents responded overall favorably (63.3% responded 5, and 36.7 % in 4).
- The following are the top 3 questions scored the highest out of the 10 presented in June 2022:
 - Q5: Supports Professional Development by President and Senior Executive Committee (5.00)
 - Q7: Committed to strategically put CCC in a position of success for the short & long term (5.00)
 - Q1: Suggests or proposes strategic growth initiatives? (4.67)
 - Q2: Illustrates Fiduciary Responsibility of Board (4.67)
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda (4.67)
 - Q8: Shows Commitment Through Attendance (4.67)
- The survey data indicates that the respondents evaluated highly in commitments and human behaviors than process or products.
- The survey data of this segment shares the identical pattern with the survey outcome in the Self-Evaluation segment.
- On the other hand, the following questions were scored the lowest:
 - Q4: Actively works to expand knowledge of CCC capabilities in local and state communities (3.33)

- Q9: Suggests relationships that might add to enrollment (3.67)

c) June 2022 Over July 2020 Survey

- There are only 3 questions that showed improvement in this survey:
 - Q5: Supports Professional Development by President and Senior Executive Committee (+0.30%)
 - Q1: Suggests or proposes strategic growth initiatives? (+0.27%)
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda (+0.07%)
- On the other hand, great majority of the questions (6 out of 10) presented show negative growth in the scores. The following are the top items that significantly dropped the scores.
 - Q4: Actively works to expand knowledge of CCC capabilities in local and state communities (-0.97%)
 - Q9: Suggests relationships that might add to enrollment (-0.73%)
- Across the Board As A Whole surveys, the data indicates BOT responded that the following are the strong areas of CCC within the scope of surveys:
 - Q2: Illustrates Fiduciary Responsibility of Board
 - Q5: Supports Professional Development by President and Senior Executive Committee
 - Q7: Committed to strategically put CCC in a position of success for the short & long term
 - Q8: Shows Commitment Through Attendance
- Overall, % of respondent scored 5 has decreased by 3.0%, while the % scored 3 has decreased to 0.00% and score in 4 has improved by 9.1%.

Priority

Participation and Responses

a) July 2020 Survey

Academics

- Majority of the invitees (77.3% overall average) participated in the Academics segment of the Priority survey.
- There were 2 questions skipped by 1 participant each (were not included as part of the priority survey). This also has negatively contributed to decrease its participation rate from 81.8% to 72.7% (-9.1%)
 - Add special needs program – Asperger syndrome
 - Add introduction to construction management courses
- Respondents scored the following 2 items as top of the priority in Academics:
 - Updating and review the curriculum (3.22)
 - Safety for Athletes and On-Campus Tutoring (2.56)
- The survey data indicates that respondents were interested in strengthening academic curriculums and safety for athletes and tutoring.
- On the other hand, the respondents responded the following questions as the lowest priority in the Academics:
 - Add special needs program – Asperger syndrome (1.75)

- Add introduction to construction management courses (2.13)
- The survey data indicates that respondents are less interested in adding new programs of Asperger syndrome and/or construction management.

Extra Curricula Activity

- Majority of the invitees (72.7% overall average) participated in the Extra Curricula Activity Priority survey.
- All 3 questions in this segment of survey were skipped by 1 participant each. This also has negatively contributed to decrease overall participation rate in this segment.
- Respondents scored the following 2 items as top of the priority in Extra Curricula Activity:
 - Develop more NJCAA sports programs (2.75)
 - Develop a marching band and cheerleading (2.0)
- On the other hand, the respondents responded the following questions as the lowest in the priority of the Extra Curricula Activity
 - Develop a Cheerleading Squad (1.25)
- The survey data indicates that respondents are less interested in developing a Cheerleading Squad.

Operations

- Majority of the invitees (69.3% overall average) participated in the survey.
- There were 3 questions skipped by 1 participant each (not included as part of the priority survey). This also has negatively contributed to decrease its participation rate from 72.7% to 63.6% (-9.1%)
 - Develop an annual budget with a 5-year projection tied to the Strategic Plan
 - Increase enrollments
 - Increase retention efforts
- Respondents scored the following 5 questions as top of the priority as top of the priority in Operations:
 - Increase retention efforts (7.00)
 - Increase enrollments (6.57)
 - Develop an annual budget with a 5-year projection tied to the Strategic Plan (4.86)
 - Review of contracted programs (Memorandums of Understanding) (4.13)
 - Have staff attend DOE Financial Aid workshops (4.13)
- The data indicates that the respondents were interested in strengthening financials and its programs by increasing enrollments and retention.
- On the other hand, the respondents responded the following items as the lowest in the priority in Operations
 - Migrate email system from Gmail to Microsoft outlook online (2.38)
 - Search for purchase of a campus (3.25)
 - Get off Heighten 1 cash monitoring with the DOE (3.88)

- The survey data indicates that respondents are less interested in migrating data to a MS platform, purchasing a campus and/or getting off Heighten 1 cash monitoring.

b) June 2022 Survey

Academics

- There were notably low number of the invitees participated (37.5%) in the survey against the total invitation sent. This is a significant drop (-39.8%) of the participation rate compared to the survey conducted in July 2020.
- The following items were not included in the previous survey of the same segment:
 - Add a Pre-Nursing Program
 - Add a Pre-Engineering Program
 - Add in two Integrate Diversity, Equity, and Inclusion courses to the existing AA program
- Respondents scored the following 2 items as top of the priority in Academics:
 - Add a Pre-Nursing Program (3.67)
 - Add a Pre-Engineering Program (2.67)
- The survey data indicates that respondents were interested in strengthening academic programs in Nursing and Engineering.
- On the other hand, the respondents responded the following question as the lowest priority in the Academics:
 - Add in two Integrate Diversity, Equity, and Inclusion courses to the existing AA program
- The survey data indicates that respondents are less interested in adding new program of integrated Diversity, Equity and Inclusion.

Extra Curricula Activity

- There were notably low number of the invitees participated (37.5%) in the survey against the total invitation sent. This is a significant drop (-35.2%) of the participation rate compared to the survey conducted in July 2020.
- Respondents scored the following 2 items as top of the priority in Extra Curricula Activity:
 - Develop more NJCAA sports programs (3.00)
 - Develop a marching band and cheerleading (2.00)
- The survey data indicates that respondents were interested in developing both NJCAA sports programs and a marching band and cheerleading as their priority.
- On the other hand, the respondents responded the following item as the lowest priority in the Academics:
 - Develop a Cheerleading Squad (1.00)
- The survey data indicates that respondents are less interested in developing a Cheerleading Squad.

Operations

- Significantly low number of invitees participated (30.0%) in this segment of survey. This is the lowest participation rate across the BOT surveys.
- The second question "Successfully migrate to an integrated learning management and customer service management system" replaced an item "Migrate email system from Gmail to Microsoft outlook online" included in previous year's survey.
- The phrase "to include an on-going training program" was newly added to the fifth question that was also provided in the previous survey; "Review of contracted programs (Memorandums of Understanding)"
- Respondents scored the following 4 questions as top of the priority as top of the priority in Operations:
 - Increase enrollments (7.33)
 - Increase retention efforts (6.00)
 - Get off Heighten 1 cash monitoring with the DOE (6.00)
 - Develop an annual budget with a 5-year projection tied to the Strategic Plan (5.00)
- The data indicates that the respondents were interested in increasing enrollments and retention while getting off Heighten 1 cash monitoring and 5-year projection annual budget.
- On the other hand, the respondents responded the following items as the lowest in the priority in Operations
 - Have staff attend DOE Financial Aid workshops (2.00)
 - Search for purchase of a campus (2.33)
 - Review of contracted programs (Memorandums of Understanding) to include an on-going training program (3.00)
- The survey data indicates that respondents are less interested in having their staff attend Financial Aid workshop, searching to buy a campus or review contracted or ongoing programs.

c) June 2022 Over July 2020 Survey

Academics

- There are 3 brand new questions included in the July 2022 survey which were excluded out of the benchmarking assessment in this document .
- The only question that is common between the surveys conducted in June 2020 and July 2022 (Updating and review the curriculum) indicates the score has declined (-0.89).

Extra Curricula Activity

- All 3 questions included in this category shows the consistent scores (+0.25) in priority.

Operations

- There is one brand-new question (“Successfully migrate to an integrated learning management and customer service management system”) included in the July 2022 survey which has been excluded out of the benchmarking analysis.
- Out of the 7 questions presented, there are only 2 items that indicate improvements
 - Get off Heighten 1 cash monitoring with the DOE (2.12)
 - Increase enrollments (0.76)
- On the other hand, majority of the questions (4 out of 7 items) presented show negative growth in the priority scores. The following are the top items that significantly dropped the scores.
 - Have staff attend DOE Financial Aid workshops (-2.13)
 - Review of contracted programs (Memorandums of Understanding) to include an on-going training program (-1.13)
 - Increase retention efforts (-1.00)
 - Search for purchase of a campus (-0.92)
- Overall, % of participants across the categories have drastically dropped. The following are the average participation rates at each category and the variances against July 2020 survey.
 - Academics 77.3% to 37.5% (-39.8%)
 - Extra Curricula Activity 72.7% to 37.5% (-35.2%)
 - Operations 69.3% to 30.0% (-39.3%)

RECOMMENDATIONS

Based on the abovementioned data analysis, the following recommendations have been created.

1. Build Holistic Strategic Approach

1) Increase BOT Participation

In building consistent data integrity, increasing overall BOT participation by implementing the following Change Management techniques and methodologies is highly recommended. Consult with HR, Marketing Specialist or Change Management Specialist for implementation is also strongly recommended.

- Discover reasons why the BOT members did not participate in the survey and skipped answering some questions. Examples of reasons may be due to duration, method of survey, notifications/reminders, instructions, etc.
- Raise awareness by emphasizing importance, consequences and BOT's role of participating in the surveys.
- Provide necessary instructions and assistance to assure participation based on the discovered reasons for absence.
- Redesign format, method, and/or communication, if needed, to better fit the participants needs based on the discovered reasons for absence.
- Reinforce future events by empowering, enlightening and encouraging audience for participation.

2) Build clearly defined and carefully designed questionnaires with rationales

In generating questionnaires, be cognizant about including multiple elements in a same sentence. It may affect respondent's decision-making process and may unintentionally control to a biased answer.

- It is also highly recommended to be cognizant as designing the well round questionnaire that covers all areas of product/program, process, people and technologies (unless there is an intended focused area that need to be scrutinized).
- On the same token, if a question is very specific to a particular program, process or event, the returned answers may also be limited. Pay special attention to how granular questions could and should be presented.
- Avoid duplication of questions. Best practice is 1) generating questions should be a group activity, 2) generators and approvers should be segregated for objectivity, and 3) document process/flow and its owners.

3) Data collection

Automated data collections through Survey Monkey with visual depictions is a **WIN!**

2. Execute The Strategic Approach

1) Executing/Implementing Continuous Improvement (CI) Methodologies

To be aligned with the Continuous Performance Improvement approach listed in the CCC's Annual Strategic Plan, CCC may want to consider taking the following steps.

- For the existing areas that CCC has scored high, enhance strong traits by creating a Maintenance/Control Plan for Self-Evaluation and Board As A Whole, and Execution Plan for Priority. Standardize the process by consulting with HR, Change Management Specialist, Continuous Improvement Specialist and Leadership.
- For the areas that the scores have shown no or minimal transformation, build strategic execution plans to move the items from status quo to improved/executed as QUICK WINS.
- For challenging areas of opportunity, follow the strategic deep-dive Continuous Improvement/Kaizen approach by consulting with HR, Change Management Specialist, Continuous Improvement Specialist and Leadership.

2) Utilize The Fundamental Elements of Strategic Approach of CI

In building and executing the Continuous Performance Improvement roadmap, below fundamental and critical components should be included

- Establish current status around process, program/product, people and technologies.
- Build a desirable future state around process, program/product, people and technologies.
- Discover gaps between the current and future desirable state.
- Run gap analysis.
- Build countermeasures that eliminate or greatly reduce each discovered gap and root cause.
- Set the priority and design project plans for implementation for hand-over.

- Design control plans with risk analysis for maintenance.
- Document the entire stage of the process, lessons learned and best practices by creating artifacts.

3) Determine The Areas of Focus on CCC's Strength, Status Quo and Challenges

As mentioned earlier, review the strength, Status Quo and Areas of Opportunity, and determine the focused areas to execute the CI approach. Below are the lists for each component based on the data analysis.

- Self-Evaluation and Board As A Whole

Areas To Be Enhanced	Suggests or proposes strategic growth initiatives? Shows Commitment to Institution through prepared discussion of Agenda
Areas For Quick Wins	Committed to strategically put CCC in a position of success for the short & long term
Areas for DEEP-DIVE CI Strategy Execution	Actively works to expand knowledge of CCC capabilities in local and state communities Suggests relationships that might add to enrollment

- Priority

Areas To Be Enhanced	Get off Heighten 1 cash monitoring with the DOE Increase enrollments
Areas For Quick Wins	Develop more NJCAA sports programs Develop a marching band and cheerleading Develop a Cheerleading Squad
Areas for DEEP-DIVE CI Strategy Execution	Updating and review the curriculum - Academics Have staff attend DOE Financial Aid workshops - Operations Review of contracted programs (Memorandums of Understanding) to include an on-going training program - Operations Increase retention efforts - Operations

4) Next Steps?

Start defining the roadmap for making improvements aligned with the CCC's Continuous Improvement Performance Plan in the Strategic Plan.

It is strongly recommended that CCC should take a systematic approach to define the priority and process to move forward. Below is a high-level of list for the next steps.

- Distribute the analysis and assessment in this document and share with the stakeholders.
- Scrutinize outcome of the data analysis and collect the stakeholders' feedback.
- Prioritize the areas that the stakeholders want to focus on.
- Determine the resources, cost estimates, deliverable, roles and responsibilities, etc. with a Subject Matter Expert (SME), and create high-level framework of implementing improvement activities.
- Establish current state around process, program/product, people and technologies.