

NC COMMUNITY COLLEGES

CREATING SUCCESS

ORGANIZATIONAL ASSESSMENT AND CLIMATE SURVEY SUMMARY

NOVEMBER 29, 2022





Organizational Assessment and Climate Survey 2022

- Campus Works Organizational Assessment (Nov- April)
 - Develop a plan for building and sustaining a strong System Office work environment
 - Provide leadership and support for the Community College System
 - Assess perception, morale and system effectiveness
- Taylor Train Climate Survey (April 2022)
 - Provide additional information regarding System Office employee morale



Campus Works Organizational Assessment

(Initiated by System Office President)

- Purpose:

Assess System climate and develop a plan for effective leadership for the future of the Community College System

- Assessment Components and Process:

- Documents and Data Reviewed (November 2021 -January 2022)
- Focus Groups and Interviews (December- March 2022)
- Survey of stakeholders (January 2022)
- Workshops for Senior level staff and Managerial staff (February –March 2022)
- Report Completed April 2022





Campus Works Organizational Assessment

Stakeholder Insight Survey

- **Survey of stakeholders January 2022**
 - 162 System Office Employees
 - 45 College Presidents
 - 28 College Trustees
 - 13 State Board of Community College members
 - 9 NC Community College Foundation members
- **Employee Focus Groups and Interviews**
 - 21 Employee focus groups
 - 12 Interviews



Campus Works Organizational Assessment

Benchmarking, Document review and Data analysis, Workshops

- **Benchmark comparisons**
 - 5 peer Community College Systems
(California, Colorado, Texas, Virginia, and Washington)
- **Review of data and documents**
 - Organizational charts, job descriptions, budget and planning documents, policies and standard operating procedures
- **Workshops for Managerial staff**
 - “Embracing Change” and “Envisioning the Future”



Campus Works Assessment Findings: Strengths

- **Talented Employees**
 - Employees bring talent, expertise and are committed to the mission, students and communities served by colleges
- **Breadth and Depth of Programs and Services**
 - Responsive to community needs especially in workforce development and training
- **Relationships and Partnerships**
 - Strong relationships with external partners
- **Centralized System with Autonomous Colleges**
 - Provides accessible, affordable education



Campus Works Assessment: Opportunities and Needs

- **Employee Experience**
 - Increased collaboration across departments and with colleges
 - Increased opportunities for professional development, training, career advancement
 - Recognition and feeling valued as an employee
- **Communication**
 - Enhance internal and external communication from System Office Leadership to employees, the colleges, and external partners related to:
 - Updates and Initiatives
 - Vision and Long-term strategy from the System Office
 - Emphasize successes, outcomes, and state-wide value
- **Stakeholder Alignment and Advocacy**
 - Advocacy for additional resources, especially human and technology resources and salaries.
 - Increase collaboration with Business and Industry to strengthen advocacy efforts
- **Leadership**
 - Stable Leadership



Campus Works Assessment: Other Findings

- Employees perceive that the salaries of System Office positions are low compared to other state agencies and member institutions
- As of January 2022, nearly 20% of the budgeted positions at NCCCSO were vacant, including 12 out of 38 positions in Business and Finance and 10 out of 47 in Information Technology.
- While the System Office seeks to deliver modern technologies to its 58 colleges, the System Office employee technology systems are described as outdated



Campus Works Assessment: Priority Recommendations

- In addition to the 4 areas of opportunities and needs, Campus Works provided a “Roadmap” of recommended actions based on their analysis.
- The “Roadmap” includes six priority recommendations:
 - Set the Course for Effective Change
 - Enhance Employee Engagement and Equip Them for Success
 - Strategically Align and Design the Structure for Synergies and Impact
 - Clarify System Office Mission, Vision, Core Values, and Strategic Plan Alignment
 - Establish Structures for College Engagement and Workforce Partnerships
 - Bolster Advocacy, Marketing, and Programmatic Efforts for System Impact



Enhance Employee Engagement and Equip Them for Success

- Conduct Monthly Employee meetings
- Establish a Newsletter
- Online Staff Directory
- Revise Employee On-Boarding Process



Strategically Align and Design the Structure for Synergies and Impact

- Provide resources for Professional Development
- Review Compensation strategy
- Standardize Job descriptions
- Create Service Catalogs
- Review and Revise Standard Operating Procedures
- Fill Critical Gaps in staffing roles



Clarify System Office Mission, Vision, Core Values, and Strategic Plan Alignment

- Develop Mission, Vision and Core Values statements using cross functional teams and external stakeholders
- Establish internal division planning process



Establish Structures of College Engagement and Workforce Partnerships

- Leverage the NC Association of Community College Presidents for decision making
- Develop a Charter Statement for the System Advisory Council
- Provide monthly Department of Commerce labor market trends to departments to guide initiatives

NC **CC** Bolster Advocacy, Marketing, and Programmatic Efforts for System Success and Impact

- Develop multi-channel communications and marketing plan
- Identify Key Performance Indicators aligned with Strategic Plan
- Partner with President's Association and Trustee's Association to draft joint legislative plan



Taylortrain Climate Survey



- Survey March (April 2022)
- Results provided to the State Board (April 2022)
- Purpose:
 - Provide additional details following the Campus Works Organizational Assessment to understand System Office employee morale



Taylortrain Survey

(Initiated by the State Board of Community Colleges)

- 187 System Office Employees were invited to respond to confidential survey
- 147 Responses
- Results shared April 18 and 19 State Board Meeting, 2022



Taylortrain Survey

- Result Categories:
 - Morale
 - Appreciation
 - Communication
 - Leadership
- Responses were provided on a standard five-point Likert scale
- (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree



Survey Results: Morale

(10 Questions)

Highest weighted average

3.94 Spirit of cooperation within my work team

3.66 The degree to which I am inspired to do my best in my role

Lowest weighted average

2.48 Environment of Trust in the System Office

3.14 The degree to which I would recommend the System Office as a great place to work



Survey Results: Appreciation

(4 Questions)

Highest weighted average

3.91 Supervisor shows appreciation for good work

3.29 The degree to which management shows appreciation for good work

Lowest weighted average

2.92 Feel valued by the System Office

3.20 The degree to which my work is valued



Survey Results: Communication

(9 Questions)

Highest weighted average

4.04 Open two-way communication with supervisor

3.85 The degree to which I feel comfortable voicing my concerns to my immediate supervisor

Lowest weighted average

2.52 Informed about activities of System Office divisions

2.8 The degree to which I feel comfortable voicing my concerns to senior leadership.



Survey Results: Leadership

(12 Questions)

Highest weighted average

4.19 Treated with respect by supervisor

3.88 The degree to which my supervisor is open to new ideas

Lowest weighted average

2.43 Degree to which favoritism is not an issue in the System Office

2.72 The degree to which senior leadership understands the day-to-day practices at the System Office



Key Findings

Highest Weighted Average

- 4.19 Degree to which I am treated with respect by my supervisor
- 4.04 Degree to which I experience open two-way communication with my supervisor

Lowest Weighted Average

- 2.48 Degree to which there is an environment of trust in the System Office
- 2.43 Degree to which favoritism is not an issue in the System Office



State Board and System Office Actions to Address Recommendations

Using the Campus Works “Roadmap” recommendations, the System Office and State Board have prioritized actions to address concerns raised in both the Campus Works Assessment and Taylortrain climate survey.



System Office Actions to Address Recommendations Employee Experience

- Quarterly All Employee Meetings
- Senior Team Member assigned leadership for Human Resources
- Monthly Lunch with President monthly
- Employee Newsletter
- Employee awards relaunch
- Labor Market Funds bring all employees to 90% of mid-point salary range
- Two day a week telework policy
- Revised On-boarding (in progress)



System Office Actions to Address Recommendations Communication

- Strategic focus on Marketing and Communications
- Modern IT solution development
- Website redesign (in progress)
- Initiation of a systemwide HR Association and Legal Association
- Longleaf Commitment marketing campaign
- Workforce Resiliency Grant Marketing campaign
- Service catalog and Standard operating procedures (in development)
- Communications plan (in development)
- System Marketing plan (in development)



System Office Actions to Address Recommendations

Stakeholder Alignment and Advocacy

- Strategic Plan approval and approval of 1st year tactics
- 3-year legislative plan approved by State Board, Trustees and Presidents
- Charter Statement for System Advisory Council (State Board, College Trustees, College Presidents)
- Grant funding to expand apprenticeship program
- Focus on Life Sciences and Biotech (16-million-dollar grant)
- Additional AVP position to Economic Development
- Fully funded Small Business Center director and new deputy director
- Alignment of staff to support online education



System Office Actions to Address Recommendations

Leadership

- Presidential Search
- Interim President with knowledge of the Community College System
- Senior Team Professional Development (October 2022–April 2023)
- Updated State Board Committee Charters and Handbook (September–November 2022)
- State Board Governance and Planning workshop
(September 2022, conducted by external consultant)
- Policy review and updates (in development)
- Senior Leader supervision of Human Resources

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QUESTIONS

