Strategic Planning Retreat

January 30–February 1, 2013
CVIOG Internal Survey

Who participated?

- 178 surveys were issued to faculty, staff, students, with 102 responses, for a total response rate of 56.7%.
- Today’s summary is of faculty and staff responses only.
- 84.6% of faculty responded, and 57.1% of staff responded.
Demand for CVIOG Services

- 96.7% assert that our services are needed to at least *some* extent.
- 86.5% indicated that our services are needed to a *great* extent.
- Balance of responses mixed between a *small* extent and *not sure*.

In the estimation of our faculty and staff, we are a relevant organization.
How do they see our future?

- Very promising (44%)
- Promising (34%)
- Fairly promising (11%)
- Not sure (10%)

78% feel our future is promising to very promising.
Changes to Improving Daily Work or Work of the Institute

- More than half (54%) of faculty and staff report that since they came to work at CVIOG, they have noticed improvements to daily work or the work of the Institute.
- Less than a quarter (22%) report no improvements.
Improvements Noted

- Administrative changes (45%)
  - More stable, more effective leadership
  - Better planning (strategic and operational)
  - Hiring appropriate skills in leadership positions

- Improved IT (39%)
  - Improved e-mail
  - Increased technical support
  - Improved website and intranet
Improvements Noted

- Improved communication and collaboration (32%)
  - Better work environment/team spirit
  - Improvements to collaboration across divisions and across units
- Better communication by leaders (16%)
- Improved procedural and administrative processes (13%)
Improvements Noted

- Improved facilities and equipment (10%)
  - Building improvements (paint, furnishings)
  - Telephones

- Improved marketing (7%)
  - Administrative changes improved operations and enables enhanced marketing
  - Improved brand recognition
Risks/Perceived Threats

- Reduced state and federal funding (45.2%)
- Increased competition (21%) by private sector consultants and other universities
- Loss of faculty due to lack of raises and escalating cost of living (12% faculty, 9% staff)
Risks/Perceived Threats

• Other honorable mentions:
  - Contracting issues/bureaucracy/slow response
  - Keeping faculty skills current
  - Quality control
  - Management hierarchy
  - Inability to continue to bust silos and to ensure cooperation between units due to financial sustainability/accountability of units
CVIOG Internal Survey

Core Strengths:
• Research & technical assistance
• Training
• International programs
• Quality of products is high
• Sensitive to clients’ needs
• Administration
• Human capital (faculty/staff)
• Entrepreneurial abilities
• Image/reputation
• Collaboration across units/divisions
Weaknesses

• Communication (21%)
  - Within CVIOG across programs
  - Reporting current projects
  - About policies
  - Strengthen new employee orientation
Weaknesses

• Cooperation (15%)
  ➢ While improved, more progress is needed. Still belief that some units work independently of the larger Institute

• Administrative, streamline process (17%)
  ➢ Contracting
  ➢ Travel/leave forms
  ➢ Bureaucratic processes occupy too much faculty time to manage and track, take away from ability to manage more projects and secure new business
Weaknesses

- Human resources and professional development (9%)
  - Need to reward performance
  - Retain qualified faculty/staff
  - Strengthen abilities to work with other units and academic departments
  - Keep skills current
  - Increase diversity in faculty/staff
- Identify ways to serve underserved communities
Opportunities

- Assess what governments need in these lean times (14%)
- Market to new government organizations and officials (14%)—beyond traditional clientele
Opportunities

- Community and economic development (29%)
  - County planning
  - Land use & comprehensive planning
Opportunities

- Various (34%)
  - Finance
  - School systems (9%)
  - Judicial systems (9%)
  - Health care systems
  - Evaluation (6%)
  - Tech assistance for state and local agencies (6%)
Opportunities

- Training (23%)
  - International teaching agreements (11%)
  - Training for all types of authorities (9%)
  - Market to for-profit organizations
  - Executive coaching
  - Webinars
  - Partner with professional government associations
  - Certificate programs
  - High school programs
Opportunities

- **Training (23%)**
  - Undergraduate and graduate internships in conjunction with international opportunities

- **Expand GIS and demographic services (6%)**

- **Improve technology**
  - E-solutions for teaching and learning
  - Support professional development and credential maintenance
  - Web communication support
  - Business intelligence services