Comparison of the results from the Cornerstones of Governance survey
2004 – 2018

I. Vision

The vision of the college leadership is recognized as the means for achieving the College's mission and should guide the decision-making processes of the governance system. The College's Strategic Plan should be the primary expression of this vision. Embracing the strategic plan as a part of our governance process should set the agenda for the institution and guide the work of its committees, divisions, departments, and individuals.

1. The College's vision is responsive to the needs of the York County community.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.90	3.41	3.16	3.24	+0.08

2. The College's long-range strategic plan serves as the primary expression of the College's vision.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.23	3.36	3.10	2.89	-0.21

3. Committees, divisions, departments, and individual decision-makers use the long-range strategic plan to guide their work.

Average Rating				2014-2018
2004	2009	2014	2018	Change
1.87	3.10	3.00	2.52	-0.48

4. My department has a strategic plan that supports the College's long-range strategic plan.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.44	3.45	3.50	2.77	-0.73

5. My division has a strategic plan that supports the College's long-range strategic plan.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.24	3.57	3.69	2.77	-0.92

6. Strategic plans at the College are updated and assessed regularly.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.13	3.22	2.87	2.73	-0.14

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II. Trust

Mutual trust between all college constituents is essential for meaningful and motivated participation in governance. Trust in a governance structure requires good faith, honesty, fairness, openness to diverse viewpoints, and a respect for people's work and dedication to the college. Embedded in the concept of trust is the need for healthy relationships where all parties consider the value of each other's contributions and acknowledge bonds of mutual obligations in advancing the college's mission.

1. The administration, faculty, and staff model respect, tolerance, and civility towards each other and other members of the college community.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.80	3.22	2.78	2.65	**-0.13**

2. Communications among college constituents are open and carried out in good faith, in an atmosphere of trust.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.19	3.27	2.49	2.28	**-0.20**

3. Our institutional culture supports the expression of dissenting views without reprisal.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.10	3.10	2.91	2.29	**-0.62**

4. Our institutional culture supports diverse opinions, thoughts, perspectives, and personal styles.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.32	3.24	2.76	2.60	**-0.16**

5. Members of the college community are encouraged to participate in college initiatives.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.97	3.38	3.11	3.14	**+0.03**

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6. I feel motivated to participate in college initiatives.

Average Rating				2014-2018
2004	**2009**	**2014**	**2018**	**Change**
2.62	3.24	2.84	2.64	**-0.20**

7. I feel that my work and dedication to the College are valued by my co-workers.

Average Rating				2014-2018
2004	**2009**	**2014**	**2018**	**Change**
2.77	3.39	3.02	2.90	**-0.12**

8. Our institutional culture fosters a spirit of cooperation and collaboration.

Average Rating				2014-2018
2004	**2009**	**2014**	**2018**	**Change**
2.35	3.40	2.62	2.49	**-0.13**

III. Empowerment

A sense of empowerment for all constituents of the College is essential to a functional system of governance. Empowerment is attained by respecting and supporting the autonomy and authority appropriate to both individual and collective roles within the college. All constituents should be guaranteed opportunities to make and influence decisions, especially on issues that impact them and where they have particular concerns, experience, expertise, or relevant information. Further, the governance system should guarantee that the opinions and concerns of constituents will be heard and responded to in a timely manner. Decision-makers should have ready access to information that may aid in the decision-making process, empowering them to make informed decisions.

1. I am consulted about decisions that impact my area of primary responsibility.

Average Rating				2014-2018
2004	**2009**	**2014**	**2018**	**Change**
2.12	3.00	2.71	2.56	**-0.15**

2. I have opportunities to give meaningful input on issues where I have an appropriate interest, but not primary responsibility.

Average Rating				2014-2018
2004	**2009**	**2014**	**2018**	**Change**
2.17	3.10	2.93	2.67	**-0.26**

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3. Committees, divisions, departments, and individuals have an appropriate degree of autonomy in their areas of responsibility.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.37	3.29	3.29	2.70	**-0.59**

4. Recommendations and decisions from committees, divisions, departments, and individuals are consistently implemented.

Average Rating				2014-2018
2004	2009	2014	2018	Change
1.97	3.34	2.98	2.09	**-0.89**

5. I understand the process for appealing or overturning decisions made by committees, divisions, departments, or individuals.

Average Rating				2014-2018
2004	2009	2014	2018	Change
1.15	3.08	2.78	2.24	**-0.54**

6. My input on the allocation of resources is sought, valued, and utilized.

Average Rating				2014-2018
2004	2009	2014	2018	Change
1.66	3.05	2.66	2.18	**-0.48**

7. My input on long range strategic planning is sought, valued, and utilized.

Average Rating				2014-2018
2004	2009	2014	2018	Change
1.74	2.95	2.45	2.53	**+0.08**

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IV. Communication

An institutional culture and infrastructure that promotes communication is essential to effective governance. A college-wide commitment to communication provides open channels for input and feedback throughout the decision-making process. By incorporating the collective wisdom and strength of those with experience, expertise, relevant information and those impacted by the decisions, we can ensure that all appropriate internal and external constituents are able to participate in and influence the development and direction of the College. By utilizing technology and setting up routines for information sharing, we can ensure that information is communicated quickly and effectively. In order to allow time for full participation, information must be sought and disseminated at the earliest possible moment.

1. College information is communicated quickly and effectively.

Average Rating				2014-2018
2004	2009	2014	2018	Change
N/A	3.07	2.50	2.59	+0.09

2. Decisions are effectively communicated to appropriate personnel in a timely fashion.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.30	2.98	2.55	2.48	-0.07

3. I am comfortable using the Public Folders, the college web site, and YCCC e- mail as a communication tool.

Average Rating				2014-2018
2004	2009	2014	2018	Change
3.27	3.17	3.09	2.94	-0.15

4. Our institutional culture supports open channels for input and feedback throughout the decision-making process.

Average Rating				2014-2018
2004	2009	2014	2018	Change
1.93	3.15	2.82	2.13	-0.69

5. Our institutional culture makes effective use of the collective wisdom, experience, and expertise of the college community.

Average Rating				2014-2018
2004	2009	2014	2018	Change
1.84	3.09	2.68	2.35	-0.33

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V. Accountability

Clear lines of accountability and responsibility are essential to an effective system of governance. It is important for all involved in governance to know who is responsible for what and to understand precisely where authority resides, whether it be with an individual, a team, a committee, or a division. It is equally important that we are accountable to our constituents and consider the impact of actions and decisions wherever possible. It is recognized that the President has ultimate accountability for all decisions made by the College.

1. The College consistently follows its own published policies and procedures.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.29	3.26	3.18	2.58	-0.60

2. Lines of accountability and responsibility at the College are clearly understood.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.21	3.00	2.61	2.36	-0.25

3. Lines of accountability and responsibility at the College are documented.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.09	3.39	3.30	2.37	-0.93

4. I know who to go to with questions and concerns.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.78	3.12	3.11	3.14	+0.03

5. I know who to go to with new initiatives and new policy recommendations.

Average Rating				2014-2018
2004	2009	2014	2018	Change
2.25	3.00	2.98	2.98	+/- 0.00

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Respondent Type	Comments
Adjunct faculty	As an adjunct for many years, I've felt personally affirmed and professionally valued. However, I have very little sense of a community of adjunct faculty who have a distinct place of importance and influence. The school if hugely reliant upon our work and our contributions to its ethos and its ability to carry out its vision. Nevertheless, for reasons I simply do not understand, adjunct faculty are all but invisible to the outside world, having no recognition on the school's website and rarely acknowledged publically for their contributions to the college. I've taught here for more than a decade, yet someone from outside the school seeking some indication of my work and standing as a professional would find absolutely no evidence of it on the school's website.
Adjunct faculty	At the office/division level operations are fairly smooth. There are pockets of stubborn old school thinking and ways of interacting from higher levels of the hierarchy that are unhealthy and contribute to a lack of trust and coherence across the levels.
Faculty	Bring back access to SharePoint! I need to see old syllabi sometimes! I did not answer "Strongly agree" on many questions in this survey because there are flaws in our governance system in many ways. Overall, people care very deeply about the college. There are a few administrative people who say unkind things about faculty, and do not seem to appreciate the scope of the work that faculty do. It's hard to trust those people to make good decisions on matters that involve faculty, so the governance system does have some hiccups because of this animosity. Other than that, I see many people trying to honor the governance system and do what is best for our students.
Staff	Despite the rhetoric of involvement, it feels like a clique resides in Admin, and that ultimately only those opinions are given credence
Adjunct faculty	During my time at YCCC any sense of transparency between the administration and the faculty/staff has completed vanished. Faculty and staff often speak of administration in an us versus them manner. The sense of pulling together towards a common goal is entirely absent at this point. The change in the atmosphere of the college saddens me greatly.
Faculty	Faculty and staff morale is at it lowest point in the college's history.
Adjunct faculty	I believe these are all areas in which the college needs to revisit. The communities and stakeholders are not seeing a consistent and reliable front. I also believe many of the faculty and adjunct instructors need some form of accountability - a sense of checks and balances.

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Staff	I have been here for many years, and it is disheartening to watch what was once a robust forum (college council) turn into a check box for a NEASC standard. As far as the larger picture of how the college is governed, I have the sense that we are on a sinking ship without life preservers. The lack of accountability, trust between colleagues, and apathy is the worst that I have seen it in many years. The silos have gotten worse. Motivation is at an all-time low. I have no sense of community or shared goals, and no real vision from which to plan or move forward. Moreover, there is a stark difference between the haves and the have-nots. Those who "have" enjoy little to no accountability in time, effort, or quality of work. They are disrespectful to their colleagues, and operate with impunity. Those who "have-not" are chastised and are held to impossible standards. This type of behavior has to stop before anything positive can be accomplished at this college.
Staff	I think it would be helpful to have joint meeting with faculty leaders and student affair leaders to break down silos and foster partnerships I think it would be helpful to have Barbara on occasion attend a directors meeting, to foster partnerships
Adjunct faculty	I think more interaction and communication between Academic Affairs and Student Affairs is needed.
Faculty	I wish you had included an agree and disagree category -- often my answers situationally dependent
Staff	It might have been worth including questions about College Council in this survey. I would encourage that for its next iteration.
Faculty	It seems that institutional knowledge and expertise are often not valued, and there is little accountability for decisions made outside of the governance processes.
Faculty	Need to clarify roles and responsibilities of faculty senate, college senate and administration.
Staff	Not all areas are asked for input. Not everyone has a true "open door" policy. Data isn't always used to drive decisions.
Staff	Not everyone's input is asked for, especially as it relates to specific departments. Some advertise an "open door" policy but that is not truly the case. There are some great supervisors, and others that don't follow-through on items their team asks them to look into. Some people are held accountable, yet others are not. The communication that came out recently about the budget crisis and what steps were being taken was excellent - we need more of that! However, many of us have lost trust over the years as we don't get communication or are not asked to be a part of decisions which creates a lack of respect when we hear things from our colleagues. I think there is a huge disconnect between what goes on across departments at the college. While data is used sometimes in decision making, it is not always used or asked for. I would suggest that the question be re-worded in future surveys to have a "sometimes" option.

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Staff	Senior leaders all need to show more trust and respect towards each other. Setting the tone from the top will do great things for governance.
Faculty	There is in my opinion a lack of accountability and consistency in the academic rigor here. Content is out of date with no acknowledgement or plan to update programs or instructors. What is considered college level work varies widely, even within departments. Committees are pointless without a realistic and objecting look at performance. Opinions that differ from the chair are dismissed.
Staff	While some of the individual standing committees are functional and useful, I don't believe that shared governance is actually valued here. Most big decisions are made top down with little or no input. College Council exists to go through the motions for things like accreditation. I believe the administration considers it to be a necessary nuisance. Low engagement in governance and demoralization is the result. Why participate when it's not authentic?
Adjunct faculty	YCCC has significant strengths and weaknesses in terms of governance. Very nice plan, but not currently implemented as documented.