San Diego Adult Education Regional Consortium Effectiveness Survey

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SDCCE Office of Planning, Research, and Institutional Effectiveness

May 2024

Planning, Research, & Institutional Effectiveness
San Diego College of Continuing Education at North City
8355 Aero Dr, San Diego, CA 92123

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Purpose

The San Diego Adult Educational Regional Consortium (SDAERC) asked the Office of Planning, Research, and Institutional Effectiveness (PRIE) to conduct a study that would allow the SDAERC to gauge its program's effectiveness and accountability. Feedback will help improve the SDAERC and assist towards the development of the new SDAERC strategic plan that will be submitted to the state by August 2024.

Methodology

The survey instrument provided a series of structured and unstructured questions designed to gain both quantitative (structured, numeric) and qualitative (open-ended comments) feedback. The survey addressed the following items:

1) Governance & administrative oversight
2) Program effectiveness including barriers and opportunities
3) Member agency effectiveness

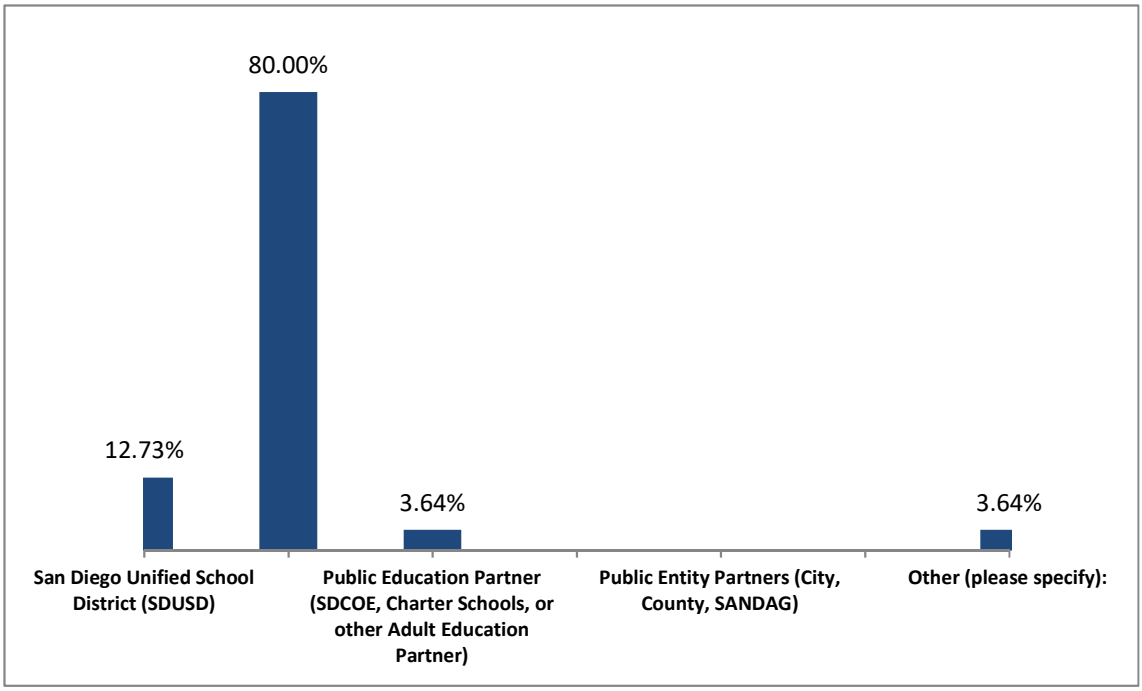
PRIE conducted online survey data collection in April and May (4/24/2024 – 5/10/2024). Nine-hundred-forty-seven survey invitees who had been identified as contributors to the SDAERC were emailed one survey invitation followed by two reminders. A total of 55 respondents with 27 complete responses and 28 partial responses (49% response rate).

This report provides survey response tables and charts, as well as verbatim respondent comments.

RESULTS

2024 SDAERC Effectiveness Survey

Q1. Please identify the organization that you represent:

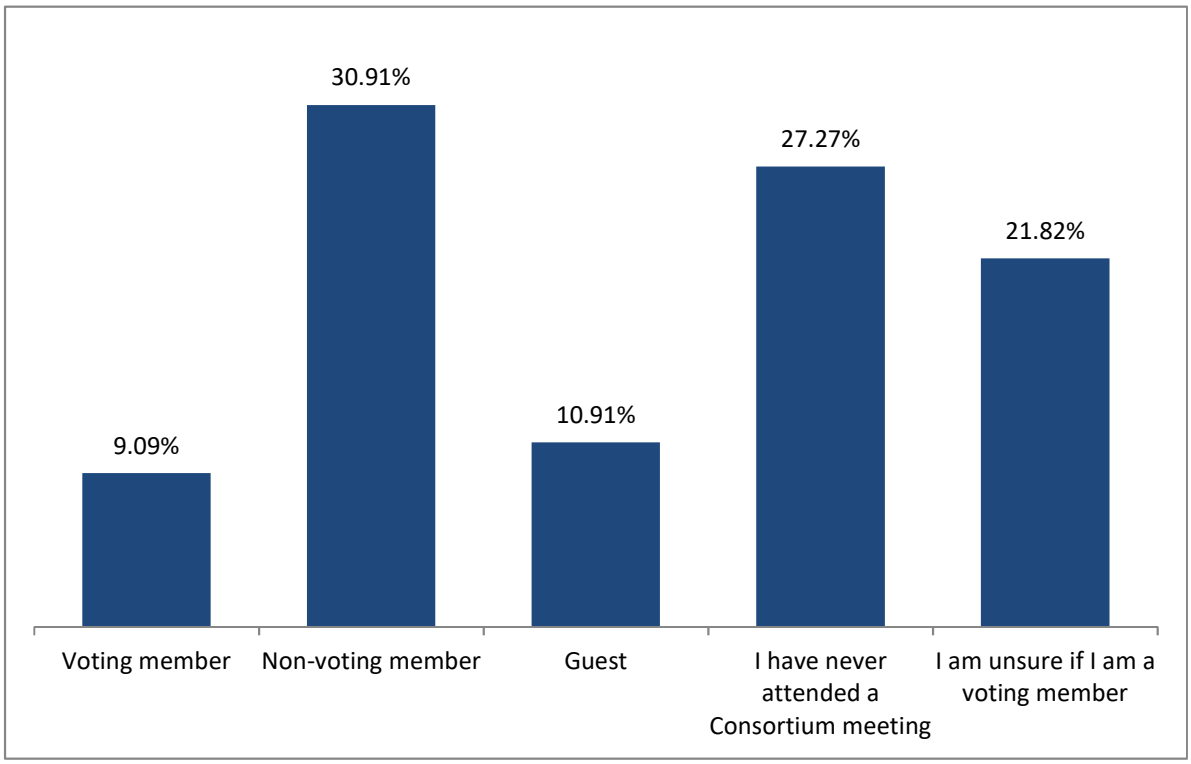


Answer Choices	Responses	
San Diego Unified School District (SDUSD)	12.73%	7
San Diego College of Continuing Education (SDCCE)	80.00%	44
Public Education Partner (SDCOE, Charter Schools, or other Adult Education Partner)	3.64%	2
Local Workforce Board/Career Center or San Diego Workforce Partnereship (SDWP)	0.00%	0
Public Entity Partners (City, County, SANDAG)	0.00%	0
Community Organization/Nonprofit Partner	0.00%	0
Other (please specify):	3.64%	2
	Answered	**55**

Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

Q2. Please identify your voting status for the (SDAERC) San Diego Adult Education Regional Consortium:



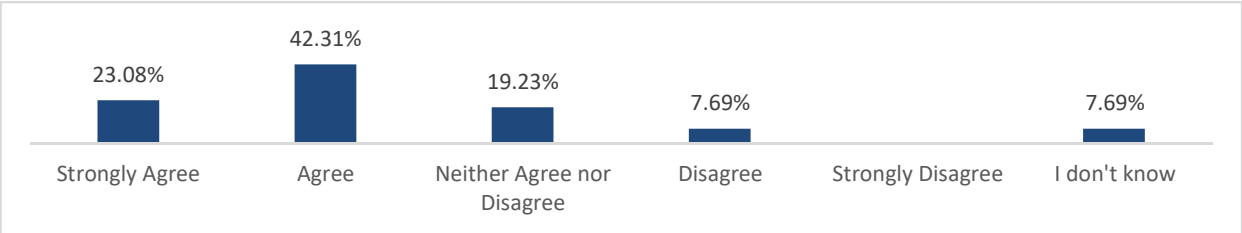
Answer Choices	Responses	
Voting member	9.09%	5
Non-voting member	30.91%	17
Guest	10.91%	6
I have never attended a Consortium meeting	27.27%	15
I am unsure if I am a voting member	21.82%	12
	Answered	**55**

Note. Percentages for each question have been calculated using only valid answers.

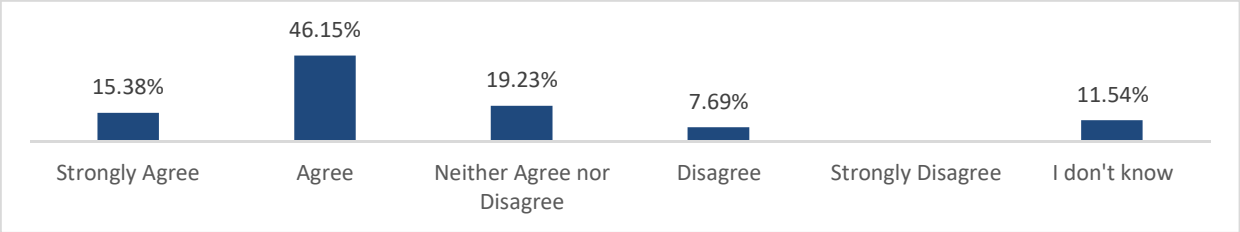
2024 SDAERC Effectiveness Survey

Q3. Please indicate your level of agreement with the following statements:

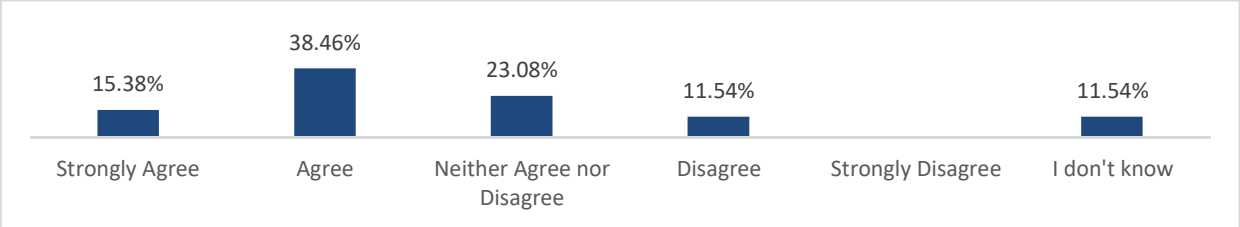
The SDAERC as a governance body maintains effective collaborative processes between member agencies for planning, implementation, and accountability.



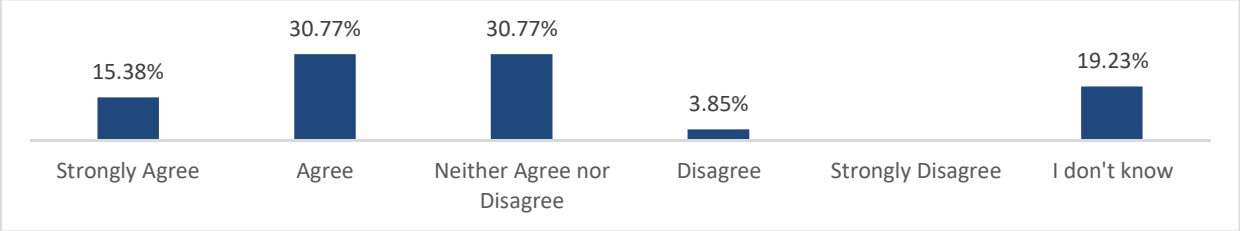
The SDAERC governance processes work well (e.g. Meetings, Committees, Workgroups, Planning, Communication, Data Review).



Member agency constituents (i.e. voting members, faculty, administrators, classified staff) have a clear understanding of the intent for the SDAERC and CAEP funding.



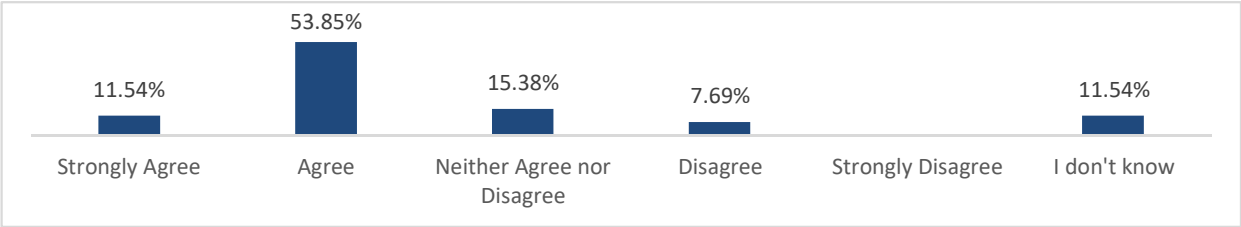
We have SDAERC voting members who are effective in their CAEP leadership and governance.



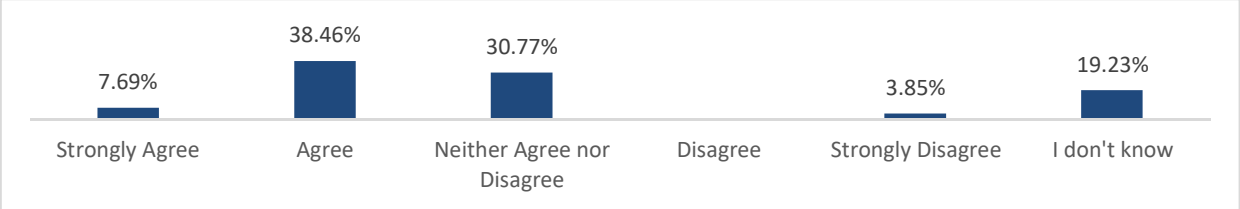
Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

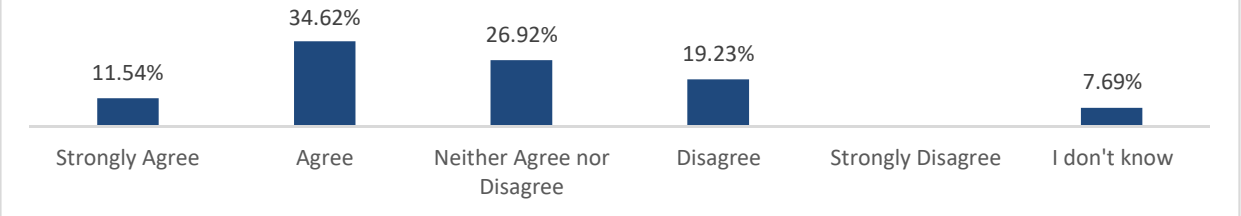
CAEP Funding if used effectively to help us achieve SDAERC objectives.



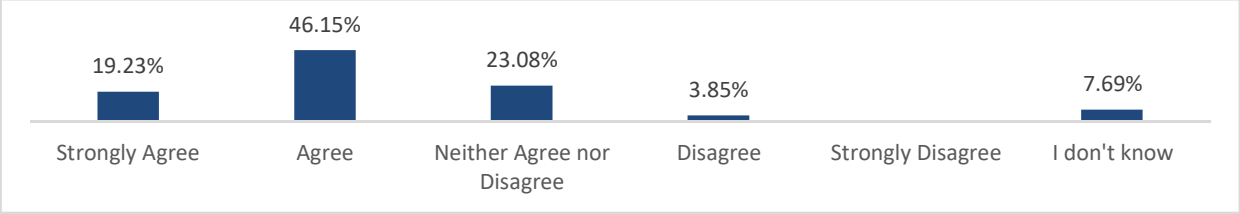
Member Agencies are held accountable by the SDAERC governance as a body for achieving the regional CAEP objectives.



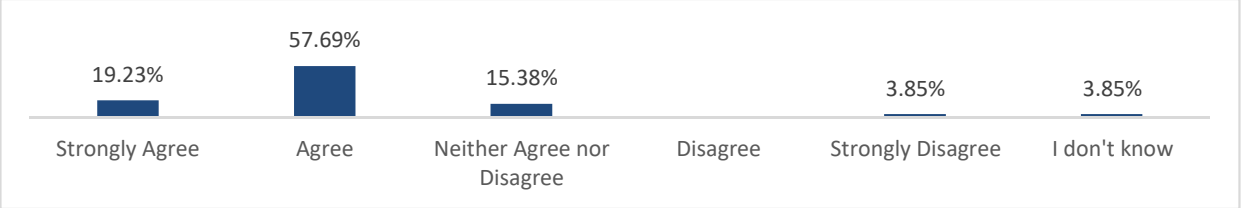
Member Agencies are held accountable by their institution for achieving the regional CAEP objectives.



SDAERC strategies and goals are serving the shared student populations, including those that transition.



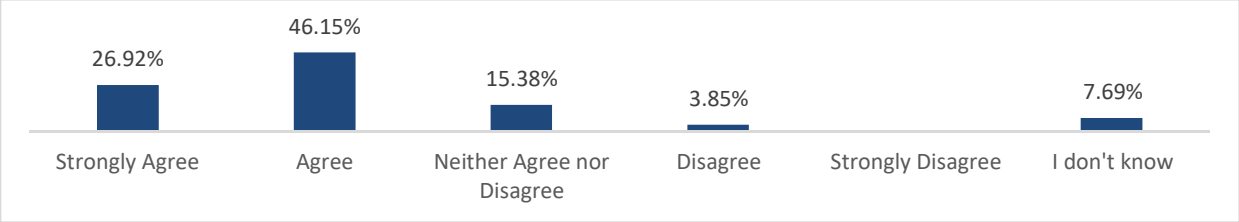
SDAERC and Member Agencies, have strategies, goals and projects aligned to create an environment of student equity and inclusion.



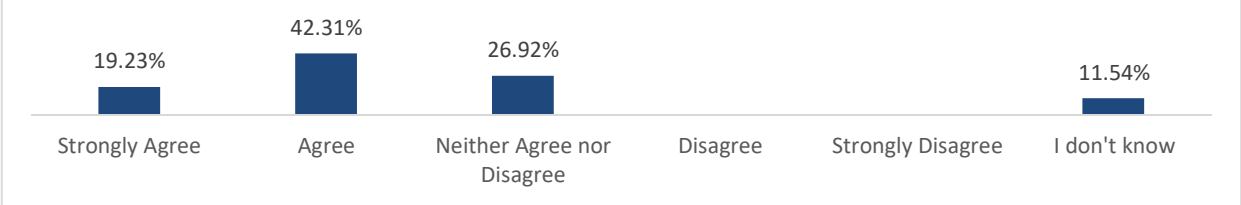
Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

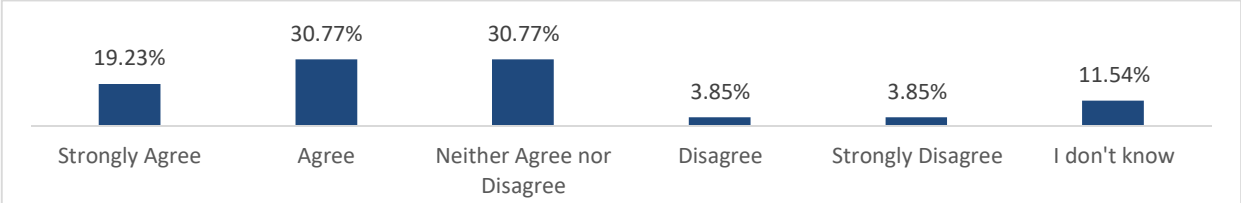
The SDAERC (Director) and Member Agencies are effective at communicating the status of projects named in the CAEP Three-Year Plan.



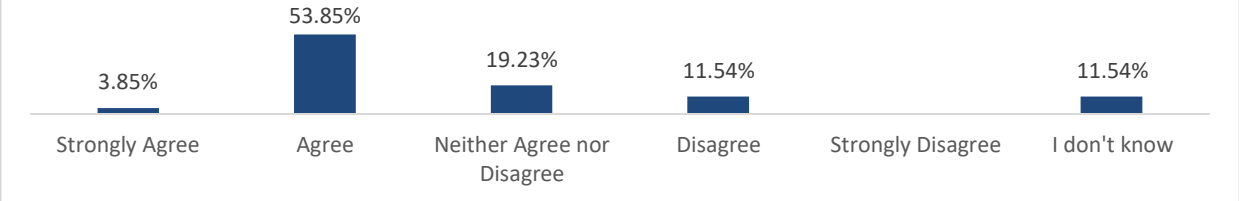
The SDAERC and Member Agencies have been successful at implementing specific projects that have had a positive impact on the student population.



The SDAERC does a good job marketing itself to the regional adult learner population.



It is clear what I can do to contribute to the goals and strategies of the SDAERC.



Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

Q3. Please indicate your level of agreement with the following statements:

	Response	Count	Percent
The SDAERC as a governance body maintains effective collaborative processes between member agencies for planning, implementation, and accountability.	Strongly Agree	6	23.08%
	Agree	11	42.31%
	Neither Agree nor Disagree	5	19.23%
	Disagree	2	7.69%
	Strongly Disagree	0	0.00%
	I don't know	2	7.69%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
The SDAERC governance processes work well (e.g. Meetings, Committees, Workgroups, Planning, Communication, Data Review).	Strongly Agree	4	15.38%
	Agree	12	46.15%
	Neither Agree nor Disagree	5	19.23%
	Disagree	2	7.69%
	Strongly Disagree	0	0.00%
	I don't know	3	11.54%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
Member agency constituents (i.e. voting members, faculty, administrators, classified staff) have a clear understanding of the intent for the SDAERC and CAEP funding.	Strongly Agree	4	15.38%
	Agree	10	38.46%
	Neither Agree nor Disagree	6	23.08%
	Disagree	3	11.54%
	Strongly Disagree	0	0.00%
	I don't know	3	11.54%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
We have SDAERC voting members who are effective in their CAEP leadership and governance.	Strongly Agree	4	15.38%
	Agree	8	30.77%
	Neither Agree nor Disagree	8	30.77%
	Disagree	1	3.85%
	Strongly Disagree	0	0.00%
	I don't know	5	19.23%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	

Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

CAEP Funding if used effectively to help us achieve SDAERC objectives.	Strongly Agree	3	11.54%
	Agree	14	53.85%
	Neither Agree nor Disagree	4	15.38%
	Disagree	2	7.69%
	Strongly Disagree	0	0.00%
	I don't know	3	11.54%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
Member Agencies are held accountable by the SDAERC governance as a body for achieving the regional CAEP objectives.	Strongly Agree	2	7.69%
	Agree	10	38.46%
	Neither Agree nor Disagree	8	30.77%
	Disagree	0	0.00%
	Strongly Disagree	1	3.85%
	I don't know	5	19.23%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
Member Agencies are held accountable by their institution for achieving the regional CAEP objectives.	Strongly Agree	3	11.54%
	Agree	9	34.62%
	Neither Agree nor Disagree	7	26.92%
	Disagree	5	19.23%
	Strongly Disagree	0	0.00%
	I don't know	2	7.69%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
SDAERC strategies and goals are serving the shared student populations, including those that transition.	Strongly Agree	5	19.23%
	Agree	12	46.15%
	Neither Agree nor Disagree	6	23.08%
	Disagree	1	3.85%
	Strongly Disagree	0	0.00%
	I don't know	2	7.69%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	

Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

SDAERC and Member Agencies, have strategies, goals and projects aligned to create an environment of student equity and inclusion.	Strongly Agree	5	19.23%
	Agree	15	57.69%
	Neither Agree nor Disagree	4	15.38%
	Disagree	0	0.00%
	Strongly Disagree	1	3.85%
	I don't know	1	3.85%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
The SDAERC (Director) and Member Agencies are effective at communicating the status of projects named in the CAEP Three-Year Plan.	Strongly Agree	7	26.92%
	Agree	12	46.15%
	Neither Agree nor Disagree	4	15.38%
	Disagree	1	3.85%
	Strongly Disagree	0	0.00%
	I don't know	2	7.69%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
The SDAERC and Member Agencies have been successful at implementing specific projects that have had a positive impact on the student population.	Strongly Agree	5	19.23%
	Agree	11	42.31%
	Neither Agree nor Disagree	7	26.92%
	Disagree	0	0.00%
	Strongly Disagree	0	0.00%
	I don't know	3	11.54%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	
The SDAERC does a good job marketing itself to the regional adult learner population.	Strongly Agree	5	19.23%
	Agree	8	30.77%
	Neither Agree nor Disagree	8	30.77%
	Disagree	1	3.85%
	Strongly Disagree	1	3.85%
	I don't know	3	11.54%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	

Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

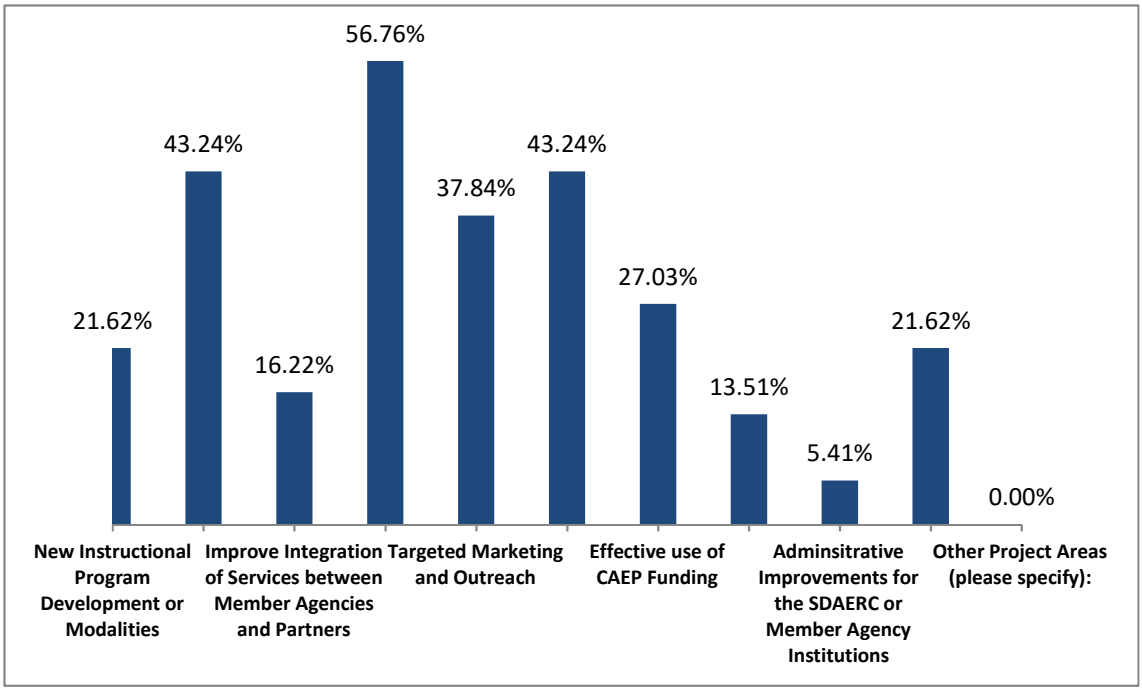
It is clear what I can do to contribute to the goals and strategies of the SDAERC.	Strongly Agree	1	3.85%
	Agree	14	53.85%
	Neither Agree nor Disagree	5	19.23%
	Disagree	3	11.54%
	Strongly Disagree	0	0.00%
	I don't know	3	11.54%
	Total	**26**	**100%**
	Answered	**26**	
	Skipped	**29**	

Please provide additional information to support your responses above:
I'm a new hire to SDCCE and I just now am learning what SDAERC is.
***** is instrumental in ensuring that the CAEP consortium operates effectively and in compliance with state regulations.
CAEP funding restrictions limit the ability to cover some areas which reduce achievemtn gaps (contribue to equity). These area include: translportation, interpreters for the hearing impaired and translators for English language learners, child care, campus parking permits, live scan background check, tb tests, tutors, in class tutors, personal computers, housing, food, typing speed certificates (and access to testcenter), guard card test, CPR test, DMV fees, Food Handler test, etc.
Meetings and other communications are clear, coordinated, and effective. The collaborative nature is appreciated.
I do not feel like I am informed on what is going on from my institute. I usually have to go online to read myself.
As a non-voting member it's difficult to have an impact on CAEP strategies and objectives. We serve 18+ year old juvenile court and community school students.

Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

Q4. What are the most important project areas for the SDAERC to focus on next year? Select 3 options below:



Answer Choices	Responses	
New Instructional Program Development or Modalities	21.62%	8
Student Centered Scheduling to increase Accessibility	43.24%	16
Improve Integration of Services between Member Agencies and Partners	16.22%	6
Focus on Student Transitions (onboarding, between programs, to credit, or to employment)	56.76%	21
Targeted Marketing and Outreach	37.84%	14
Using Data to Improve Program Effectiveness	43.24%	16
Effective use of CAEP Funding	27.03%	10
Leveraging Existing or New Funding Resources	13.51%	5
Adminsitrative Improvements for the SDAERC or Member Agency Institutions	5.41%	2
Improve Partnerships with (San Diego Workforce Partnership (SDWP), Industry employer groups, chambers of commerce, and county libraries.)	21.62%	8
Other Project Areas (please specify):	0.00%	0
	Answered	**37**

Note. Percentages for each question have been calculated using only valid answers.

2024 SDAERC Effectiveness Survey

Q5. How can we improve the SDEARC's governance and accountability oversight for next year in PY 24/25?

regular email updates
Transparent Reporting: Enhance transparency by implementing regular reporting mechanisms that detail financial expenditures, project progress, and key decisions made by the governing body. Clear Policies and Procedures: Develop and communicate clear governance policies and procedures outlining the roles and responsibilities of board members, executives, and staff. This ensures everyone understands their duties and accountabilities. Regular Audits: Conduct regular internal and external audits to ensure compliance with regulatory requirements, identify areas for improvement, and detect any potential instances mismanagement. Stakeholder Engagement: Foster open communication channels with stakeholders, including employees, students, and the community. Incorporate their feedback into decision-making processes to enhance accountability and responsiveness. Training and Development: Provide ongoing training and development opportunities for board members and staff on governance best practices, ethical standards, and relevant laws and regulations. . Ensure anonymity and provide appropriate channels for reporting concerns. Diverse Representation: Strive for diversity and inclusion within the governing body to bring a wide range of perspectives and expertise to decision-making processes. Conflict of Interest Policies: Establish and enforce strict conflict of interest policies to prevent conflicts of interest from influencing decision-making or compromising integrity. Continuous Improvement: Foster a culture of continuous improvement by regularly evaluating governance structures and processes, soliciting feedback from stakeholders, and implementing necessary changes to enhance effectiveness and accountability. By implementing these strategies, the SDAERC can strengthen its governance and accountability oversight for the upcoming fiscal year, promoting transparency, integrity, and effective decision-making.
More student representation.
Have constant reporting of how money is being spent, showing reports and verbal presentations of programs.
Ensure that ***** continues as ****** for CAEP
No suggestions for improvement as it is currently effective.
learn about the history of adult education and engage with the Teacher's who actually work with the student populations.
Mane sure all members learn and understand adult education clearly
Review voting member structure, fund utilization policy, use it or lose it?, or some other process for ensuring funds are spent to improve outcomes for students
Going beyond compliance.

Answered	**10**
No Response	**45**

2024 SDAERC Effectiveness Survey

Q6. What has been the biggest challenge in terms of the governance and effectiveness of CAEP over the last 9 years?

Not enough info on status of affairs
I am not sure. I was not as involved.
It is still new to me.
Not enough communication among participants. Need to build a strong relationship and community among all participants.
Lack of interaction between member agencies outside of the Bi-monthly meetings
***** not effective at disseminating CAEP information and clearly explaining itemized spending.
unsure as we've been non-voting members for only a few years.
Too many initiatives happening at the same time.

Answered	**8**
No Response	**47**

2024 SDAERC Effectiveness Survey

Q7. Please describe one or two things that could be done to improve alignment between Member Agencies and community partners.

physical presence of members
Regular Collaboration Meetings: Establish regular meetings or forums where Member Agencies and community partners can come together to discuss common goals, challenges, and strategies. These meetings should provide a platform for open dialogue, where parties can share insights, resources, and best practices. Structured discussions can help identify areas of alignment as well as potential areas for improvement or innovation. By fostering a culture of collaboration and information-sharing, these meetings can strengthen relationships and enhance coordination efforts between Member Agencies and community partners. : Organize joint training sessions or workshops aimed at building the capacity of all Member Agencies and community partners to support common goals.
In-person meetings and an agenda that is heavy on community partners vs. educators.
In person meetings- going to the community's show we care by involvement and being present. Communicate more effectively.
Pair members of like roles (faculty, administrators) to identify areas of improvement for consortium.
Communication between agencies, more meetings/workgroups outside of regular consortium meetings
Continued conversations and possible site visits to
Hold in person meetings and invite more non voting members to the meetings.
Member increased knowledge and history of adult education
I think there's good collaboration from my perspective and we are always informed of programs, events and other activities/resources for students

Answered	**10**
No Response	**45**

2024 SDAERC Effectiveness Survey

Q8. What workgroups may be most productive for the SDAERC to have?

In-person workshops
Student centered ones.
Community members group
An event workgroup where a calendar of events is developed. Both parties will share, communicate and commit to send a representative to learn and or experience those events to build and strengthen partnerships relationship.
Marketing, transitions, faculty and admistrator sub groups
Bylaws
I have no idea what workgroups currently exist.
Joint Secondary Education & HSD workgroup
not sure what the current workgroups are
Transitions between agencies and to credit institutions.

Answered	**10**
No Response	**45**

2024 SDAERC Effectiveness Survey

Q9. What opportunities are there for SDCCE and SDUSD to develop more collaborative projects?

Don't have any at this point.
Please see answer to question one.
There are plenty of opportunities. Greater communication is a good thing. Also good is cross-education. I am not convinced that we have aligned our programs in a way that contributes to seemless transitions. I am not sure we fully know each other.
Open house events. Having more than once a year a mini conference where both institutions present their program updates and projects. Having several liaisons between both agencies. Having more in person meetings.
Outside of the meetings,there is very little. opportunity for development of collaborative projects.
More marketing projects and continuing the great things the transition team is doing
Improve and update course requirements for HS diploma together as a team
not sure other than having good alignment of transitioning students to post-secondary

Answered	**8**
No Response	**47**

2024 SDAERC Effectiveness Survey

Q10. How can the SDAERC better track progress of annual strategies and funded projects?

I'll have to review the annual strategies to answer this
Please see answer to question one.
Continuing producing and sharing dashboards that everyone can understand.
A program (tracking) that is able to capture accurately and efficiently the various projects. Semester presentations from those receiving funds.
That seems to be going pretty well.
Clearly monitored currently.
clear objectives with metrics and/or expenditure goals

Answered	**7**
No Response	**48**

2024 SDAERC Effectiveness Survey

Q11. What are the most critical gaps in services that the SDAERC should address in the next year? (This could include things in which little progress has been made as a result of CAEP efforts and funding).

I'll have to review the annual strategies to answer this
We need to accommodate the needs of those who were brave enough to enroll but who do not have the skills to succeed or their resources to sustain enrollment.
An updated transition process from one agency to the next. Forming a work group that maintains a consistent focus on communication between both groups.
Transitions--HOw are students connected? What courses/programs are SDUSD students interested in? Is SDCCE meeting those students needs?
Improved streamlining enrollment into for credit courses SDCCD
not sure at this time

Answered	**6**
No Response	**49**

2024 SDAERC Effectiveness Survey

Q12. What are ways the SDAERC can make the purpose of CAEP better understood by all partners?

I'll have to review the annual strategies to answer this
Organize joint training sessions or workshops aimed at building capacity in regards that the purpose of CAEP is better understood by all partners.
Right away, the initials are scary. If I'm new, I don't know what SDAERC and CAEP mean. What are better ways of introducing ourselves?
Showing examples- the good and the bad. Inviting members to events where a discussion of our purpose is shown or discussed.
Let's have a retreat!!! :)
All partners would benefit with a simple, opening explanation of the goals of CAEP and how funding meets the targets set forth by the governing body.
Potential one-pager illustrating CAEP purpose.
SDAERC members themselves need to have a deeper understanding
not sure that this is an issue, but if it is, then objectives and strategies should be acutely clear in the annual strategic plan and projected outcomes.

Answered	**9**
No Response	**46**

2024 SDAERC Effectiveness Survey

Q13. What are ways the SDAERC can improve communications internally or with Community Partners?

I'll have to review the annual strategies to answer this
I think communication has been good between the community partners.
Engage in shared agenda designs.
In person meetings. Sharing with each other events, students success stories. Having a once a year retreat where we work on building a stronger relationship.
Maybe less focus on budget and more on programs and services?
I think SDAERC communication with partners is good.

Answered	**6**
No Response	**49**

2024 SDAERC Effectiveness Survey

Q14. Any other feedback:

I'll have to review the annual strategies to answer this
I think the SDAERC has been doing a good job in taking interest in how to better serve adult learners.
Thank you!
Being a new guest and observing the interaction between people a team building activity can help.
It was difficult to answer many of the questions asked because I feel that the information going on is not presented well to me. We only hear about SDAERC information if we ask. ***** needs to do better.
I think the SDAERC ***** provides clear and thoughtful agendas and opportunities for all partners and non-voting members to participate in meeting discussion.

Answered	**6**
No Response	**49**

Appendix: Survey Instrument

SDAERC Survey Materials

Survey Questionnaire

Thank you for your participation. The survey should take no more than 15 minutes to complete.

As part of the state Program Year 2024/2025 CAEP Annual Plan submission by the San Diego Regional Adult Education Consortium (SDAERC), an oversight and effectiveness survey is being conducted regarding the Adult Education collaboration efforts between the San Diego College of Continuing Education, San Diego Unified School District Adult School and community partners.

SDAERC voting members as well as non-voting member agency representatives, and community partners are asked to respond to this short survey. The purpose of the survey is to seek feedback on SDAERC and member agency effectiveness, in meeting the intent of CAEP and to get feedback on what is working as well as identify gaps and areas for improvement.

Survey participants can enter an opportunity drawing for a luncheon hosted by the SDAERC. Please provide your contact information at the end of the survey if you are interested in participating.

For more information on the SDAERC please visit:
https://sdce.edu/organization/special-projects-and-grants/sdaerc

For more information on the State CAEP please visit:
https://caladulted.org/

1. Please identify the organization you represent:
    a) San Diego Unified School District (SDUSD)
    b) San Diego College of Continuing Education (SDCCE)
    c) Public Education Partner: (example: SDCOE, Charter Schools, or other Adult Education Partner)
    d) Local Workforce Board/Career Center or San Diego Workforce Partnership (SDWP)
    e) Public Entity Partners (City, County, SANDAG)
    f) Community Organization/Nonprofit Partner
    g) Other (please specify):

2. Please identify voting status for the (SDAERC) San Diego Adult Education Regional Consortium:
    a) Voting Member
    b) Non-voting Attendee
    c) Guest
    d) I have never attended a Consortium meeting
    e) I am unsure if I am a voting member

3. Please indicate your level of agreement with the following statements: **[Matrix rating: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree]**
    a) The SDAERC as a governance body maintains effective collaborative processes between member agencies for planning, implementation, and accountability.

b) The SDAERC governance processes work well (e.g. Meetings, Committees, Workgroups, Planning, Communication, Data Review).
c) Member agency constituents (i.e. voting members, faculty, administrators, classified staff) have a clear understanding of the intent for the SDAERC and CAEP funding.
d) We have SDAERC voting members who are effective in their CAEP leadership and governance.
e) CAEP funding is used effectively to help us achieve SDAERC objectives
f) Member Agencies are held accountable **by the SDAERC governance as a body** for achieving the regional CAEP objectives.
g) Member Agencies are held accountable **by their institution** for achieving the regional CAEP objectives.
h) SDAERC strategies and goals are serving the shared student populations, including those that **transition**.
i) The SDAERC and Member Agencies, have strategies, goals and projects aligned to create an environment of student equality and inclusion.
j) The SDAERC (Director) and Member Agencies are effective at communicating the status of projects named in the CAEP Three-Year Plan.
k) The SDAERC and Member Agencies have been successful at implementing specific projects that have had a positive impact on the student population.
l) The SDAERC does a good job of marketing itself to the regional adult learner population.
m) It is clear what I can do to contribute to the goals and strategies of the SDAERC.

Please provide additional information to support your responses above:
[comment box]

4. What are the most important project areas for the Consortium to focus on next year? Pick 3 options:
    a) New Instructional Program Development or Modalities
    b) Student Centered Scheduling to Increase Accessibility
    c) Improve Integration of Services between Member Agencies and Partners
    d) Focus on Student Transitions (onboarding, to credit, or to employment)
    e) Targeted Marketing and Outreach
    f) Using Data to Improve Program Effectiveness
    g) Effective Use of CAEP Funding
    h) Leveraging Existing or New Funding Resources
    i) Administrative improvements for the SDAERC or member agency institutions
    j) Improve Partnerships (San Diego Workforce Partnership (SDWP), industry employer groups, chambers of commerce, and county libraries.)
    k) Other Project Areas (please specify):
        a. [comment box]

Please answer the following questions related to the SDAERC's governance and oversight; CAEP implementation; and other related items. If you are unsure how to answer any question, please leave it blank.

5. How can we improve the Consortium's governance and accountability oversight for next year in PY 24/25? **[comment box]**

6. What has been the biggest challenge in terms of the governance and effectiveness of CAEP over the last 9 years? **[comment box]**

7. Please describe one or two things that could be done to improve alignment between Member Agencies and community partners. **[comment box]**

8. What workgroups may be most productive for the SDAERC to have?

9. What opportunities are there for SDCCE and SDUSD to develop more collaborative projects? **[comment box]**

10. How can the SDAERC better track progress of annual strategies and funded projects? **[comment box]**

11. What are the most critical gaps in services that the SDAERC should address in the next year? example: this could include things in that little progress has been made as a result of CAEP efforts and funding) **[comment box]**

12. What are ways the SDAERC can make the purpose of CAEP better understood by all partners?

13. What are ways the SDAERC can improve communications internally or with community partners? **[comment box]**

14. Any other Feedback (Open Ended)

Thank you for participating in the survey.