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2017 Institutional Effectiveness Survey Report

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Southwestern Oklahoma State University
Office of the President
2017 Institutional Effectiveness Survey Summary Report

Institutional Effectiveness is best evaluated from a holistic perspective. The sum of the parts provides a more accurate picture of the degree of effectiveness. Just as in student learning outcome assessment, learning should be evaluated from formative and summative learning experiences. The same is true when evaluating the degree of effectiveness for an academic department, college, educational unit, university office, and an institution. All relevant assessment processes should be included to determine overall effectiveness. The review of assessment data will provide a more comprehensive and effective plan of action leading to continuous improvement and greater accountability. Nichols and Nichols (2000) in *The Departmental Guide and Record Book for Student Outcomes Assessment and Institutional Effectiveness* emphasize two questions that should guide strategic planning and institutional effectiveness processes. The two questions include: “what actions should we take to implement our purpose and goals” (strategic planning) and “how well are our students learning and administrative services functioning” (institutional effectiveness). The following institutional effectiveness summary report helps the institution identify how well administrative services are functioning, as well as a guide for continuous improvement changes.

The Institutional Effectiveness Survey was facilitated by the Office of the Associate Provost and the Assessment and Testing Center. The survey was sent to employees by email in May 2017 and August 2017, 196 employees responded to the survey. The sample consists of 16% administrative personnel, 38% faculty, and 46% staff. The survey focused on shared governance, communication, and quality of services. The survey evaluated three levels of leadership including executive management, deans and associate deans, and chairs and program directors, as well as institutional units and departments including 18 auxiliary services, 4 co-curricular services, and 22 student services.

A five point rating scale was used to evaluate shared governance, effective communication, and quality services. The scale consisted of 1 excellent, 2 very good, 3 satisfactory, 4 fair, and 5 poor. At the end of each category respondents were asked to provide comments. Qualitative Content Analysis was used to analyze respondent comments. The comments were categorized and assigned to one of the three survey themes. Comments that did not fall in one of the three themes was assigned to the category of other. A total of 502 comments were provided. The comments were analyzed by matching repeated key words and statements. To ensure confidentiality complete comments were not included in the summary report analysis.

Numerical ratings for individual survey categories can be found in Appendix A at the end of the summary report.

Message from the President

I appreciate the participation of the staff, faculty, and administrators who completed the Institutional Effectiveness Survey. The input from university personnel is vital for continuous improvement. Your engagement and support for the assessment process contributes to university effectiveness and, most importantly, helping to meet the needs of our students.

Thank you for your time and commitment in helping make our Institutional Effectiveness process at SWOSU a success!

Best Regards,

Randy Beutler, President

Institutional Effectiveness Rating Results:

Shared Governance

Leadership	Rating
Deans and Associate Deans	2.05
Chairs and Program Directors	2.07
Executive Management	2.38

Communication

Leadership	Rating
Deans and Associate Deans	2.05
Chairs and Program Directors	2.11
Executive Management	2.33

Quality of Services

Units and Departments	Rating
Student Services	2.13
Auxiliary Services	2.18
Co-curricular Services	2.18

Communication

Units and Departments	Rating
Student Services	2.19
Auxiliary Services	2.23
Co-curricular	2.25

Institutional Effectiveness Comment Results:

Leadership	Key Words/Statements
Shared Governance	<p>Include faculty in more decision-making. Include faculty earlier in the discussion process. Invite more dialogue before ideas are implemented. Seek input from all departments. Make sure that colleges are included in decision-making. Colleges should strengthen and oversee programs. Administration should avoid micro-managing faculty. Ensure that the President receives all information.</p>
Communication	<p>Positive Communication Comments: Communication is seamless and transparent. Keeps constituents well informed at all times. Enjoy discussions with leadership. Communication is real and genuine. Colleges do an excellent job communicating the efforts of the College. Colleges share faculty accomplishments. Appreciate when the President comes to speak to our department.</p> <p>Communication Suggestions: Send weekly updates or summaries, instead of separate emails. Increase communication. More accessible information needed. Provide more clarity in the messages sent out. Make sure messages by administrators are clear and the same message is communicated by all administrators. Share changes that are expected. Accomplishments in all areas should be shared with the university. College Deans should talk directly to leadership, so information is unfiltered. More transparency by College leadership. Increase communication between Colleges. Notify offices and departments when changes are going to occur, so interactions between offices occur and changes work smoothly. Increase cross communication between departments, colleges, and administrative staff.</p>

Other Comments	<p>Budget cuts make shared governance and communication more important. We are well prepared for accreditation and accountability. Continued faculty cuts are difficult to handle. Budget cuts should be based on logic and program successes. It seems we have a hiring freeze on faculty, but not for staff and administrative positions. Faculty and staff are burned out. Faculty are now expected to fulfill recruitment and retention responsibilities.</p>
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Auxiliary Services	Key Words/Statements
Quality of Services	<p>Positive Comments: Bursar is very caring and helpful to students. They go out of their way to help faculty and students. Business Affairs is very helpful. Excellent job by staff and leadership. Physical Plant does an excellent job; the campus is well kept and beautiful. Human Resources does an outstanding job. Bookstore new management is better than the past management. Sponsored Programs does an excellent job helping faculty complete grant paperwork. Institutional Research does an excellent job. Webpage services does an excellent job with limited staff.</p> <p>Quality of Services Suggestions: Increase the quality of married/family housing. Bookstore management ongoing ineffectiveness negatively impacts students and faculty. The campus bookstore lacks supplies, books, clothing, and difficulty meeting orders. Create an online Purchase Order process. Increase Continuing Education staff and courses for students and community members. Increase consistency of custodial services across campus. Decrease the time of the hiring process. Add resources to the Foundation office so they can increase giving and support and help academic departments implement foundation activities. Bring back the Foundation bricks, they are a wonderful graduation gift. Expand alumni contributors and engagement. Changing locations of the mailroom has increased mail delivery time. Create an online timesheet system.</p>

	<p>Improve the consistency of building maintenance across campus and response to requests.</p> <p>Improve university vehicles.</p> <p>Create an online system for travel requests and reserving university vehicles. Decrease the cost for departments.</p> <p>Decrease the cost for printing and the time it takes to complete a request.</p> <p>Provide consistent assistance with website services and add staff.</p>
Communication	<p>Increase communication of alumni services and activities.</p> <p>Increase communication of policies for married/family housing.</p> <p>Please notify us when changes occur in Business Affairs and with accounts.</p> <p>Increase communication of Business Enterprise Center activities.</p> <p>Increase communication of benefits and the hiring process.</p> <p>Increase communication of Foundation activities.</p> <p>Increase communication of data so that everyone can use it to evaluate its appropriateness to make decisions, as well as use it to help students.</p> <p>Departments should communicate information they receive about discipline-specific grant programs.</p>
Other Comments	<p>Off-campus bookstore is more helpful.</p> <p>Provide pay raises.</p>

Co-curricular Services	Key Words/Statements
Quality of Services	<p>Positive Comments:</p> <p>It is encouraging that coaches hold their athletes academically accountable.</p> <p>Enjoy the personal trainer program.</p> <p>PCEC new management is excellent.</p> <p>Quality of Services Suggestions:</p> <p>Include athletes in Tailgating activities.</p> <p>Increase activities related to the Arts.</p> <p>Increase communication from Sports Information.</p> <p>Continue to enforce good character and discipline in athletics.</p> <p>Create a new process to manage Fine Arts activities and event needs.</p> <p>Ensure all buildings are cleaned consistently.</p> <p>Ensure wellness equipment works effectively, is clean, and regularly update equipment.</p>

	Ensure student wellness staff is prepared for injuries and emergencies. Ensure wellness schedule accommodates students, faculty, and staff.
Communication	Provide Athletic event reminders. Provide reminders for Performing Arts activities. Provide reminders for Pioneer Cellular events. Personnel should engage positively with wellness patrons. Communicate in advance when the swimming pool will be closed.
Other Comments	Ticket Commencement should ensure everyone has a seat.

Student Services	Key Words/Statements
Quality of Services	<p>Positive Comments: The majority of faculty advisors are excellent. Academic Advising and Retention Management does a great job. Enrollment Management does an excellent job. Assessment Center is helpful and timely. Center for Excellence in Teaching and Learning is excellent and staff works well with faculty. Counseling Center staff works hard and does a good job. Office of the Dean of Students is excellent. Orientation Leaders communicate positive camaraderie with entering students. Information Technology does a great job with limited resources. Library staff is great and helpful. Public Relations keeps us well informed. Public Safety and staff are outstanding and always friendly. Registrar's office commits so much time attention to detail and serving our students. Residence Life does an excellent job, even though the buildings need to be renovated. Financial Aid communicates the laws with students and has their best interest in mind.</p> <p>Quality of Services Suggestions: Create an advising system where the best advisors provide academic advising services. Faculty need assistance with enrolling students in math remediation courses. Increase the number of advisors for undeclared students. Increase support for the Academic Advising office. Provide more workshops on academic advising.</p>

	<p>Provide release time for faculty who advise a high number of advisees, especially, those that teach a full load.</p> <p>Reevaluate admission requirements and verify the criterion for denial of admission.</p> <p>Increase the admissions staff.</p> <p>Hire an out-of-state recruiter for attracting students and faculty.</p> <p>Ensure international students can understand course lectures.</p> <p>Incorporate fulltime faculty in CETL activities.</p> <p>The paperwork to set up an online course or Three Pillars is too time-consuming; unsure of why this paperwork is required.</p> <p>Counseling Center needs additional counselors to meet student needs.</p> <p>Increase food service hours, including the Beanery. Provide menus that college students like.</p> <p>Faculty should receive compensation if they teach FO. FO should be more major centered.</p> <p>Transfer students should complete the student orientation course.</p> <p>Increase nursing staff so they are available throughout the day and during the summer.</p> <p>Increase Information Technology staff; remind them to be patient when we call for help.</p> <p>International Student Affairs should help the student's transition to the campus and community.</p> <p>Increase out-of-town weekend activities for international students.</p> <p>Increase access to journals and extend library hours.</p> <p>Increase personal interest stories about students, faculty, and staff to advance the university.</p> <p>Add an anonymous reporting portal on the Public Safety webpage.</p> <p>Implement regulations for campus parking.</p> <p>Increase staff in the Registrar's office, so completion of tasks are completed in a timely manner and with greater accuracy.</p> <p>Renovation of campus housing would increase recruitment and enrollment.</p> <p>Improve residence life internet service.</p> <p>Increase early alert by having two assessments, an early alert assessment and midterm assessment.</p> <p>Increase fun activities for students on the weekend, such as, good concerts in the PCEC, free movie night, and student organization mixers.</p> <p>Increase Student Center hours for gathering and food services.</p>
<p>Communication</p>	<p>Increase advertisement of the university outside of the Weatherford region.</p> <p>Notify faculty in advance when help is needed with enrollment.</p> <p>Ensure campus tutoring schedules are made available for faculty, students, and staff.</p> <p>Advisors who share majors should communicate more effectively with each other.</p>

	<p>Increase communication of ADA requirements and student accommodations with students, faculty, chairs, and coordinators.</p> <p>Need clearer understanding of why we are so strict with FERPA requirements.</p> <p>More discussion should occur on the upcoming new three hour orientation course.</p> <p>Increase marketing to students using social media; create a service learning internship in the marketing office.</p> <p>Share the President's public speaking schedule so we can attend the events.</p>
Other Comments	<p>Establish a campus and community orientation for international students.</p> <p>Provide pay raises.</p>

Institutional Effectiveness Conclusions:

The following results reveal that administration, auxiliary, co-curricular, and student services perform at an excellent to very good institutional effectiveness rate.

Findings:

- Executive administration should increase communication with faculty and staff and ensure dialogue occurs earlier in the decision making process. Institutional leadership should also ensure that the communication of information should be consistent amongst leadership personnel. Based on the results, shared governance is part of the institutional culture. Increasing communication with faculty and staff will strengthen an already strong shared governance process. The President is the greatest asset to the institution. The faculty and staff enjoy working with the President and communicating with him about university business, and most specifically, the budget and other institutional challenges.
- Deans and Associate Deans were rated as having the most effective communication and shared governance process. The qualitative results revealed that Deans should have more influence overseeing programs and academic activities. Some respondents recommend that the Deans communicate directly with the President. This recommendation is fulfilled by Deans attending ongoing and regular monthly Executive Council meetings facilitated by the President.
- The university bookstore received the poorest rating. The qualitative comments reveal that this has been a problem in the past and continues to be a problem in the present. It is recommended that solutions be explored on how to improve the institutional effectiveness of the campus bookstore.
- The Alumni office received the second poorest marks in communication along with the Transportation department. In the area of Alumni and Institutional Advancement, faculty and staff are unaware of the services and activities occurring in these areas.

Some respondents recommend that the Alumni and Foundation offices increase communication, as well as assist departments with strategies to increase funding and obtaining resources. Transportation department could increase institutional effectiveness by going to an electronic system, as well as upgrading university vehicles.

- The majority of the sample verbalized their concern for the International Students and the need for increased services for their orientation to the campus, academic programs, and the community.
- The most repeated statements reference not having enough faculty and staff.
- Faculty are feeling overwhelmed by the lack of positions not being filled from retirements; the limited amount of faculty positions being advertised in comparison to staff and administration; pressure to carry a greater teaching load when adjuncts are not available; having more advisees in certain majors; the expectation to recruit students and to ensure retention of students in their teaching discipline. However, the ratings for faculty and academic programs, as noted by course/instructor evaluations, NSSE, and exit graduate surveys, reveal that students are very satisfied with their educational experience, courses, and overall learning experience. Based on the results, it is clear that the distressed budget cycle and faculty challenges are not negatively impacting the students. Some respondents recommend that academic leadership including Deans, Associate Deans, Chairs, and executive leadership identify strategies to assist with these challenges.
- Staff also experience the challenges of limited staff. The offices and departments are fulfilling the needed tasks, but with less resources. However, faculty, staff, and administrators rate non-academic services excellent to very good. The following departments received the most positive institutional effectiveness ratings: Mail Room, Registrar's office, Public Safety, Payroll, Bursar, Food Services, Enrollment Management, Sponsored Programs, and Dean of Students.

Institutional Effectiveness: Closing the Loop:

- The Institutional Effectiveness summary report provides ratings and suggestions for all levels of the institution. Based on the results, the overall function of the institution is outstanding. In the past few years, Oklahoma Higher Education has experienced severe budget cuts in state appropriations. Even with the deep cuts, the institution has adapted well to the budgetary challenges. The institution has experienced increases in enrollment and retention, as well as increases in the number of degrees conferred. Both academic and non-academic programs and services have ensured and maintained quality programs and services.
- Where do we go from here? The institution recognizes the importance of assessment and evaluative processes, so the next step will be to use the evidence for continuous improvement. Over the next year, the institution will use the evidence provided in the Institutional Effectiveness Summary Report to help guide the next strategic plan, as well as annual assessment reviews.

Appendix A

**SOUTHWESTERN OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL EFFECTIVENESS SURVEY
2017**

Rating:
1=Excellent 2=Very Good
3=Satisfactory 4=Fair 5=Poor

		Cum.	Admin.	Faculty	Staff
		N-196	N-32	N-73	N-89
Mean Response					
A. EXECUTIVE MANAGEMENT	1. Shared gov.	2.38	2.00	2.62	2.28
	2. Communication	2.33	1.86	2.49	2.33
B. DEANS & ASSOCIATE DEANS	1. Shared gov.	2.05	1.62	2.16	2.11
	2. Communication	2.05	1.69	2.13	2.11
C. CHAIRS & PROG. DIRECTORS	1. Shared gov.	2.07	1.96	2.03	2.16
	2. Communication	2.11	2.00	2.10	2.18
D. AUXILIARY SERVICES					
		Cum.	Admin.	Faculty	Staff
1. Alumni Association	1. Quality of Serv.	2.39	2.25	2.55	2.31
	2. Communication	2.43	2.42	2.57	2.31
2. Bookstore	1. Quality of Serv.	3.09	3.08	3.35	2.83
	2. Communication	3.16	3.15	3.44	2.89
3. Bursar/Cashier	1. Quality of Serv.	1.87	1.46	2.00	1.92
	2. Communication	1.94	1.65	2.10	1.93
4. Business Affairs	1. Quality of Serv.	1.90	1.59	1.86	2.04
	2. Communication	2.00	1.83	1.95	2.11
5. Business Enterprise Center	1. Quality of Serv.	1.99	1.70	1.97	2.12
	2. Communication	2.10	1.78	2.09	2.22
6. Continuing Education	1. Quality of Serv.	2.35	2.15	2.52	2.29
	2. Communication	2.38	2.19	2.58	2.29
7. Custodial Services	1. Quality of Serv.	2.10	2.04	1.93	2.25
	2. Communication	2.13	1.96	1.98	2.29
8. Human Resources	1. Quality of Serv.	2.08	2.00	1.97	2.19
	2. Communication	2.13	2.07	1.99	2.28
9. Inst. Advancement (SWOSU Found.)	1. Quality of Serv.	2.32	2.07	2.47	2.28
	2. Communication	2.38	2.11	2.61	2.28
10. Institutional Research	1. Quality of Serv.	2.26	2.00	2.43	2.22
	2. Communication	2.31	2.00	2.44	2.32
11. Mailroom	1. Quality of Serv.	1.99	1.74	2.15	1.97
	2. Communication	1.99	1.79	2.15	1.96

Appendix A continued

**SOUTHWESTERN OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL EFFECTIVENESS SURVEY
2017**

D. AUXILIARY SERVICES (Cont.)		Cum.	Admin.	Faculty	Staff
12. Payroll	1. Quality of Serv.	1.81	1.89	1.80	1.85
	2. Communication	1.81	1.72	1.84	1.82
13. Phy Pl/Build Repairs & Maint/Grounds Maint	1. Quality of Serv.	2.11	2.10	2.06	2.15
	2. Communication	2.20	2.21	2.15	2.23
14. Safety, Risk Management, & Work Comp	1. Quality of Serv.	2.13	2.14	2.05	2.18
	2. Communication	2.21	2.23	2.12	2.27
15. Sponsored Programs	1. Quality of Serv.	1.98	1.95	2.00	1.96
	2. Communication	2.03	1.95	2.10	2.00
16. Transportation Services	1. Quality of Serv.	2.41	2.50	2.31	2.45
	2. Communication	2.46	2.53	2.34	2.52
17. University Press	1. Quality of Serv.	2.14	2.15	2.25	2.00
	2. Communication	2.18	2.18	2.26	2.07
18. Website & Creative Services	1. Quality of Serv.	2.25	2.07	2.55	2.07
	2. Communication	2.32	2.21	2.59	2.14
Auxiliary Serv. Mean of the Means	1. Quality of Serv.	2.18	2.04	2.23	2.17
	2. Communication	2.23	2.11	2.29	2.22

E. CO-CURRICULAR SERVICES		Cum.	Admin.	Faculty	Staff
1. Athletics	1. Quality of Serv.	2.23	2.12	2.30	2.23
	2. Communication	2.27	2.26	2.33	2.24
2. Fine Arts Center	1. Quality of Serv.	2.13	1.88	2.21	2.17
	2. Communication	2.20	1.87	2.33	2.22
3. Pioneer Cellular Event Center	1. Quality of Serv.	2.11	1.89	2.20	2.22
	2. Communication	2.18	1.79	2.19	2.33
4. Wellness Center	1. Quality of Serv.	2.25	2.26	2.37	2.17
	2. Communication	2.33	2.31	2.48	2.23
Co-Curr. Serv. Mean of the Means	1. Quality of Serv.	2.18	1.99	2.27	2.20
	2. Communication	2.25	2.06	2.33	2.26

Appendix A continued

**SOUTHWESTERN OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL EFFECTIVENESS SURVEY
2017**

F. STUDENT SERVICES		Cum.	Admin.	Faculty	Staff
1. Acad Advising for Scheduling/Degree Prog	1. Quality of Serv.	2.35	2.48	2.16	2.47
	2. Communication	2.38	2.48	2.26	2.45
2. Academic Counseling / Student Success	1. Quality of Serv.	2.21	2.17	2.16	2.28
	2. Communication	2.27	2.26	2.25	2.33
3. Adm & Recruitment (Enrollment Mgmt)	1. Quality of Serv.	1.97	1.67	2.10	1.97
	2. Communication	2.01	1.78	2.13	2.01
4. Assessment & Testing	1. Quality of Serv.	2.07	1.71	2.20	2.08
	2. Communication	2.11	1.75	2.24	2.11
5. Career Services	1. Quality of Serv.	2.24	2.29	2.31	2.19
	2. Communication	2.32	2.33	2.42	2.25
6. Ctr for Excellence in Teaching/Learning (CETL)	1. Quality of Serv.	2.36	1.91	2.81	2.06
	2. Communication	2.32	1.91	2.74	2.02
7. Counseling Services	1. Quality of Serv.	2.00	1.81	1.93	2.17
	2. Communication	2.15	1.96	2.02	2.36
8. Office of the Dean of Students	1. Quality of Serv.	1.97	1.83	2.03	1.97
	2. Communication	2.00	1.86	2.09	1.97
9. Food Services	1. Quality of Serv.	1.98	1.86	2.00	2.01
	2. Communication	2.06	1.97	2.06	2.10
10. Freshman Orientation	1. Quality of Serv.	2.17	1.83	2.53	1.98
	2. Communication	2.19	1.96	2.54	1.98
11. Health Services	1. Quality of Serv.	2.12	1.92	2.22	2.12
	2. Communication	2.18	1.96	2.27	2.21
12. Information Technology Services	1. Quality of Serv.	2.35	2.18	2.51	2.23
	2. Communication	2.35	2.38	2.50	2.19
13. International Student Affairs	1. Quality of Serv.	2.51	2.15	3.00	2.29
	2. Communication	2.60	2.32	3.07	2.34
14. Library	1. Quality of Serv.	2.01	1.70	1.98	2.16
	2. Communication	2.05	1.78	2.04	2.18
15. Public Relations & Marketing	1. Quality of Serv.	2.19	2.25	2.25	2.13
	2. Communication	2.24	2.36	2.26	2.17
16. Public Safety	1. Quality of Serv.	1.88	1.61	1.90	1.96
	2. Communication	1.93	1.61	1.96	2.03
17. Registrar's Office	1. Quality of Serv.	1.90	1.70	1.88	1.99
	2. Communication	1.94	1.67	1.86	2.10

Appendix A continued

**SOUTHWESTERN OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL EFFECTIVENESS SURVEY
2017**

F. STUDENT SERVICES		Cum.	Admin.	Faculty	Staff
18. Residence Life & Housing	1. Quality of Serv.	2.23	1.86	2.46	2.23
	2. Communication	2.32	1.95	2.46	2.38
19. Retention Management/Early Alert	1. Quality of Serv.	2.21	2.00	2.40	2.09
	2. Communication	2.28	2.10	2.51	2.12
20. Student Activities	1. Quality of Serv.	2.22	1.88	2.38	2.21
	2. Communication	2.26	1.96	2.42	2.22
21. Student Center Operations	1. Quality of Serv.	2.06	1.91	2.05	2.11
	2. Communication	2.12	2.00	2.13	2.14
22. Student Financial Services	1. Quality of Serv.	1.95	1.74	2.00	1.97
	2. Communication	2.00	1.88	2.05	2.00
Student Serv. Mean of the Means	1. Quality of Serv.	2.13	1.93	2.24	2.12
	2. Communication	2.19	2.01	2.29	2.17

For questions about the survey contact:
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