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2019 Institutional Effectiveness Survey Report

Southwestern Oklahoma State University

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Southwestern Oklahoma State University
Office of the President
Institutional Effectiveness Survey Summary Report, 2019 Update

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 March 2019. There was an increase in the response rate over the last administration by about 27%; 249 employees responded to the survey. The sample consists of 12% administrative personnel, 50% faculty, and 38% staff. Faculty responses increased by almost 62% over last time. 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 21 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 were assigned to the category of "other." A total of 763 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 follow 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	2019 Rating	2017 Rating
Deans and Associate Deans	2.17	2.05
Chairs and Program Directors	2.14	2.07
Executive Management	2.52	2.38

Communication

Leadership	Rating	Rating
Deans and Associate Deans	2.13	2.05
Chairs and Program Directors	2.16	2.11
Executive Management	2.50	2.33

Quality of Services

Units and Departments	Rating	Rating
Student Services	2.25	2.13
Auxiliary Services	2.25	2.18
Co-curricular Services	2.06	2.18

Communication

Units and Departments	Rating	Rating
Student Services	2.33	2.19
Auxiliary Services	2.37	2.23
Co-curricular	2.21	2.25

1=Excellent, 2=Very Good, 3=Satisfactory, 4=Fair, and 5=Poor

Institutional Effectiveness Comment Results:

Leadership	Key Words/Statements
Shared Governance	• Administration, Deans and Chairs should govern professionally by consulting with each other and Faculty in decision-making. • Administration is extraordinarily transparent in its decision-making. • As always, Barbara Patterson is an incredible leader who values the opinions and buy-in of faculty. While Chad Kinder is not as directly involved, he is also very supportive and interested in faculty needs and ideas. • Changes are sometimes made without consideration of faculty and departmental concerns (pushing for online courses, changes to GE courses, and changes to remediation course work). • Decisions made with good input from everyone will lead to better decisions and better morale. • Department chairs need to be more involved in the decision-making process. Faculty deserve to have a front line manager present in all big decisions in order to give them a voice. It would be nice if there was a chairs' meeting with representatives from across colleges so everyone could be on the same page and not feel so competitive. • Departmental decisions should be based on consultation with the Department Chair and faculty. • Dr. Moser is an excellent Chair of Pharmaceutical Sciences. • Ensure that administration has the best interest of our students at heart and that the President stays informed. • Ensure that administrative positions are actually necessary. Hiring/Promotion decisions should make sense when it comes to internal vs. external candidates and search committee recommendations should be respected. • Faculty need to see evidence of how their input affects decision making in order to feel like healthy "shared governance" is in place. • Faculty should be consulted regarding which students are at risk of failing rather than hiring a company to do that. We need to focus on better quality students. • Give ample time for response to changes. • Having a Dean at Sayre may interfere and confuse the chain of command between faculty, chairs, and administration due to the assimilation of the two campuses. The faculty at Sayre

	should communicate directly with the department chairs and be expected to function as faculty within the department. There should be evidence that all Deans work together. • I think the top level of leadership at SWOSU does a good job of managing most things. • Most of Executive Management are excellent. Some are not as impressive. • Much of our financial budget is based on "what's been done here traditionally." The SWOSU community could have a chance to have some input into how certain operational expenditures happen that affect classrooms and faculty/student travel more directly. • Our Executive team, Deans, Associate Deans, Department Chairs, and Program Directors do a great job!
Communication	**Positive Communication Comments:** • Dr. Grant does an excellent job of keeping us in the loop with things that are going on at the university. He sends legislative update, CAS reports of the departments, etc. • I am really appreciative of all the sharing that administration does with the faculty. I feel like I remain in-the-loop without having to do any "digging" of my own. • I appreciate the Legislative updates and meetings that keep folks informed about how external issues may have an impact on SWOSU. However, I wish we received more info about campus events and issues. • I feel like I can only really speak for my own department, which has very good morale, good communication, and good respect all around. We're lucky! • From talking with other universities, SWOSU does an excellent job in shared governance and communication. • The Dean of Arts and Sciences is very active in keeping the lines of communication open. • The present Dean of Arts and Science has done an excellent and even-handed job communicating, distributing funds, and involving himself in the life of disparate departments. **Communication Suggestions:** • A monthly newsletter describing University events and initiatives. • As we collect evidence for the HLC self-study, my team and I are having a few "Why didn't we know about that?" moments. • Better communication prior to decisions being made would result in less opposition. • Communication about university programs and issues needs improvement.

	• Communication involving large scale changes must take into consideration the semester timetables -- large scale changes should never be made during times of the semester that interrupt student learning. • Executive Management and Administration could consider hosting open office hours for faculty and staff to voice concerns or gather information on recent developments. • There should be more transparency regarding issues that each department is facing. Many things are kept quiet, which results in rumors. • I would like to be kept informed about activities happening in and around our department. There is very little communication from the director on down to the staff. • More communication from Deans about their Colleges. • Would like to see a monthly report from the monthly meetings of items discussed in Admin council so that staff can stay up to speed on campus activities, buildings, and improvements. Sometimes the people that go to those meetings do not share the happenings of the meetings.
Other Comments	• Ask Administrative Assistants to be selective with the information they forward to faculty and staff. Merely forwarding an email often omits important context for people who are unfamiliar with the preceding meeting/information, etc. • Could leadership positions be separated? It doesn't seem fair to lump them all together in the survey. • There should be more events, especially social ones, across departments. • Encourage department committees to take more responsibilities. • True faculty search committees should be re-instituted. • SWOSU departments are "silos" of activity that don't always foster interactivity. Avoid the "we've always done it this way" kind of thinking. • The Art Building is in extreme and desperate need of renovation. It affects Faculty's ability to teach, student retention, morale, and SAFETY.

Auxiliary Services	Key Words/Statements
Quality of Services	**Positive Comments:** • I am satisfied with the function of the Alumni Association. • We've done much to broaden our internet/cyber presence. It seems to be working to engage alumni and potential students as well.

- Bursar/Cashier are helpful and organized.
- Business Affairs does an excellent job and is very helpful.
- The custodian, Mario, in Engineering Technology is AMAZING!   He goes above and beyond to make sure we are taken care of.
- I appreciate HR's increase in online options for fulfilling employee paperwork and education.
- Diane Fitzsimmons is the pillar of Institutional Research. She is very good at pulling data needed, communicates clearly, and always has a GREAT attitude. She can dig out answers to questions she doesn't know the answer to. The University is lucky to have her.
- Payroll does a tremendous job making sure we are payed correctly and on time.
- The Grounds crew should be applauded for their outstanding work with the flower beds, shrubs, lawn care, etc. I also appreciate their work to clear snow and ice.
- Kandy and Danny really delivered for the last Oklahoma Research Day. They always do a great job and meet our needs.
- Webiste Services staff are very helpful with accessibility and other web site issues.

Quality of Services Suggestions:
- Update the Bulldog Blog periodically.
- Bookstore management could improve in the following areas:
  - Notification not only of new textbook editions, but of the electronic and rental options should be made available in a timely fashion.
  - Correct textbooks listed on the website.
  - Correct textbooks ordered in the right quantity and in a timely manner.
  - Slow to process returns.
  - Lower prices
  - Increase advertisement and communication
- Instructions on how to handle accounts should be readily available to new employees.
- Let students know they can take out loans until their financial aid comes in.
- Improve the variety and frequency of continuing education courses.
- Improve consistency and quality of custodial work and restocking of restroom supplies across campus.
- Buildings should be clean and attractive to students.
- Add recycling and garbage bins around campus. There should be less clutter of flyers in buildings around campus.
- Add training for administrative assistant positions that review documents that need to be turned in by certain deadlines, a training on the budget, and general yearly or semester special duties.
- Provide a checklist for steps to retirement.

	• The Foundation should help all student organizations when needed, and not just Greeks. • Provide an application process to request funds from the Foundation for special events and activities. • Maintain elevators and doors with handicap access. • Sometimes Physical Plant staff are great, but other times requests seem to get lost. • Risk Management staff should constantly evaluate the safety of the older buildings. There are multiple safety risks, like exposed ducts and wires. • Faculty need more help and guidance from the Office of Sponsored Programs. • Having to go to Oklahoma City to rent a van, bus, or car for a destination more than 400 miles away is highly inconvenient. Can we avoid that by arranging one of the car dealerships to rent vehicles? • Update vehicles and set reasonable rates for usage. • Invoices should be provided and approved for car/van/bus usage rather than an amount just coming out of an account. • If we have to rent vehicles for trips, can fleet staff bring them to us? • Vehicles should be inspected closely prior to letting them go out for use. • Improve response/completion time, lower the prices, and advertise services at University Press. • Instructors should be allowed to manage their own web page. • Improve response/completion time for website changes. • Make it clear WHO should be contacted for various Website Services.
Communication	• Some don't know we have an Alumni Association. Add more communication from the alumni association regarding their services, news, and activities related to a degree program. Knowledge of the group prior to graduation may increase support after. • Provide information with what the Business Enterprise Center does and why they are part of SWOSU. • Few students are aware of the purpose or the opportunities offered by the Foundation. • Provide more information from Institutional Advancement to faculty about the scholarships and ways to help our students in times of financial crisis. • Notify when Physical Plant workers arrive to work as well as after they have completed the task.
Other Comments	

Co-curricular Services	Key Words/Statements
Quality of Services	**Positive Comments:** • I like that they check up on the athletes and make sure they are coming to class. • Nate is wonderful to work with and his team does a great job at the Pioneer Cellular Event Center. • The Wellness Center is always a fun place to be for robotics, research fairs, and just having fun at the gym. • Personal trainers at the Wellness Center have been excellent. **Quality of Services Suggestions:** • Athletes should be advised to take courses that advance toward a degree and not only easy courses. • Fine Arts Center needs to be remodeled. • The Pioneer Cellular Event Center should have a more organized calendar so the venue is not over booked. • The Wellness Center should be kept cleaner. Dead and live bugs are often not taken care of. A machine that is down should have a sign saying it is not working. Cleanliness and maintenance of equipment should be better monitored.
Communication	• Coaches should have a consistent way to notify that a roster of students is traveling and when. Faculty who require attendance need an accurate accounting of these absences. • Athletes should make appointments with faculty for grade checks (not checking between classes). • There should be more publicity and advertising to faculty and staff about events.
Other Comments	

Student Services	Key Words/Statements
Quality of Services	**Positive Comments:** • SWOSU's recruitment of new students is incredible; a huge part of the university's success is due to the excellent job done by Admissions and Recruitment. Todd Boyd's group does an excellent job! • Marci is going to be missed, but the CETL team is strong and will continue to do a great job! • Counseling Services is overwhelmed, but the counselors continue to do an outstanding job. • Dean Dougherty was outstanding, energetic, and a great asset to the University. • Some of the IT staff are excellent but seem to be completely swamped. • All of the work by ITS on the new system is great.

	• Library staff, inter-library service, and digital repository is impressive.
	• Chief Kendra Brown is wonderful, her team is a visible part of the campus and provide good services.
	• Retention Management and Early Alert is making good progress to improving student success.
	• Jerome Wichert and his team do a great job and work as hard as they can for our students.
	Quality of Services Suggestions:
	• Consider a centralized advisement center for Freshman, and have more advisors available during peak times of registration.
	• New students should be told on NSO day that they will be taking on more adult responsibility and should go to class, take good notes, keep up with homework, and get help when needed.
	• Career Services could be more proactive and visible on campus.
	• Add CETL staff that are experts in Teaching & Learning.
	• Food Services could expand healthy offerings and add a salad bar. Hot food should be served hot rather than cold.
	• Freshman Orientation should focus more on student success in academics.
	• Health Services is understaffed and should be available more often.
	• ITS received comments from more respondents than any other area on the survey. Most of the comments indicated that ITS is under-staffed and/or should practice serving in a friendlier and more timely manner.
	• If international students are registered late for classes, International Student Affairs staff needs to ask for faculty approval to add the student. If a student is enrolled a week late, the student is too far behind to be successful.
	• The Registrar's Office is understaffed, which affects timely degree checks and the admission process.
	• While many fine people work in Res. Life, housing should be processed in a more efficiently and friendly manner.
	• The Early Alert should not be quite so early. Faculty need more time for a more accurate grade to report.
	• Students need free weekend activities.
	• Student Financial Services should strive toward friendliness as well as helping students avoid student loans by making scholarships a priority and awarded in a timely manner.
Communication	• We need to communicate to students how much they could benefit from Academic Counseling and Student Success services.
	• When students apply, the letter they receive should be more clear about whether or not they have been accepted.

	• Add more frequent communication about what Career Services offers to both faculty and students. • Communication/webpage of Food Services could be improved.
Other Comments	• I'm hopeful the new system will both streamline things and make it easier for students to help themselves more.

Institutional Effectiveness Conclusions:

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

Findings:

- SWOSU continues to be satisfied with our administration. Good communication from Executive Leadership prior to making decisions would result in less opposition. Decisions made with good input from everyone will lead to better decisions and better morale.
- Deans, Associate Deans, Department Chairs, and Program Directors were rated as having the most effective communication and shared governance. For more effective communication and leadership, Deans attend ongoing and regular monthly Executive Council meetings facilitated by the President.
- The university bookstore again received the poorest ratings. Comments indicate issues such as communication regarding new editions and text book options; attention to detail regarding textbook orders (ordering the correct book and the correct quantity); and expensive prices. Solutions should continue to be explored.
- Information Technology Services received the second poorest ratings and many comments that specify frustration that seems to be mostly caused by the department's condition of being understaffed. Being adequately staffed may correct the problems of satisfying needs in a timely and friendly manner.
- The Alumni office received the next poorest marks along with Academic Advising for Scheduling / Degree Programs. According to comments, the Alumni Office could improve in the areas of communication, visibility, a more dynamic and updated website, and exposure of services offered. In the area of Academic Advising for Scheduling / Degree Programs, several respondents encouraged toward centralized advising for freshmen and/or undecided students. A couple of other thoughts refer to not "forcing" students into courses before pre-requisites and that advisors should be able to enroll students regardless of holds; however, students should not be able to attend class until holds are lifted.

Institutional Effectiveness: Closing the Loop:

- The Institutional Effectiveness summary report indicates a great deal of satisfaction across the institution based on the ratings and comments, and suggestions. After several years of cuts in state appropriations, the budget is beginning to recover. Southwestern adjusted well to the financial challenges thanks to our outstanding leadership and University-wide team-work. We have been able to continue quality programs and services in both academic and non-academic programs and services.
- Southwestern is committed to continuous improvement based on institutional assessment and evidence to direct our strategic plan.

Following are ratings of each area:

Rating: 1=Excellent 2=Very Good 3=Satisfactory 4=Fair 5=Poor		2017 Cum. N-196	2019			
			Cum. N-234	Admin. N-28	Faculty N-118	Staff N-88
			Mean Response			
A. EXECUTIVE MANAGEMENT	1. Shared gov.	2.38	2.52	2.11	2.82	2.31
	2. Communication	2.33	2.50	2.41	2.70	2.36
B. DEANS & ASSOCIATE DEANS	1. Shared gov.	2.05	2.17	2.04	2.24	2.15
	2. Communication	2.05	2.13	2.16	2.09	2.24
C. CHAIRS & PROG. DIRECTORS	1. Shared gov.	2.07	2.14	2.08	2.06	2.35
	2. Communication	2.11	2.16	2.20	2.06	2.42

Rating: 1=Excellent 2=Very Good 3=Satisfactory 4=Fair 5=Poor		2017 Cum. N-196	2019			
			Cum. N-234	Admin. N-28	Faculty N-118	Staff N-88
D. AUXILIARY SERVICES			Cum.	Admin.	Faculty	Staff
1. Alumni Association	1. Quality of Serv.	2.39	2.55	2.57	2.63	2.52
	2. Communication	2.43	2.68	2.57	2.81	2.65
2. Bookstore	1. Quality of Serv.	3.09	3.25	3.29	3.49	3.00
	2. Communication	3.16	3.35	3.29	3.52	3.23
3. Bursar/Cashier	1. Quality of Serv.	1.87	1.97	1.65	2.37	2.01
	2. Communication	1.94	2.07	1.71	2.37	1.96
4. Business Affairs	1. Quality of Serv.	1.90	2.09	1.89	2.32	2.01
	2. Communication	2.00	2.20	1.93	2.07	2.36
5. Business Enterprise Center	1. Quality of Serv.	1.99	2.05	1.78	2.07	2.24
	2. Communication	2.10	2.29	2.04	2.45	2.36
6. Continuing Education	1. Quality of Serv.	2.35	2.29	2.30	2.39	2.21
	2. Communication	2.38	2.41	2.33	2.56	2.29
7. Custodial Services	1. Quality of Serv.	2.10	2.11	2.19	2.14	2.13
	2. Communication	2.13	2.20	2.17	2.28	2.22
8. Human Resources	1. Quality of Serv.	2.08	2.13	2.11	2.13	2.23
	2. Communication	2.13	2.22	2.33	2.61	2.41
9. Inst. Advancement (SWOSU Found.)	1. Quality of Serv.	2.32	2.47	2.61	2.61	2.32
	2. Communication	2.38	2.58	2.78	2.29	2.12
10. Institutional Research	1. Quality of Serv.	2.26	2.12	1.77	2.29	2.00
	2. Communication	2.31	2.18	1.91	2.32	2.12
11. Mailroom	1. Quality of Serv.	1.99	2.04	1.80	2.13	2.09
	2. Communication	1.99	2.17	1.83	2.28	2.24
12. Payroll	1. Quality of Serv.	1.81	1.92	1.70	1.95	2.05
	2. Communication	1.81	2.04	1.88	2.05	2.19
13. Phy Pl/Build Repairs & Maint/Grounds Maint	1. Quality of Serv.	2.11	2.29	2.22	2.44	2.17
	2. Communication	2.20	2.46	2.35	2.58	2.40
14. Safety, Risk Management, & Work Comp	1. Quality of Serv.	2.13	2.17	2.00	2.33	2.15
	2. Communication	2.21	2.28	2.19	2.44	2.25
15. Sponsored Programs	1. Quality of Serv.	1.98	2.02	1.84	2.15	2.00
	2. Communication	2.03	2.14	1.78	2.32	2.12
16. Transportation Services	1. Quality of Serv.	2.41	2.23	2.13	2.27	2.27
	2. Communication	2.46	2.34	2.17	2.47	2.33
17. University Press	1. Quality of Serv.	2.14	2.29	2.35	2.44	2.15
	2. Communication	2.18	2.50	2.50	2.69	2.38
18. Website & Creative Services	1. Quality of Serv.	2.25	2.51	2.11	2.87	2.23
	2. Communication	2.32	2.61	2.15	2.95	2.37
Auxiliary Serv. Mean of the Means	1. Quality of Serv.	**2.18**	**2.25**	**2.13**	**2.39**	**2.21**
	2. Communication	**2.23**	**2.37**	**2.22**	**2.50**	**2.33**

Rating: 1=Excellent 2=Very Good 3=Satisfactory 4=Fair 5=Poor		2017	2019			
		Cum.	Cum.	Admin.	Faculty	Staff
		N-196	N-234	N-28	N-118	N-88

E. CO-CURRICULAR SERVICES		Cum.	Cum.	Admin.	Faculty	Staff
1. Athletics	1. Quality of Serv.	2.23	2.19	1.88	2.42	2.12
	2. Communication	2.27	2.31	2.00	2.59	2.15
2. Fine Arts Center	1. Quality of Serv.	2.13	2.04	1.83	2.11	2.10
	2. Communication	2.20	2.16	2.00	2.23	2.22
3. Pioneer Cellular Event Center	1. Quality of Serv.	2.11	1.89	1.67	1.95	2.00
	2. Communication	2.18	2.03	1.76	2.06	2.19
4. Wellness Center	1. Quality of Serv.	2.25	2.13	2.00	2.22	2.17
	2. Communication	2.33	2.33	2.32	2.40	2.37
Co-Curr. Serv. Mean of the Means	1. Quality of Serv.	2.18	2.06	1.85	2.18	2.10
	2. Communication	2.25	2.21	2.02	2.32	2.23

F. STUDENT SERVICES		Cum.	Cum.	Admin.	Faculty	Staff
1. Acad Advising for Scheduling/Degree Prog	1. Quality of Serv.	2.35	2.54	2.58	2.64	2.44
	2. Communication	2.38	2.62	2.59	2.69	2.55
2. Academic Counseling / Student Success	1. Quality of Serv.	2.21	2.34	2.17	2.43	2.37
	2. Communication	2.27	2.44	2.33	2.49	2.46
3. Adm & Recruitment (Enrollment Mgmt)	1. Quality of Serv.	1.97	2.28	1.85	2.48	2.21
	2. Communication	2.01	2.37	1.85	2.58	2.28
4. Assessment & Testing	1. Quality of Serv.	2.07	2.13	1.81	2.32	2.02
	2. Communication	2.11	2.25	1.92	2.43	2.16
5. Career Services	1. Quality of Serv.	2.24	2.24	2.24	2.32	2.17
	2. Communication	2.32	2.34	2.52	2.39	2.21
6. Ctr for Excellence in Teaching/Learning (CETL)	1. Quality of Serv.	2.36	2.15	1.72	2.37	1.98
	2. Communication	2.32	2.12	1.75	2.29	2.00
7. Counseling Services	1. Quality of Serv.	2.00	1.94	1.84	1.94	2.02
	2. Communication	2.15	2.04	1.83	2.06	2.12
8. Office of the Dean of Students	1. Quality of Serv.	1.97	2.00	1.92	2.06	1.98
	2. Communication	2.00	2.09	2.08	2.12	2.13
9. Food Services	1. Quality of Serv.	1.98	2.14	2.04	2.18	2.14
	2. Communication	2.06	2.25	2.04	2.34	2.24

Rating: 1=Excellent 2=Very Good 3=Satisfactory 4=Fair 5=Poor		2017	2019			
		Cum.	Cum.	Admin.	Faculty	Staff
		N-196	N-234	N-28	N-118	N-88
F. STUDENT SERVICES		Cum.	Cum.	Admin.	Faculty	Staff
10. Freshman Orientation	1. Quality of Serv.	2.17	2.32	1.82	2.71	2.05
	2. Communication	2.19	2.33	1.82	2.74	2.04
11. Health Services	1. Quality of Serv.	2.12	2.30	2.22	2.42	2.18
	2. Communication	2.18	2.38	2.28	2.56	2.20
12. Information Technology Services	1. Quality of Serv.	2.35	3.05	3.19	3.44	2.49
	2. Communication	2.35	3.12	3.24	3.53	2.59
13. International Student Affairs	1. Quality of Serv.	2.51	2.49	2.42	2.83	2.19
	2. Communication	2.60	2.56	2.48	2.89	2.23
14. Library	1. Quality of Serv.	2.01	2.02	1.72	2.09	2.08
	2. Communication	2.05	2.12	1.74	2.20	2.21
15. Public Safety	1. Quality of Serv.	1.88	1.87	1.85	1.87	1.90
	2. Communication	1.93	1.94	1.71	1.97	2.01
16. Registrar's Office	1. Quality of Serv.	1.90	2.29	2.32	2.30	2.30
	2. Communication	1.94	2.36	2.58	2.35	2.34
17. Residence Life & Housing	1. Quality of Serv.	2.23	2.42	2.52	2.46	2.41
	2. Communication	2.32	2.59	2.83	2.58	2.60
18. Retention Management/Early Alert	1. Quality of Serv.	2.21	2.39	2.38	2.54	2.14
	2. Communication	2.28	2.45	2.48	2.62	2.16
19. Student Activities	1. Quality of Serv.	2.22	2.25	1.73	2.41	2.21
	2. Communication	2.26	2.33	1.76	2.51	2.28
20. Student Center Operations	1. Quality of Serv.	2.06	2.11	1.83	2.20	2.18
	2. Communication	2.12	2.22	2.05	2.29	2.29
21. Student Financial Services	1. Quality of Serv.	1.95	2.07	1.83	2.21	2.00
	2. Communication	2.00	2.10	1.88	2.23	2.06
Student Serv. Mean of the Means	**1. Quality of Serv.**	**2.13**	**2.25**	**2.09**	**2.39**	**2.16**
	2. Communication	**2.18**	**2.33**	**2.18**	**2.47**	**2.25**

For questions about the survey contact:
Jan Kliewer, M.S., Director of Assessment and Testing
(updated from Dr. Monica Varner's 2017 report)