

Academic and Student Support Services and Administrative Departments
Examples of Data to Support Institutional Effectiveness
Updated 4/21/2015



*Is your department accomplishing what it wishes to accomplish?
How do you know?*

The process of assessment (review, reflection, evaluation, measurement) will help you answer these questions and make informed decisions about future actions.

Department and program evaluation will help:

- Improve the functions of the department.
- Inform stakeholders about the contribution of the department in fulfillment of the Mission.
- Support institutional-level strategic planning activities.
- Provide evidence that the department is accomplishing what it is to do.

The planning of department and program assessment activities stems from the mission, goals, and objective/outcomes. Assessment can be any type of qualitative or quantitative measure of achievement of departmental objectives and/or student learning outcomes. The information learned through assessment leads to the action steps for the betterment of the department and the college – Plan-Do-Check-Act!

Examples of Measures*

“Keep in mind that these contribute to assessment of institutional effectiveness but we do not have to measure everything. Prioritize per your department’s culture and needs.”

****Important Note: This handout is not inclusive of all Ursinus departments/areas/programs or of all the possible ways to measure progress. Also, items listed below may not fall within the sole purview of your area and may be a “shared” measure that demonstrates overall institutional progress.***

Enrollment & Admissions:

Quantitative Measures:

- Number of inquiries, applications, acceptances, deposits
- Inquiries, applications, acceptances, deposits vs. goals
- Acceptance rates
- Yield rates
- Student academic profile
- Student diversity
- Number of scheduled campus visits
- Costs related to the admissions process
- First choice percentage

Qualitative Measures:

- Applicant satisfaction surveys
- Admissions Process Satisfaction
- Usage of online application tracking/status tools
- Perceived access to and helpfulness of the Admissions staff

Financial Aid:

Quantitative Measures:

- Number of applications processed
- Time from application receipt to disbursement
- Scholarship dollars awarded, average package, % aided
- Average net price
- Number of students working for pay on campus
- Annual average and median student debt
- Staff-to-enrollment ratio
- A-133 audits

Qualitative Measures:

- Student satisfaction with financial aid services
- Perceived usefulness of financial counseling

Library:

Quantitative Measures:

- Library budget or expenditures
- Collection size
- Collection use
- Services delivered
- Staff-to-students ratio

Qualitative Measures:

- Student satisfaction with the library collection
- Student satisfaction with the library services
- Student satisfaction with the library facilities

Information Technology (IT) Services:

Quantitative Measures:

- Number of security breaches
- Percentage of up time for each critical system
- Percentage of software of the latest version
- Percentage of software not at latest version upgraded during the academic year
- Number of help desk calls
- Response to help desk calls
- Number of computers, servers, switches upgraded
- Percentage of bandwidth utilized during peak periods
- Number of software, workflow, wireless, bandwidth upgrades/modifications
- Overall cost of operations by year and students served

Qualitative Measures:

- Student satisfaction with campus computers in general
- Student satisfaction with computer lab hours
- Student satisfaction with lab availability
- Student satisfaction with computer availability
- Student satisfaction with wireless Internet availability
- Student satisfaction with academic system availability
- Student satisfaction with off campus access to technology services e.g. the Help Desk\
- Frequency of College-related technology use

Student Affairs:

Quantitative Measures:

- Proportion of students accessing Student Affairs offices for services
- Proportion of students attending programs
- Proportion of admitted students asking questions about orientation information
- Number of students in housing; number of RAs
- Occupancy levels
- Number of students with judicial violations

Qualitative Measures:

- Perceived accessibility to administration
- Student satisfaction with student participation on key committees
- Student satisfaction with personal counseling
- Student participation in student activities
- Student volunteer work
- Student satisfaction with the overall social experience
- Student satisfaction with athletic facilities
- Student satisfaction with intramural athletic offerings
- Student satisfaction with student health services
- Student satisfaction with services for students with disabilities
- Student satisfaction with services for international students
- Student satisfaction with student organizations
- Student satisfaction with the cafeteria/food services
- Student satisfaction with the leadership development programs

Academic Support Services:

Quantitative Measures:

- Number of students served
- Number/percent of students on academic probation/dismissed
- Number of students requesting accommodation as student with disability
- Number of first year advisors/number of first year advisees

Qualitative Measures:

- Student satisfaction with academic support programs
- Student expectations concerning adequate academic advisement
- Student satisfaction with academic advising
- Faculty evaluation of academic advising support services

Campus Safety:

Quantitative Measures:

- U.S. Department of Education crime statistics (CLERY reports)
- State crime statistics
- Safety-related activities (fire drills, student and employee orientations, etc.)
- Expenditures for security-related agendas: lighting, emergency phones, signs, sprinklers, etc.

Qualitative Measures:

- Student satisfaction with campus security
- Perception of security staff responsiveness

Athletics

Quantitative Measures:

- Proportion of students who are athletes
- Proportion of students accessing offices services
- Student-Athlete/staff ratio
- Participation in intramural sports
- Win/Loss ratios
- Student-athlete gpa averages

Qualitative Measures:

- Exit survey of senior student-athletes
- Student satisfaction with Athletic services
- Student satisfaction with Athletic facilities
- Student sportsmanship behavioral observations

Advancement (Alumni Relations and Development):

Quantitative Measures:

- Total voluntary support
- Sources of annual giving
- Alumni giving rate
- Number of unrestricted dollars raised vs. goals
- Number of restricted dollars raised vs. goals
- Number of alumni events and attendees
- Number of development events and attendees
- Cost per dollar raised

Qualitative Measures:

- Alumni and/or donor satisfaction surveys
- Donor participation in “cultivating” events
- Donor participation on development committees
- Alumni and student satisfaction with alumni services

Research and Sponsored Programs:

Qualitative Measures:

- Satisfaction surveys regarding research resources and opportunities
- Perceived ease of access to research related forms and policies
- Student demonstrations of scientific inquiry by designing, conducting, presenting, or interpreting research in their field of study

Quantitative Measures:

- Amount of extramural (contracts & grants) funding (and by category: federal, state, city, and private)
- Amount of internal funding
- Scores on peer reviewed research grant applications
- Number of research publications, presentations, posters, intra-program and inter-institutional collaborations
- Number of students participating in research via formal course registrations
- Number (proportion) of faculty involved in research and scholarly activity
- Number of students participating in research via volunteer efforts

Registrar:

Quantitative Measures:

- Time to issuance of grades
- Time required to complete the registration process
- Time involved with adding/dropping classes
- Time required for leave of absence
- Time required for withdrawal validations
- Incidents of (Family Educational Rights & Privacy Act (FERPA) noncompliance
- Incidents of incorrect status reporting

Qualitative Measures:

- Student satisfaction with the availability of courses; registration procedures

Career Services:

Quantitative Measures:

- Proportion of students attending programs
- Proportion of students accessing offices services
- Number of students with internships, externships
- Percent employed, graduate school, etc.

Qualitative Measures:

- Exit survey of graduating seniors
- Student satisfaction with career planning and placement
- Student satisfaction with internship, externship

Performing Arts Center:

Quantitative Measures:

- Number of productions
- Number of tickets sold/distributed (total and for each production)
- Attendance as a % of capacity (total and for each production)
- Financial data
- Development data (funding from corporations, trusts, foundations, individuals, etc.)

Qualitative Measures:

- Students who attended an art exhibit, play, dance, music, theatre or other performance

Finance and Administration:

Quantitative Measures:

- Endowment growth/shrinkage
- Bond Ratings
- Financial Ratios:
 - Operating Margin
 - Operating Margin excluding Gifts
 - Operating Cash Flow Margin
 - Direct Debt Service Coverage
 - Return on Financial Resources
- Contribution Ratios:
 - Tuition and Auxiliary Income as a % of Revenue
 - Investment Income as a % of Revenue

- Gifts as a % of Revenue
- Grants & Contracts as a % of Revenue
- State Appropriations as a % of Revenue
- Liquidity Ratio
- Select Financial Trends:
 - Administrative Costs (Institutional Support Services)
 - General Administrative Costs
 - General Institutional Services Costs
 - Maintenance & Operations Costs
 - Indirect Cost Recovery Ratios

Financial Responsibility Standards:

- Primary Reserve
- Equity Ratio
- Net Income Ratio
- Composite Score

Student Billing:

Quantitative Measures:

- Receipts per academic term
- Percentage of errors on bills per academic term and/or academic year
- Outstanding student receivables by term (aging of accounts)
- Amount of student receivables written down/off

Qualitative Measures:

- Student satisfaction with billing and payment procedures

Human Resources:

Quantitative Measures:

- Longevity of employees by years
- Costs of benefits by benefit type (health care, retirement, vacation, tuition remission, life insurance)
- Median time to fill open positions by job category and in total
- Number of internally- and externally-filed grievances and complaints
- Number of employees accessing special services
- Number of outreach sessions: harassment and diversity training, benefits fairs, retirement fairs, wellness events, employee appreciation events
- Median salary for each job category compared to peer group
- Number of upward salary adjustments made after market comparisons
- Number of performance management evaluations with overall ratings of meets or exceeds expectations
- Number of promotions by job category
- Percent employee turnover by year

Qualitative Measures:

- Employee satisfaction with staff, benefits, hiring practices, training sessions, outreach sessions, employee appreciation events

Campus Planning & Facilities:

Quantitative Measures:

- Size of capital budget
- Percentage of capital projects completed on time and on budget
- Comparison of electricity and fuel usage and cost by academic year
- Cost of deferred maintenance projects
- Cleaning budgets
- Square footage of additional facilities completed in the academic year
- Days to completion of maintenance requests

Qualitative Measures:

- Student satisfaction with the condition of buildings and grounds
- Cleanliness satisfaction surveys
- Housekeeping staff interactions surveys
- Temperature satisfaction surveys
- Maintenance request satisfaction surveys
- Facilities rating surveys

College Communications:

Quantitative Measures:

- Number of articles about the college
- Number of news releases
- Number of clicks from online ads to the homepage during the academic year
- Google Analytics data on the website
- Number of clips/media hits

Qualitative Measures:

- Student survey on how they learned about the college/what advertising they had seen
- Review of marketing materials to assure representation of diverse populations

A few words about measures for academic and student support services & administrative departments

Direct measures

Direct measures in these areas are designed to measure the effectiveness of services, programs, and initiatives within areas that have outcomes not related to student learning. The outcomes for these areas may relate to efficiency of processes, effectiveness of programs and/or services. Examples of direct measures may include quantitative reports on accuracy, timeliness of financial reports, volume, turnaround time, and the error rate of transcripts processed, stakeholder participation numbers and percentages, and stakeholder attrition. In general, direct measures assess departmental performance without the use of opinions, thoughts, or assumptions. A Direct measure will usually be very concise and easy to interpret.

Indirect measures

Indirect measures for these areas are designed to collect findings about attitudes, perceptions, feelings, and values within areas that have outcomes not related to student learning. Related outcomes may be those that speak to customer satisfaction, impact of a program or service on constituents, and/or value of programs and services. Examples of indirect measures may include satisfaction surveys, interviews, evaluations, and focus group discussions.

Student learning outcomes in academic and student support services

Direct and indirect methods of evaluating learning relate to whether or not the method provides evidence in the form of student products or performances. Direct evidence in the form of student products or performances demonstrates that actual learning has occurred relating to a specific content or skill. Indirect methods reveal characteristics associated with learning, but they only imply that

learning has occurred. These characteristics may relate to the student, such as perceptions of student learning rather than the student demonstrating the learning.

Examples of Direct Evidence –demonstrates knowledge & skills	Examples of Indirect Evidence –provides proxy information about student learning
Reflection papers; journaling Qualitative papers Oral presentations Lab experiments Quizzes/tests Summaries and analyses of electronic class discussion threads Employer ratings of skills of recent graduates Pre and post-tests Course embedded assessment External evaluation of performance during internship or student teaching Research project and presentations Class discussion participation Artistic performances Project from capstone course Portfolio of student work Standardized test Licensure exams Essay questions with blind scoring	Alumni surveys Employer surveys Student surveys Exit interviews Focus groups Graduate follow up studies External or peer reviews Benchmarking data Utilization numbers Graduation rates and retention rates Job placement data Graduate school placement rate Number of student publications; research presentations Student participation rates in faculty research, publications and conference presentations GPA distributions Course evaluations GRE, GMAT scores for students going on to graduate school

A few words about ‘benchmarks’...

Benchmarks (sometimes also called targets, criteria or standards) indicate the desired level of performance to be reached. A target is usually the criterion (long-term) level of desired performance. Outcomes targets can be quantitative or qualitative. Benchmarks provide an overall standard of performance comparison (benchmarking is the process used to identify the level of performance). Having benchmarks helps in understanding the results from assessments in context of a norm or other comparison. Typically, you would want to set benchmarks for what you consider to be adequate, exemplary, and inadequate performance. Then look at the information you have collected to see how the evidence of student performance or process performance is meeting your expectations.

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