

SUMMARY OF INSTITUTIONAL EFFECTIVENESS (May 2023)

I. Introduction

The annual review ensures an on-going, integrative process that comprehensively evaluates institutional effectiveness, and provides a structure for identifying, suggesting, and implementing revisions based on an organized evaluation process.

Initially, the office of Institutional Assessment compiles all assessment data and prepares this annual summary. The University Assessment Committee reviews it and reports it to the President, executive leadership, and administrative staff.

All assessment data measured by Underwood's assessment process use the same 5-point rating scale. Each point on the scale equals twenty percent; therefore every tenth of a point equals a two-percent range. Thus, Strongly Agree = 4.1-5.0pts; 81-100%; Somewhat Agree = 3.1-4.0pts; 61-80%; No Opinion = 2.1-3.0pts; 41-60%; Disagree Somewhat = 1.1-2.0pts; 21-40%; Strongly Disagree = 0-1pt; 1-20%.

II. Assessment of Admissions, Student Services, Success, and Retention

The following section outlines the annual evaluation process for assessing student success and retention. This annual evaluation provides a structure for determining necessary data both for annual reporting and for implementing improvements for increased effectiveness based on data-driven decision-making.

A. Initial Review and Data Compilation

1. The office of Institutional Assessment organizes and administrates an annual Student Success and Retention Review (May 25, 2023)
2. Compilation of Institutional Effectiveness Data is as follows:
 - a. Enrollment
 - b. Retention Rates
 - c. Graduation Rates

B. Institutional Effectiveness Data 2021-2023

RETENTION RATES

Retention rates are calculated based on the number of full-time students who enrolled in their first university degree program in the given year, and who also re-enrolled the following year.

	Fall 2020 – Fall 2021	Fall 2021 – Fall 2022	Fall 2022 – Fall 2023	3-YEAR AVERAGE
UNDERGRADUATE	77%	77%	68%	74%
GRADUATE	68%	71%	60%	66%

GRADUATION RATES

Graduation percentage rates are calculated based on the number of students who enrolled in a program in a given year (the “cohort”); and who graduated within 150% of their expected time to graduation (i.e., Bachelor’s degree students are expected to complete their degree programs in four years, therefore 150% of the expected time = six years. Master’s degree students are expected to complete their degree programs in two years, therefore 150% of the expected time = three years).

UNDERGRADUATE (BACHELOR’S)	2014 cohort (graduated in 2018, 2019, or 2020)	2015 cohort (graduated in 2019, 2020, or 2021)	2016 cohort (graduated in 2020, 2021, or 2022)	Average graduation rate of 2014, 2015 and 2016 cohorts
	75%	84%	90%	83%
GRADUATE (MASTER’S)	2017 cohort (graduated in 2019 or 2020)	2018 cohort (graduated in 2020 or 2021)	2019 cohort (graduated in 2021 or 2022)	Average of 2015, 2016, and 2017 cohorts
	74%	89%	90%	83%

C. Review of Core Assessment findings

1. Identified Areas for Improvement (2023 SSI Findings, Appendix 1)
 - Maintenance of campus grounds and facilities 3.8 (75%)
 - Security of campus (including buildings, parking, etc.) 3.9 (77%)
2. Satisfaction Areas for Improvement (2023 GSI Findings, Appendix 3)
 - Library Collection 3.8 (76%)

D. Indirect Assessment of Institutional Learning Outcomes

This section presents summary data of indirect measures of institutional learning outcomes as indicated in the 2023 Student Satisfaction Inventory.

Line-Item Satisfaction (350 respondents)

10. Accessibility and helpfulness of instructors	4.3 (90%)
11. Assistance Provided by my faculty advisor during registration.	4.3 (90%)
12. Underwood University's commitment to academic excellence	4.4 (91%)
16. Ability to access course materials (lecture videos, Zoom classes, assignments, etc.) online with few or no problems	4.4 (92%)
18. Opportunities provided by my instructors for students to give feedback, ask questions, and otherwise interact (e.g. Populi Dashboard posts, discussion posts, email, live Zoom meetings, or other methods).	4.5 (90%)
Average Score	4.6 (91%)

E. Summary Review and Recommendations

1. Even during the COVID-19 pandemic period, when all instruction was delivered online, student satisfaction remained generally high (overall 4.3 out of 5).
2. However, even though Underwood's Library offers many electronic and digital resources, these were underused during the pandemic period. The Library needs to provide more encouragement to faculty and students to use these resources.
3. Review the current Health and Wellness services and explore further options that meet student's needs.

III. Evaluation of Facilities and Equipment

The following section outlines the annual review and evaluation process for assessing facilities and equipment. This annual evaluation provides a structure for determining necessary data both for annual reporting and for implementing improvements for increased effectiveness based on data-driven decision-making.

A. Annual Review of Facilities Documentation

1. Review of current occupancy rating for new facilities.
2. Review of technological resources inventory.
3. Review of posted emergency evacuation procedures.

B. Annual Review of Related Assessment Findings

2023 Student Satisfaction Inventory (SSI, Appendix 1)

4. Maintenance of campus grounds and facilities	3.8 (75%)
5. The amount of student parking	4.0 (80%)
6. Security of campus (including buildings, parking, etc.)	3.9 (77%)
16. Ability to access course materials (lecture videos, Zoom classes, assignments, etc.) online with few or no problems	4.6 (92%)
17. Timeliness of handling technical issues with online delivery of course material.	4.4 (88%)

2023 Faculty Satisfaction Inventory (FSI, Appendix 2): Populi and Technology

3. UU provides sufficient IT support to faculty	5.0 (100%)
15. Classrooms contain sufficient technological resources for my courses.	4.6 (91%)
20. I have no difficulty in using Populi to manage my classes	4.6 (91%)
21. When I need tech support for Populi, it is readily available and helpful	4.6 (91%)
22. I find Populi to be a useful tool for managing my courses	5.0 (100%)

2023 Faculty Satisfaction Inventory (FSI): Library Services

9. The librarian is available for help in developing coursework that requires information literacy skills	4.4 (87%)
10. The library is available for consultation and collaboration for faculty research	3.7 (74%)
11. Library facilities offer an environment that is conducive to learning and study.	4.2 (83%)
12. The library collection adequately supports course curriculum and content.	3.7 (78%)
13. Faculty are appropriately involved in the development of library and other learning resources	3.7 (74%)
16. UU provides sufficient access to scholarly materials (library and information resources).	4.2 (83%)

C. Summary Review and Recommendations

The lower ratings regarding the Library from Student and Faculty Satisfaction Inventories may be put down to lack of engagement during the pandemic. As we return to normal, in-person operations, we expect the ratings numbers for the Library to improve.

Faculty are generally satisfied with the technological resources provided by Underwood, and have become familiar with the use of Populi for classes, grading, etc.

IV. Evaluation of Financial Condition and Management

The following section outlines the annual evaluation of the financial condition and management of the institution. This annual evaluation provides a structure for determining necessary data both for annual reporting and for implementing improvements for increased effectiveness based on data-driven decision-making.

1. The Business Manager provides accurate and timely financial reports to the CFO, who reports finalized versions of these reports to the President and Board of Directors.
2. On-going financial management and oversight is maintained through the CFO and Business Manager and includes Board review of quarterly financial statements.
3. A certified external audit of the financial statements along with a management letter is prepared each year, in conformity with generally accepted accounting principles (GAAP) and federal guidelines.
4. External Audits are annually conducted.
 - a. Audits demonstrate a recent history of financial stability.
 - b. The audit is in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller of the United States.
 - c. The audit demonstrates adequate finances to support the institutional mission and programs.
5. Current and long-range financial plans are in place and reflect positive cash flows and positive budget outcomes that are realistic.
6. The institution has a segregated contingency account in reserve to support the operational budget.