

**The University of Scranton
Planning, Assessment & Institutional Research Office
Administrative Area Surveys Guidelines**

The purpose of these guidelines is to establish a means for conducting surveys of administrative and educational support areas that will assist these units in fulfilling the institutional effectiveness component of the University's tactical planning process. These guidelines also seek to minimize the number of campus-wide surveys that are conducted each year, and the likelihood of over-sampling our faculty, staff, and student populations. By maintaining a centralized cycle of divisional surveys complimented by decentralized event- or service-related surveys conducted on an ad hoc basis, all administrative and educational support areas will be able to get a higher quality of data and feedback that they need to plan for and improve their operations.

In spring 2007, the University Planning Committee endorsed a proposal for building an institutional effectiveness component into the University's tactical planning process. This proposal was developed in response to concerns by administrative areas regarding the relationship between tactical planning and assessment planning, as described by the University's 2004 *Comprehensive Assessment Plan*. The component, in addition to other progress tracking measures utilized in the planning process, will help administrative areas to identify areas for improvement, and to demonstrate the progress of tactical planning priorities. Each of the University's eleven tactical plans will develop this component; administrative areas that do not identify student learning outcomes¹ will no longer be required to file a separate assessment plan under the *Comprehensive Assessment Plan*.

The institutional effectiveness component includes (1) a set of indicators (data points) used to measure progress in specific areas/projects and (2) a listing of topics identified for which surveys or some other kind of qualitative data collection process will be needed. This listing will be used as a starting point for the development of the administrative area survey.

Administrative areas surveys, previously on a seven-year cycle², will follow a four-year cycle; that is, each unit will administer a survey about every four years. This survey cycle will be supplemented, as needed, with smaller, specifically targeted, event-driven or point-of-service surveys³.

¹ Assessment plans will continue to be developed for all academic programs and any administrative units who identify student learning outcomes as part of their function.

² As described by the process for administrative areas surveys under the Comprehensive Assessment Plan.

³ PAIRO maintains an annual survey schedule for point-of-service surveys. Any department wishing to conduct such a survey must contact PAIRO to determine if and when a survey can be included in that schedule. Surveys conducted are not automatically repeated in subsequent years.

Administrative Area Surveys

Administrative Area Surveys are designed to measure constituent perceptions/satisfaction with the services provided by an administrative or educational support unit. Each year, the Planning, Assessment & Institutional Research Office (PAIRO) works with two divisions (see cycle below) to determine which unit(s) within each division will be the focus of an Administrative Area Survey. The survey is developed in a collaborative process between the unit and PAIRO. The role of PAIRO is to assist the unit(s) in developing survey questions, administer the survey instrument, analyze the data, and prepare a report that describes the survey results with respect to the area's tactical plan goals. The role of the unit(s) is to actively participate in the survey design, interpret results, and to utilize the data for improvement of the services that they provide. Ways in which the data will be used for improvement should be included in the area's next tactical plan update⁴. The attached Administrative Area Survey Development Worksheet identifies key questions the unit should consider while developing the survey. The survey development process follows the general timeline below:

Process & Timeline

Project Planning Meeting

- Select unit function to be evaluated
- Identify the constituent group

Survey Development (4-6 weeks)

- Develop survey questions
- Determine appropriate constituent sample
- Determine appropriate survey administration method
- Determine appropriate use of incentives, if any
- Develop communication plan for survey administration & results
- Approval of survey instrument and method by division head

Survey Administration (2 weeks)

Data Analysis and Report (3 weeks)

- Analyze data
- Review results with unit
- Prepare report for unit head, division head

Utilize data for unit improvement

- Document use of results in next tactical plan revision

⁴ Tactical plans are updated each spring in conjunction with the Annual Report process.

Administrative Area Survey Cycle (approx. 4 years)

Spring/Summer

2007 Institutional Advancement Division
2008 Planning & Information Resources Division
2009 Human Resources Plan
2010 Administrative Services Plan
2011 Marketing Plan

Fall/Winter

2007-08 Finance Division
2008-09 Student Affairs Division
2009-10 Enrollment Management Plan⁵
2010-11 Mission & Ministries Division
2011-12 Diversity Plan

⁵ Enrollment management functions are part of the Academic Affairs division. Academic affairs planning is supported & informed by the institutional assessment cycle followed by PAIRO; for the purpose of institutional effectiveness, the administrative area survey function will be used to support enrollment management planning.

