

## **Institutional Effectiveness: Evidence of Improvement Based on Assessment Activities.**

### **Examples for Institutional Effectiveness in Business and Finance:**

*Human Resources.* A Strengths, Weaknesses, Opportunities, and Threats analysis and the results of a survey of the campus constituencies led to a review of the performance development system. A redesign is a goal for 2006. Survey results also revealed a need for improved communication. In the coming year, Human Resources will develop a comprehensive communication strategy, establish regular group meetings with campus constituencies, and create a form of written communication to keep employees better informed about important initiatives, events, or news related to the work place. A small but important change is that the Human Resources Office now remains open during lunch time for employee convenience.

*Investments.* As a result of feedback and survey results, the Investments Office has increased the type and frequency of communication with the Finance and Business Committee of the Board of Trustees about investment priorities.

*Auxiliary Services.* Auxiliary Services has produced a full report of changes implemented as a result of assessment activities conducted in the past two years. The full report is available and two examples follow:

- *The College Bookstore.* The College Bookstore analyzed results from three activities during the 2004-2005 school year: A survey of all faculty, a survey of all students, and a bookstore management consultant report generated by College Bookstore Consulting. As a result, changes were instituted that included an on-line textbook adoption form for faculty, subscription to a bestsellers program, the addition of DVD and magazine products, a commitment to support all author signings, extended store hours during textbook rush and other special College calendar events, and the development of a student employee training program.
- *Dining Services.* Over the past two years Dining Services has conducted focus groups of campus constituents specifically targeting the program in the main dining hall and its planned renovation. Dining Services also participated in the National Association of College and University Food Services survey and conducted its own survey of all faculty and staff. Among the initiatives undertaken as a result of these evaluation activities were major changes to where and how food is served in the main food service area on campus (including an expanded salad bar with more vegetarian and vegan options), value-priced lunch packages in the Campus Center café, and an on-line catering menu.

*Information Technology Services.* In Fall of 2004, ITS conducted surveys of all campus constituencies as part of its strategic planning process. As a result, several new services were initiated. Three new methods for secure off-campus access to Davidson computing

resources were added. One allows full-featured Outlook and Entourage email clients on home computers to connect to the campus email server. A second provides remote/off-campus access to shared network-based spaces. Finally, a Cisco Virtual Private Network (VPN) server was purchased so that Davidson users now have secure remote access to all campus computing resources, including printers. The survey uncovered the strong desire among faculty, staff and students for an increase in email and network space quotas, which was done, and provisions were made for users who exchange large files via email. Student computing support was increased via new collaborations with colleagues in the division of Student Life, ensuring that all hall counselors have been through basic computer training and are able to provide answers to the most common questions. In January 2006, ITS unveiled two new public computing facilities in the Campus Center and Tomlinson residence hall, including high-capacity, high speed printers at both locations.

*Physical Plant.* Physical Plant recently conducted a survey of campus constituencies and implemented two changes important to the teaching and work environment of the campus. In response to a misperception of what areas of offices and laboratories cleaning staff were responsible for, a “deep clean” is now scheduled annually. Customers now understand that cleaning staff do not clean daily surfaces with papers on them, but they will conduct a deep clean annually. In response to concerns about noise from equipment used by the grounds crews, replacement equipment is now purchased from another manufacturer that provides low-decibel machinery. The Grounds Department also now more carefully tracks the campus calendar to ensure that normal maintenance procedures are not scheduled during special events on campus.