



WILLISTON  
STATE COLLEGE

2002-2016

## CQS Results: Performance Gaps

## Contact Information:

Kaylyn Bondy  
Vice President for Student Affairs  
[kaylyn.bondy@willistonstate.edu](mailto:kaylyn.bondy@willistonstate.edu)

Crystal Hotchkiss  
Registrar, Research Analyst  
[crystal.hotchkiss@willistonstate.edu](mailto:crystal.hotchkiss@willistonstate.edu)

The Campus Quality Survey (CQS) is a unique instrument that uses the basic structure, format, and criteria of the Annual Presidential Award for Quality. Each survey item relates to one of eight quality elements and the data provides more specific information about certain aspects of WSC.

Data provided from the CQS is evaluated for decisions on campus based on WSC personnel perceptions.

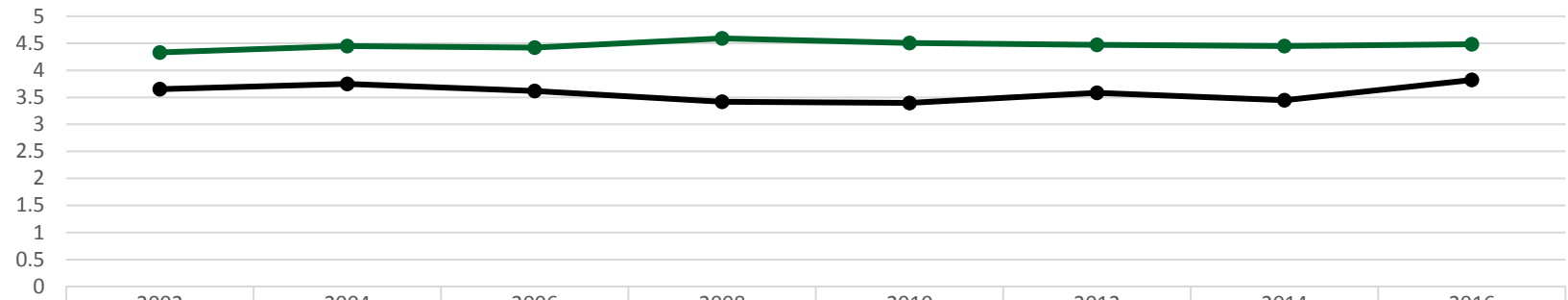
### Quality Category Summaries

		2002	2004	2006	2008	2010	2012	2014	2016	2015-2017 Change
Customer Focus	How it should be	4.331	4.449	4.420	4.590	4.506	4.472	4.451	4.482	-.343
	How it is now	3.651	3.746	3.617	3.417	3.397	3.585	3.446	3.820	
	Per. Gap	0.679	0.703	0.803	1.173	1.109	0.886	1.005	0.662	
Employee Empowerment and Teamwork	How it should be	4.430	4.446	4.474	4.607	4.540	4.513	4.529	4.551	-.429
	How it is now	3.386	3.511	3.295	2.984	3.280	3.587	3.403	3.853	
	Per. Gap	1.045	0.934	1.179	1.623	1.260	0.926	1.127	0.698	
Employee Training and Recognition	How it should be	4.439	4.467	4.474	4.652	4.537	4.469	4.485	4.492	-.505
	How it is now	3.129	3.333	3.074	2.837	3.026	3.212	3.054	3.566	
	Per. Gap	1.310	1.134	1.400	1.814	1.512	1.257	1.431	0.926	
Strategic Quality Planning	How it should be	4.356	4.457	4.414	4.586	4.472	4.451	4.458	4.506	-.405
	How it is now	3.530	3.586	3.529	3.129	3.226	3.610	3.373	3.826	
	Per. Gap	0.826	0.870	0.885	1.456	1.247	0.842	1.085	0.680	
Top Management and Leadership	How it should be	4.511	4.501	4.531	4.644	4.584	4.529	4.525	4.562	-.414
	How it is now	3.325	3.433	3.187	2.845	3.315	3.470	3.428	3.879	
	Per. Gap	1.185	1.069	1.344	1.798	1.269	1.059	1.097	0.683	
Quality Assurance	How it should be	4.291	4.400	4.404	4.560	4.455	4.432	4.479	4.496	-.488
	How it is now	3.428	3.461	3.349	3.153	3.234	3.453	3.253	3.578	
	Per. Gap	0.863	0.939	1.054	1.407	1.222	0.979	1.226	0.738	
Quality and Productivity Improvement	How it should be	4.325	4.400	4.427	4.593	4.489	4.485	4.493	4.498	-.462
	How it is now	3.370	3.419	3.252	2.964	3.128	3.471	3.287	3.754	
	Per. Gap	0.955	0.981	1.175	1.628	1.361	1.014	1.206	0.744	
Measurement and Analysis	How it should be	4.365	4.432	4.439	4.575	4.487	4.462	4.473	4.509	-.381
	How it is now	3.434	3.486	3.345	3.194	3.237	3.486	3.346	3.763	
	Per. Gap	0.932	0.945	1.094	1.381	1.251	0.976	1.127	0.746	

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### Overall Staff Perception: Customer Focus



	2002	2004	2006	2008	2010	2012	2014	2016
How it Should Be	4.331	4.449	4.42	4.59	4.506	4.472	4.451	4.482
How it is now	3.651	3.746	3.617	3.417	3.397	3.585	3.446	3.820

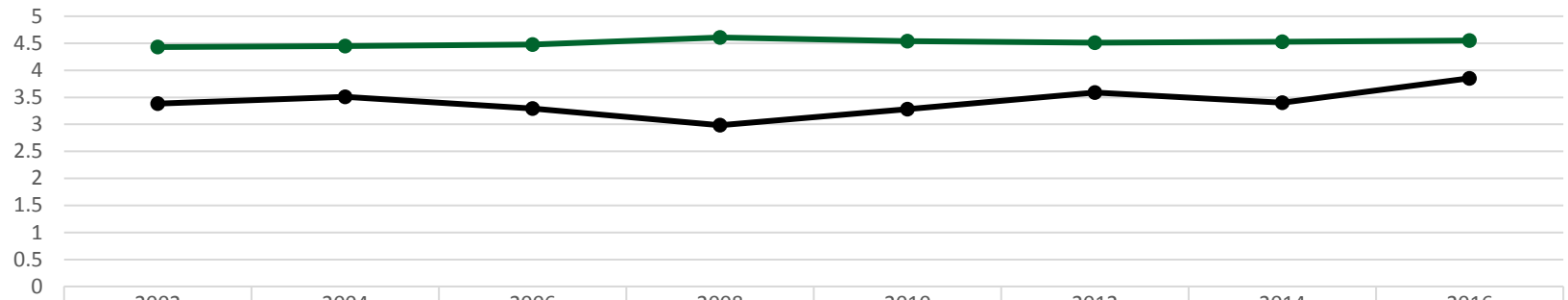
### Customer Focus

		2002	2004	2006	2008	2010	2012	2014	2016
<b>1. This institution listens to its students</b>	How it should be	4.515	4.59	4.608	4.606	4.571	4.655	4.459	4.581
	How it is now	3.97	4.098	4.000	3.485	3.531	3.833	3.718	4.035
	<b>Per. Gap</b>	<b>0.545</b>	<b>0.492</b>	<b>0.608</b>	<b>1.121</b>	<b>1.041</b>	<b>0.821</b>	<b>0.872</b>	<b>0.547</b>
3. This institution regularly conducts surveys to evaluate the quality of its programs and services	How it should be	4.188	4.328	4.275	4.545	4.375	4.279	4.419	4.267
	How it is now	3.594	3.820	4.000	3.727	3.479	3.884	3.486	3.802
	<b>Per. Gap</b>	<b>0.594</b>	<b>0.508</b>	<b>0.275</b>	<b>0.818</b>	<b>0.896</b>	<b>0.395</b>	<b>0.932</b>	<b>0.465</b>
5. Students have a way to provide feedback on their level of satisfaction with school programs and services	How it should be	4.508	4.443	4.521	4.636	4.571	4.512	4.566	4.659
	How it is now	3.969	3.984	4.083	3.909	3.612	3.884	3.632	4.071
	<b>Per. Gap</b>	<b>0.538</b>	<b>0.459</b>	<b>0.438</b>	<b>0.727</b>	<b>0.959</b>	<b>0.628</b>	<b>0.934</b>	<b>0.588</b>
9. Employees receive special training in improving customer service	How it should be	4.182	4.283	4.388	4.485	4.429	4.376	4.410	4.453
	How it is now	2.818	3.000	2.714	2.667	2.837	2.714	2.577	2.942
	<b>Per. Gap</b>	<b>1.364</b>	<b>1.283</b>	<b>1.673</b>	<b>1.818</b>	<b>1.592</b>	<b>1.635</b>	<b>1.833</b>	<b>1.512</b>
<b>11. This institution promotes excellent employee-student relationships</b>	How it should be	4.538	4.672	4.588	4.758	4.625	4.69	4.566	4.609
	How it is now	4.046	4.246	4.098	3.939	3.854	4.036	3.921	4.149
	<b>Per. Gap</b>	<b>0.492</b>	<b>0.426</b>	<b>0.49</b>	<b>0.818</b>	<b>0.771</b>	<b>0.655</b>	<b>0.645</b>	<b>0.460</b>
14. This institution analyzes complaints to determine appropriate remedial actions	How it should be	4.250	4.525	4.333	4.545	4.563	4.452	4.416	4.529
	How it is now	2.906	3.131	2.882	2.394	3.042	3.214	3.026	3.621
	<b>Per. Gap</b>	<b>1.344</b>	<b>1.393</b>	<b>1.451</b>	<b>2.152</b>	<b>1.521</b>	<b>1.238</b>	<b>1.390</b>	<b>0.908</b>
15. Student input is systematically monitored and measured as a basis for improvement	How it should be	4.194	4.393	4.314	4.606	4.543	4.482	4.403	4.506
	How it is now	3.629	3.721	3.667	3.242	3.022	3.554	3.325	3.736
	<b>Per. Gap</b>	<b>0.565</b>	<b>0.672</b>	<b>0.647</b>	<b>1.364</b>	<b>1.522</b>	<b>0.928</b>	<b>1.078</b>	<b>0.770</b>

## Customer Focus

		2002	2004	2006	2008	2010	2012	2014	2016
16. Student survey results are published and posted regularly	How it should be	4.129	4.279	4.235	4.333	4.34	4.265	4.182	4.279
	How it is now	3.387	3.541	3.569	3.576	2.894	3.325	2.922	3.616
	<b>Per. Gap</b>	<b>0.742</b>	<b>0.738</b>	<b>0.667</b>	<b>0.758</b>	<b>1.447</b>	<b>0.940</b>	<b>1.260</b>	<b>0.663</b>
21. Administrators cultivate positive relationships with students	How it should be	4.413	4.508	4.373	4.563	4.592	4.500	4.429	4.558
	How it is now	3.937	3.902	3.510	3.250	3.816	3.655	3.818	4.116
	<b>Per. Gap</b>	<b>0.476</b>	<b>0.607</b>	<b>0.863</b>	<b>1.313</b>	<b>0.776</b>	<b>0.845</b>	<b>0.610</b>	<b>0.442</b>
23. Guarantees of satisfaction are offered to students to ensure quality service	How it should be	3.656	4.033	3.980	4.281	4.083	4.122	4.195	4.198
	How it is now	3.049	3.262	2.980	3.094	3.042	3.256	3.260	3.535
	<b>Per. Gap</b>	<b>0.607</b>	<b>0.770</b>	<b>1.000</b>	<b>1.188</b>	<b>1.042</b>	<b>0.866</b>	<b>0.935</b>	<b>0.663</b>
24. Students believe faculty care about what they think	How it should be	4.484	4.574	4.640	4.818	4.653	4.482	4.532	4.453
	How it is now	4.097	4.033	3.960	4.000	3.755	3.843	3.662	3.884
	<b>Per. Gap</b>	<b>0.387</b>	<b>0.541</b>	<b>0.680</b>	<b>0.818</b>	<b>0.898</b>	<b>0.639</b>	<b>0.870</b>	<b>0.570</b>
25. Administrators are committed to providing quality service	How it should be	4.635	4.607	4.653	4.788	4.630	4.639	4.579	4.586
	How it is now	4.016	3.934	3.633	3.303	3.891	3.795	3.803	4.241
	<b>Per. Gap</b>	<b>0.619</b>	<b>0.672</b>	<b>1.020</b>	<b>1.485</b>	<b>0.739</b>	<b>0.843</b>	<b>0.776</b>	<b>0.345</b>
39. Our services to students are "user-friendly"	How it should be	4.571	4.607	4.569	4.697	4.592	4.675	4.579	4.581
	How it is now	4.048	4.016	3.922	3.818	3.367	3.578	3.671	3.907
	<b>Per. Gap</b>	<b>0.524</b>	<b>0.59</b>	<b>0.647</b>	<b>0.879</b>	<b>1.224</b>	<b>1.096</b>	<b>0.908</b>	<b>0.674</b>

## Overall Staff Perception: Employee Empowerment and Teamwork



	2002	2004	2006	2008	2010	2012	2014	2016
How it Should Be	4.43	4.446	4.474	4.607	4.54	4.513	4.529	4.551
How it is now	3.386	3.511	3.295	2.984	3.28	3.587	3.403	3.853

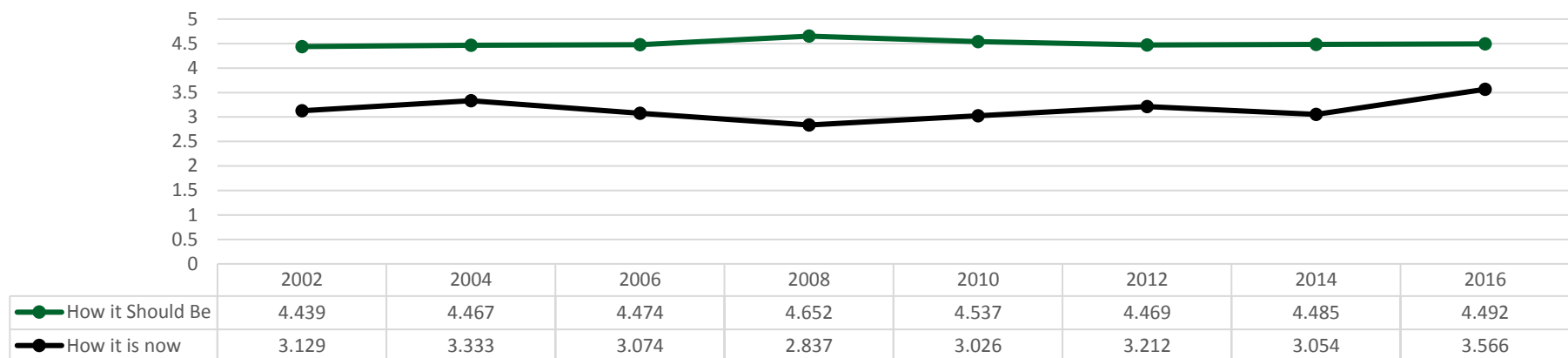
### Employee Empowerment and Teamwork

		2002	2004	2006	2008	2010	2012	2014	2016
6. Team efforts are effective in this organization	How it should be	4.492	4.459	4.540	4.531	4.408	4.471	4.481	4.624
	How it is now	3.246	3.459	3.120	2.875	3.122	3.553	3.351	3.824
	<b>Per. Gap</b>	<b>1.246</b>	<b>1.000</b>	<b>1.420</b>	<b>1.656</b>	<b>1.286</b>	<b>0.918</b>	<b>1.130</b>	<b>0.800</b>
8. Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	How it should be	4.439	4.450	4.471	4.727	4.542	4.506	4.513	4.529
	How it is now	2.712	2.933	2.745	2.061	2.375	2.812	2.551	3.247
	<b>Per. Gap</b>	<b>1.727</b>	<b>1.517</b>	<b>1.725</b>	<b>2.667</b>	<b>2.167</b>	<b>1.694</b>	<b>1.962</b>	<b>1.282</b>
13. Job responsibilities are communicated clearly to employees	How it should be	4.469	4.565	4.580	4.697	4.625	4.578	4.584	4.640
	How it is now	3.063	3.306	2.900	2.667	3.125	3.157	2.961	3.756
	<b>Per. Gap</b>	<b>1.406</b>	<b>1.258</b>	<b>1.680</b>	<b>2.030</b>	<b>1.500</b>	<b>1.422</b>	<b>1.623</b>	<b>0.884</b>
19. Employees are empowered to resolve problems quickly	How it should be	4.375	4.419	4.353	4.576	4.500	4.444	4.468	4.500
	How it is now	3.156	3.500	3.078	3.000	2.917	3.210	3.026	3.698
	<b>Per. Gap</b>	<b>1.219</b>	<b>0.919</b>	<b>1.275</b>	<b>1.576</b>	<b>1.583</b>	<b>1.235</b>	<b>1.442</b>	<b>0.802</b>
20. Administrators treat students as their top priority	How it should be	4.524	4.557	4.529	4.667	4.646	4.598	4.494	4.581
	How it is now	3.857	3.852	3.588	2.970	3.646	3.561	3.636	4.151
	<b>Per. Gap</b>	<b>0.667</b>	<b>0.705</b>	<b>0.941</b>	<b>1.697</b>	<b>1.000</b>	<b>1.037</b>	<b>0.857</b>	<b>0.430</b>
28. Employees are encouraged to provide suggestions on ways to improve the work flow	How it should be	4.453	4.426	4.400	4.606	4.563	4.402	4.539	4.552
	How it is now	3.250	3.377	3.300	2.667	3.042	3.268	3.053	3.759
	<b>Per. Gap</b>	<b>1.203</b>	<b>1.049</b>	<b>1.100</b>	<b>1.939</b>	<b>1.521</b>	<b>1.134</b>	<b>1.487</b>	<b>0.793</b>
33. My supervisor helps me improve my job performance	How it should be	4.469	4.459	4.608	4.485	4.653	4.607	4.584	4.575
	How it is now	3.625	3.475	3.569	3.182	3.490	3.810	3.753	4.069
	<b>Per. Gap</b>	<b>0.844</b>	<b>0.984</b>	<b>1.039</b>	<b>1.303</b>	<b>1.163</b>	<b>0.798</b>	<b>0.831</b>	<b>0.506</b>

## Employee Empowerment and Teamwork

		2002	2004	2006	2008	2010	2012	2014	2016
34. This institution uses teams to solve problems	How it should be	4.219	4.233	4.353	4.485	4.429	4.440	4.455	4.494
	How it is now	3.391	3.733	3.333	3.030	3.551	3.917	3.597	3.805
	Per. Gap	0.828	0.500	1.020	1.455	0.878	0.524	0.857	0.690
35. Administrators have confidence and trust in me	How it should be	4.524	4.541	4.608	4.636	4.604	4.452	4.597	4.605
	How it is now	3.857	3.918	3.863	3.485	3.833	3.869	3.779	4.023
	Per. Gap	0.667	0.623	0.745	1.152	0.771	0.583	0.818	0.581
37. There is a spirit of teamwork and cooperation in this organization	How it should be	4.603	4.574	4.569	4.727	4.625	4.619	4.571	4.535
	How it is now	3.429	3.721	3.000	2.394	2.958	3.643	3.364	3.884
	Per. Gap	1.175	0.852	1.569	2.333	1.667	0.976	1.208	0.651
40. My department meets as a team to plan and coordinate work	How it should be	4.556	4.583	4.569	4.750	4.653	4.565	4.623	4.593
	How it is now	3.825	3.883	3.980	4.031	3.449	3.929	3.948	4.186
	Per. Gap	0.730	0.700	0.588	0.719	1.204	0.635	0.675	0.407
44. Employees are involved in the development and improvement of performance measures	How it should be	4.375	4.433	4.373	4.424	4.354	4.482	4.506	4.488
	How it is now	3.578	3.567	3.275	3.091	3.396	3.855	3.545	3.791
	Per. Gap	0.797	0.867	1.098	1.333	0.958	0.627	0.961	0.698
46. Quality improvement teams have been established in this organization	How it should be	4.095	4.083	4.216	4.576	4.417	4.500	4.468	4.448
	How it is now	3.063	2.917	3.078	3.364	3.729	4.024	3.675	3.885
	Per. Gap	1.032	1.167	1.137	1.212	0.688	0.476	0.792	0.563

### Overall Staff Perception: Employee Training and Recognition

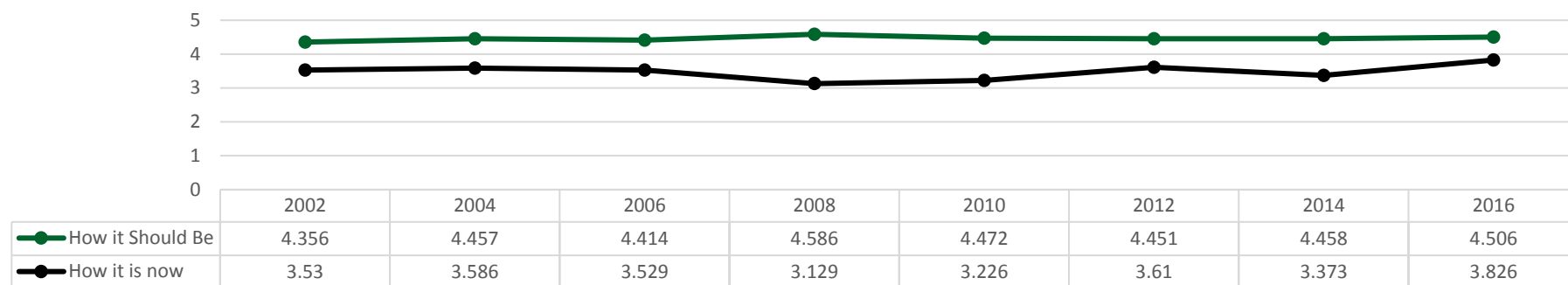


### Employee Training and Recognition

		2002	2004	2006	2008	2010	2012	2014	2016
8. Processes for selecting, orienting, training, empowering and recognizing employees are carefully planned	How it should be	4.439	4.450	4.471	4.727	4.542	4.506	4.513	4.529
	How it is now	2.712	2.933	2.745	2.061	2.375	2.812	2.551	3.247
	Per. Gap	1.727	1.517	1.725	2.667	2.167	1.694	1.962	1.282
9. Employees receive special training in improving customer service	How it should be	4.182	4.283	4.388	4.485	4.429	4.376	4.410	4.453
	How it is now	2.818	3.000	2.714	2.667	2.837	2.714	2.577	2.942
	Per. Gap	1.364	1.283	1.673	1.818	1.592	1.635	1.833	1.512
19. Employees are empowered to resolve problems quickly	How it should be	4.375	4.419	4.353	4.576	4.500	4.444	4.468	4.500
	How it is now	3.156	3.500	3.078	3.000	2.917	3.210	3.026	3.698
	Per. Gap	1.219	0.919	1.275	1.576	1.583	1.235	1.442	0.802
24. Students believe faculty care about what they think	How it should be	4.484	4.574	4.640	4.818	4.653	4.482	4.532	4.453
	How it is now	4.097	4.033	3.96	4.000	3.755	3.843	3.662	3.884
	Per. Gap	0.387	0.541	0.680	0.818	0.898	0.639	0.870	0.570
26. Employees are rewarded for outstanding job performance	How it should be	4.531	4.525	4.392	4.636	4.563	4.412	4.355	4.419
	How it is now	2.078	2.672	2.373	2.182	2.438	2.800	2.737	3.326
	Per. Gap	2.453	1.852	2.020	2.455	2.125	1.612	1.618	1.093
31. Administrators recognize faculty and staff when they do a good job	How it should be	4.571	4.467	4.490	4.788	4.551	4.470	4.513	4.563
	How it is now	2.746	3.183	2.882	2.333	3.265	3.205	3.289	3.954
	Per. Gap	1.825	1.283	1.608	2.455	1.286	1.265	1.224	0.609
48. Employee suggestions are used to improve our institution	How it should be	4.371	4.467	4.412	4.606	4.438	4.482	4.519	4.506
	How it is now	3.258	3.417	3.098	2.727	3.125	3.386	3.195	3.667
	Per. Gap	1.113	1.050	1.314	1.879	1.313	1.096	1.325	0.839
50. Professional development training programs are available to assist employees in improving their job performance	How it should be	4.571	4.550	4.647	4.576	4.625	4.583	4.566	4.512
	How it is now	4.238	3.917	3.745	3.727	3.479	3.726	3.408	3.802
	Per. Gap	0.333	0.633	0.902	0.848	1.146	0.857	1.158	0.709



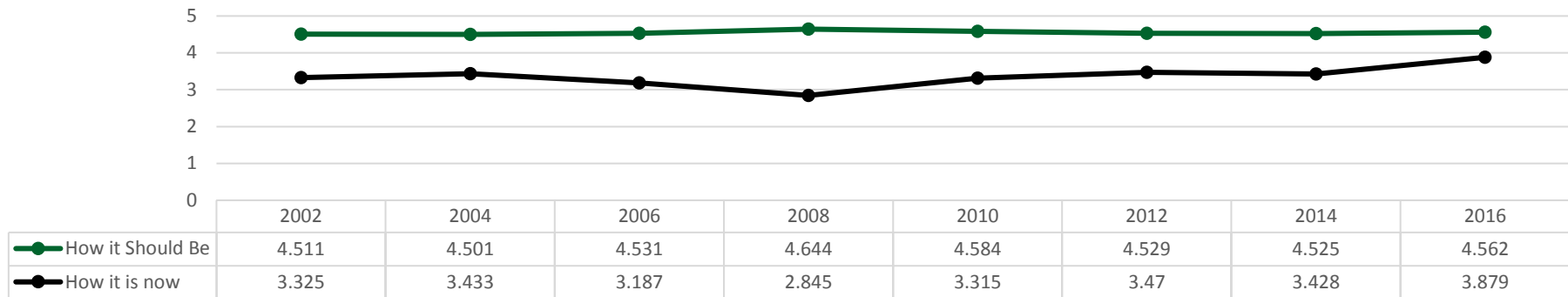
### Overall Staff Perception: Strategic Quality Planning



### Strategic Quality Planning

		2002	2004	2006	2008	2010	2012	2014	2016
2. This institution involves its employees in planning for the future	How it should be	4.636	4.452	4.549	4.576	4.458	4.595	4.649	4.647
	How it is now	3.545	3.613	3.490	3.091	3.271	3.988	3.584	4.082
	Per. Gap	1.091	0.839	1.059	1.485	1.188	0.607	1.065	0.565
3. This institution regularly conducts surveys to evaluate the quality of its programs and services	How it should be	4.188	4.328	4.275	4.545	4.375	4.279	4.419	4.267
	How it is now	3.594	3.820	4.000	3.727	3.479	3.884	3.486	3.802
	Per. Gap	0.594	0.508	0.275	0.818	0.896	0.395	0.932	0.465
14. This institution analyzes complaints to determine appropriate remedial actions	How it should be	4.250	4.525	4.333	4.545	4.563	4.452	4.416	4.529
	How it is now	2.906	3.131	2.882	2.394	3.042	3.214	3.026	3.621
	Per. Gap	1.344	1.393	1.451	2.152	1.521	1.238	1.390	0.908
15. Students input is systematically monitored and measured as a basis for improvement	How it should be	4.194	4.393	4.314	4.606	4.543	4.482	4.403	4.506
	How it is now	3.629	3.721	3.667	3.242	3.022	3.554	3.325	3.736
	Per. Gap	0.565	0.672	0.647	1.364	1.522	0.928	1.078	0.770
17. This institution uses state and national data to compare its performance with that of other institutions	How it should be	4.190	4.443	4.353	4.531	4.396	4.148	4.289	4.412
	How it is now	3.810	3.934	3.961	3.969	3.625	3.691	3.553	3.824
	Per. Gap	0.381	0.508	0.392	0.563	0.771	0.457	0.737	0.588
47. This institution plans carefully	How it should be	4.484	4.550	4.549	4.636	4.500	4.548	4.408	4.570
	How it is now	3.323	3.183	3.078	2.576	2.833	3.381	3.092	3.802
	Per. Gap	1.161	1.367	1.471	2.061	1.667	1.167	1.316	0.767
48. Employee suggestions are used to improve our institution	How it should be	4.371	4.467	4.412	4.606	4.438	4.482	4.519	4.506
	How it is now	3.258	3.417	3.098	2.727	3.125	3.386	3.195	3.667
	Per. Gap	1.113	1.050	1.314	1.879	1.313	1.096	1.325	0.839
49. The mission, purpose and values of this institution are familiar to employees	How it should be	4.524	4.500	4.529	4.636	4.511	4.619	4.558	4.609
	How it is now	4.175	3.867	4.059	3.333	3.404	3.774	3.727	4.080
	Per. Gap	0.349	0.633	0.471	1.303	1.106	0.845	0.831	0.529

### Overall Staff Perception: Top Management Leadership and Support



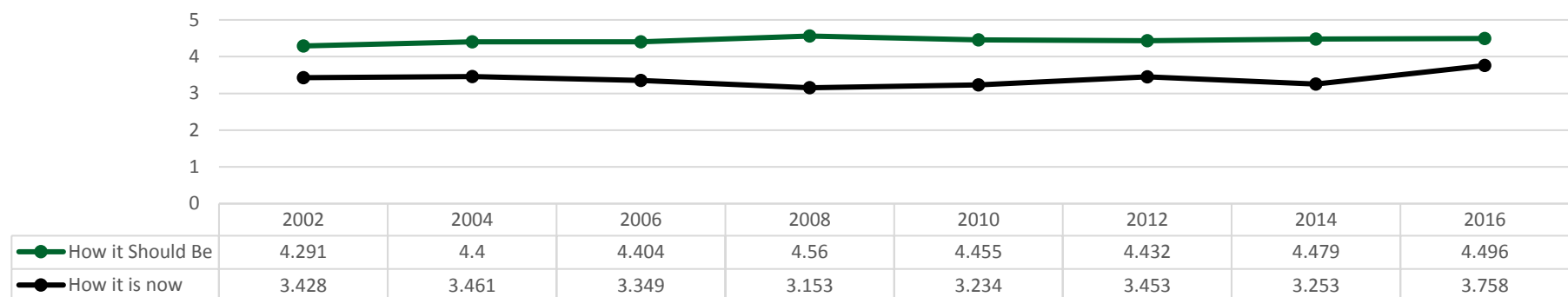
### Top Management Leadership And Support

		2002	2004	2006	2008	2010	2012	2014	2016
6. Team efforts are effective in this organization	How it should be	4.492	4.459	4.540	4.531	4.408	4.471	4.481	4.624
	How it is now	3.246	3.459	3.120	2.875	3.122	3.553	3.351	3.824
	Per. Gap	1.246	1.000	1.420	1.656	1.286	0.918	1.130	0.800
13. Job responsibilities are communicated clearly to employees	How it should be	4.469	4.565	4.580	4.697	4.625	4.578	4.584	4.640
	How it is now	3.063	3.306	2.900	2.667	3.125	3.157	2.961	3.756
	Per. Gap	1.406	1.258	1.680	2.030	1.500	1.422	1.623	0.884
20. Administrators treat students as their top priority	How it should be	4.524	4.557	4.529	4.667	4.646	4.598	4.494	4.581
	How it is now	3.857	3.852	3.588	2.970	3.646	3.561	3.636	4.151
	Per. Gap	0.667	0.705	0.941	1.697	1.000	1.037	0.857	0.430
25. Administrators are committed to providing quality service	How it should be	4.635	4.607	4.653	4.788	4.630	4.639	4.579	4.586
	How it is now	4.016	3.934	3.633	3.303	3.891	3.795	3.803	4.241
	Per. Gap	0.619	0.672	1.020	1.485	0.739	0.843	0.776	0.345
26. Employees are rewarded for outstanding job performance	How it should be	4.531	4.525	4.392	4.636	4.563	4.412	4.355	4.419
	How it is now	2.078	2.672	2.373	2.182	2.438	2.800	2.737	3.326
	Per. Gap	2.453	1.852	2.020	2.455	2.125	1.612	1.618	1.093
30. Administrators set examples of quality services in their day-to-day performance	How it should be	4.516	4.517	4.580	4.727	4.630	4.566	4.600	4.575
	How it is now	3.313	3.397	2.880	2.394	3.435	3.566	3.547	4.057
	Per. Gap	1.203	1.121	1.700	2.333	1.196	1.000	1.053	0.517
32. Administrators pay attention to what I have to say	How it should be	4.587	4.443	4.431	4.606	4.531	4.476	4.566	4.540
	How it is now	3.206	3.361	3.098	2.576	3.082	3.333	3.447	3.839
	Per. Gap	1.381	1.082	1.333	2.030	1.449	1.143	1.118	0.701
33. My supervisor helps me improve my job performance	How it should be	4.469	4.459	4.608	4.485	4.653	4.607	4.584	4.575
	How it is now	3.625	3.475	3.569	3.182	3.490	3.810	3.753	4.069
	Per. Gap	0.844	0.984	1.039	1.303	1.163	0.798	0.831	0.506

## Top Management Leadership And Support

		2002	2004	2006	2008	2010	2012	2014	2016
35. Administrators have confidence and trust in me	<b>How it should be</b>	4.524	4.541	4.608	4.636	4.604	4.452	4.597	4.605
	<b>How it is now</b>	3.857	3.918	3.863	3.485	3.833	3.869	3.779	4.023
	<b>Per. Gap</b>	0.667	0.623	0.745	1.152	0.771	0.583	0.818	0.581
36. Administrators share information regularly with faculty and staff	<b>How it should be</b>	4.406	4.377	4.431	4.636	4.646	4.524	4.506	4.494
	<b>How it is now</b>	3.375	3.459	3.235	2.818	3.563	3.512	3.558	3.776
	<b>Per. Gap</b>	1.031	0.918	1.196	1.818	1.083	1.012	0.948	0.718
41. This institution analyzes all relevant data before making decisions	<b>How it should be</b>	4.469	4.468	4.490	4.667	4.500	4.500	4.429	4.541
	<b>How it is now</b>	2.969	2.935	2.804	2.848	2.875	3.220	3.130	3.588
	<b>Per. Gap</b>	1.500	1.532	1.686	1.818	1.625	1.280	1.299	0.953

### Overall Staff Perception: Quality Assurance



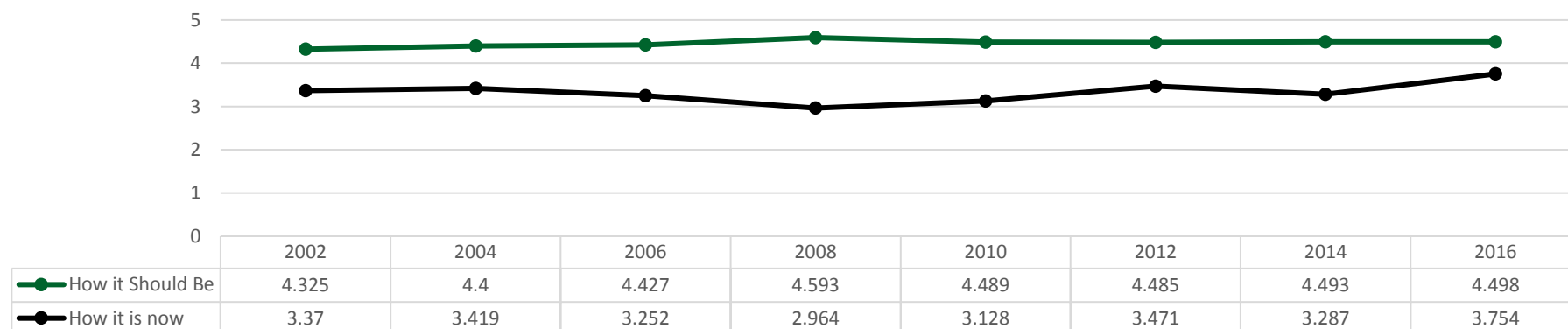
### Quality Assurance

		2002	2004	2006	2008	2010	2012	2014	2016
5. Students have a way to provide feedback on their level of satisfaction with school programs and services	How it should be	4.508	4.443	4.521	4.636	4.571	4.512	4.566	4.659
	How it is now	3.969	3.984	4.083	3.909	3.612	3.884	3.632	4.071
	Per. Gap	0.538	0.459	0.438	0.727	0.959	0.628	0.934	0.588
7. Each department or work unit has written, up-to-date service expectations	How it should be	4.109	4.145	4.353	4.455	4.333	4.310	4.474	4.512
	How it is now	3.109	2.887	2.765	2.636	2.896	3.167	2.833	3.595
	Per. Gap	1.000	1.258	1.588	1.818	1.438	1.143	1.641	0.917
12. Established standards and procedures define job expectations for employees	How it should be	4.391	4.500	4.529	4.545	4.521	4.590	4.545	4.563
	How it is now	3.094	3.210	3.020	2.788	3.188	3.193	3.039	3.736
	Per. Gap	1.297	1.290	1.510	1.758	1.333	1.398	1.506	0.828
13. Job responsibilities are communicated clearly to employees	How it should be	4.469	4.565	4.580	4.697	4.625	4.578	4.584	4.640
	How it is now	3.063	3.306	2.900	2.667	3.125	3.157	2.961	3.756
	Per. Gap	1.406	1.258	1.680	2.030	1.500	1.422	1.623	0.884
15. Student input is systematically monitored and measured as a basis for improvement	How it should be	4.194	4.393	4.314	4.606	4.543	4.482	4.403	4.506
	How it is now	3.629	3.721	3.667	3.242	3.022	3.554	3.325	3.736
	Per. Gap	0.565	0.672	0.647	1.364	1.522	0.928	1.078	0.770

## Quality Assurance

		2002	2004	2006	2008	2010	2012	2014	2016
17. This institution uses state and national data to compare its performance with that of other institutions	How it should be	4.190	4.443	4.353	4.531	4.396	4.148	4.289	4.412
	How it is now	3.810	3.934	3.961	3.969	3.625	3.691	3.553	3.824
	Per. Gap	0.381	0.508	0.392	0.563	0.771	0.457	0.737	0.588
18. This institution continually evaluates and upgrades its processes for collecting data	How it should be	4.113	4.339	4.353	4.531	4.375	4.350	4.351	4.372
	How it is now	3.694	3.532	3.588	3.594	3.188	3.488	3.364	3.628
	Per. Gap	0.419	0.806	0.765	0.938	1.188	0.863	0.987	0.744
23. Guarantees of satisfaction are offered to students to ensure quality service	How it should be	3.656	4.033	3.980	4.281	4.083	4.122	4.195	4.198
	How it is now	3.049	3.262	2.980	3.094	3.042	3.256	3.260	3.535
	Per. Gap	0.607	0.770	1.000	1.188	1.042	0.866	0.935	0.663
28. Employees are encouraged to provide suggestions on ways to improve the work flow	How it should be	4.453	4.426	4.400	4.606	4.563	4.402	4.539	4.552
	How it is now	3.250	3.377	3.300	2.667	3.042	3.268	3.053	3.759
	Per. Gap	1.203	1.049	1.100	1.939	1.521	1.134	1.487	0.793
38. I know what is expected of me	How it should be	4.613	4.656	4.667	4.697	4.604	4.679	4.684	4.581
	How it is now	3.839	3.754	3.725	3.485	3.917	4.036	3.711	4.163
	Per. Gap	0.774	0.902	0.941	1.212	0.688	0.643	0.974	0.419
44. Employees are involved in the development and improvement of performance measures	How it should be	4.375	4.433	4.373	4.424	4.354	4.482	4.506	4.488
	How it is now	3.578	3.567	3.275	3.091	3.396	3.855	3.545	3.791
	Per. Gap	0.797	0.867	1.098	1.333	0.958	0.627	0.961	0.698
45. Written procedures clearly define who is responsible for each operation and service	How it should be	4.391	4.426	4.431	4.697	4.500	4.506	4.610	4.465
	How it is now	3.063	3.016	2.961	2.727	2.717	2.867	2.779	3.500
	Per. Gap	1.328	1.410	1.471	1.970	1.783	1.639	1.831	0.965

### Overall Staff Perception: Quality and Productivity Improvement



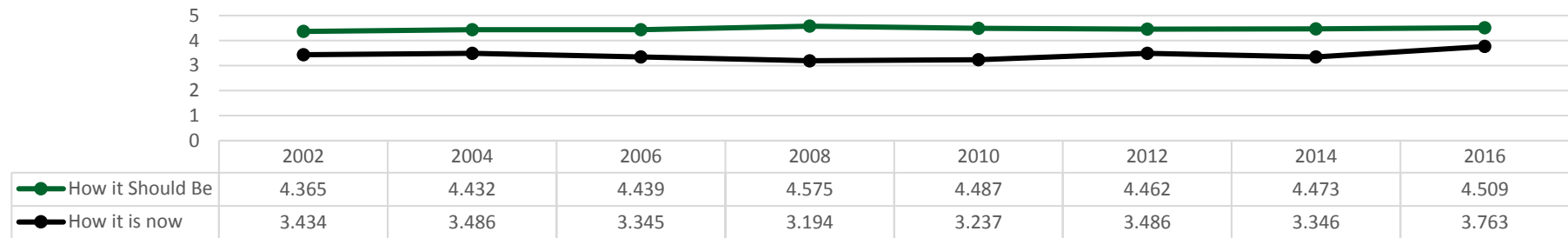
### Quality and Productivity Improvement

		2002	2004	2006	2008	2010	2012	2014	2016
7. Each department or work unit has written, up-to-date service expectations	How it should be	4.109	4.145	4.353	4.455	4.333	4.310	4.474	4.512
	How it is now	3.109	2.887	2.765	2.636	2.896	3.167	2.833	3.595
	Per. Gap	1.000	1.258	1.588	1.818	1.438	1.143	1.641	0.917
12. Established standards and procedures define job expectations for employees	How it should be	4.391	4.500	4.529	4.545	4.521	4.590	4.545	4.563
	How it is now	3.094	3.210	3.020	2.788	3.188	3.193	3.039	3.736
	Per. Gap	1.297	1.290	1.510	1.758	1.333	1.398	1.506	0.828
15. Student input is systematically monitored and measured as a basis for improvement	How it should be	4.194	4.393	4.314	4.606	4.543	4.482	4.403	4.506
	How it is now	3.629	3.721	3.667	3.242	3.022	3.554	3.325	3.736
	Per. Gap	0.565	0.672	0.647	1.364	1.522	0.928	1.078	0.770
18. This institution continually evaluates and upgrades its processes for collecting data	How it should be	4.113	4.339	4.353	4.531	4.375	4.350	4.351	4.372
	How it is now	3.694	3.532	3.588	3.594	3.188	3.488	3.364	3.628
	Per. Gap	0.419	0.806	0.765	0.938	1.188	0.863	0.987	0.744
22. Efforts to improve quality are paying off at this institution	How it should be	4.381	4.550	4.510	4.594	4.617	4.554	4.506	4.552
	How it is now	3.571	3.733	3.471	2.813	3.702	3.916	3.753	4.069
	Per. Gap	0.810	0.817	1.039	1.781	0.915	0.639	0.753	0.483
23. Guarantees of satisfaction are offered to students to ensure quality service	How it should be	3.656	4.033	3.980	4.281	4.083	4.122	4.195	4.198
	How it is now	3.049	3.262	2.980	3.094	3.042	3.256	3.260	3.535
	Per. Gap	0.607	0.770	1.000	1.188	1.042	0.866	0.935	0.663
27. There are effective lines of communication between departments	How it should be	4.531	4.443	4.471	4.697	4.688	4.500	4.539	4.598
	How it is now	2.516	2.754	2.745	2.303	2.188	2.952	2.539	3.241
	Per. Gap	2.016	1.689	1.725	2.394	2.500	1.548	2.000	1.356

## Quality and Productivity Improvement

		2002	2004	2006	2008	2010	2012	2014	2016
29. Faculty and staff take pride in their work	How it should be	4.778	4.700	4.760	4.848	4.708	4.671	4.697	4.667
	How it is now	4.429	4.133	4.040	3.848	3.875	4.024	3.961	4.184
	<b>Per. Gap</b>	<b>0.349</b>	<b>0.567</b>	<b>0.720</b>	<b>1.000</b>	<b>0.833</b>	<b>0.647</b>	<b>0.737</b>	<b>0.483</b>
37. There is a spirit of teamwork and cooperation in this organization	How it should be	4.603	4.574	4.569	4.727	4.625	4.619	4.571	4.535
	How it is now	3.429	3.721	3.000	2.394	2.958	3.643	3.364	3.884
	<b>Per. Gap</b>	<b>1.175</b>	<b>4.760</b>	<b>1.569</b>	<b>2.333</b>	<b>1.667</b>	<b>0.976</b>	<b>1.208</b>	<b>0.651</b>
42. Quality improvement tools and methods are used regularly to solve problems	How it should be	4.190	4.217	4.333	4.515	4.362	4.458	4.455	4.453
	How it is now	3.079	3.283	3.118	2.909	2.979	3.446	3.325	3.779
	<b>Per. Gap</b>	<b>1.111</b>	<b>4.569</b>	<b>1.216</b>	<b>1.606</b>	<b>1.383</b>	<b>1.012</b>	<b>1.130</b>	<b>0.674</b>
43. This institution believes in continuous quality improvement	How it should be	4.532	4.492	4.529	4.606	4.521	4.643	4.579	4.553
	How it is now	3.806	3.803	3.686	3.242	3.771	4.131	3.921	4.165
	<b>Per. Gap</b>	<b>0.726</b>	<b>4.333</b>	<b>0.843</b>	<b>1.364</b>	<b>0.750</b>	<b>0.512</b>	<b>0.658</b>	<b>0.388</b>
45. Written procedures clearly define who is responsible for each operation and service	How it should be	4.391	4.426	4.431	4.697	4.500	4.506	4.610	4.465
	How it is now	3.063	3.016	2.961	2.727	2.717	2.867	2.779	3.500
	<b>Per. Gap</b>	<b>1.328</b>	<b>1.410</b>	<b>1.471</b>	<b>1.970</b>	<b>1.783</b>	<b>1.639</b>	<b>1.831</b>	<b>0.965</b>

### Overall Staff Perception: Measurement and Analysis



### Measurement and Analysis

		2002	2004	2006	2008	2010	2012	2014	2016
4. It is easy to get information at this institution	How it should be	4.556	4.516	4.569	4.485	4.479	4.593	4.667	4.570
	How it is now	3.524	3.516	3.216	3.364	3.208	3.221	3.192	3.779
	Per. Gap	1.032	1.000	1.353	1.121	1.271	1.372	1.474	0.791
10. This institution has "user friendly" computer systems to assist employees and students	How it should be	4.515	4.550	4.510	4.606	4.449	4.605	4.513	4.635
	How it is now	3.636	3.617	3.412	3.788	2.959	3.616	3.192	3.659
	Per. Gap	0.879	0.933	1.098	0.818	1.490	0.988	1.321	0.976
17. This institution uses state and national data to compare its performance with that of other institutions	How it should be	4.190	4.443	4.353	4.531	4.396	4.148	4.289	4.412
	How it is now	3.810	3.934	3.961	3.969	3.625	3.691	3.553	3.824
	Per. Gap	0.381	0.508	0.392	0.563	0.771	0.457	0.737	0.588
18. This institution continually evaluates and upgrades its processes and upgrades its processes for collecting data	How it should be	4.113	4.339	4.353	4.531	4.375	4.350	4.351	4.372
	How it is now	3.694	3.532	3.588	3.594	3.188	3.488	3.364	3.628
	Per. Gap	0.419	0.806	0.765	0.938	1.188	0.863	0.987	0.744
22. Efforts to improve quality are paying off at this institution	How it should be	4.381	4.550	4.510	4.594	4.617	4.554	4.506	4.552
	How it is now	3.571	3.733	3.471	2.813	3.702	3.916	3.753	4.069
	Per. Gap	0.810	0.817	1.039	1.781	0.915	0.639	0.753	0.483
28. Employees are encouraged to provide suggestions on ways to improve the work flow	How it should be	4.453	4.426	4.400	4.606	4.563	4.402	4.539	4.552
	How it is now	3.250	3.377	3.300	2.667	3.042	3.268	3.053	3.759
	Per. Gap	1.203	1.049	1.100	1.939	1.521	1.134	1.487	0.793
36. Administrators share information regularly with faculty and staff	How it should be	4.406	4.377	4.431	4.636	4.464	4.524	4.506	4.494
	How it is now	3.375	3.459	3.235	2.818	3.563	3.512	3.558	3.776
	Per. Gap	1.031	0.918	1.196	1.818	1.083	1.012	0.948	0.718
41. This institution analyzes all relevant data before making decisions	How it should be	4.469	4.468	4.490	4.667	4.500	4.500	4.429	4.541
	How it is now	2.969	2.935	2.804	2.848	2.875	3.220	3.130	3.058
	Per. Gap	1.500	1.532	1.686	1.818	1.625	1.280	1.299	0.953
42. Quality improvement tools and methods are used regularly to solve problems	How it should be	4.190	4.217	4.333	4.515	4.362	4.458	4.455	4.453
	How it is now	3.079	3.283	3.118	2.909	2.979	3.446	3.325	3.779
	Per. Gap	1.111	0.933	1.216	1.606	1.383	1.012	1.130	0.674