Patten University Institutional Effectiveness Plan

Inclusive of 2022-2023 Data

The mission of Patten University is to develop, inspire, and empower leaders to effect global and community transformation by delivering accessible, rigorous, and practical undergraduate and graduate distance education in the areas of Christian ministry, business, leadership, management, and technology.

Introduction & Purpose

The core purpose of Patten University's Institutional Effectiveness planning is to foster a culture of continuous improvement, ensure quality education and student services, measure its achievement of its mission, and provide a strong evidence base for decision-making.

In order to achieve this purpose, Patten establishes several key indicators to measure its effectiveness across a number of domains. Cumulatively, these indicators represent a comprehensive view of the institution across all of its constituent functions. Note that detailed indicators of Review of Student Achievement and Review of Educational Offerings are found in the institution's Outcomes Assessment Plan and Program Reviews, respectively. The institution considers each of these as sub-components of the broader Institutional Effectiveness planning and review.

Areas measured include the following:

- Review of Mission
- Achievement of Mission
- Review of Student Achievement [also found in Outcomes Assessment Plan]
  - Outcomes Assessment Plan
    - Course-Level
      - Course Completion Rates
      - Student Assessments (End of Course Surveys)
      - Assignment-Level Meta-Analyses
    - Program-Level
      - Direct Assessment of Student Artifacts
      - Graduate Satisfaction Surveys
      - Employer Surveys
    - Student Satisfaction
- Review of Educational Offerings [found in Program Reviews]
  - Program Review
- Student Services
- Faculty
- Operations and Finance

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Review of Mission

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Stakeholders regularly review the mission.	Manual Process	Board of Trustees: Annually Advisory Board: Annually Faculty and Staff: Regularly	Achieved ▾ Faculty and Advisory Board reviewed the mission in meetings, and staff and BOT were involved in the creation of the new mission statement with BOT.	None. In 2022, following the change of control, the institution updated its mission.	President of PEF - Board President of University - All others

Achievement of Mission

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
"Accessible" - Net Comparable Cost	Manual research performed annually - CAO review of competitors	Net cost of Patten programs will be lower than leading competitors.	Achieved ▾ Patten = $11,880[1] WGU = $18,920[2]	Continue to monitor.	CAO

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[1] For students starting March 2023 or later. Includes all fees and course materials.

[2] "Online MBA Degree Programs: Master of Business Administration: WGU." Western Governors University, www.wgu.edu/online-business-degrees/mba-masters-business-administration-program.html. Accessed 17 May 2023.

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
			SNHU = $22,722 (plus course materials)[3] Purdue Global = $36,860 plus additional fees[4]		
"Accessible" - Number of starts per year	Manual Research performed annually - CAO review of competitors	Patten will accommodate students' ability to start more frequently than leading competitors	Achieved ▾ Patten University = 12 starts per year[5] WGU = 12 starts per year[6] SNHU = 4 starts per year[7] Purdue Global = 7 starts per year[8]	Continue to monitor	CAO
"Accessible, practical" - Graduation Rates	SIS, Populi. Measured annually.	Patten will achieve a 50% 6-year graduation rate for its graduate programs.	NOT Achieved ▾ MBA - 12.50% MLM - 22.22% MPM - 36.36%	Put in place new faculty engagement requirements, modernize student experience. Require a faculty development	CAO

[3] "Online Tuition & Financial Aid." Southern New Hampshire University, www.snhu.edu/tuition-and-financial-aid/online. Accessed 17 May 2023.

[4] "Graduation Date and Tuition Calculator." Purdue Global, www.purdueglobal.edu/tuition-financial-aid/graduation-date-and-tuition-calculator/. Accessed 17 May 2023.

[5] For students starting March 2023 or later.

[6] "Getting started - WGU." Western Governors University, https://www.wgu.edu/student-experience/learning/getting-started.html. Accessed 22 May 2023.

[7] "Term start." Southern New Hampshire University, https://www.snhu.edu/admission/online/term-start-dates. Accessed 22 May 2023.

[8] "2022 Academic Calendar. Academic Calendar E" Purdue Global, https://www.purdueglobal.edu/academic-calendar-d-e.pdf. Accessed 22 May 2023.

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
			Program completion rates for recent cohorts were negatively affected by the prior notification of teachout and closure to students, which occurred in March 2021, and which resulted in many students transferring to alternate institutions to complete their degree. Absent this event, the institution's program completion rates would have been higher.	course for faculty transitioning to new LMS that emphasizes proactive outreach to students. Reduce term length to accelerate degree progress.	
"Rigorous" - % of Graduates who answer "Yes" to "Did your educational experience with Patten help you to: Think critically and analytically?"	Graduate Surveys - Survey Monkey. Measured continuously upon each graduate survey submitted, compiled annually.	In graduate survey, ≥ 90% of graduates will answer "Yes"	Achieved ▾ 98% Note: This indicator is not based on a direct assessment of student achievement.	Consider deprecating this indicator, as it is not based on a direct assessment of student achievement, but rather on a self-reported survey. In lieu of this indicator, implement a rubric criteria around critical thinking within the institution's Outcomes Assessment Plan.	CAO
"Practical" - % of Graduates who answer "Yes" to both questions: "Were you employed within six	Graduate Surveys - Survey Monkey. Measured continuously upon each graduate	In graduate survey, ≥ 85% of graduates will answer "Yes"	Achieved ▾ 94%	Note that this is in part a selection effect of the student demographics of the institution, which historically skewed	CAO

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
months of graduation?" and "Was the employment in the field of your degree?" on graduate survey.	survey submitted, compiled annually.			towards individuals who were active in military procurement and supply chain. The institution must monitor this as it attracts new students through the affiliation with its faith community.	
"Rigorous" - % Graduate Faculty with Terminal Degree	Faculty Files. Measured annually.	100% of faculty teaching at graduate level will have terminal degree	Achieved ▾ 100%	Continue to maintain a pipeline of qualified candidates in the event of turnover.	CAO
"Global and Community Transformation" - % of Graduates who go on to work in government, non-profit, religious, international, or community-based organizations, agencies, or sectors[9]	Graduate Surveys - Survey Monkey. Measured continuously upon each graduate survey submitted, compiled annually.	In graduate survey, ≥ 80% of graduates will answer "Yes"	Achieved ▾ 91%	Monitor given anticipated shift in student demographics.	CAO

Review of Student Achievement

Note: for additional information, as well as detailed results and analyses of student achievement at both the program and course level, see Patten University's Outcomes Assessment Plan with 2023 results.

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[9] This indicator is calculated by dividing the number of graduates in the prior five years who self-report to be working in government agencies, non-profit organizations, religious organizations, religiously-affiliated organizations, the military, education, healthcare, or roles in private companies which primarily contract with such organizations by the number of total graduates.

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Student Achievement of Program Learning Outcomes ("PLOs") via Outcomes Assessment	Outcomes Assessment Plan and Results. Measured annually.	Annually, Patten will use direct assessment methods of measuring student achievement of PLOs of at least one program.	Achieved ▾ All three graduate programs were reviewed See 2023 Outcomes Assessment for results.	Continue to review student achievement of PLOs in one program annually. While reviewing student achievement in three programs in the past cycle was a worthy endeavor for new leadership, in future cycles it is recommended to only review one program.	CAO

Review of Educational Offerings

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Program Review	Program Review process. Occurs for each program at least once within a four-year period.	All academic programs shall undergo review at least once within a four-year period; or sooner if student achievement indicates a weakness.	Achieved ▾ Under new ownership, the institution has reviewed its MBA program.	Implement changes as recommended in MBA Program review. Next Cycle: Master of Program Management showed deficiencies of student achievement review - needs program review in 2024 cycle. Review Master of	CAO or DUGS

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
				Leadership Management in 2025.	
Student Review of Course: Is Subject Matter Related To My Job? (avg)	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after 2023). Measured continuously upon each graduate survey submitted, compiled annually.	Students will report "Very Good" or "Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory	See Table A	See Table A	CAO or DUGS
Student Review of Course: Will Subject Matter Help In My Work? (avg)	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after 2023). Measured continuously upon each graduate survey submitted, compiled annually.	Students will report "Very Good" or "Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory	See Table A	See Table A	CAO or DUGS
Student Review of Course: Are Course Materials Up-To-Date? (avg)	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after 2023). Measured continuously upon each graduate survey submitted, compiled annually.	Students will report "Very Good" or "Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory	See Table A	See Table A	CAO or DUGS
Student Review of Course: Do Course	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after	Students will report "Very Good" or	See Table A	See Table A	CAO or DUGS

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Materials Explain Things Clearly? (avg)	2023). Measured continuously upon each graduate survey submitted, compiled annually.	"Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory			
Student Review of Course: Do Course Materials Contain Clear And Understandable Assignments? (avg)	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after 2023). Measured continuously upon each graduate survey submitted, compiled annually.	Students will report "Very Good" or "Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory	See Table A	See Table A	CAO or DUGS
Student Review of Course: Was Instructor Friendly And Helpful? (avg)	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after 2023). Measured continuously upon each graduate survey submitted, compiled annually.	Students will report "Very Good" or "Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory	See Table A	See Table A	CAO or DUGS
Student Review of Course: Is Instructor Very Knowledgeable About Subject? (avg)	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after 2023). Measured continuously upon each graduate survey submitted, compiled annually.	Students will report "Very Good" or "Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory	See Table A	See Table A	CAO or DUGS

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Student Review of Course: Does Instructor Give Good Comments? (avg)	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after 2023). Measured continuously upon each graduate survey submitted, compiled annually.	Students will report "Very Good" or "Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory	See Table A	See Table A	CAO or DUGS
Student Review of Course: Instructor Answer Inquiries Promptly? (avg)	End of Course Surveys - Survey Monkey (Prior to 2023) or Populi (after 2023). Measured continuously upon each graduate survey submitted, compiled annually.	Students will report "Very Good" or "Excellent" 5 = Excellent 4 = Very Good 3 = Good 2 = Fair 1 = Unsatisfactory	See Table A	See Table A	CAO or DUGS

Student Services

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Staff Courtesy and Friendliness: % who answer "Yes" to "Is our staff friendly and courteous?" (Y/N) on end of course survey	End of Course Surveys - Survey Monkey (for students enrolled prior to March 2023); Populi (for students enrolled March 2023 or later). Measured continuously upon each end-of-course survey	>95% of learners in past year will answer "Yes"	Achieved ▾ 100% of learners responded "Yes"	Maintain	Dir Admissions/Student Achievement

	submitted, compiled annually.				
Staff Responsiveness: % who answer "Yes" to "Does Student Services handle all inquiries promptly?" (Y/N) on end of course survey	End of Course Surveys - Survey Monkey (for students enrolled prior to March 2023); Populi (for students enrolled March 2023 or later). Measured continuously upon each end-of-course survey submitted, compiled annually.	>95% of learners in past year will answer "Yes"	Achieved ▾ 100% of learners responded "Yes"	Maintain	Dir Admissions/Student Achievement

Faculty

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Faculty-Student Engagement - Grading (New Indicator)	Reporting Module - Populi. Reviewed continuously, compiled annually.	Faculty grade 100% of assignments within 72 hours of submission	Not Measured ▾ This indicator will be put into place based on anecdotal evidence from the Director of Admissions/Student Affairs that approximately 5% of assignments are not being graded within 72 hours of submission.	Begin tracking in Populi via reporting module. Implement module in FAC100 (faculty orientation course) to emphasize this requirement. Improve faculty coaching.	CAO or DUGS

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Faculty-Student Engagement (New Indicator)	Reporting Module - Populi. Reviewed continuously, compiled annually.	Faculty send a welcome email to 100% of all enrollments within the first three days of a term	Not Measured ⌄ This indicator will be put into place to ensure that faculty are setting the correct context for engagement and support.	Begin tracking in Populi via reporting module. Assess viability of tracking ALL communication in Populi to further round out this indicator.	CAO or DUGS
Faculty Qualifications - All Institution	Manual Review, Faculty Files. Reviewed continuously, compiled annually.	70% of faculty engaged in teaching at the University will have terminal degrees.	Achieved ⌄ Patten currently has 18 individuals appointed to its faculty; 13 of whom have terminal degrees (72%).	Inclusive of the institution's faculty appointed primarily to teach at the undergraduate level, Patten meets this internal benchmark.	CAO
Faculty - Professional Development	Manual Review, Annual Faculty Performance Planning process via Airtable. Reviewed and compiled annually.	100% of faculty will engage in at least one professional development activity annually.	Partially Achieved ⌄ All faculty reported completing at least one faculty development activity in prior year. However, not all faculty submitted documentation.	Update professional development submission portal. Require documentation of all professional development. Update policy and indicator to require documentation.	CAO or DUGS

Operations and Finance

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
LMS Uptime	Coursewebs - reviewed manually, compiled annually. Populi - compiled automatically at: https://status.populi.co/uptime	LMS uptime is >99.9% for preceding 12 month period.	**Partially Achi…** ▾ Coursewebs (legacy LMS): On July 18, 2022, Coursewebs suffered a 12 hour outage due to an expired SSL cert by one of their vendors. On August 3, 2022, Coursewebs suffered a 6 hour outage. On November 1, 2022, Coursewebs suffered a malware attack that required a restoration of back ups and resulted in a 2 hour outage. This translates to an uptime of 99.77%. Populi: Populi experienced uptime rates of at least 99.95% (typically 100%) for each of the preceding 12 months.	The institution is currently in the process of deprecating its reliance on Coursewebs, which it will continue to do. This process is estimated to take an additional 12 months.	Registrar/Dir Ops

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
Facilities - Fire Safety	Manual process, Facilities Plan. Occurs annually.	Patten will schedule annual fire inspections by the Oakland Fire Department	Achieved ▾ OFD inspected on 7/11/23	None	Registrar/Dir Ops
Facilities - Safety Plan	Manual process, Facilities Plan. Reviewed annually.	Patten staff will review its Emergencies Procedure annually	Achieved ▾ Patten staff reviewed in September 2022 and July 2023.	None	Registrar/Dir Ops
New Student Enrollment	Populi reports. Reviewed continuously.	Patten will enroll ≥ 3 new students monthly in 2023, and ≥ 5 new students monthly in 2024.	NOT Achieved ▾ Patten University resumed enrollment in May 2023. The institution has averaged 1 new student per month since then.	Implement affiliate marketing strategy with CECA and COG. Develop faith-based concentrations of graduate programs. Launch undergraduate programs upon approval from DEAC.	Registrar/Dir Ops
Student Retention	Populi reports. Reviewed continuously, compiled annually.	≥ 66% of students will be in an enrolled status 12 months after their first	Not Measured ▾ The institution has put this indicator in place since it resumed enrolling new students.	Begin measuring this on monthly basis as newly enrolled cohorts mature.	Dir Admissions/Student Achievement
Accounts Receivables	QuickBooks	(Monthly) 95% of student student invoices will be paid in ≤90 days	Partially Achieved ▾ From Aug 2022-Jul 2023, 93% of student invoices were paid	Share online invoice payment links with funding agencies for faster payment	Registrar/Dir Ops

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
			within 90 days since Aug 2022. Monthly Metrics Aug '22 - 94% Sep '22 - 100% Oct '22 - 92% Nov '22 - 100% Dec '22 - 90% Jan '23 - 100% Feb '23 - 100% Mar '23 - 100% Apr '23 - 100% May '23 - 100% Jun '23 - 100% Jul '23 - 100% A select number of students receive tuition assistance from government agencies. Approvals for payment from the agencies can take longer than 90 days.	processing.	
Accounts Payable	Quickbooks	(Monthly) 100% of outstanding bills paid in ≤30 days	Achieved ▾ Average turnaround time for payment of bills is 2 weeks.	Monitor and Maintain	Registrar/Dir Ops
Cashflow	QuickBooks	(Quarterly) Patten will be cashflow positive	Achieved ▾	Monitor	Registrar/Dir Ops

Key Indicator	Data Repository/Process	Benchmark	Results/Analysis	Recommendations	Responsible
		each quarter.	2022 Q3 = +$13.0k[10] 2022 Q4 = +$11.5k 2023 Q1 = +$4.8k 2023 Q2 = +$3.6k		
Net Income	QuickBooks	(Annual) Patten will produce positive net income on an annual basis.	Achieved ▾ - IN PROGRESS Patten has produced net income of $6.0k YTD.	Monitor and Maintain	Registrar/Dir Ops
Total Liquid Assets for Use	Audited financial statements of the parent company	(Annual) In addition to other assets (e.g. real estate), Patten Educational Foundation will retain a currently liquid asset base of ≥$1M to ensure the stability of institution.	Achieved ▾ PEF has $1.39M in liquid assets available for use.	Monitor and Maintain	Registrar/Dir Ops
Audited Financials of Institution and Parent Company	External Audit	(Annual) Annually, both Patten University and Patten Educational Foundation will undergo an audit by an independent auditor with no concerns.	Achieved ▾ Audit completed July, 2023	Maintain	Registrar/Dir Ops

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[10] Q3 results reflect only two months due to transition to QuickBooks.