



The Campus Quality Survey is an instrument sponsored by Performance Horizons that was developed by adapting categories used in the prestigious Malcolm Baldrige National Quality Award and the Presidential Award for Quality to fit the educational environment. The survey instrument offers 91 statements including 10 North Dakota University System (NDUS) questions for faculty and staff to respond to. Participants are asked to rate the University of North Dakota from two perspectives: How It Is Now and How It Should be for the items based on how they feel the programs, services, and activities are currently meeting the needs of students and employees. This survey has been administered in the fall of even numbered years, starting in 2002.

About dashboards... The various “dashboards” that OIR prepares are a collection of visual graphics designed to highlight and summarize key findings. The particular *survey* dashboards summarize survey findings with additional information found on the OIR survey website at:

<http://und.edu/research/institutional-research/survey-timelines.cfm#ess>

If questions, please contact our office at 701-777-4358.
Office of Institution Research,
University of North Dakota,
Grand Forks, ND 58202

University of North Dakota

Campus Quality Survey

2010 Executive Summary

The Campus Quality Survey (CQS) is an instrument using the basic structure, format, and criteria of the Presidential Award for Quality. Each item relates to one of eight quality elements included in the Award. The CQS is administered at all eleven North Dakota University System institutions of higher education as directed by state accountability measures. 2010 was the fifth administration of CQS at UND. In August, 2010, UND's Office of Institutional Research mailed the survey to 2,667 regular, benefitted employees; 790 surveys were returned for a response rate of 30%.

The survey asks employees to rate their level of agreement with fifty items with regard to "how it should be" and as to "how it is now" on a scale of 1-5; the difference between these two scores are calculated as the "performance gap." These fifty items are summarized into eight quality benchmark areas. The survey also asks employees to rate their impression and satisfaction with thirty programs and service areas on campus as well as ten items related to NDUS.

- When the rated survey items are summarized into benchmark areas, UND employees report highest satisfaction, as indicated by lowest performance gap, for *Customer Focus*, with a gap of 0.937 points. Conversely, the area of lowest satisfaction is *Employee Training and Recognition*, with a performance gap of 1.230 points. *Customer Focus* centers on items tied to listening to students needs and providing students high-quality service. *Employee Training and Recognition*, as the title implies, looks at items related to both employee training and employees feeling they are valued by the institution.
- When compared to other NDUS campuses, UND reports just slightly lower satisfaction for all eight benchmark areas. On the other hand, when compared to national norms for four-year institutions, UND employees report higher levels of satisfaction for all eight benchmark areas.
- UND shows improvement for all eight benchmark areas in the 2010 CQS when compared to the 2008 CQS administration, indicating employees tend to be happier with their employment.
- Of the fifty survey items, *I know what is expected of me* is rated second highest for "how it should be" and highest for "how it is now," leading to a small performance gap. This indicates UND employees are quite content they are receiving leadership from their direct supervisors.
- The largest performance gaps are seen in the areas of *There are effective lines of communication between departments*, *Employees are rewarded for outstanding job performance*, and *Employees receive special training in improving customer service*. The NDUS will ask UND in the fall of 2011 to provide a list of action items that have taken place to improve scores in these areas. It is noteworthy, however, that these items have historically always been the items with large performance gaps.
- With regard to performance areas, nearly all receive generally high marks. The exceptions are *Parking for faculty and staff*, which scored a mean of 2.565 on the 5-point scale and *Communication with other departments*, which scored a mean of 2.797.
- When asked about their overall satisfaction with employment, 76% report they are satisfied or very satisfied, a number that has remained relatively flat over the history of the CQS at UND. One employee group who has shown a noticeable decline in reported overall job satisfaction over time is Department Chairs, who report the lowest level of satisfaction at 67%.

University of North Dakota 2010 Campus Quality Survey Dashboard

Ten Smallest Performance Gaps (Strengths)

1. This institution regularly conducts surveys to evaluate the quality of its programs and services
2. I know what is expected of me
3. This institution uses state and national data to compare its performance with that of other institutions
4. Faculty and staff take pride in their work
5. Professional development training programs are available to assist employees in improving their job performance
6. Administrators have trust and confidence in me
7. This institution believes in continuous quality improvement
8. This institution listens to its students *
9. My department meets as a team to plan and coordinate work
10. Students have a way to provide feedback on their level of satisfaction with school programs and services

* This item was not among the 10 smallest gaps in 2008

Ten Largest Performance Gaps (Challenges)

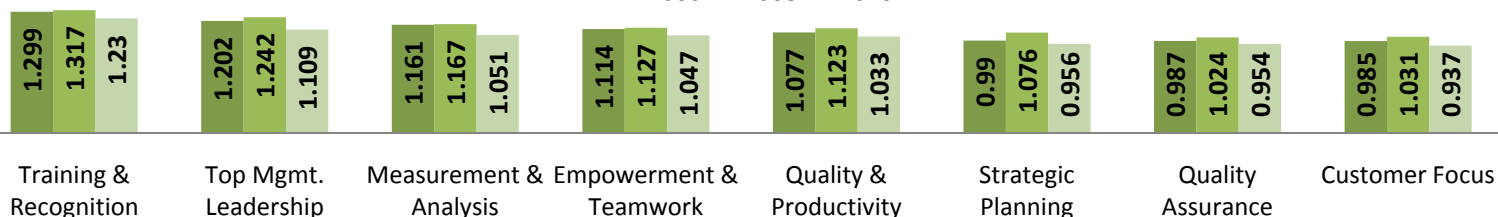
1. There are effective lines of communication between departments
2. Employees are rewarded for outstanding job performance
3. Employees receive special training in improving customer service
4. Employees are empowered to resolve problems quickly
5. Administrators recognize faculty and staff when they do a good job
6. This institution analyzes all relevant data before making decisions
7. This institution has "user-friendly" computer systems to assist employees and students
8. Each department or work unit has written, up-to-date, service expectations *
9. This institution analyzes complaints to determine appropriate remedial action
10. There is a spirit of teamwork and cooperation in this organization *

* These items were not among the 10 largest gaps in 2008

Performance Gap on CQS Quality Benchmark Areas

UND scores lower performance gaps for all benchmarks in 2010 than were scored in 2008. This is positive, as performance gap indicates the difference between employee expectation and employee satisfaction.

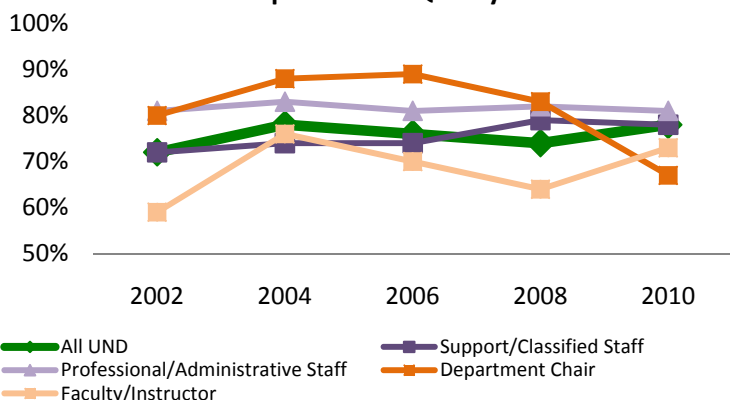
■ 2006 ■ 2008 ■ 2010



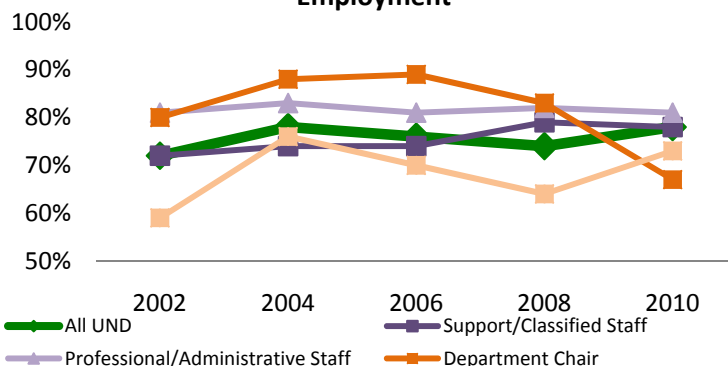
UND Employees Overall Satisfaction

There are generally constant levels of satisfaction seen across the years for UND employees.

% UND Employees with Above Average Impression of Quality



% of UND Employees Satisfied with Overall Employment



Employees Reporting Above Average Quality

	2002	2004	2006	2008	2010
Supp. Class Staff	72%	74%	74%	79%	78%
Admin. Prof Staff	81%	83%	81%	82%	81%
Faculty	59%	76%	70%	64%	73%
Dept. Chair	80%	88%	89%	83%	67%
ALL UND	72%	78%	76%	74%	78%

Employees Reporting Being Satisfied or Very Satisfied

	2002	2004	2006	2008	2010
Supp. Class Staff	72%	74%	74%	79%	78%
Admin. Prof Staff	75%	82%	82%	82%	83%
Faculty	68%	70%	71%	64%	71%
Dept. Chair	95%	83%	90%	83%	67%
ALL UND	69%	76%	74%	76%	76%