

Patten University Institutional Effectiveness Plan

Inclusive of 2023-2024 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.

Updated September, 2024

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 Plans](#) 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](#)
 - [Program-Level](#)
 - [Direct Assessment of Student Artifacts](#)
 - [Graduate Satisfaction Surveys](#)
 - [Employer Surveys](#)
 - [Course-Level](#)
 - [Course Completion Rates](#)
 - [Student Assessments \(End of Course Surveys\)](#)
 - [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

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
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 all meetings.	None.	President of PEF - Board President of University - All others

Achievement of Mission

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
"Accessible" - Net Comparable Cost	Manual research performed annually - CAO review of competitors	Net cost of Patten programs will be lower than leading competitors.	Achieved <u>Undergraduate</u> Patten University = \$5,445 ¹ Mission University = \$23,700 ² Ohio Christian University = \$27,000 ³ <u>Graduate</u>	Continue to monitor.	CAO

¹ Includes Patten tuition and projected General Education third-party expenses, which may vary. Does not include textbooks.

² "Tuition and Fees: 2024-25." *Mission University*, <https://mission.edu/admissions/tuition-fees-future/>. Accessed 22 September 2024.

³ "Tuition & Fees: Adult and Graduate Degree Programs." *Ohio Christian University*.

<https://www.ohiochristian.edu/online-college/tuition-fees-adult-and-graduate-degree-programs/>. Accessed 22 September 2024

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
			Patten = \$11,880 ⁴ WGU = \$18,920 ⁵ SNHU = \$22,722 (plus course materials) ⁶ Purdue Global = \$36,860 plus additional fees ⁷		
"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 <u>Undergraduate</u> Patten University = 6 starts per year Mission University = 3 starts per year ⁸ Ohio Christian = 3 starts per year ⁹ <u>Graduate</u> Patten University = 12 starts per year ¹⁰	Continue to monitor	CAO

⁴ For students starting March 2023 or later. Includes all fees and course materials.

⁵ "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.

⁶ "Online Tuition & Financial Aid." Southern New Hampshire University, www.snhu.edu/tuition-and-financial-aid/online. Accessed 17 May 2023.

⁷ "Graduation Date and Tuition Calculator." Purdue Global, www.purdueglobal.edu/tuition-financial-aid/graduation-date-and-tuition-calculator/. Accessed 17 May 2023.

⁸ <https://mission.edu/academics/online-degrees/>

⁹ <https://www.ohiochristian.edu>

¹⁰ For students starting March 2023 or later.

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
			WGU = 12 starts per year ¹¹ SNHU = 4 starts per year ¹² Purdue Global = 7 starts per year ¹³		
"Accessible, practical" - Graduation Rates	SIS, Populi. Measured annually.	Patten will achieve a 50% 6-year graduation rate for its graduate programs.	<p><u>Undergraduate</u></p> <p>Results not yet available (no graduates). Retention rates are strong and a positive pre-indicator.</p> <p><u>Graduate</u></p> <p>NOT Achieved</p> <p>MBA - 19.44%</p> <p>MLM - 42.86%</p> <p>MPM - 50.00%</p> <p>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</p>	<p>Put in place new faculty engagement requirements, modernize student experience. Require a faculty development course for faculty transitioning to new LMS that emphasizes proactive outreach to students. [done - monitor]</p> <p>Reduce term length to accelerate degree progress. [done - monitor]</p>	CAO, Dir Admissions/ Student Achievement

¹¹ "Getting started - WGU." Western Governors University, <https://www.wgu.edu/student-experience/learning/getting-started.html>. Accessed 22 May 2023.

¹² "Term start." Southern New Hampshire University, <https://www.snhu.edu/admission/online/term-start-dates>. Accessed 22 May 2023.

¹³ "2022 Academic Calendar. Academic Calendar E" Purdue Global, <https://www.purdueglobal.edu/academic-calendar-d-e.pdf>. Accessed 22 May 2023.

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
			institution's program completion rates would have been higher.		
"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% [Graduate Only] Note: This indicator is not based on a direct assessment of student achievement.	None	CAO
"Practical" - % of Graduates who answer "Yes" to both questions: "Were you employed within six months of graduation?" and "Was the employment in the field of your degree?" on graduate survey.	Graduate Surveys - Survey Monkey. Measured continuously upon each graduate survey submitted, compiled annually.	In graduate survey, ≥ 85% of graduates will answer "Yes"	Achieved 94% [Graduate Only]	None	CAO
"Rigorous" - % Graduate Faculty with Terminal Degree	Faculty Files. Measured annually.	100% of faculty teaching at graduate level will have terminal degree	Achieved 100% [Graduate Only]	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	Graduate Surveys - Survey Monkey. Measured continuously upon each graduate survey submitted, compiled annually.	In graduate survey, ≥ 80% of graduates will answer "Yes"	Achieved 91% [Graduate Only]	Monitor given anticipated shift in student demographics.	CAO

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
organizations, agencies, or sectors ¹⁴					

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 Plans.

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
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.	<u>Undergraduate</u> Not yet available. PLO Outcomes Assessment begins in November 2024. CLOs are reviewed on ongoing basis. <u>Graduate</u> Achieved	Maintain	CAO

¹⁴ 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.

Review of Educational Offerings

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

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
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 MBA Program Review - 2023 MLM Program Review - 2024	Maintain Engage in MPM Program Review 2025. Engage in AA CML and MBA Program Review in 2027.	CAO

Student Services

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
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	>95% of learners in past year will answer "Yes"	Achieved 100% of learners responded "Yes"	Maintain	Dir Admissions/Student Achievement
Staff Responsiveness: % who answer "Yes" to "Does Student Services handle all inquiries promptly?" (Y/N) on end of course survey	End of Course Surveys	>95% of learners in past year will answer "Yes"	Achieved 100% of learners responded "Yes"	Maintain	Dir Admissions/Student Achievement

Faculty

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
Faculty-Student Engagement - Grading (New Indicator)	Reporting Module - Populi. Reviewed continuously, compiled annually.	Faculty grade 100% of assignments within 72 hours of submission	Achieved	Maintain Ensure new faculty to complete FAC100 (faculty orientation course) to emphasize this requirement.	CAO

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
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	Achieved	Maintain	CAO
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%).	Maintain	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. [done] Require documentation of all professional development. Update policy and indicator to require documentation. [in progress]	CAO

Operations and Finance

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
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.	Achieved <u>Populi:</u> Populi experienced uptime rates of at least 99.97% (typically 100%) for each of the preceding 12 months.	Monitor	Registrar/VP Ops
Facilities - Fire Safety	Manual process, Facilities Plan. Occurs annually.	Patten will schedule annual fire inspections by the Oakland Fire Department	Achieved OFD inspected July 2024	Maintain in July 2025	Registrar/VP Ops
Facilities - Safety Plan	Manual process, Facilities Plan. Reviewed annually.	Patten staff will review its Emergencies Procedure annually	Achieved Patten staff reviewed in July 2024.	Maintain in July 2025	Registrar/VP Ops
New Student Enrollment	Populi reports. Reviewed continuously.	Patten will enroll ≥ 3 new students monthly in 2023, and ≥ 5 new students monthly in 2024.	Partially Achieved For 2023, Patten averaged 3.9 new students per month. For 2024 YTD, Patten averaged 2.4 students per month.	Implement affiliate marketing strategy with CECA, COG, and others. Develop faith-based concentrations of graduate programs. Launch additional undergraduate programs	Registrar/VP Ops

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
				upon approval from DEAC.	
Student Retention	Populi reports. Reviewed continuously, compiled annually.	≥ 66% of students will be in an enrolled status 12 months after their first	<p>On-Track/Achieved</p> <p><u>Undergrad</u></p> <p>Six-Month Retention Rate = 92.6%</p> <p>10-Month Retention Rate = 85.2%</p> <p><u>Graduate</u></p> <p>12-Month Retention rate = 94%</p>	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	<p>Achieved - 100%</p> <p>*Note Concern*</p> <p>Note that, by policy, course tuition is due within 7 days of the Academic Term start date.</p> <p>While Patten is meeting benchmark, not all payments are received in accordance with policy.</p>	<p>Share online invoice payment links with funding agencies for faster payment processing [complete].</p> <p>Consider changing Benchmark to align more closely to policy [in-process].</p>	Registrar/VP Ops
Accounts Payable	Quickbooks	(Monthly) 100% of outstanding bills paid in ≤30 days	<p>Achieved - 100%</p> <p>Average turnaround time for payment of</p>	Monitor and Maintain	Registrar/Dir Ops

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
			bills is 2 weeks.		
Cashflow	QuickBooks	(Quarterly) Patten will be cashflow positive each quarter.	Partially Achieved	Monitor Note that the institution was negative in 3Q 2023 primarily due to increased professional expenses to support SER, Audit, and new course development work. There are no cash management concerns present.	President
Net Income	QuickBooks	(Annual) Patten will produce positive net income on an annual basis.	Achieved	Monitor and Maintain	President of Patten University
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 \geq \$1M to ensure the stability of institution.	Achieved	Monitor and Maintain	President of PEF
Audited Financials of Institution and Parent Company	External Audit	(Annual) Annually, both Patten University and Patten Educational Foundation will undergo an audit by an	Achieved Audit completed July, 2024	Maintain	President of Patten University and President of PEF

<u>Key Indicator</u>	<u>Data Repository/Process</u>	<u>Benchmark</u>	<u>Results/Analysis</u>	<u>Recommendations</u>	<u>Responsible</u>
		independent auditor with no concerns.			