

2019 Organizational Effectiveness Survey Report

Dallas Theological Seminary

Office of Institutional Research and Effectiveness

July 2019

Executive Summary

The Organizational Effectiveness Survey (OES) is a biannual assessment conducted by the Office of Institutional Research and Effectiveness at Dallas Theological Seminary. The survey asks staff and faculty to grade 43 statements from an “A” to an “F.” The OES focuses on the organizational structure of the Seminary asking about both systems and structure.

With a **response rate of 58%** the survey results are a representative sample.

Overall the results are **positive**. 75% of respondents rated 19 statements (44% of them) with an “A” or a “B.” 80% of respondents rated 14 statements (32%) with an “A” or “B.” 90% of respondents rated 4 statements (9% of them) with an “A” or “B.”

Four Strengths of DTS are seen with statements graded with either an “A” or “B” by 90% or more of all respondents:

- **I am provided adequate computer hardware required to accomplish my work in an effective manner.**
- **I feel safe while working on the DTS campus.**
- **I am provided the current software required to accomplish my work in an effective manner.**
- **I am provided adequate support by Information Technology to accomplish my work in an effective manner.**

Six challenges for DTS are seen with statements graded with either a “D” or an “F” by at least 20% of all respondents:

- **Each employee is familiar with the need for and procedures of the institutional effectiveness process.**
- **Employees are involved and participate in the budgetary process of the Seminary.**
- **The administration and governing board of the Seminary are committed to improving salaries for all employees.**
- **I am involved and participate in the decision-making process of the Seminary (committees, task forces, meetings, class scheduling efforts, etc.).**
- **Employees have access to the organizational chart and are informed about the duties and responsibilities of administrative officers.**
- **The institutional effectiveness process fosters a culture of continuous improvement within the institution.**
- **The DTS workplace is conducive to the retention of qualified personnel.**

Survey Analysis

Overall respondents' rated the organizational effectiveness of the Seminary highly. 75% of respondents rated 19 statements (44% of them) with an "A" or a "B." 80% of respondents rated 14 statements (32%) with an "A" or "B." 90% of respondents rated 4 statements (9% of them) with an "A" or "B." Furthermore, 44% of statements (19 of 43) showed an increase in percentage of "A" or "B" grades from last year's survey by over 5 points. Additionally, 19% of statements (5 of 43) showed a decrease in percentage of "D" or "F" grades from last year's survey by over 5 points.

However, 33% of surveyed statements (14 of 43) were given a "D" or an "F" by at least 15% of respondents. Thus, there are areas in which DTS can claim to be doing very well and there are areas in which the Seminary should seek to improve.

Areas of Strengths

Four statements were graded with either an "A" or "B" by 90% or more of all respondents:

- **I am provided adequate computer hardware required to accomplish my work in an effective manner. (96%)**
- **I feel safe while working on the DTS campus. (95%)**
- **I am provided the current software required to accomplish my work in an effective manner. (90%)**
- **I am provided adequate support by Information Technology to accomplish my work in an effective manner. (90%)**

Areas that Showed Improvement

Twenty-one statements showed an increase of over 5 percentage points from last year's survey in the percentage of "A" or "B" grades.

- **The strategic planning process is systematic and broad-based. (+23)**
- **Students are provided adequate opportunity to participate in the decision-making processes of the Seminary. (+21)**
- **Employees have access to the organizational chart and are informed about the duties and responsibilities of administrative officers. (+21)**
- **The DTS medical plan appropriately balances costs, benefits, and service for full time employees. (+21)**
- **Employees are made aware of the major institutional initiatives, overall direction, and strategic plan of the Seminary. (+16)**
- **The Facilities Master Plan is appropriate for meeting the mission of DTS. (+14)**
- **Employees are involved and participate in the budgetary process of the Seminary. (+13)**

- **The administration and governing board of the Seminary are committed to improving salaries for all employees. (+13)**
- **The strategies expressed in the Strategic Plan support the mission of DTS. (+11)**
- **The organizational structure of the Seminary facilitates consensus building and teamwork among employees. (+10)**
- **The administration and governing board of the Seminary are committed to improving working conditions for all employees. (+10)**
- **I am kept aware of the events, activities, and special programs sponsored by various departments of the Seminary. (+9)**
- **Lines of authority and responsibility are defined clearly and understood by DTS employees. (+8)**
- **Performance evaluations are fair, are according to relevant criteria, and are based on information since the previous review. (+8)**
- **Overall, the organizational structure of the Seminary is sound and effective. (+7)**
- **The institutional effectiveness process is systematic and broad-based. (+7)**
- **I feel safe while working on the DTS campus. (+7)**
- **The organizational structure enables DTS to accomplish its mission effectively. (+5)**
- **I am involved and participate in the decision-making process of the Seminary (committees, task forces, meetings, class scheduling efforts, etc.). (+5)**
- **The various student services offered by DTS are appropriate to its mission. (+5)**

Five statements showed a decrease of over 5 percentage points from last year's survey in the percentage of "D" or "F" grades.

- **Students are provided adequate opportunity to participate in the decision-making processes of the Seminary. (-17)**
- **The DTS medical plan appropriately balances costs, benefits, and service for full time employees. (-10)**
- **The strategic planning process is systematic and broad-based. (-9)**
- **Employees have access to the organizational chart and are informed about the duties and responsibilities of administrative officers. (-8)**
- **Employees are made aware of the major institutional initiatives, overall direction, and strategic plan of the Seminary. (-7)**

Areas to Consider for Improvement

Thirteen statements were graded with either a "D" or an "F" by at least 15% of all respondents:

- **Each employee is familiar with the need for and procedures of the institutional effectiveness process. (33%)**
- **Employees are involved and participate in the budgetary process of the Seminary. (31%)**

- **The administration and governing board of the Seminary are committed to improving salaries for all employees. (28%)**
- **I am involved and participate in the decision-making process of the Seminary (committees, task forces, meetings, class scheduling efforts, etc.). (26%)**
- **Employees have access to the organizational chart and are informed about the duties and responsibilities of administrative officers. (20%)**
- **The institutional effectiveness process fosters a culture of continuous improvement within the institution. (20%)**
- **The DTS workplace is conducive to the retention of qualified personnel. (20%)**
- **Students are provided adequate opportunity to participate in the decision-making processes of the Seminary. (19%)**
- **The organizational structure of the Seminary facilitates consensus building and teamwork among employees. (18%)**
- **The institutional effectiveness process is systematic and broad-based. (18%)**
- **Employees have access to and are informed about policies and actions of the Executive committee. (18%)**
- **The organizational structure enables DTS to accomplish its mission effectively. (17%)**
- **The DTS medical plan appropriately balances costs, benefits, and service for full time employees. (15%)**

Five of the statements showed an increase of over 5 percentage points from last year's survey in the percentage of "D" or "F" grades.

- **DTS employees would know what to do in the case of an emergency threat on campus, including fire, tornado, a bomb threat, and an active shooter. (+9)**
- **The DTS workplace is conducive to the retention of qualified personnel. (+8)**
- **Administrative Technology provides me with adequate technical support for Jenzabar (CARS)/Campusnet to accomplish my work in an effective manner. (+7)**
- **Jenzabar (CARS)/Campusnet provides me with adequate tools to accomplish my administrative work in a timely and effective manner. (+6)**
- **Overall, the organizational structure of the Seminary is sound and effective. (+6)**

Survey Results

The survey results are listed by the percentages of grades each item received as seen in the above discussion. A further listing by employment classification and the results from the 2017 survey are provided for comparison.

| Percentage of "A" or "B" Responses | | | | | | |
|--|------|------------|--------|---------|------------------------------------|-----------------------------|
| | 2017 | 2019 | | | | |
| | All | All | ExComm | Faculty | Staff: Director and above | Staff: Below Director |
| Number of Respondents | 120 | 147 | 5 | 36 | 31 | 75 |
| I am provided adequate computer hardware required to accomplish my work in an effective manner. | 94% | 96% | 100% | 97% | 94% | 96% |
| I feel safe while working on the DTS campus. | 89% | 95% | 100% | 94% | 94% | 96% |
| I am provided the current software required to accomplish my work in an effective manner. | 92% | 90% | 100% | 94% | 77% | 93% |
| I am provided adequate support by Information Technology to accomplish my work in an effective manner. | 94% | 90% | 100% | 94% | 84% | 89% |
| The essential work of the Seminary is completed on time. | 84% | 88% | 100% | 92% | 84% | 87% |
| Online.dts.edu provides me with adequate tools to accomplish my educational and administrative work in a timely and effective manner. | 84% | 87% | 100% | 91% | 86% | 85% |
| The various instructional programs offered by DTS are appropriate to its mission. | 84% | 85% | 100% | 78% | 90% | 85% |
| I am provided adequate technical support by Online and Distance Education for online.dts.edu to accomplish my work in an effective manner. | 83% | 85% | 100% | 88% | 81% | 84% |
| I have access to the information necessary to accomplish my work in an effective manner. | 83% | 84% | 80% | 89% | 81% | 82% |
| The level of technology related to professional development is sufficient to meet the needs of DTS employees. | 83% | 83% | 80% | 97% | 73% | 81% |
| The various student services offered by DTS are appropriate to its mission. | 78% | 83% | 80% | 92% | 83% | 78% |
| DTS can be characterized as a healthy, productive organization. | 84% | 82% | 100% | 89% | 81% | 78% |
| The unique mission of DTS is regularly communicated throughout the organization. | 82% | 81% | 100% | 94% | 68% | 79% |

| Percentage of "A" or "B" Responses | | | | | | |
|---|------|------------|--------|---------|------------------------------------|-----------------------------|
| | 2017 | 2019 | | | | |
| | All | All | ExComm | Faculty | Staff: Director and above | Staff: Below Director |
| Performance evaluations are fair, are according to relevant criteria, and are based on information since the previous review. | 73% | 80% | 80% | 82% | 70% | 84% |
| The mission of DTS is widely understood by all employees of the Seminary. | 82% | 79% | 100% | 85% | 81% | 74% |
| Overall, the organizational structure of the Seminary is sound and effective. | 70% | 77% | 100% | 80% | 77% | 75% |
| The strategies expressed in the Strategic Plan support the mission of DTS. | 65% | 76% | 80% | 88% | 71% | 71% |
| The administration and governing board of the Seminary are committed to improving working conditions for all employees. | 66% | 75% | 100% | 83% | 70% | 72% |
| DTS personnel are provided appropriate recognition for their service to the institution. | 80% | 75% | 80% | 89% | 62% | 73% |
| Administrative Technology provides me with adequate technical support for Jenzabar (CARS)/Campusnet to accomplish my work in an effective manner. | 84% | 74% | 40% | 94% | 59% | 74% |
| I am aware of the content of the Seminary's safety plan. | 77% | 73% | 100% | 83% | 63% | 70% |
| DTS employees would know what to do in the case of an emergency threat on campus, including fire, tornado, a bomb threat, and an active shooter. | 74% | 72% | 100% | 81% | 73% | 65% |
| All DTS employees periodically participate in an evaluation of their performance. | 70% | 71% | 60% | 82% | 62% | 71% |
| Lines of authority and responsibility are defined clearly and understood by DTS employees. | 62% | 71% | 100% | 81% | 71% | 64% |
| The DTS medical plan appropriately balances costs, benefits, and service for full time employees. | 49% | 70% | 80% | 83% | 67% | 63% |
| DTS actively facilitates the recruitment and employment of qualified personnel. | 67% | 69% | 80% | 77% | 55% | 71% |
| The Facilities Master Plan is appropriate for meeting the mission of DTS. | 55% | 69% | 100% | 84% | 69% | 59% |

| Percentage of "A" or "B" Responses | | | | | | |
|---|------|------------|--------|---------|------------------------------------|-----------------------------|
| | 2017 | 2019 | | | | |
| | All | All | ExComm | Faculty | Staff: Director and above | Staff: Below Director |
| I am kept aware of the events, activities, and special programs sponsored by various departments of the Seminary. | 59% | 69% | 100% | 72% | 71% | 64% |
| The strategic planning process is systematic and broad-based. | 44% | 68% | 60% | 82% | 65% | 60% |
| The DTS workplace is conducive to the retention of qualified personnel. | 66% | 67% | 60% | 78% | 61% | 64% |
| Employees are made aware of the major institutional initiatives, overall direction, and strategic plan of the Seminary. | 50% | 66% | 100% | 78% | 71% | 55% |
| The organizational structure enables DTS to accomplish its mission effectively. | 60% | 65% | 80% | 69% | 68% | 61% |
| Jenzabar (CARS)/Campusnet provides me with adequate tools to accomplish my administrative work in a timely and effective manner. | 70% | 64% | 0% | 91% | 50% | 63% |
| The institutional effectiveness process is systematic and broad-based. | 52% | 59% | 80% | 74% | 64% | 46% |
| I am involved and participate in the decision-making process of the Seminary (committees, task forces, meetings, class scheduling efforts, etc.). | 53% | 58% | 100% | 77% | 62% | 44% |
| Employees have access to the organizational chart and are informed about the duties and responsibilities of administrative officers. | 37% | 57% | 100% | 81% | 45% | 48% |
| The institutional effectiveness process fosters a culture of continuous improvement within the institution. | 58% | 55% | 60% | 62% | 59% | 50% |
| The organizational structure of the Seminary facilitates consensus building and teamwork among employees. | 43% | 54% | 100% | 57% | 52% | 50% |
| The administration and governing board of the Seminary are committed to improving salaries for all employees. | 40% | 53% | 80% | 61% | 48% | 49% |
| Employees have access to and are informed about policies and actions of the Executive committee. | 49% | 52% | 80% | 64% | 55% | 43% |

| Percentage of "A" or "B" Responses | | | | | | |
|---|------|------------|--------|---------|------------------------------------|-----------------------------|
| | 2017 | 2019 | | | | |
| | All | All | ExComm | Faculty | Staff: Director and above | Staff: Below Director |
| Students are provided adequate opportunity to participate in the decision-making processes of the Seminary. | 26% | 47% | 80% | 66% | 38% | 36% |
| Each employee is familiar with the need for and procedures of the institutional effectiveness process. | 26% | 36% | 60% | 40% | 37% | 32% |
| Employees are involved and participate in the budgetary process of the Seminary. | 20% | 33% | 60% | 35% | 43% | 25% |

| Percentage of "D" or "F" Responses | | | | | | |
|---|------|------------|--------|---------|---------------------------------|-----------------------------|
| | 2017 | 2019 | | | | |
| | All | All | ExComm | Faculty | Staff: Director and above | Staff: Below Director |
| Number of respondents | | 147 | 5 | 36 | 31 | 75 |
| DTS employees would know what to do in the case of an emergency threat on campus, including fire, tornado, a bomb threat, and an active shooter. | 4% | 13% | 0% | 6% | 10% | 18% |
| The DTS workplace is conducive to the retention of qualified personnel. | 12% | 20% | 20% | 11% | 26% | 21% |
| Administrative Technology provides me with adequate technical support for Jenzabar (CARS)/Campusnet to accomplish my work in an effective manner. | 4% | 11% | 20% | 6% | 7% | 15% |
| Jenzabar (CARS)/Campusnet provides me with adequate tools to accomplish my administrative work in a timely and effective manner. | 6% | 12% | 40% | 6% | 13% | 13% |
| Overall, the organizational structure of the Seminary is sound and effective. | 4% | 9% | 0% | 6% | 17% | 8% |
| I am aware of the content of the Seminary's safety plan. | 5% | 11% | 0% | 6% | 10% | 14% |
| The organizational structure enables DTS to accomplish its mission effectively. | 12% | 17% | 0% | 14% | 23% | 17% |
| Each employee is familiar with the need for and procedures of the institutional effectiveness process. | 28% | 33% | 40% | 14% | 33% | 42% |
| The institutional effectiveness process fosters a culture of continuous improvement within the institution. | 16% | 20% | 20% | 21% | 21% | 19% |
| I am provided the current software required to accomplish my work in an effective manner. | 1% | 5% | 0% | 6% | 13% | 1% |
| The level of technology related to professional development is sufficient to meet the needs of DTS employees. | 4% | 7% | 20% | 3% | 10% | 7% |

| Percentage of "D" or "F" Responses | | | | | | |
|--|------|------------|--------|---------|---------------------------------|-----------------------------|
| | 2017 | 2019 | | | | |
| | All | All | ExComm | Faculty | Staff: Director and above | Staff: Below Director |
| The unique mission of DTS is regularly communicated throughout the organization. | 3% | 7% | 0% | 3% | 6% | 10% |
| DTS actively facilitates the recruitment and employment of qualified personnel. | 10% | 14% | 0% | 11% | 21% | 13% |
| The institutional effectiveness process is systematic and broad-based. | 14% | 18% | 20% | 11% | 14% | 23% |
| The various instructional programs offered by DTS are appropriate to its mission. | 4% | 8% | 0% | 17% | 6% | 4% |
| DTS can be characterized as a healthy, productive organization. | 5% | 8% | 0% | 8% | 13% | 6% |
| The mission of DTS is widely understood by all employees of the Seminary. | 3% | 6% | 0% | 6% | 3% | 7% |
| The administration and governing board of the Seminary are committed to improving salaries for all employees. | 25% | 28% | 0% | 25% | 38% | 26% |
| I have access to the information necessary to accomplish my work in an effective manner. | 7% | 9% | 20% | 6% | 10% | 9% |
| I feel safe while working on the DTS campus. | 2% | 3% | 0% | 6% | 3% | 3% |
| DTS personnel are provided appropriate recognition for their service to the institution. | 8% | 9% | 0% | 6% | 17% | 8% |
| I am provided adequate support by Information Technology to accomplish my work in an effective manner. | 2% | 3% | 0% | 6% | 3% | 1% |
| The essential work of the Seminary is completed on time. | 1% | 2% | 0% | 3% | 6% | 0% |
| I am provided adequate technical support by Online and Distance Education for online.dts.edu to accomplish my work in an effective manner. | 4% | 5% | 0% | 12% | 0% | 3% |

| Percentage of "D" or "F" Responses | | | | | | |
|---|------|------------|--------|---------|---------------------------------|-----------------------------|
| | 2017 | 2019 | | | | |
| | All | All | ExComm | Faculty | Staff: Director and above | Staff: Below Director |
| The administration and governing board of the Seminary are committed to improving working conditions for all employees. | 10% | 11% | 0% | 8% | 13% | 12% |
| The strategies expressed in the Strategic Plan support the mission of DTS. | 9% | 9% | 0% | 12% | 13% | 7% |
| I am involved and participate in the decision-making process of the Seminary (committees, task forces, meetings, class scheduling efforts, etc.). | 26% | 26% | 0% | 17% | 10% | 39% |
| I am provided adequate computer hardware required to accomplish my work in an effective manner. | 1% | 1% | 0% | 3% | 3% | 0% |
| The various student services offered by DTS are appropriate to its mission. | 7% | 6% | 0% | 6% | 7% | 7% |
| Online.dts.edu provides me with adequate tools to accomplish my educational and administrative work in a timely and effective manner. | 3% | 3% | 0% | 6% | 0% | 3% |
| Employees have access to and are informed about policies and actions of the Executive committee. | 18% | 18% | 0% | 6% | 19% | 24% |
| Employees are involved and participate in the budgetary process of the Seminary. | 32% | 31% | 0% | 29% | 27% | 35% |
| The Facilities Master Plan is appropriate for meeting the mission of DTS. | 12% | 11% | 0% | 10% | 8% | 14% |
| All DTS employees periodically participate in an evaluation of their performance. | 16% | 14% | 0% | 9% | 14% | 16% |
| Lines of authority and responsibility are defined clearly and understood by DTS employees. | 13% | 10% | 0% | 6% | 13% | 12% |
| Performance evaluations are fair, are according to relevant criteria, and are based on information since the previous review. | 10% | 6% | 0% | 6% | 10% | 5% |

| Percentage of "D" or "F" Responses | | | | | | |
|--|------|------------|--------|---------|---------------------------------|-----------------------------|
| | 2017 | 2019 | | | | |
| | All | All | ExComm | Faculty | Staff: Director and above | Staff: Below Director |
| I am kept aware of the events, activities, and special programs sponsored by various departments of the Seminary. | 16% | 12% | 0% | 8% | 6% | 16% |
| The organizational structure of the Seminary facilitates consensus building and teamwork among employees. | 23% | 18% | 0% | 11% | 19% | 22% |
| Employees are made aware of the major institutional initiatives, overall direction, and strategic plan of the Seminary. | 16% | 9% | 0% | 6% | 10% | 11% |
| Employees have access to the organizational chart and are informed about the duties and responsibilities of administrative officers. | 28% | 20% | 0% | 6% | 23% | 27% |
| The strategic planning process is systematic and broad-based. | 20% | 12% | 0% | 9% | 19% | 11% |
| The DTS medical plan appropriately balances costs, benefits, and service for full time employees. | 25% | 15% | 0% | 11% | 17% | 17% |
| Students are provided adequate opportunity to participate in the decision-making processes of the Seminary. | 36% | 19% | 0% | 9% | 14% | 28% |