2019-2020 ATU COMMUNICATIONS WORKING GROUP SURVEY
Executive Summary
APRIL 2020

ATU Communications Working Group
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COMMUNICATIONS WORKING GROUP CHARGE AND SURVEY DEVELOPMENT

Members of Arkansas Tech University's (ATU) Communications Working Group were charged in September 2019 to assess and improve:

> *Strategic Plan Goal 3, Item 6: Develop and implement effective strategies of disseminating information across all levels of the university and determine if/what additional information would benefit faculty, staff, students, and/or Board of Trustee members.*

The working group quickly identified numerous methods of communication currently utilized across all ATU affiliates (internal and external). In order to develop and implement effective strategies of communication that would benefit constituents within ATU, we needed to first assess:

- Overall communication perception and timeliness
- How employees receive/access effort of communication
- How employees perceive information being communicated
- How information is disseminated at the department/division level
- Which communication channels are utilized for communication
- Top channels of receiving information/communication
- How knowledgeable/interested employees are concerning faculty accomplishments and issues pertaining to the university
- Which topics are most vital to receive communication, and
- Gain input from comments/suggestions that could improve strategies of disseminating information that would benefit faculty, staff, students, and/or the Board of Trustees.

Therefore, a survey was drafted by Dr. Sarah Gordon, Dr. Erin Clair, Barbara Jenkins (former Public Information Specialist at ATU-Ozark), and Sam Strasner. The survey was then edited and subsequently approved by the entire ATU Communications Working Group in November/December 2019. The survey was electronically emailed to all ATU faculty and staff on the Russellville campus, Ozark campus, and Arkansas Tech Career Center in January 2020. The survey was available for two weeks for faculty and staff to complete. Quantitative and qualitative data were aggregated and results are presented in this report.

EXECUTIVE SUMMARY OF FINDINGS
FROM THE COMMUNICATIONS WORKING GROUP SURVEY

Level of Agreement
(5- strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)
Mean scores are in **bold** type and underlined.

- The mean score for questions concerning overall communication at ATU was a **3.046**. The mean response to the item "Overall, communication at ATU is clear" was **2.864**, the lowest for questions relating to overall communication. The mean response to the agreement item regarding the timeliness of communication was slightly higher at **2.877**. The highest score for overall communication (**3.209**) was concerning the accuracy and reliability of ATU communication. When specifically looking at whether communication is adequate for participants to do their jobs effectively, the score increased to **3.235**.

- Participants reported a lower score (**2.812**) for questions concerning decision-making at ATU. The mean response for the item "I understand how decisions are made at ATU" was **2.477**. For the item "I feel like there are opportunities for open and honest dialogue in the decision-making process" the score was a **2.457**. The score increased to **3.550** when responding to the item "If I need to communicate with an administrator, I know how to do that." There was less agreement about the lines of communication being open all the way to the top administrators (**2.490**). The score for the agreement item "effort is made by the university administrators to give me context regarding the issues being discussed" was **2.553**, while the score for "effort is made by the department/division administrators to give me context regarding issues being discussed" was higher at **3.344**.

- Participants slightly agree that the university keeps constituents informed of important information and happenings at all time (**2.649**) and that when a decision is made by university administrators, the reasons for the decision are explained (**2.192**). However, agreement increases when asked the same about a decision made by the participant's department/division administrators (**3.325**). Participants only slightly agree that most university communications messages are proactive rather than reactive (**2.603**) and also only slightly agree that when they offer a new idea, they believe it will be fully considered (**2.560**).

- The score for the agreement item " In my department or division, I receive updates on happenings at the university" was **3.636**, but participants only slightly agreed that they receive adequate information about the actions taken by ATU's decision-making bodies, such as Executive Council, Faculty Senate, Staff Senate, and other university committees (**2.709**). Participants slightly agree that administrators seem hesitant to communicate news to other employees (**2.970**) and that there is little to no flow of important information (**2.699**). Participants somewhat agree that there are too many "gatekeepers" of information who hinder the flow of the important information (**3.268**).

Level of Usefulness of Communication Channels
(5-Highly useful, 4-moderately useful, 3-somewhat useful, 2-slightly useful, 1-not useful at all)
- The mean scores for level of usefulness regarding various means of communications were: ATU's official social media accounts (**3.197**), The Scoop Email (**3.963**), Academic Affairs newsletter (**2.807**), OneTech (**4.403**), Emergency notifications (**5.437**), ATU Website (**3.860**), Direct email (**5.230**), and Online calendar (**3.147**).

Top Ways Information is Received
- In response to the question "What are the top three ways through which you currently receive information about what is going on at ATU?" **19.73%** chose OneTech, **15.31%** supervisor or department chair, **11.34%** departmental meetings, **11.11%** grapevine or informal networks, **8.96%** emergency notifications, **8.84%** staff emails, **8.16%** faculty emails, **5.22%** social media, **4.99%** email newsletters, **3.74%** ATU website, **1.13%** campus open forums, **.45%** online calendar and **1.02%** other (participants listed old fashioned flyers, outside sources, email from direct supervisor, meetings with committees or individuals, none, President's communication committee, the Scoop).

Level of Knowledge
(**5-Highly knowledgeable, 4-moderately knowledgeable, 3-somewhat knowledgeable, 2-slightly knowledgeable, 1-not knowledgeable at all)**
- The mean score for level of knowledge was **2.874**. Participants rated their knowledge as follows: accomplishments of faculty **2.589**, accomplishments of staff **2.144**, issues facing the university **2.937**, policies and procedures **3.389**, strategic direction **3.109**, and campus events **3.074**.

Level of Interest
(**5-Highly interested, 4-moderately interested, 3-somewhat interested, 2-slightly interested 1-not interested at all)**
- The mean score for level of interest in strategic direction was **4.193**. 50.18% of participants were highly interested, 29.12% were moderately interested, 12.63% were somewhat interested, 5.96% were slightly interested, and only 2.11% were not interested at all.

- The mean score for interest in campus events was **4.098**.

Email Communication Preferences
- In terms of email communication, 73.33% of participants prefer to receive messages as weekly update when possible (except for emergencies or important current events); while 26.67% prefer separate, individual emails.

Most Vital Topics
(1 being most important and 9 being least important)
- Participants ranked the following items as most vital to receive communication about (listed in order from most to least important): new university policies and procedures (2.95), issues affecting ATU (3.02), ATU's strategies and visions for the future (4.21), training and development programs (4.58), products and services available to employees and students (5.33), human resources initiatives (5.88), student initiatives (6.08), and ATU success stories (6.95).

Open-Ended Responses
To aid the working group and any other reader in discerning common themes in the open-ended responses, a subgroup of committee members (Sarah Gordon, Terri McKown, Charity Smith, and Alisha Williams) coded the open-ended responses and categorized them into themes. There were nine general themes that emerged from the data. Those themes were (in no particular order):
- Communicating Between Campuses
- Issues with Consistency / No One Place for Information
- Formats of Delivery
- Why and How Decisions are Made
- Timing (getting information in a timely manner)
- Communication with Department/Division Administrators
- Communication with Upper Level Administrators
- Executive Council (EC)
- Positive Perceptions

In the report below, the reader will find exemplar quotes that fell under each theme. Further, the complete (and uncoded) data set of open-ended responses is also provided in a separate document for transparency.
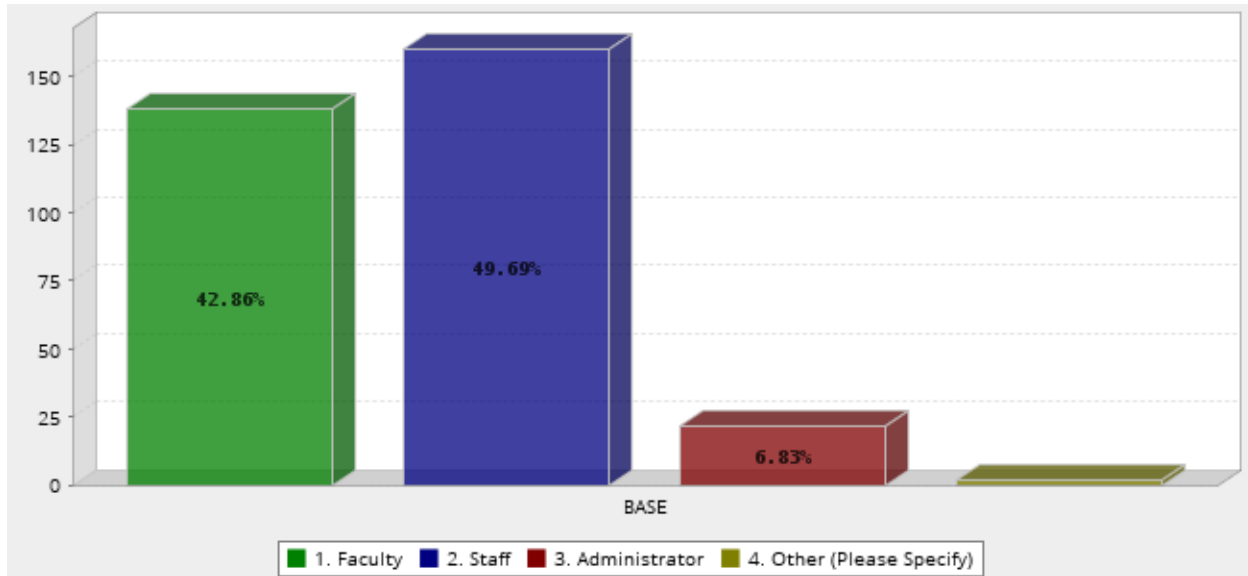
PARTICIPANT DEMOGRAPHICS
(questions 1-5)

Q1. Participant Summary

Completion / Dropout
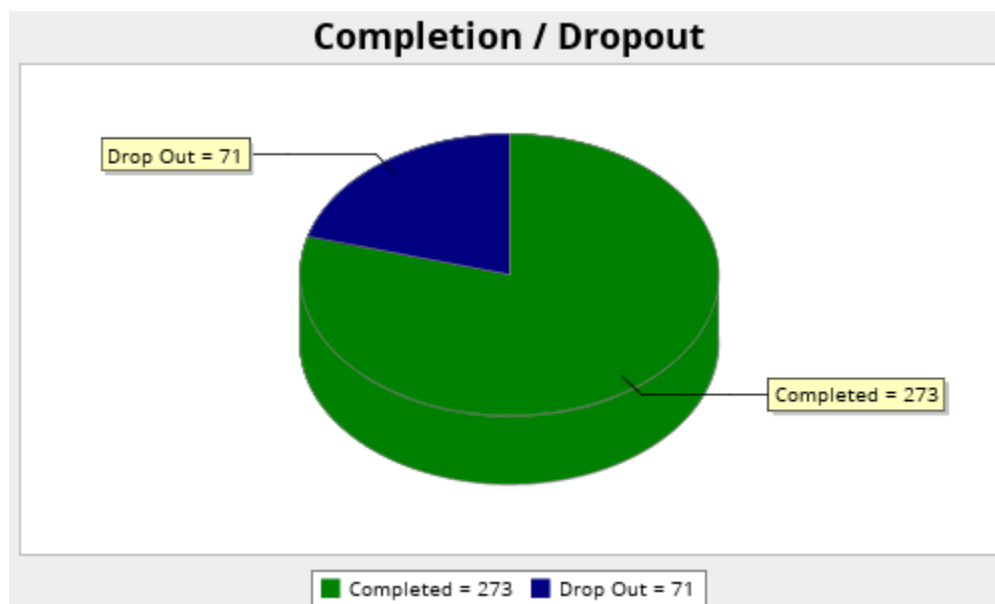
Viewed	Started	Completed	Completion Rate	Drop Outs (After Starting)	Average Time to Complete Survey
800	**344**	**273**	**79.36%**	**71**	**18 minutes**

Q2. What best describes your role at ATU?

	Answer	Count	Percent
1.	Faculty	138	42.86%
2.	Staff	160	49.69%
3.	Administrator	22	6.83%
4.	Other (Please Specify)	2	0.62%
	Total	322	100%

Q3. Through which ATU entity are you primarily employed?
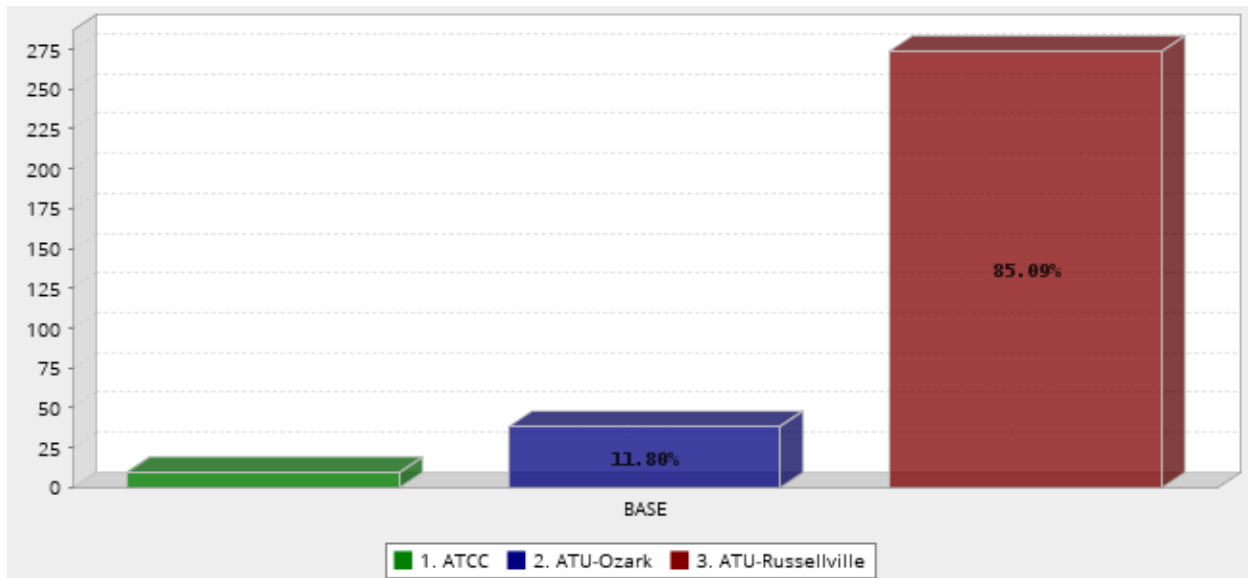
	Answer	Count	Percent
1.	ATCC	10	3.11%
2.	ATU-Ozark	38	11.80%
3.	ATU-Russellville	274	85.09%
	Total	322	100%

Q4. How long have you been employed at ATU?
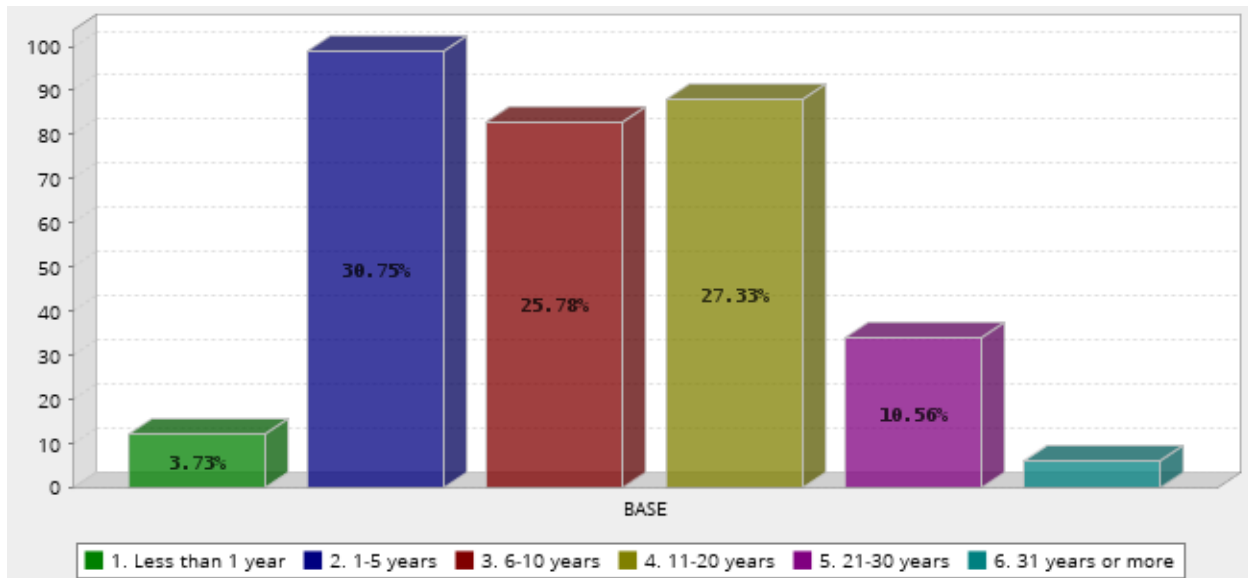
	Answer	Count	Percent
1.	Less than 1 year	12	3.73%
2.	1-5 years	99	30.75%
3.	6-10 years	83	25.78%
4.	11-20 years	88	27.33%
5.	21-30 years	34	10.56%
6.	31 years or more	6	1.86%
	Total	322	100%

Q5. What is your gender?
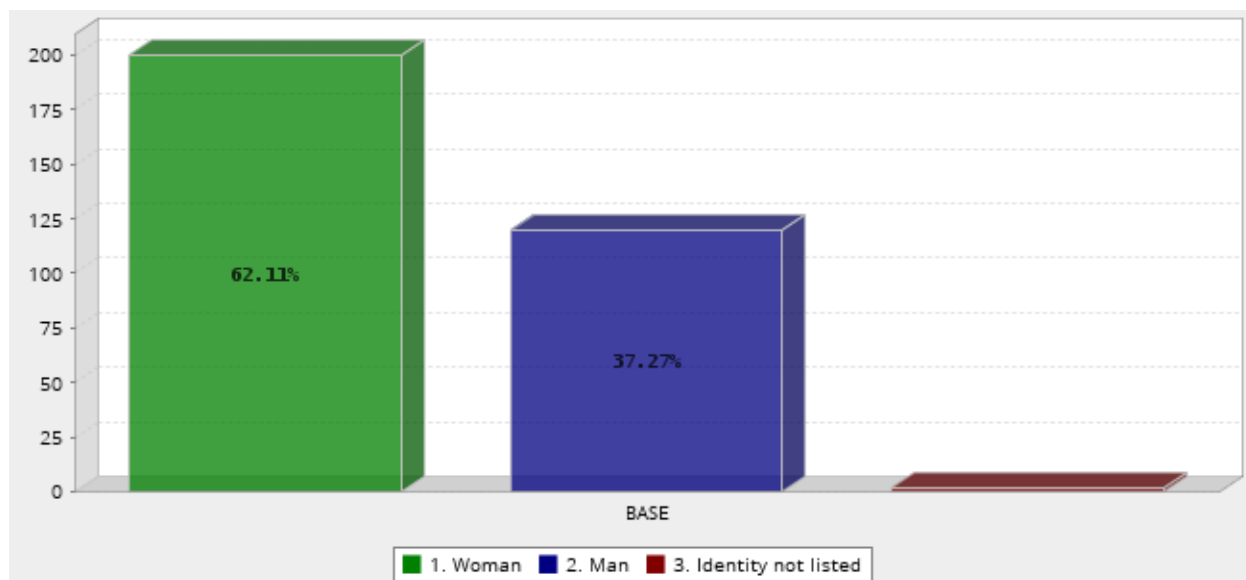
		Answer	Count	Percent
1.	Woman		200	62.11%
2.	Man		120	37.27%
3.	Identity not listed		2	0.62%
	Total		322	100%

GENERAL COMMUNICATION CLIMATE
(questions 6-10)

Q6. Please indicate your agreement with the following statements: (5-strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)
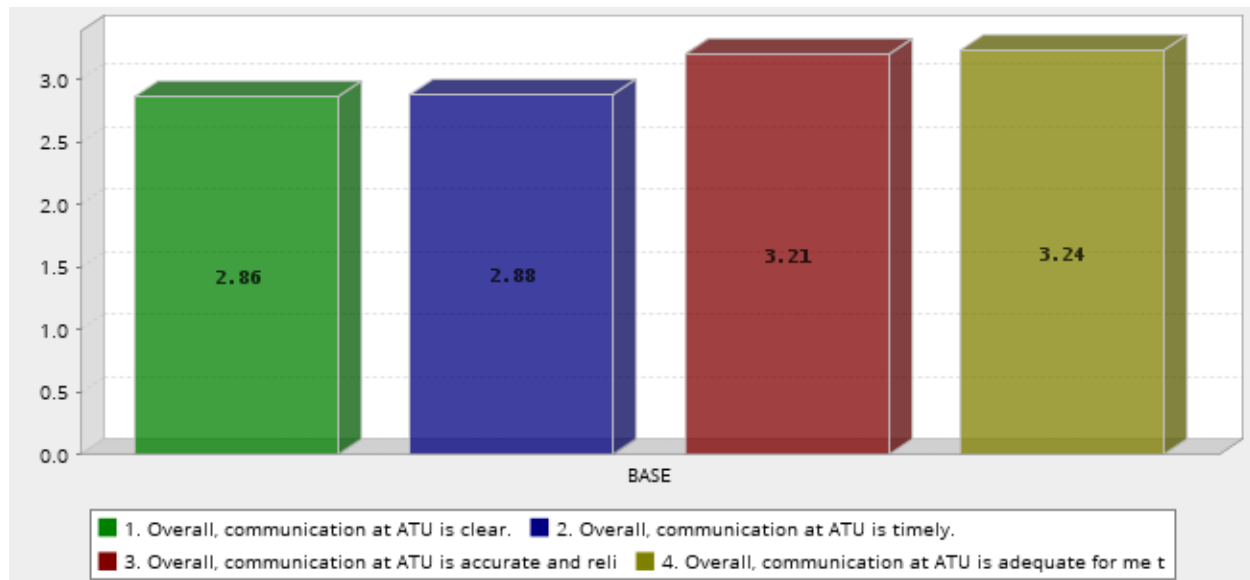
Q6. Overall Matrix Scorecard: Please indicate your agreement with the following statements: (5- strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)

	Question	Count	Score
1.	Overall, communication at ATU is clear.	302	2.864
2.	Overall, communication at ATU is timely.	302	2.877
3.	Overall, communication at ATU is accurate and reliable.	302	3.209
4.	Overall, communication at ATU is adequate for me to be able to do my job effectively.	302	3.235
		Average	**3.046**

Q6.1. Overall, communication at ATU is clear.
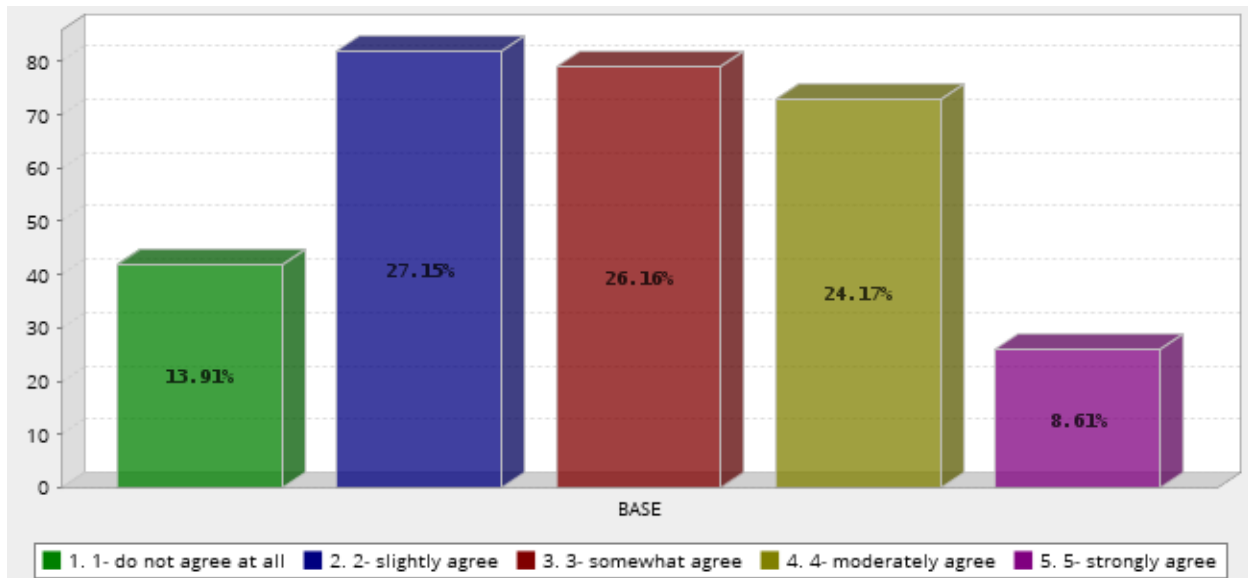
	Answer	Count	Percent
1.	1- do not agree at all	42	13.91%
2.	2- slightly agree	82	27.15%
3.	3- somewhat agree	79	26.16%
4.	4- moderately agree	73	24.17%
5.	5- strongly agree	26	8.61%
	Total	302	100%
	Mean : **2.864**	Confidence Interval @ 95% : **[2.731 - 2.998]**	Standard Deviation : **1.183**	Standard Error : **0.068**

Q6.2. Overall, communication at ATU is timely.
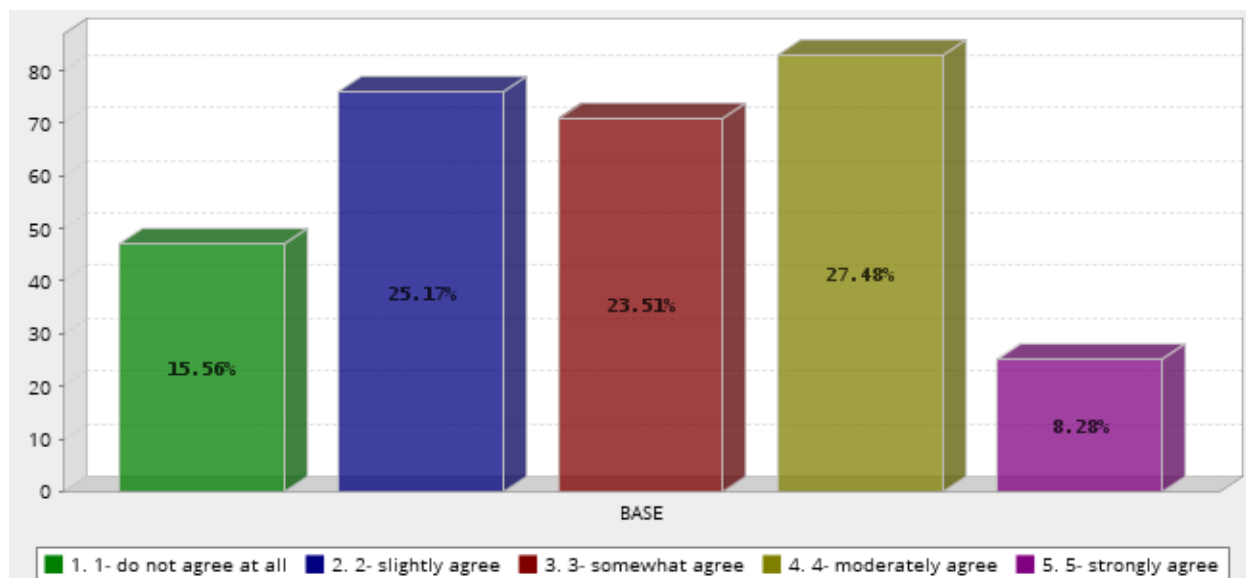
	Answer	Count	Percent
1.	1- do not agree at all	47	15.56%
2.	2- slightly agree	76	25.17%
3.	3- somewhat agree	71	23.51%
4.	4- moderately agree	83	27.48%
5.	5- strongly agree	25	8.28%
	Total	302	100%

Mean : 2.877	Confidence Interval @ 95% : [2.741 - 3.014]	Standard Deviation : 1.212	Standard Error : 0.070

Q6.3. Overall, communication at ATU is accurate and reliable.
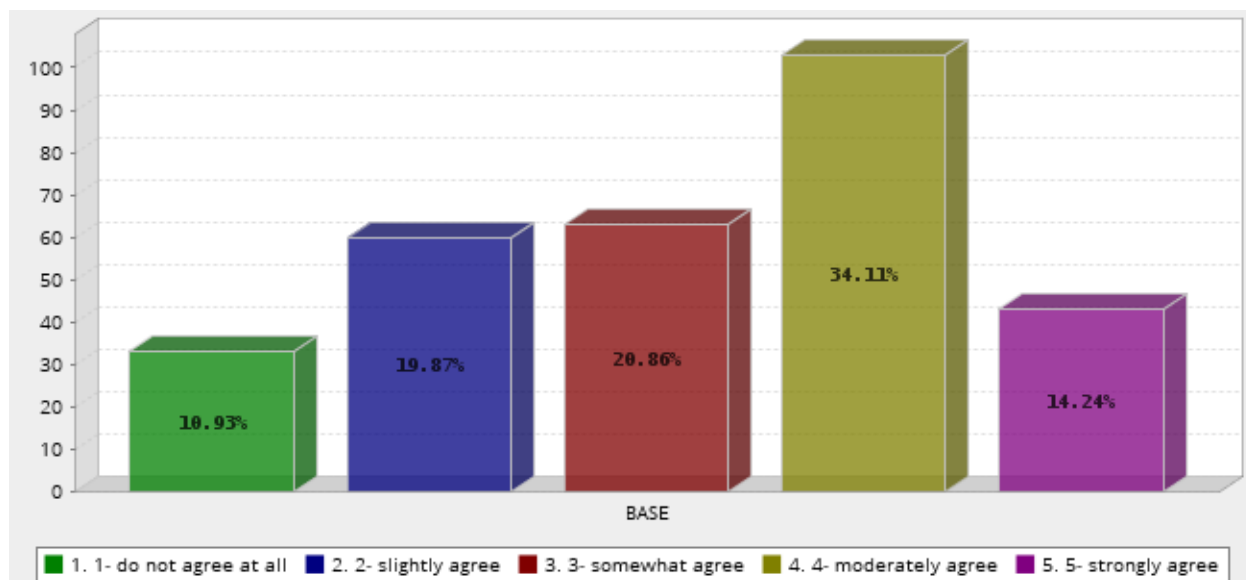
	Answer	Count	Percent
1.	1- do not agree at all	33	10.93%
2.	2- slightly agree	60	19.87%
3.	3- somewhat agree	63	20.86%
4.	4- moderately agree	103	34.11%
5.	5- strongly agree	43	14.24%
	Total	302	100%

	Mean : **3.209**	Confidence Interval @ 95% : **[3.070 - 3.347]**	Standard Deviation : **1.228**	Standard Error : **0.071**

Q6.4. Overall, communication at ATU is adequate for me to be able to do my job effectively.
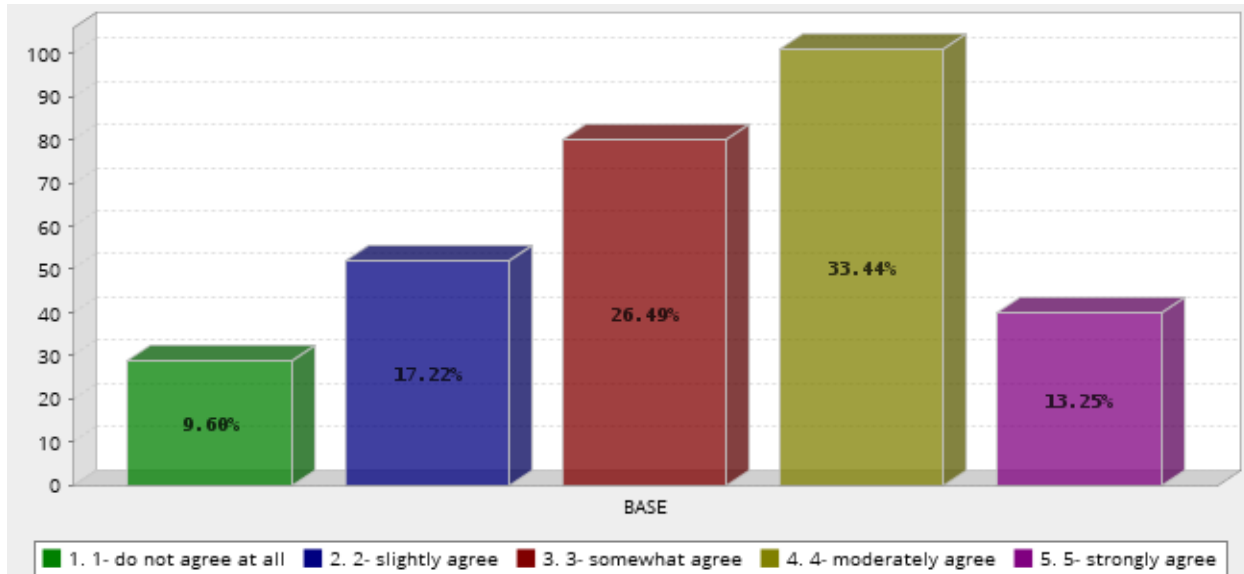
	Answer	Count	Percent
1.	1- do not agree at all	29	9.60%
2.	2- slightly agree	52	17.22%
3.	3- somewhat agree	80	26.49%
4.	4- moderately agree	101	33.44%
5.	5- strongly agree	40	13.25%
	Total	302	100%

Mean : 3.235	Confidence Interval @ 95% : [3.103 - 3.367]	Standard Deviation : 1.170	Standard Error : 0.067

Q7. Please indicate your agreement with the following statements: (5-strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)
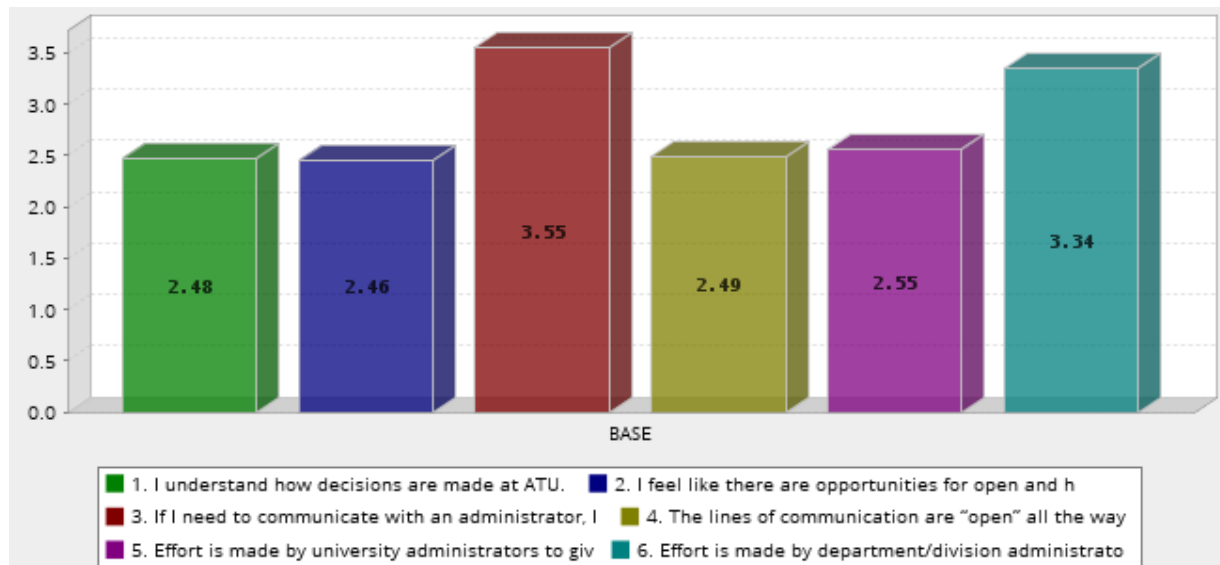
Q7. Overall Matrix Scorecard: Please indicate your agreement with the following statements: (5-strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)

	Question	Count	Score
1.	I understand how decisions are made at ATU.	302	2.477
2.	I feel like there are opportunities for open and honest dialogue in the decision-making process at ATU.	302	2.457
3.	If I need to communicate with an administrator, I know how to do that.	302	3.550
4.	The lines of communication are "open" all the way to the top administrators.	302	2.490
5.	Effort is made by university administrators to give me context regarding the issues being discussed.	302	2.553
6.	Effort is made by department/division administrators to give me context regarding the issues being discussed.	302	3.344
	Average		**2.812**

Q7.1. I understand how decisions are made at ATU.
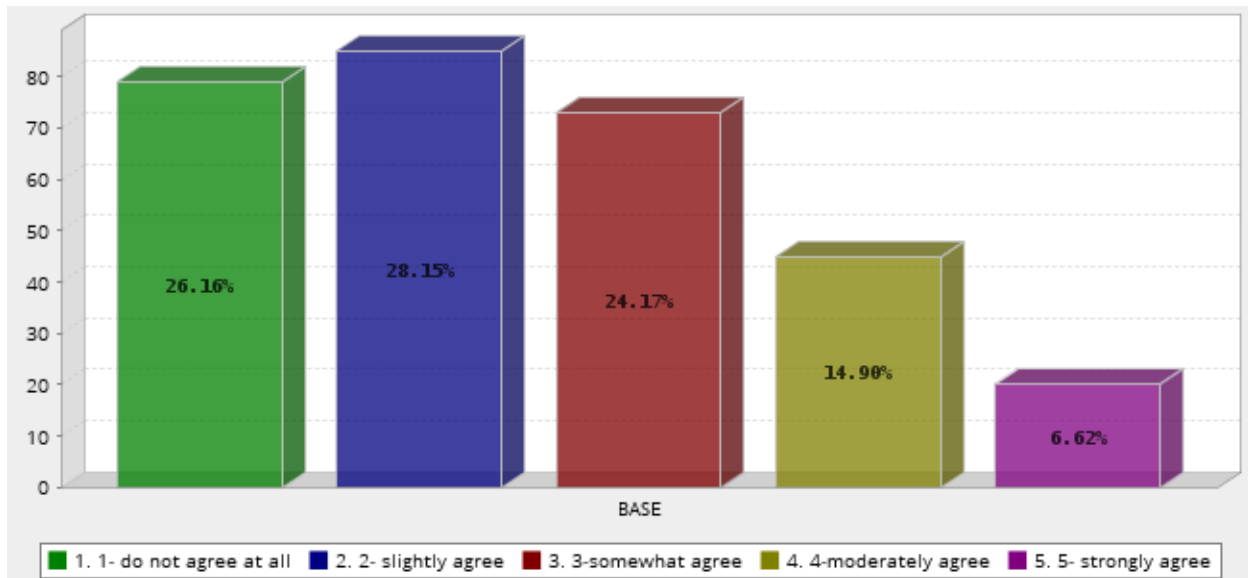
	Answer	Count	Percent
1.	1- do not agree at all	79	26.16%
2.	2- slightly agree	85	28.15%
3.	3-somewhat agree	73	24.17%
4.	4-moderately agree	45	14.90%
5.	5- strongly agree	20	6.62%
	Total	302	100%

Mean : 2.477	Confidence Interval @ 95% : [2.340 - 2.614]	Standard Deviation : 1.214	Standard Error : 0.070

Q7.2. I feel like there are opportunities for open and honest dialogue in the decision-making process at ATU.
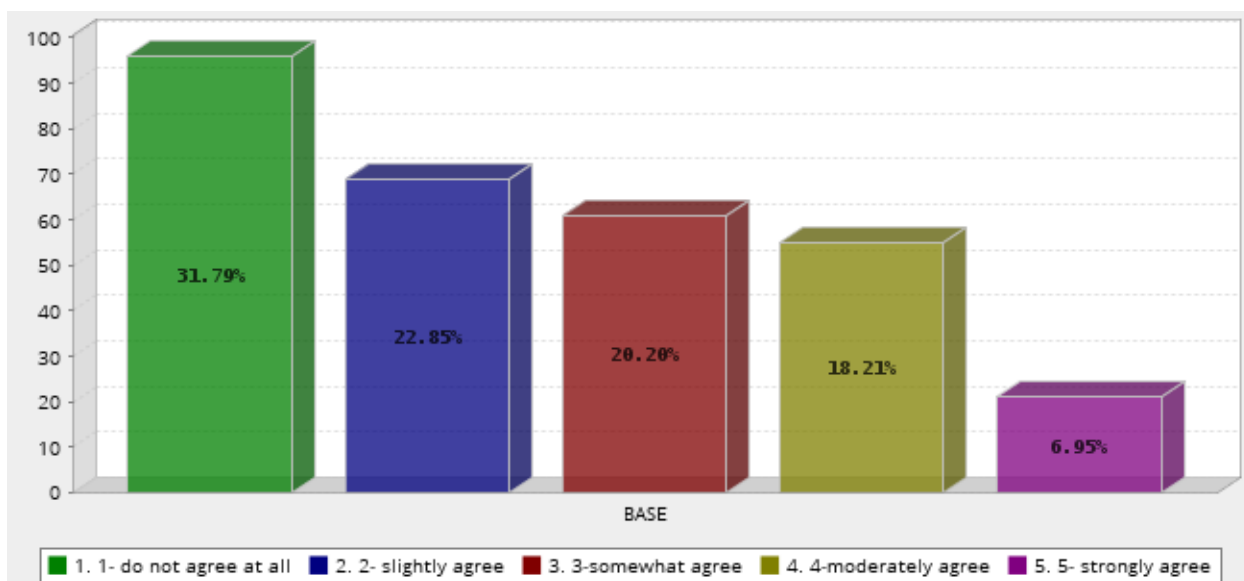
	Answer	Count	Percent
1.	1- do not agree at all	96	31.79%
2.	2- slightly agree	69	22.85%
3.	3-somewhat agree	61	20.20%
4.	4-moderately agree	55	18.21%
5.	5- strongly agree	21	6.95%
	Total	302	100%
	Mean : **2.457**	Confidence Interval @ 95% : **[2.311 - 2.603]**	Standard Deviation : **1.293**	Standard Error : **0.074**

Q7.3. If I need to communicate with an administrator, I know how to do that.
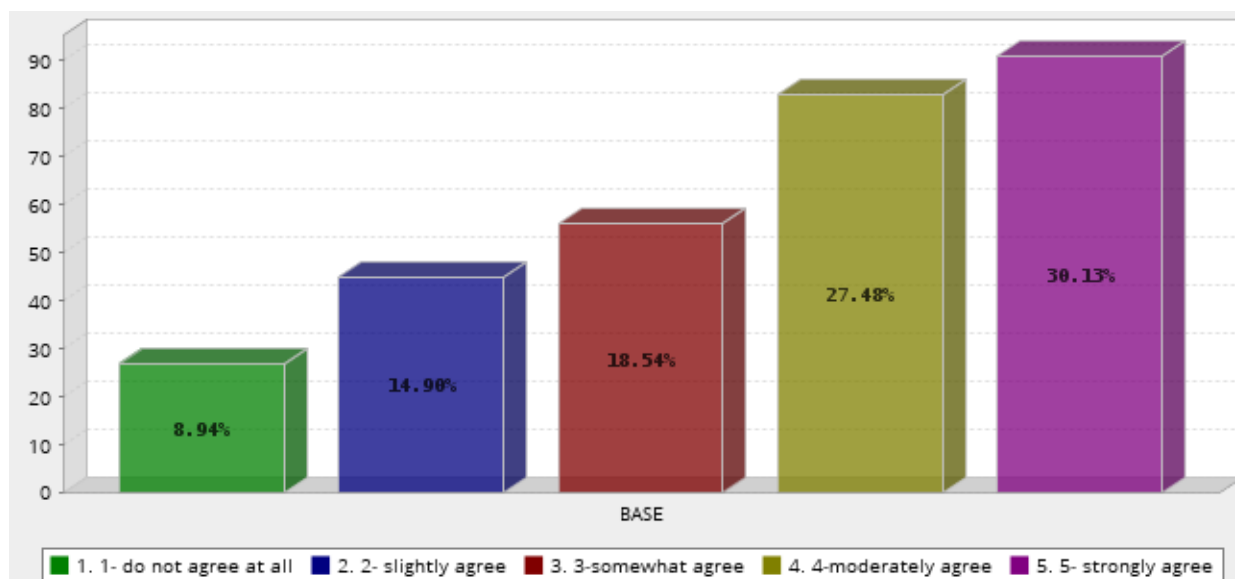
	Answer	Count	Percent
1.	1- do not agree at all	27	8.94%
2.	2- slightly agree	45	14.90%
3.	3-somewhat agree	56	18.54%
4.	4-moderately agree	83	27.48%
5.	5- strongly agree	91	30.13%
	Total	302	100%
	Mean : **3.550**	Confidence Interval @ 95% : **[3.403 - 3.696]**	Standard Deviation : **1.300**	Standard Error : **0.075**

Q7.4. The lines of communication are "open" all the way to the top administrators.
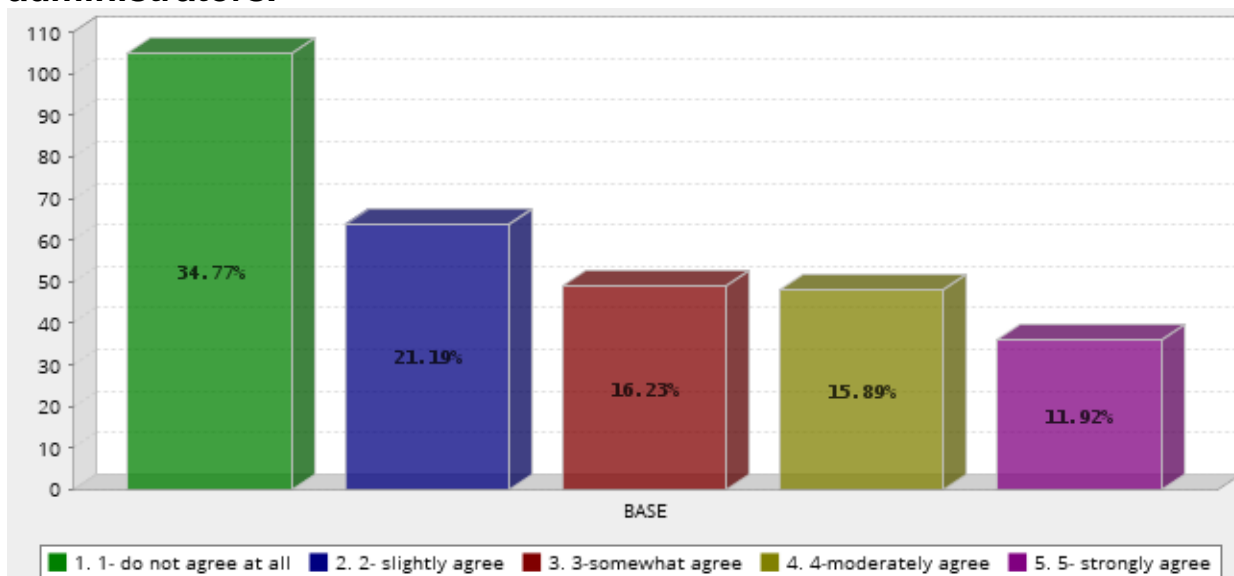
	Answer	Count	Percent
1.	1- do not agree at all	105	34.77%
2.	2- slightly agree	64	21.19%
3.	3-somewhat agree	49	16.23%
4.	4-moderately agree	48	15.89%
5.	5- strongly agree	36	11.92%
	Total	302	100%

Mean : 2.490	Confidence Interval @ 95% : [2.331 - 2.649]	Standard Deviation : 1.409	Standard Error : 0.081

Q7.5. Effort is made by university administrators to give me context regarding the issues being discussed.
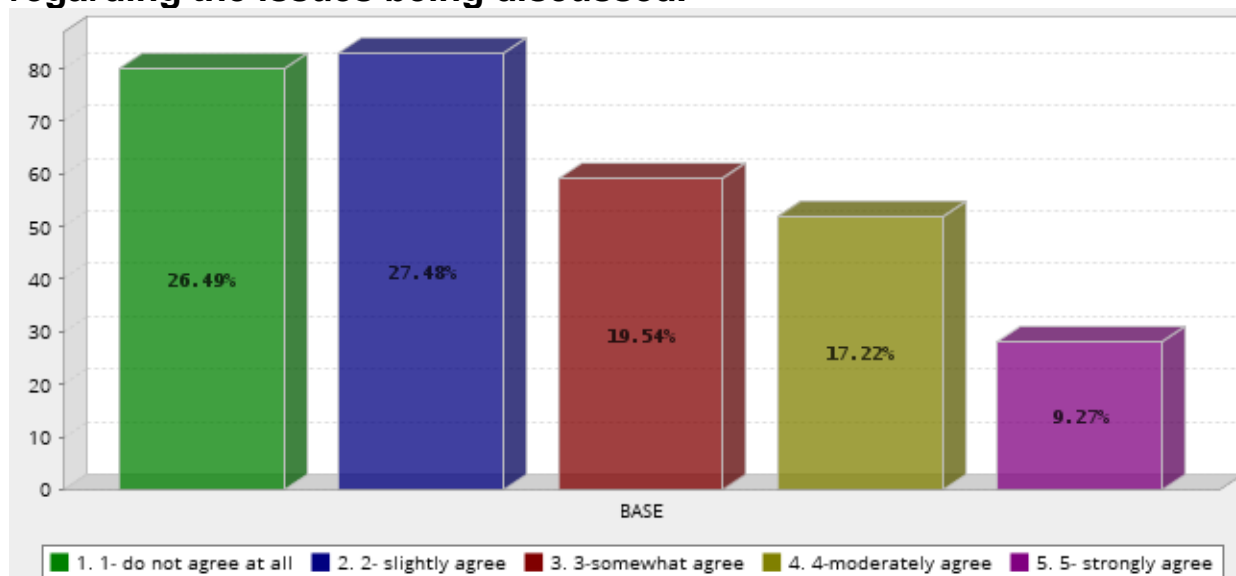
	Answer	Count	Percent
1.	1- do not agree at all	80	26.49%
2.	2- slightly agree	83	27.48%
3.	3-somewhat agree	59	19.54%
4.	4-moderately agree	52	17.22%
5.	5- strongly agree	28	9.27%
	Total	302	100%

	Mean : **2.553**	Confidence Interval @ 95% : **[2.407 - 2.699]**	Standard Deviation : **1.297**	Standard Error : **0.075**

Q7.6. Effort is made by department/division administrators to give me context regarding the issues being discussed.
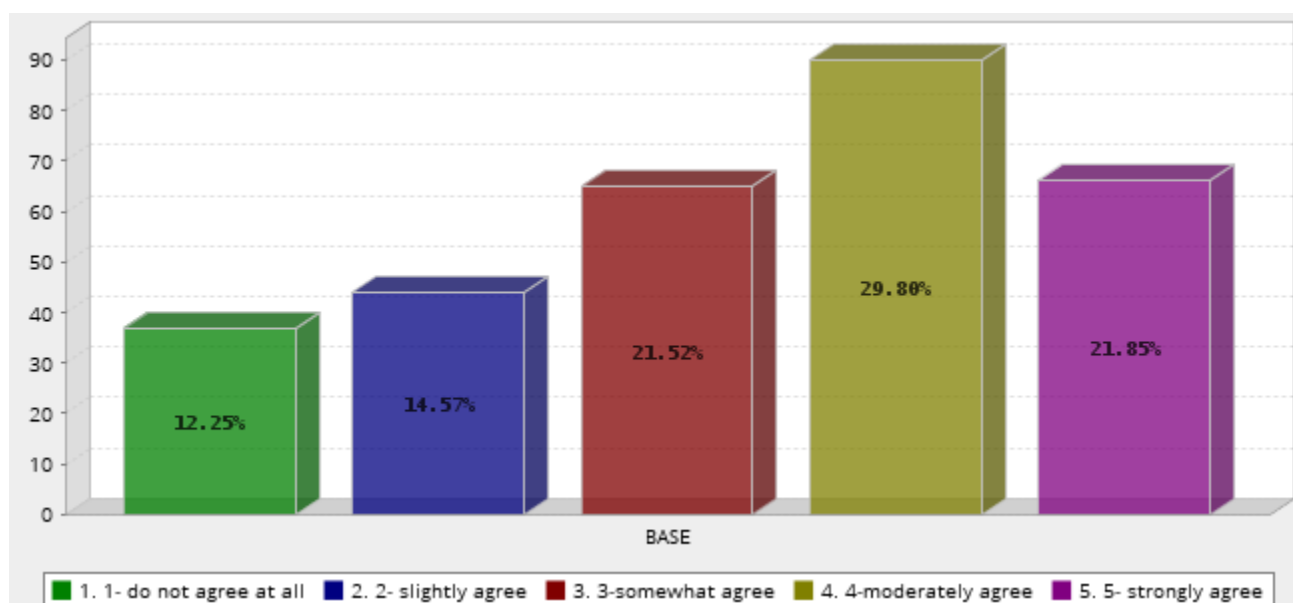
	Answer	Count	Percent
1.	1- do not agree at all	37	12.25%
2.	2- slightly agree	44	14.57%
3.	3-somewhat agree	65	21.52%
4.	4-moderately agree	90	29.80%
5.	5- strongly agree	66	21.85%
	Total	302	100%

	Mean : 3.344	Confidence Interval @ 95% : [3.198 - 3.491]	Standard Deviation : 1.302	Standard Error : 0.075

Q8. Please indicate your agreement with the following statements: (5-strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)
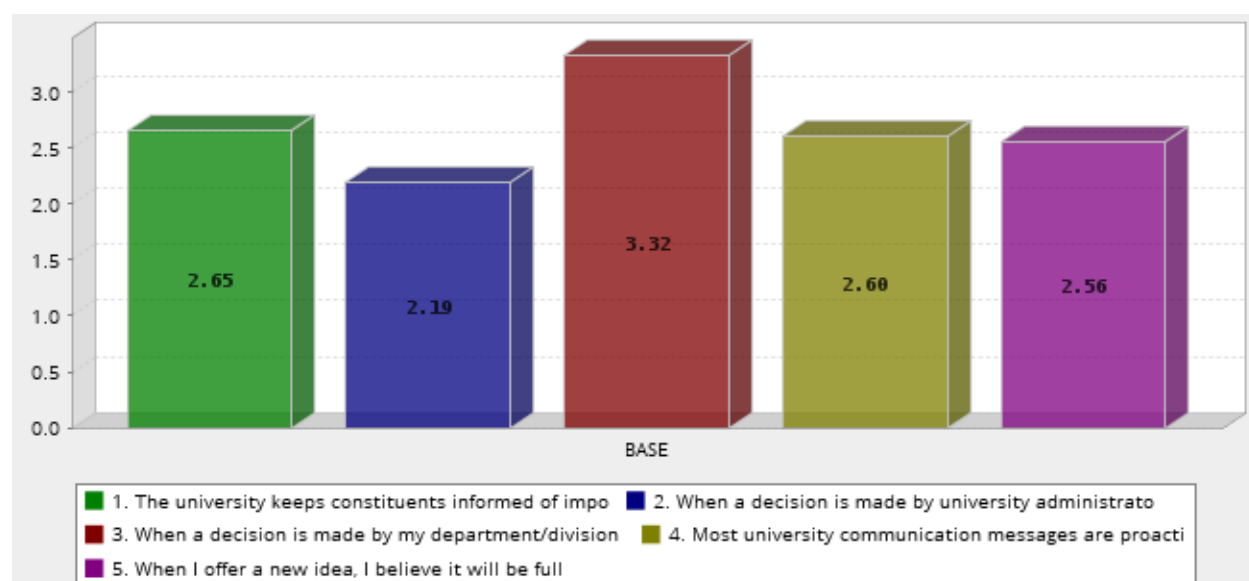
Q8. Overall Matrix Scorecard: Please indicate your agreement with the following statements: (5-strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)

	Question	Count	Score
1.	The university keeps constituents informed of important information and happenings at all times.	302	2.649
2.	When a decision is made by university administrators, the reasons for the decision are explained.	302	2.192
3.	When a decision is made by my department/division administrators, the reasons for the decision are explained.	302	3.325
4.	Most university communication messages are proactive rather than reactive.	302	2.603
5.	When I offer a new idea, I believe it will be fully considered.	302	2.560
		Average	**2.666**

Q8.1. The university keeps constituents informed of important information and happenings at all times.
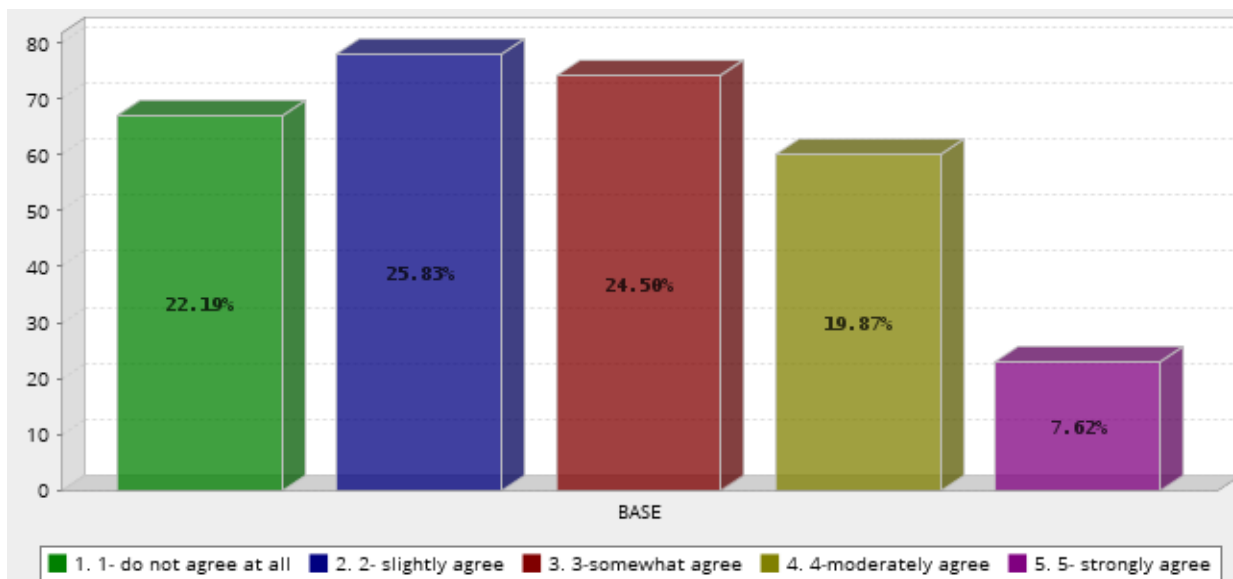
	Answer	Count	Percent
1.	1- do not agree at all	67	22.19%
2.	2- slightly agree	78	25.83%
3.	3-somewhat agree	74	24.50%
4.	4-moderately agree	60	19.87%
5.	5- strongly agree	23	7.62%
	Total	302	100%

	Mean : **2.649**	Confidence Interval @ 95% : **[2.509 - 2.789]**	Standard Deviation : **1.237**	Standard Error : **0.071**

Q8.2. When a decision is made by university administrators, the reasons for the decision are explained.
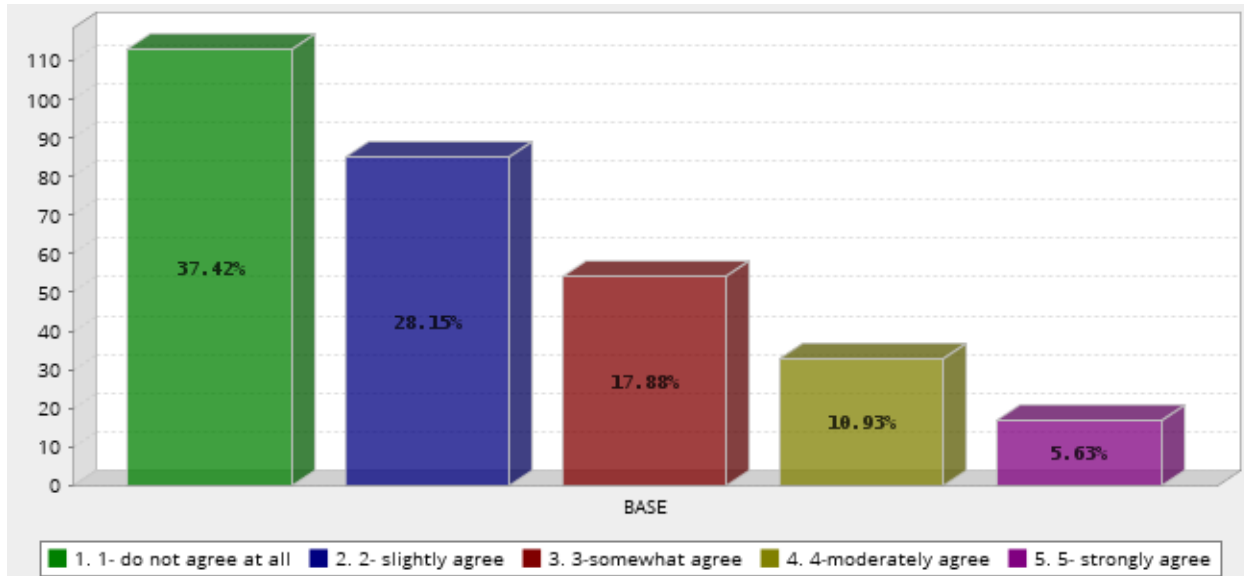
	Answer	Count	Percent
1.	1- do not agree at all	113	37.42%
2.	2- slightly agree	85	28.15%
3.	3-somewhat agree	54	17.88%
4.	4-moderately agree	33	10.93%
5.	5- strongly agree	17	5.63%
	Total	302	100%

	Mean : 2.192	Confidence Interval @ 95% : [2.056 - 2.329]	Standard Deviation : 1.210	Standard Error : 0.070

Q8.3. When a decision is made by my department/division administrators, the reasons for the decision are explained.
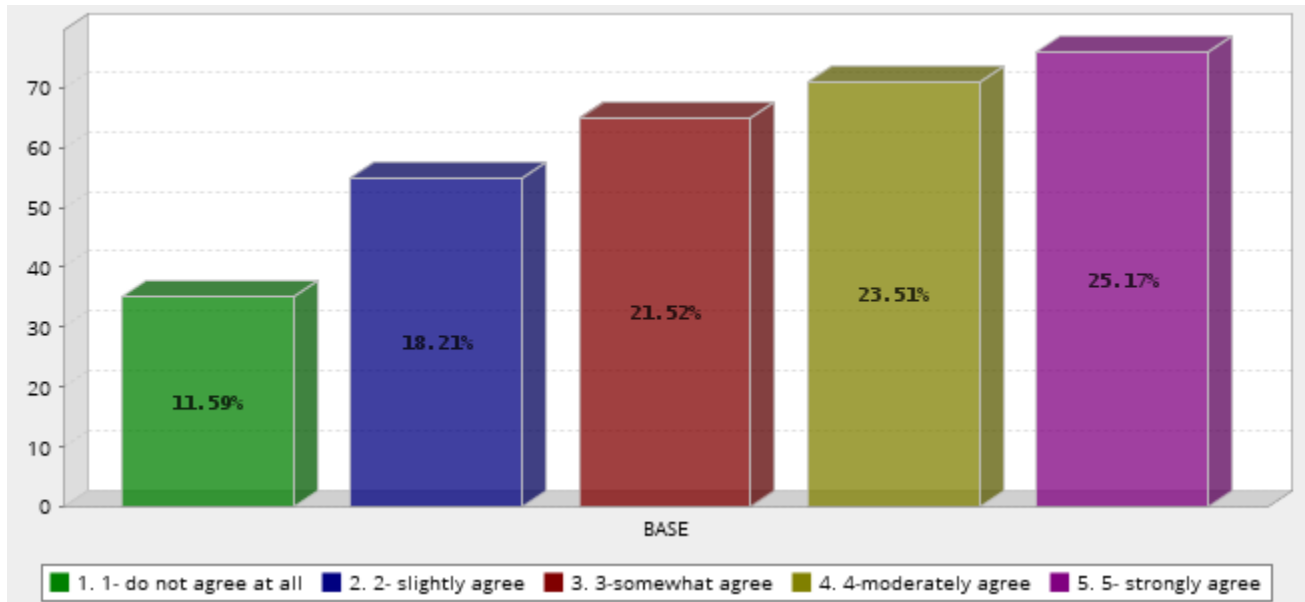
	Answer	Count	Percent
1.	1- do not agree at all	35	11.59%
2.	2- slightly agree	55	18.21%
3.	3-somewhat agree	65	21.52%
4.	4-moderately agree	71	23.51%
5.	5- strongly agree	76	25.17%
	Total	302	100%
	Mean : **3.325**	Confidence Interval @ 95% : **[3.174 - 3.475]**	Standard Deviation : **1.337**	Standard Error : **0.077**

Q8.4. Most university communication messages are proactive rather than reactive.
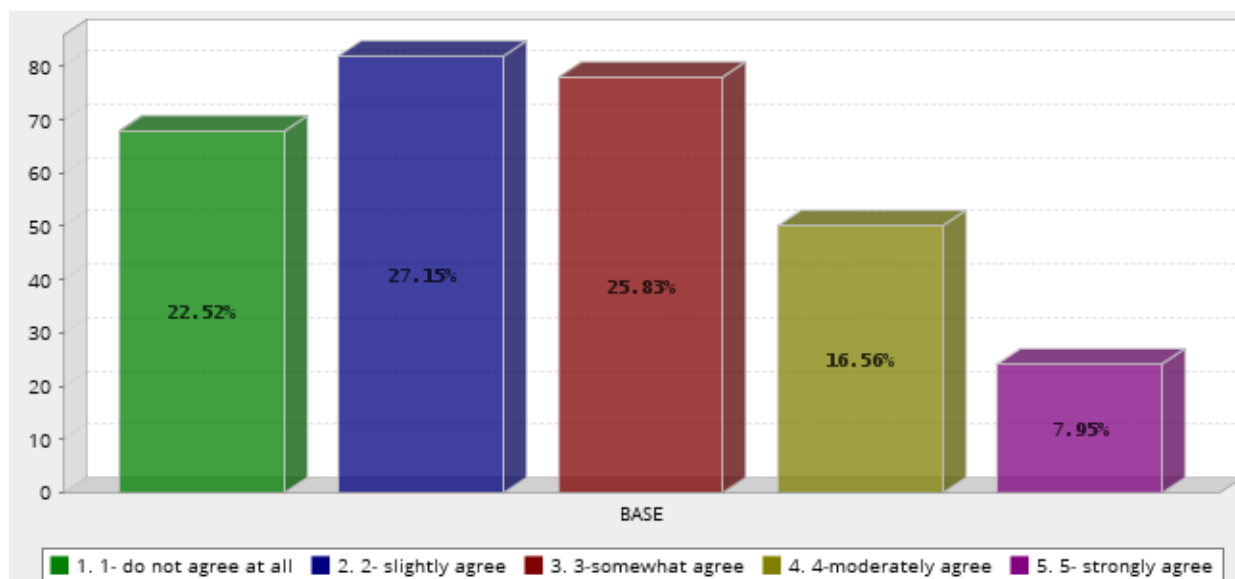
	Answer	Count	Percent
1.	1- do not agree at all	68	22.52%
2.	2- slightly agree	82	27.15%
3.	3-somewhat agree	78	25.83%
4.	4-moderately agree	50	16.56%
5.	5- strongly agree	24	7.95%
	Total	302	100%

Mean : 2.603	Confidence Interval @ 95% : [2.464 - 2.741]	Standard Deviation : 1.226	Standard Error : 0.071

Q8.5. When I offer a new idea, I believe it will be fully considered.
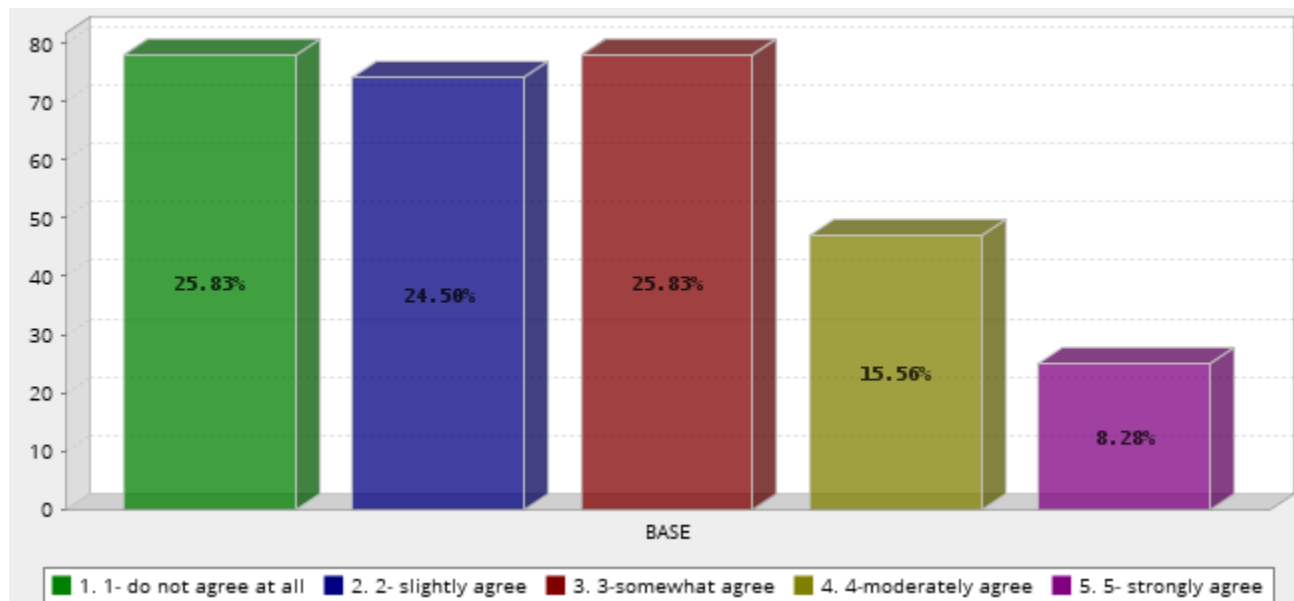
	Answer	Count	Percent
1.	1- do not agree at all	78	25.83%
2.	2- slightly agree	74	24.50%
3.	3-somewhat agree	78	25.83%
4.	4-moderately agree	47	15.56%
5.	5- strongly agree	25	8.28%
	Total	302	100%

	Mean : 2.560	Confidence Interval @ 95% : [2.418 - 2.701]	Standard Deviation : 1.255	Standard Error : 0.072

Q9. Please indicate your agreement with the following statements: (5-strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)
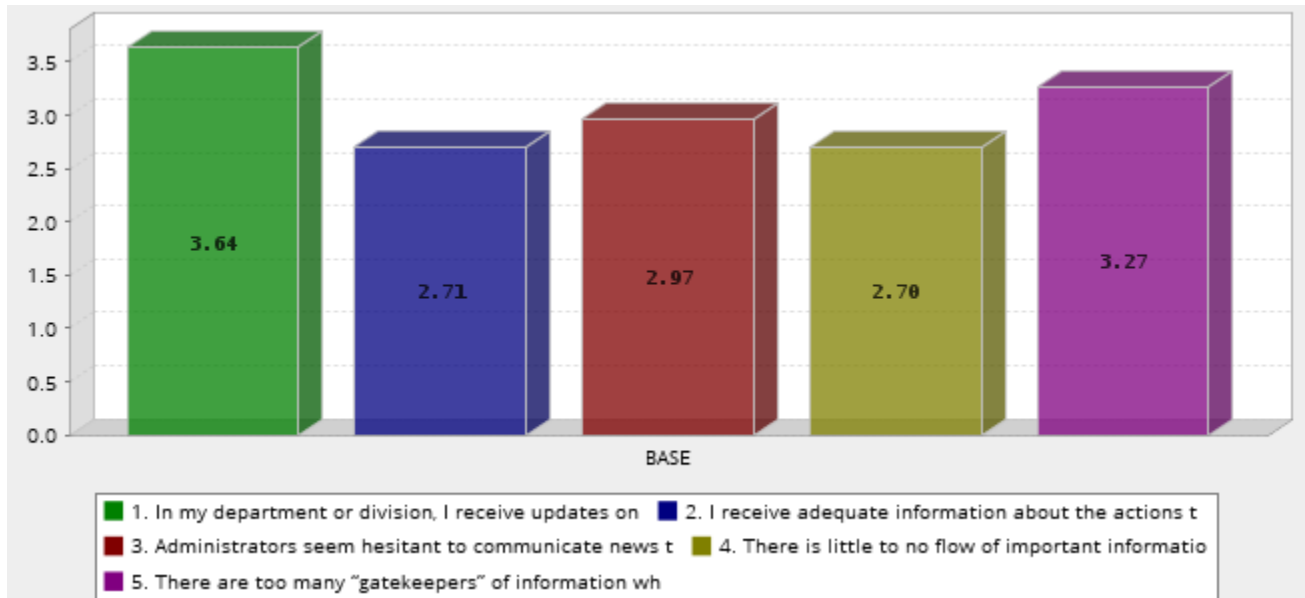
Q9. Overall Matrix Scorecard: Please indicate your agreement with the following statements: (5-strongly agree, 4-moderately agree, 3-somewhat agree, 2- slightly agree, 1- do not agree at all)

	Question	Count	Score
1.	In my department or division, I receive updates on happenings at the university.	302	3.636
2.	I receive adequate information about the actions taken by ATU's decision-making bodies, such as Executive Council, Faculty Senate, Staff Senate, and other university committees.	302	2.709
3.	Administrators seem hesitant to communicate news to other employees.	302	2.970
4.	There is little to no flow of important information.	302	2.699
5.	There are too many "gatekeepers" of information who hinder flow of the important information.	302	3.268
	Average		**3.056**

Q9.1. In my department or division, I receive updates on happenings at the university.
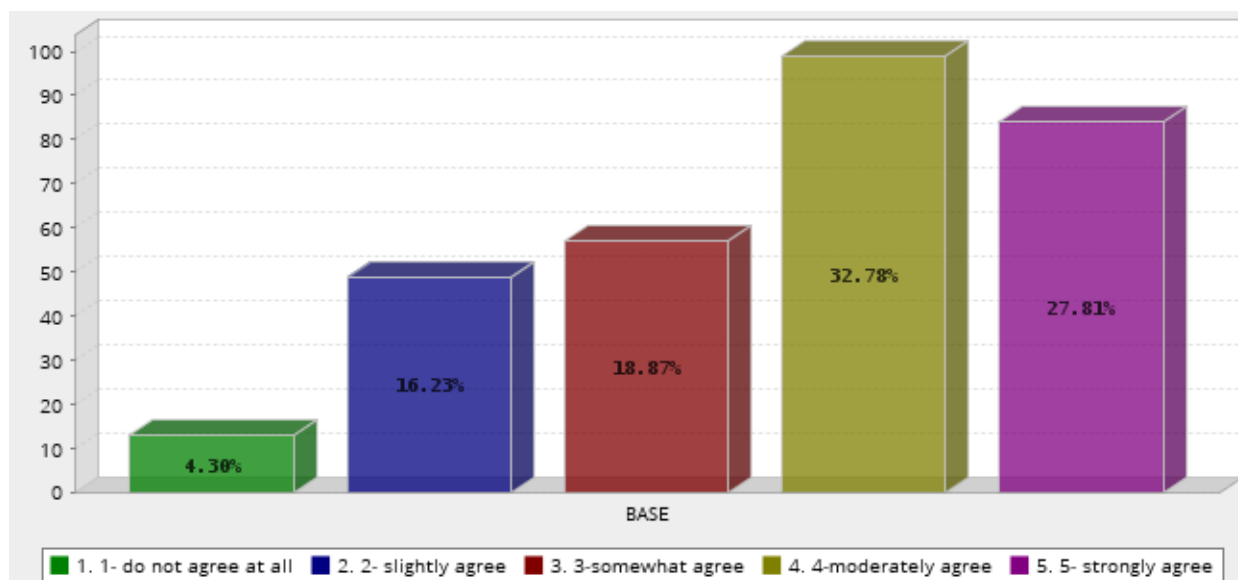
	Answer	Count	Percent
1.	1- do not agree at all	13	4.30%
2.	2- slightly agree	49	16.23%
3.	3-somewhat agree	57	18.87%
4.	4-moderately agree	99	32.78%
5.	5- strongly agree	84	27.81%
	Total	302	100%

	Mean : 3.636	Confidence Interval @ 95% : [3.503 - 3.768]	Standard Deviation : 1.173	Standard Error : 0.067

Q9.2. I receive adequate information about the actions taken by ATU's decision-making bodies, such as Executive Council, Faculty Senate, Staff Senate, and other university committees.
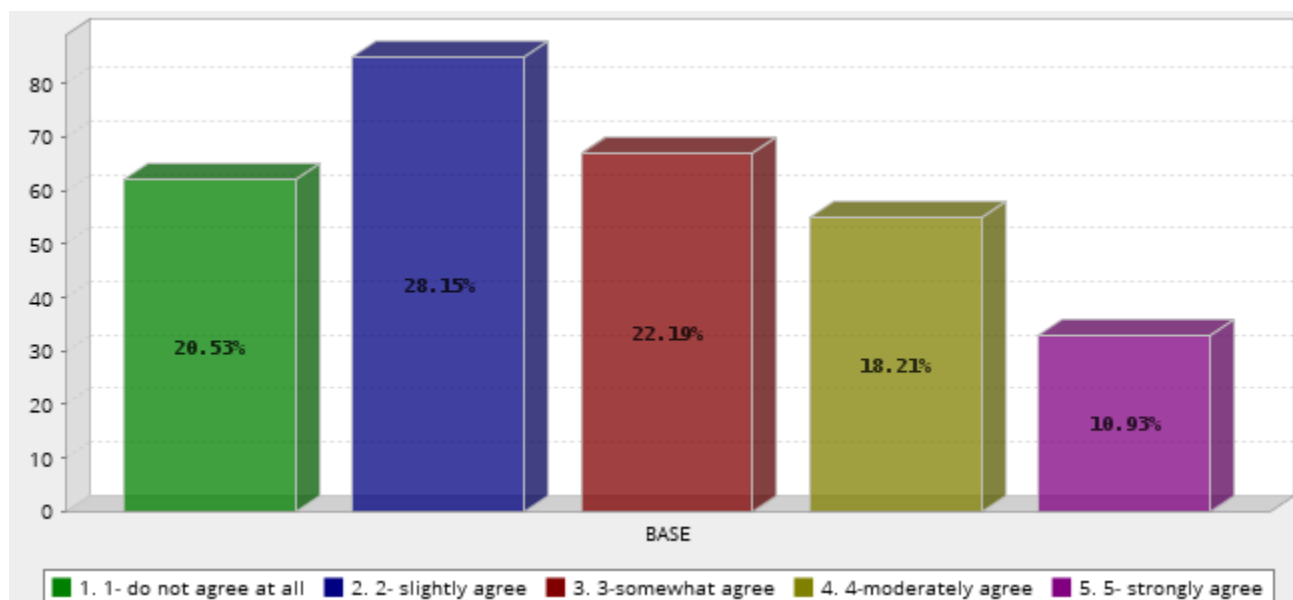
	Answer	Count	Percent
1.	1- do not agree at all	62	20.53%
2.	2- slightly agree	85	28.15%
3.	3-somewhat agree	67	22.19%
4.	4-moderately agree	55	18.21%
5.	5- strongly agree	33	10.93%
	Total	302	100%

	Mean : **2.709**	Confidence Interval @ 95% : **[2.564 - 2.853]**	Standard Deviation : **1.282**	Standard Error : **0.074**

Q9.3. Administrators seem hesitant to communicate news to other employees.
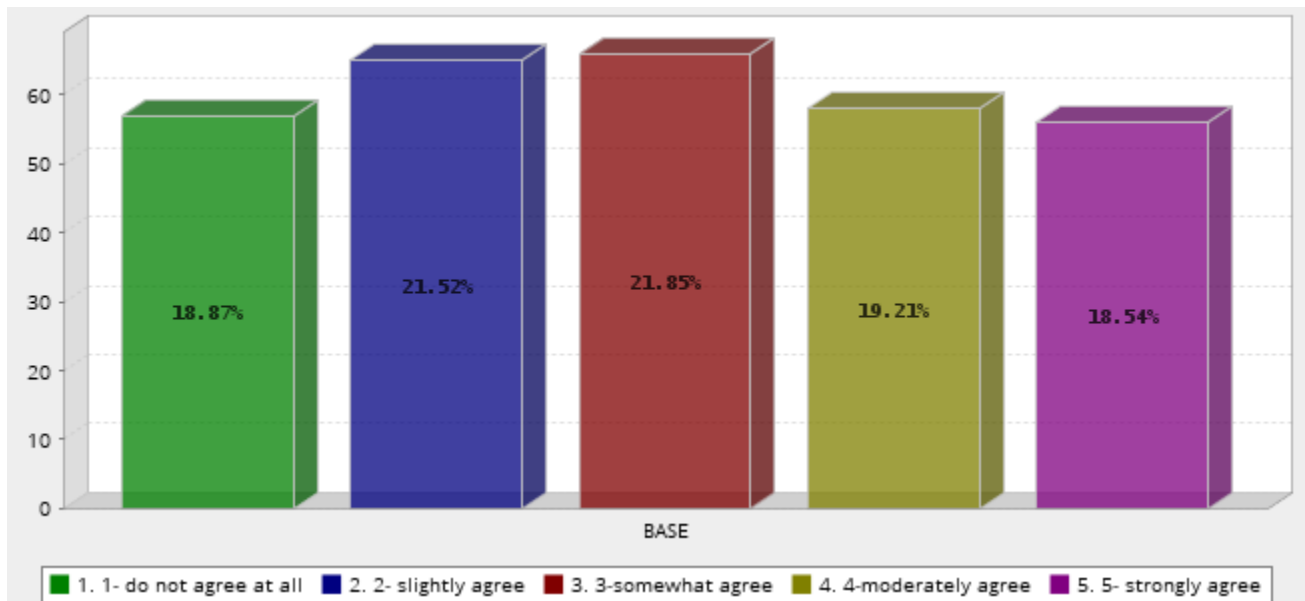
	Answer	Count	Percent
1.	1- do not agree at all	57	18.87%
2.	2- slightly agree	65	21.52%
3.	3-somewhat agree	66	21.85%
4.	4-moderately agree	58	19.21%
5.	5- strongly agree	56	18.54%
	Total	302	100%

	Mean : 2.970	Confidence Interval @ 95% : [2.814 - 3.126]	Standard Deviation : 1.382	Standard Error : 0.080

Q9.4. There is little to no flow of important information.
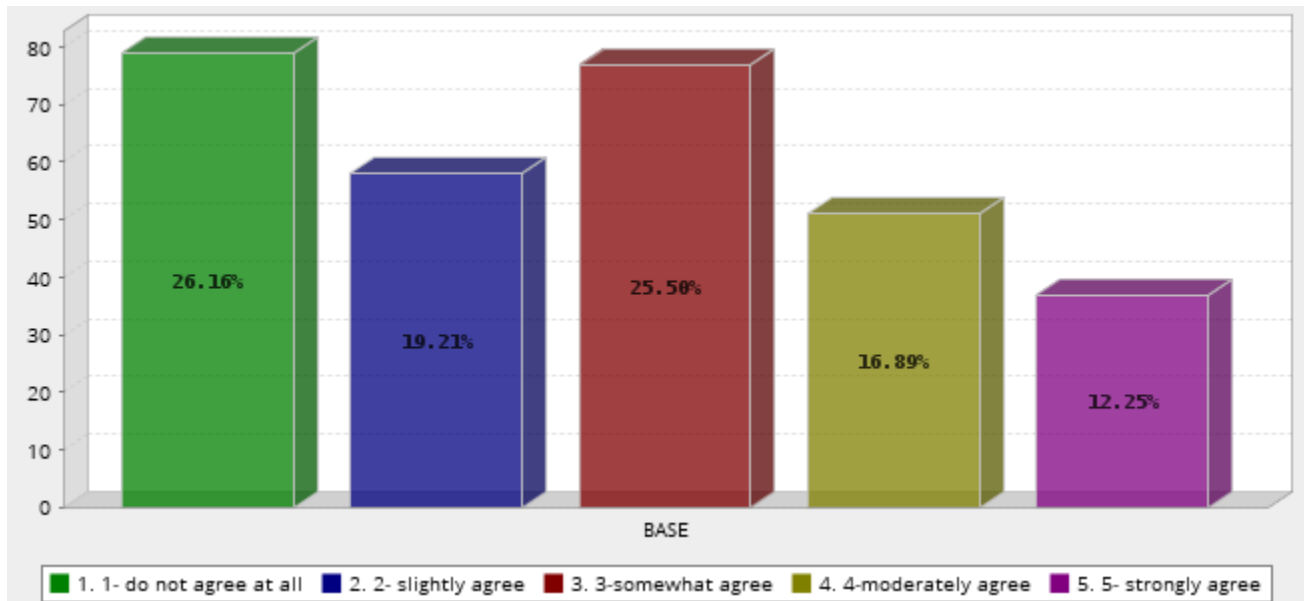
	Answer	Count	Percent
1.	1- do not agree at all	79	26.16%
2.	2- slightly agree	58	19.21%
3.	3-somewhat agree	77	25.50%
4.	4-moderately agree	51	16.89%
5.	5- strongly agree	37	12.25%
	Total	302	100%
	Mean : **2.699**	Confidence Interval @ 95% : **[2.547 - 2.851]**	Standard Deviation : **1.346**	Standard Error : **0.077**

Q9.5. There are too many "gatekeepers" of information who hinder flow of the important information.
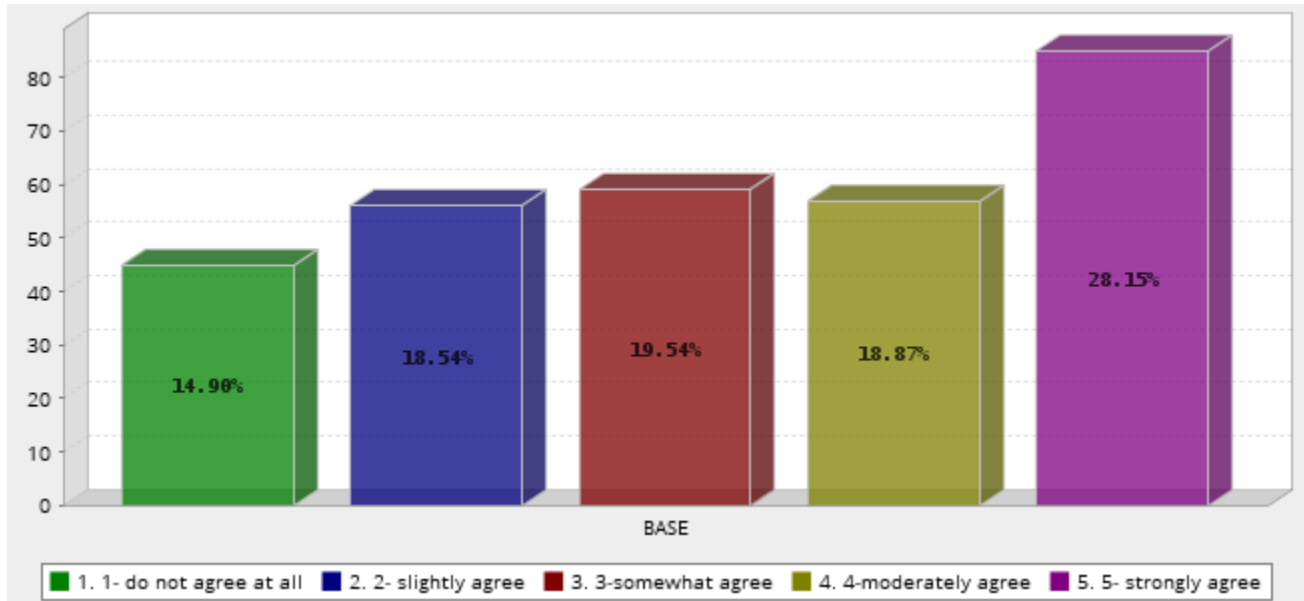
	Answer	Count	Percent
1.	1- do not agree at all	45	14.90%
2.	2- slightly agree	56	18.54%
3.	3-somewhat agree	59	19.54%
4.	4-moderately agree	57	18.87%
5.	5- strongly agree	85	28.15%
	Total	302	100%

	Mean : **3.268**	Confidence Interval @ 95% : **[3.107 - 3.429]**	Standard Deviation : **1.425**	Standard Error : **0.082**

Q10. Please use this space to express anything else you'd like us to know about the general communications climate at ATU:
(open ended responses provided in a separate document)

Q11 Did not exist as it was part of title/page header.

PERSONAL PREFERENCES
(questions 12-18)

Q12. How useful are the following at keeping you informed? (5-Highly useful, 4-moderately useful, 3-somewhat useful, 2-slightly useful, 1-not useful at all, n/a-I do not use this method/platform)
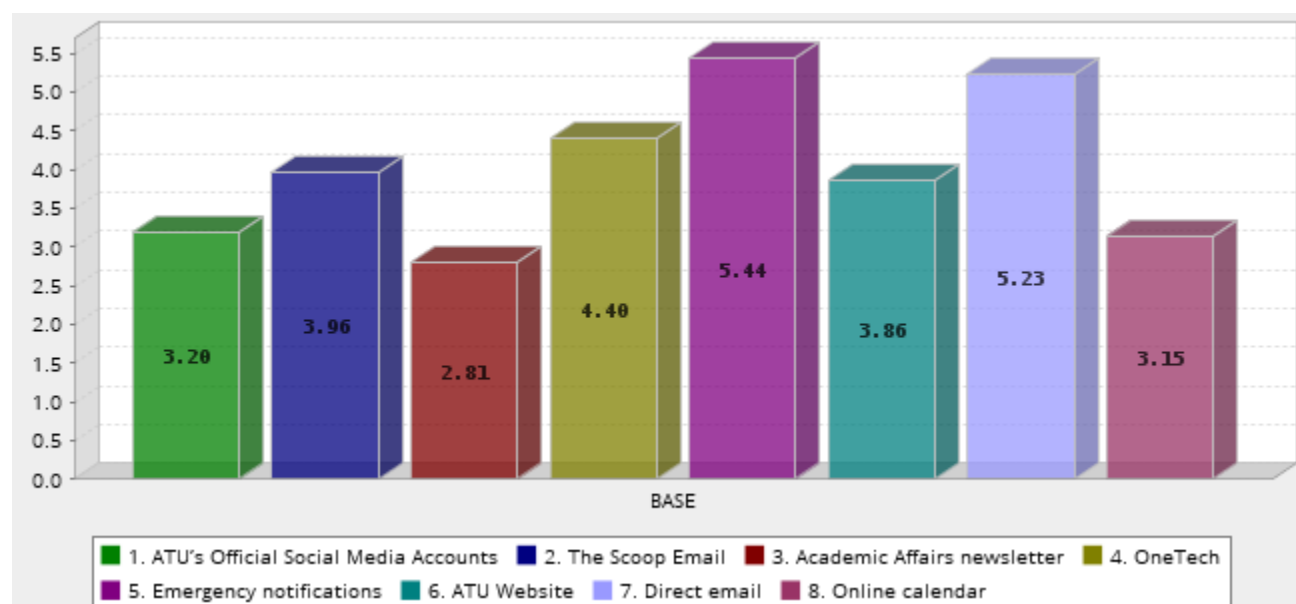
Q12. Overall Matrix Scorecard: How useful are the following at keeping you informed? (5-Highly useful, 4-moderately useful, 3-somewhat useful, 2-slightly useful, 1-not useful at all, n/a-I do not use this method/platform)

	Question	Count	Score
1.	ATU's Official Social Media Accounts	300	3.197
2.	The Scoop Email	300	3.963
3.	Academic Affairs newsletter	300	2.807
4.	OneTech	300	4.403
5.	Emergency notifications	300	5.437
6.	ATU Website	300	3.860
7.	Direct email	300	5.230
8.	Online calendar	300	3.147
	Average		**4.005**

Q12.1. ATU's Official Social Media Accounts
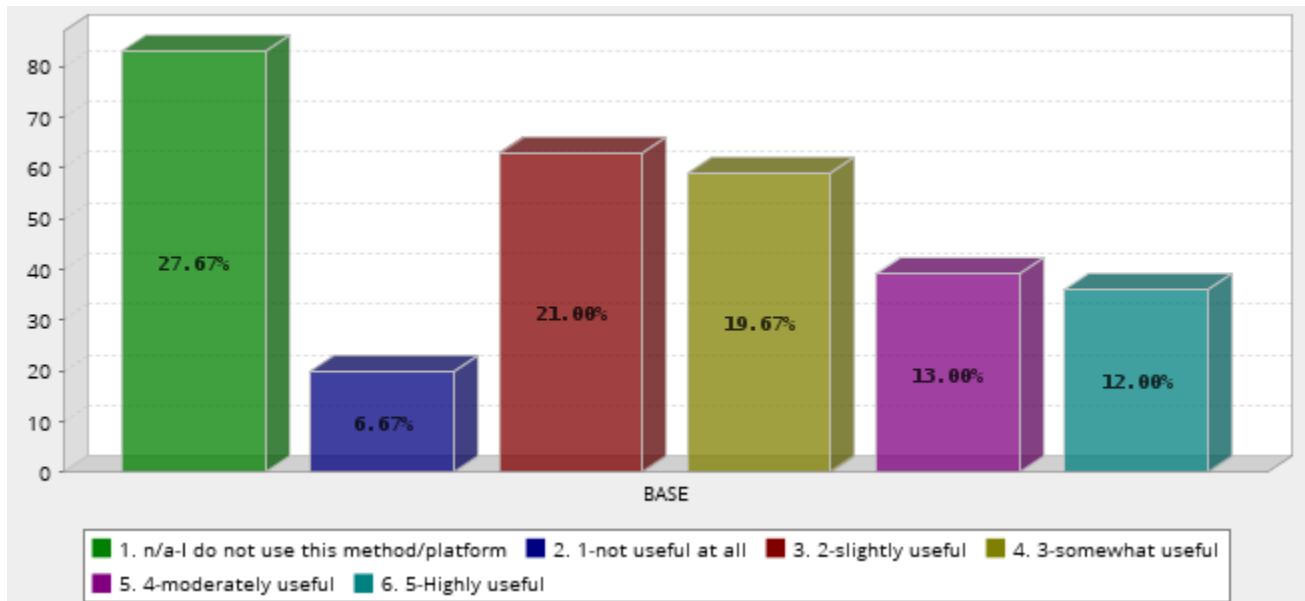
	Answer	Count	Percent
1.	n/a-I do not use this method/platform	83	27.67%
2.	1-not useful at all	20	6.67%
3.	2-slightly useful	63	21.00%
4.	3-somewhat useful	59	19.67%
5.	4-moderately useful	39	13.00%
6.	5-Highly useful	36	12.00%
	Total	300	100%

	Mean : **3.197**	Confidence Interval @ 95% : **[3.003 - 3.391]**	Standard Deviation : **1.715**	Standard Error : **0.099**

Q12.2. The Scoop Email
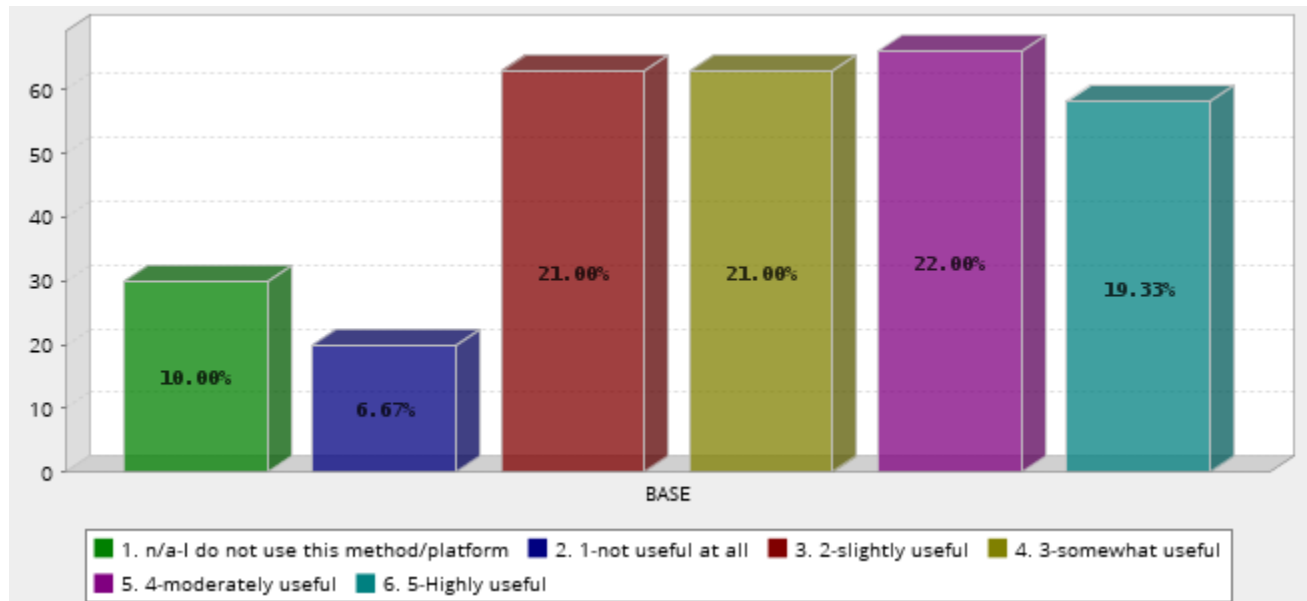
	Answer	Count	Percent
1.	n/a-I do not use this method/platform	30	10.00%
2.	1-not useful at all	20	6.67%
3.	2-slightly useful	63	21.00%
4.	3-somewhat useful	63	21.00%
5.	4-moderately useful	66	22.00%
6.	5-Highly useful	58	19.33%
	Total	300	100%

	Mean : 3.963	Confidence Interval @ 95% : [3.789 - 4.138]	Standard Deviation : 1.542	Standard Error : 0.089

Q12.3. Academic Affairs newsletter
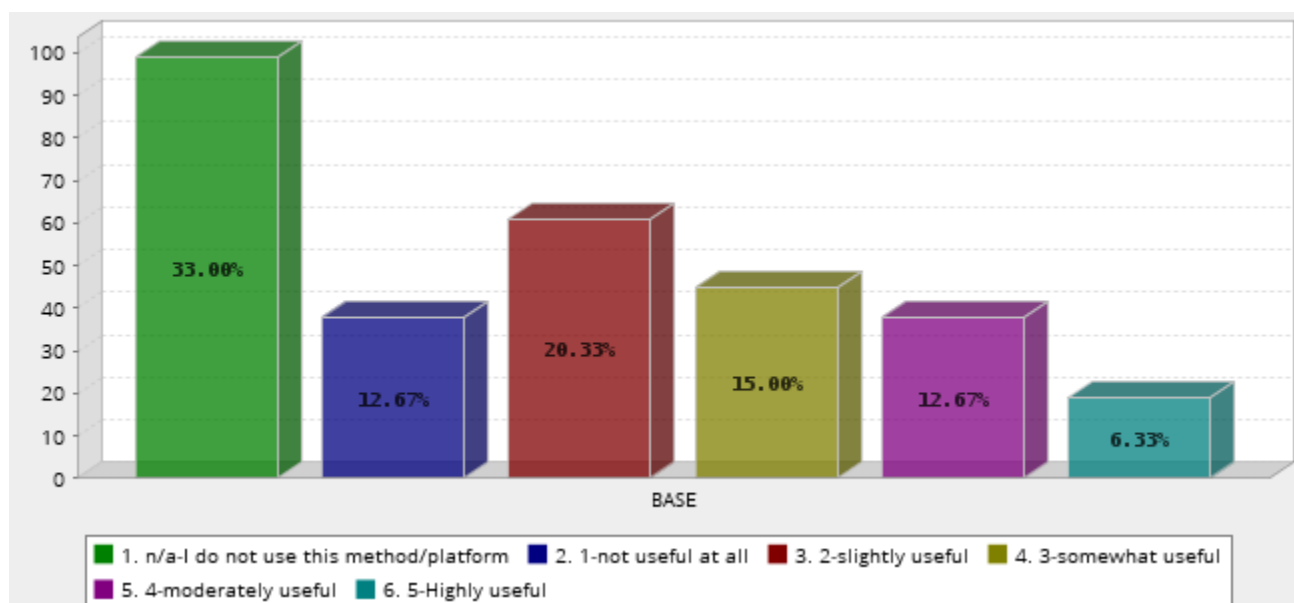
		Answer	Count	Percent
1.	n/a-I do not use this method/platform		99	33.00%
2.	1-not useful at all		38	12.67%
3.	2-slightly useful		61	20.33%
4.	3-somewhat useful		45	15.00%
5.	4-moderately useful		38	12.67%
6.	5-Highly useful		19	6.33%
	Total		300	100%
	Mean : **2.807**	Confidence Interval @ 95% : **[2.623 - 2.991]**	Standard Deviation : **1.626**	Standard Error : **0.094**

Q12.4. OneTech
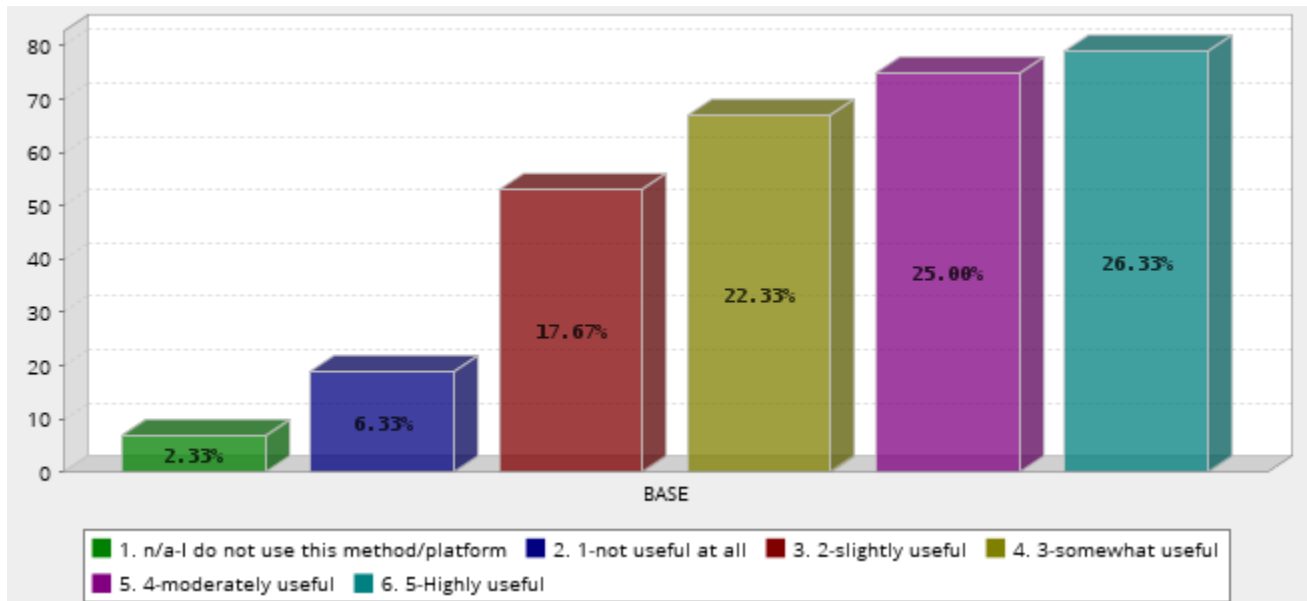
	Answer	Count	Percent
1.	n/a-I do not use this method/platform	7	2.33%
2.	1-not useful at all	19	6.33%
3.	2-slightly useful	53	17.67%
4.	3-somewhat useful	67	22.33%
5.	4-moderately useful	75	25.00%
6.	5-Highly useful	79	26.33%
	Total	300	100%
	Mean : **4.403**	Confidence Interval @ 95% : **[4.252 - 4.555]**	Standard Deviation : **1.337**	Standard Error : **0.077**

Q12.5. Emergency notifications
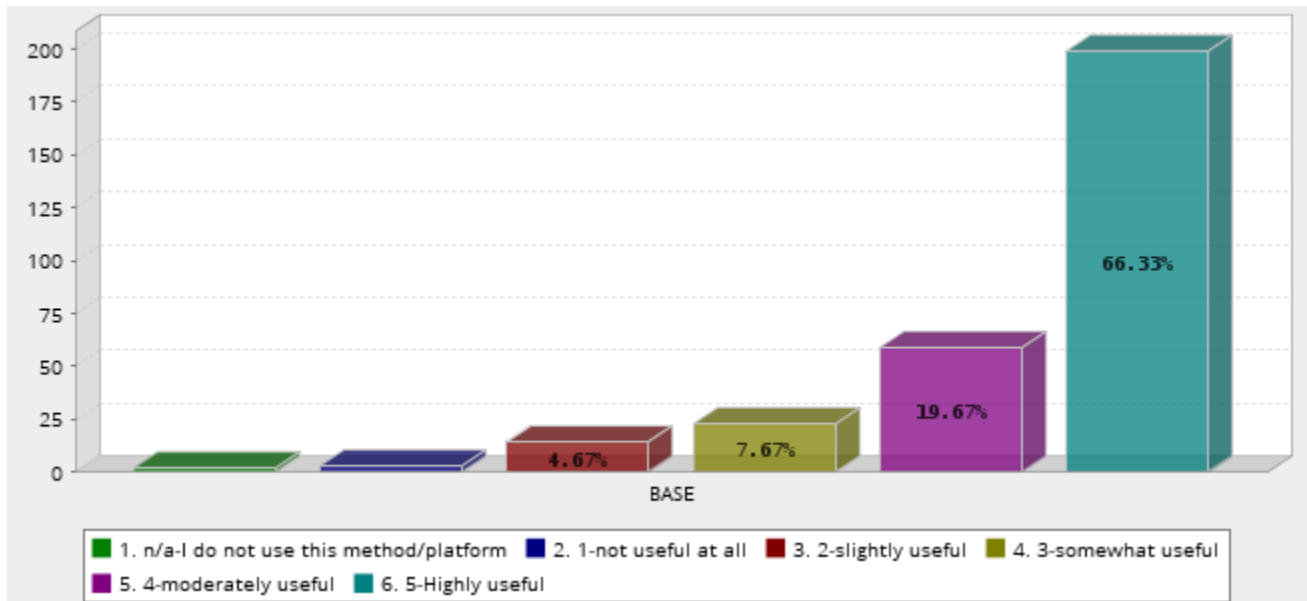
	Answer	Count	Percent
1.	n/a-I do not use this method/platform	2	0.67%
2.	1-not useful at all	3	1.00%
3.	2-slightly useful	14	4.67%
4.	3-somewhat useful	23	7.67%
5.	4-moderately useful	59	19.67%
6.	5-Highly useful	199	66.33%
	Total	300	100%
	Mean : **5.437**	Confidence Interval @ 95% : **[5.327 - 5.546]**	Standard Deviation : **0.967**	Standard Error : **0.056**

Q12.6. ATU Website
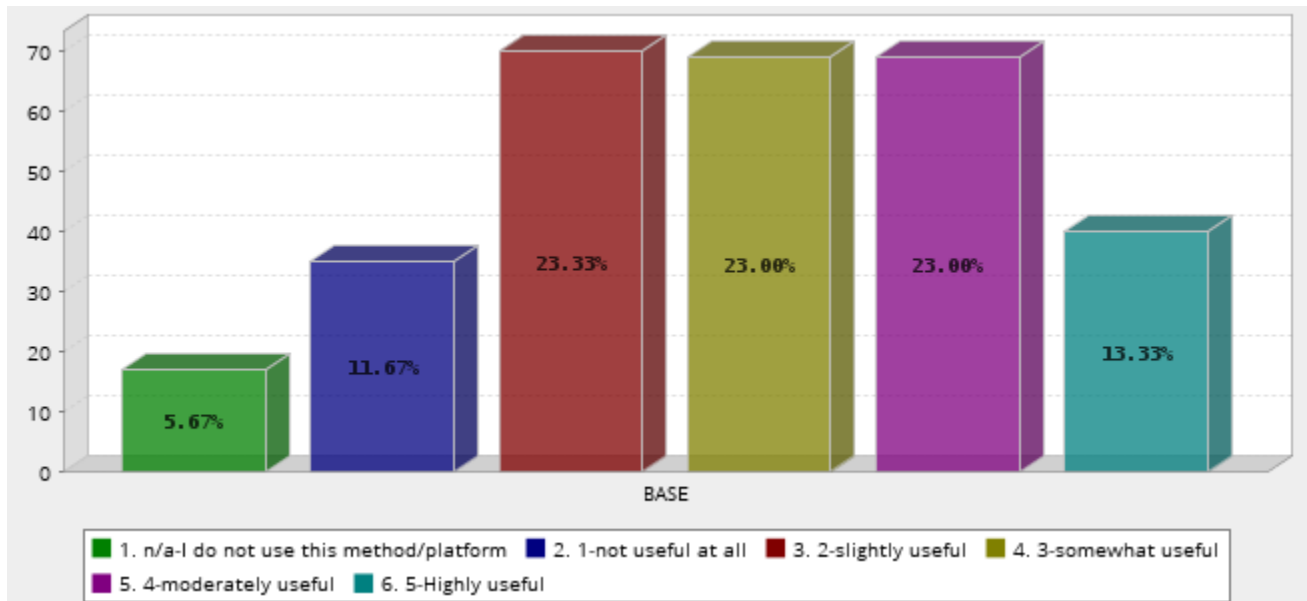
	Answer	Count	Percent
1.	n/a-I do not use this method/platform	17	5.67%
2.	1-not useful at all	35	11.67%
3.	2-slightly useful	70	23.33%
4.	3-somewhat useful	69	23.00%
5.	4-moderately useful	69	23.00%
6.	5-Highly useful	40	13.33%
	Total	300	100%

	Mean : 3.860	Confidence Interval @ 95% : [3.702 - 4.018]	Standard Deviation : 1.400	Standard Error : 0.081

Q12.7. Direct email
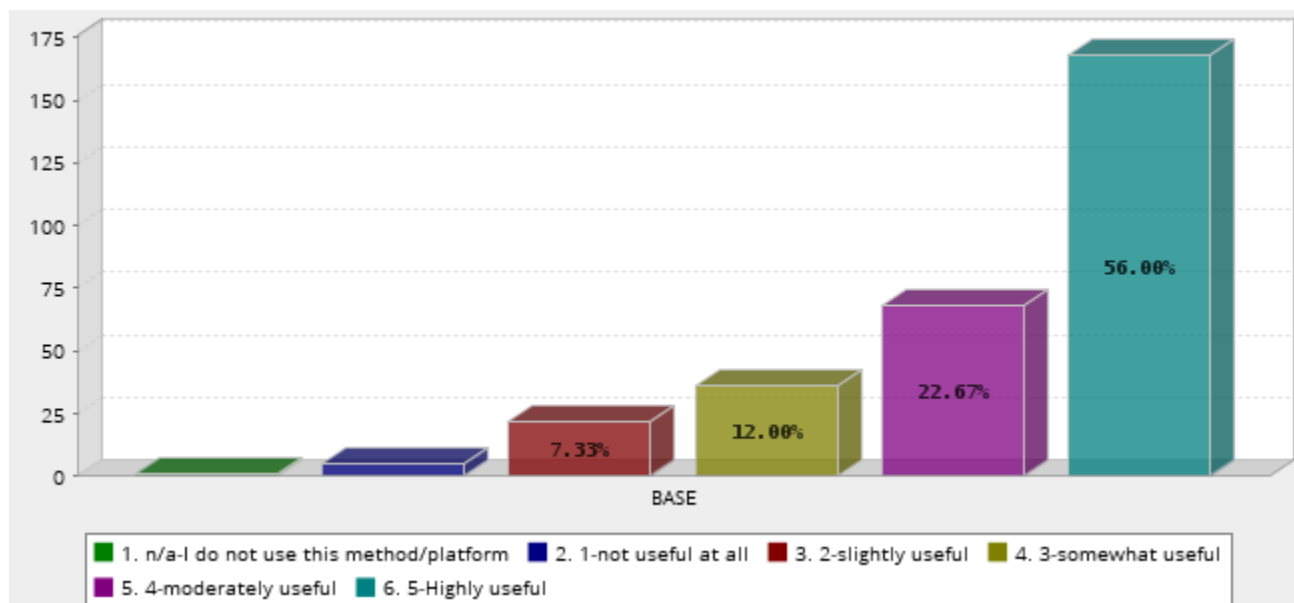
		Answer	Count	Percent
1.	n/a-I do not use this method/platform		1	0.33%
2.	1-not useful at all		5	1.67%
3.	2-slightly useful		22	7.33%
4.	3-somewhat useful		36	12.00%
5.	4-moderately useful		68	22.67%
6.	5-Highly useful		168	56.00%
	Total		300	100%
	Mean : **5.230**	Confidence Interval @ 95% : **[5.110 - 5.350]**	Standard Deviation : **1.062**	Standard Error : **0.061**

Q12.8. Online calendar
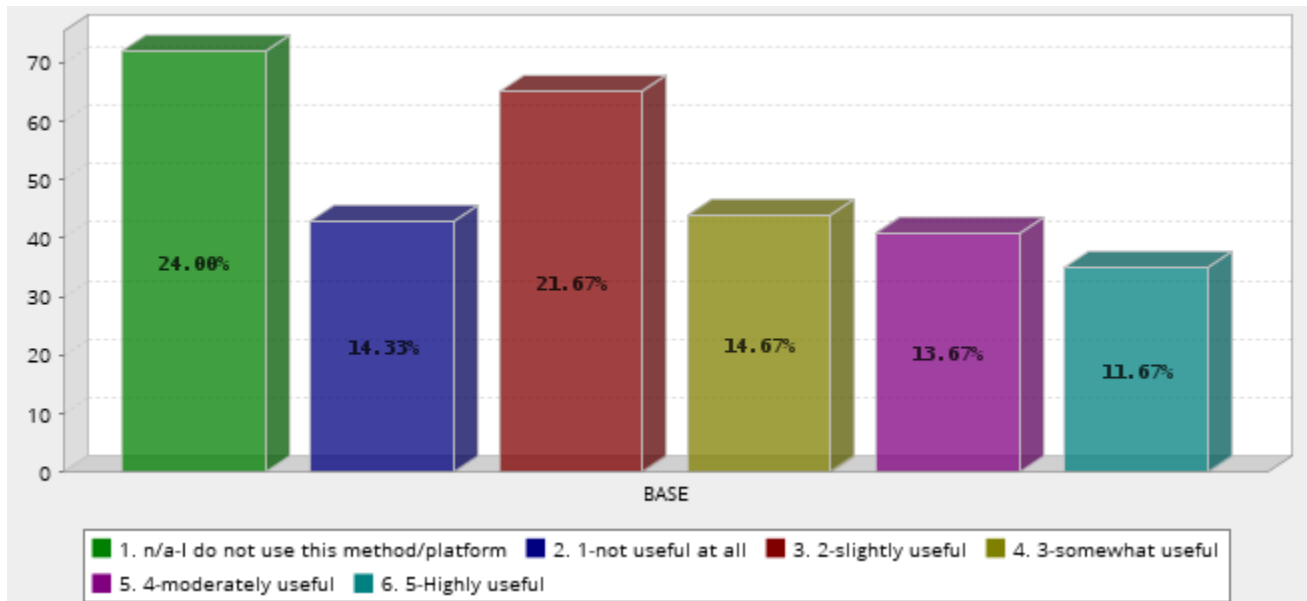
		Answer	Count	Percent
1.	n/a-I do not use this method/platform		72	24.00%
2.	1-not useful at all		43	14.33%
3.	2-slightly useful		65	21.67%
4.	3-somewhat useful		44	14.67%
5.	4-moderately useful		41	13.67%
6.	5-Highly useful		35	11.67%
	Total		300	100%
	Mean : **3.147**	Confidence Interval @ 95% : **[2.956 - 3.337]**	Standard Deviation : **1.684**	Standard Error : **0.097**

Q13. What are the top three ways through which you currently receive information about what is going on at ATU? (select 3)
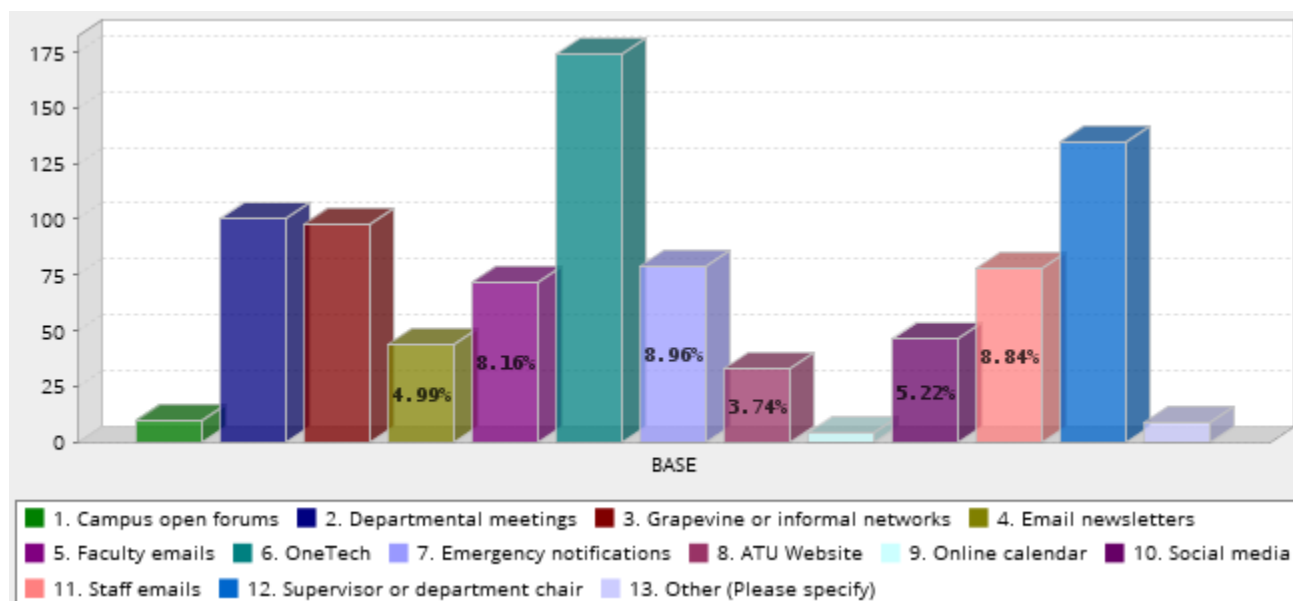
		Answer	Count	Percent
1.		Campus open forums	10	1.13%
2.		Departmental meetings	100	11.34%
3.		Grapevine or informal networks	98	11.11%
4.		Email newsletters	44	4.99%
5.		Faculty emails	72	8.16%
6.		OneTech	174	19.73%
7.		Emergency notifications	79	8.96%
8.		ATU Website	33	3.74%
9.		Online calendar	4	0.45%
10.		Social media	46	5.22%
11.		Staff emails	78	8.84%
12.		Supervisor or department chair	135	15.31%
13.		Other (Please specify) *see below	9	1.02%
		Total	882	100%

	Mean : **6.794**	Confidence Interval @ 95% : **[6.564 - 7.023]**	Standard Deviation : **3.478**	Standard Error : **0.117**	
		See next page for Other*			

*Other	- Old fashioned flyers - Staff emails, emergency notifications, and outside sources - Email from direct supervisor - Meetings with committees or individuals - None - Arkansastechnews.com (2 responded with this) - President's communication committee - Scoop	

Q14. How would you rate your knowledge of the following at ATU? (5-Highly knowledgeable, 4-moderately knowledgeable, 3-somewhat knowledgeable, 2-slightly knowledgeable, 1-not knowledgeable at all)
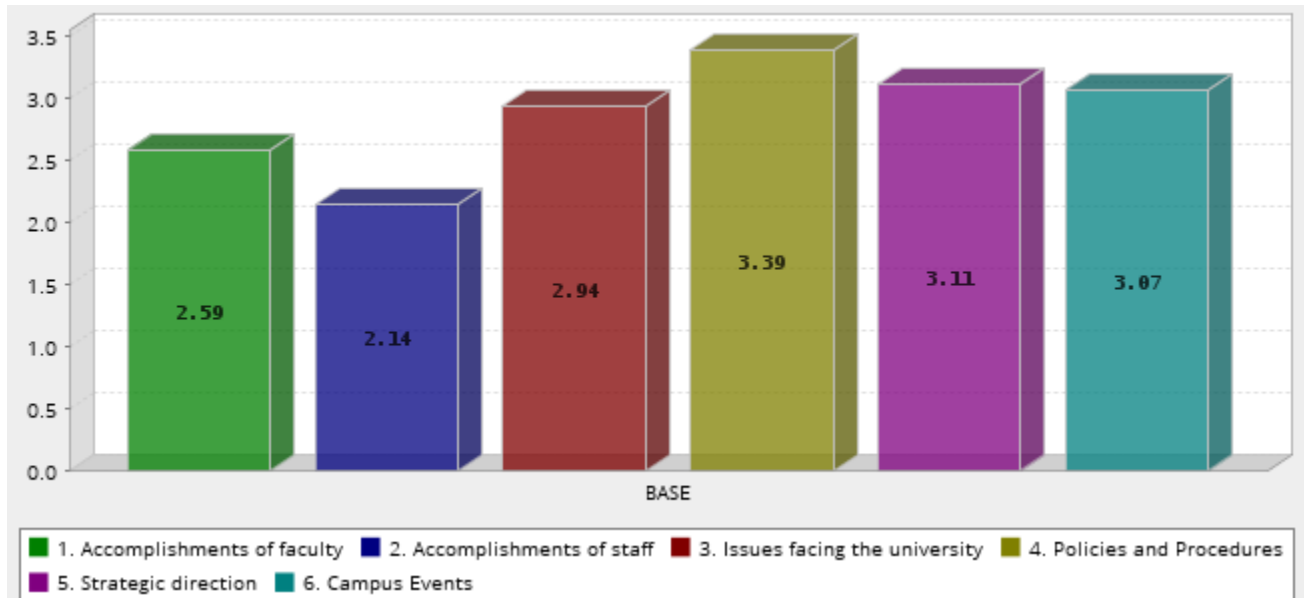
Q14. Overall Matrix Scorecard: How would you rate your knowledge of the following at ATU? (5-Highly knowledgeable, 4-moderately knowledgeable, 3-somewhat knowledgeable, 2-slightly knowledgeable, 1-not knowledgeable at all)

	Question	Count	Score
1.	Accomplishments of faculty	285	2.589
2.	Accomplishments of staff	285	2.144
3.	Issues facing the university	285	2.937
4.	Policies and Procedures	285	3.389
5.	Strategic direction	285	3.109
6.	Campus Events	285	3.074
	Average		**2.874**

Q14.1. Accomplishments of faculty
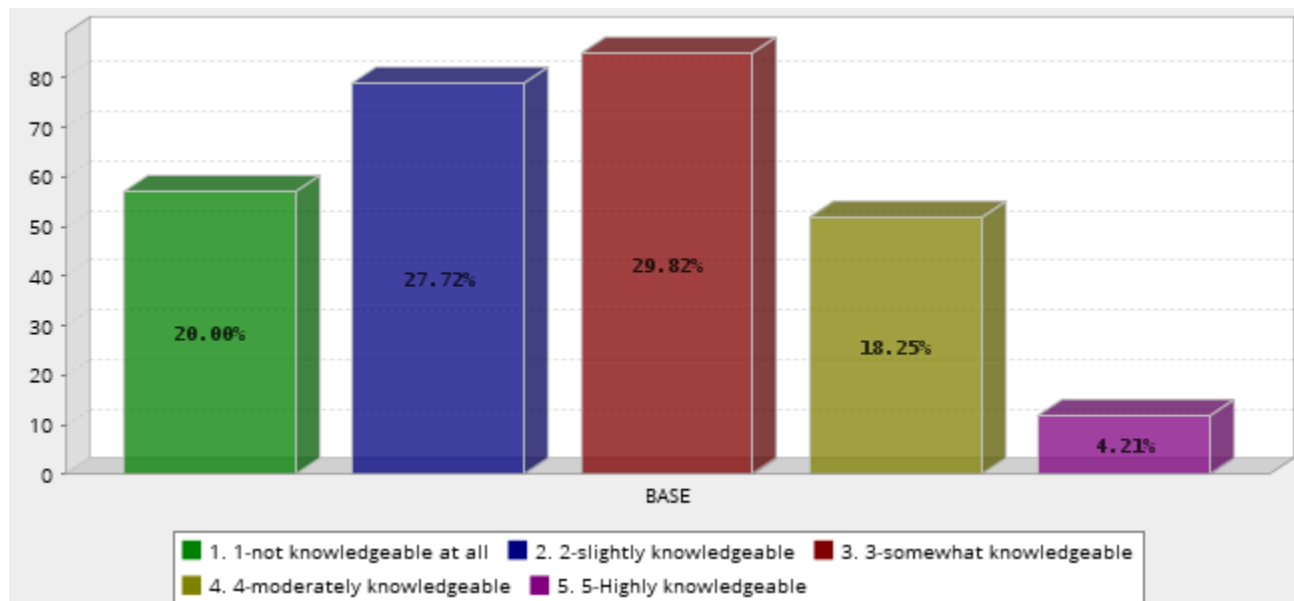
	Answer	Count	Percent
1.	1-not knowledgeable at all	57	20.00%
2.	2-slightly knowledgeable	79	27.72%
3.	3-somewhat knowledgeable	85	29.82%
4.	4-moderately knowledgeable	52	18.25%
5.	5-Highly knowledgeable	12	4.21%
	Total	285	100%
	Mean : **2.589**	Confidence Interval @ 95% : **[2.459 - 2.720]**	Standard Deviation : **1.124**	Standard Error : **0.067**

Q14.2. Accomplishments of staff
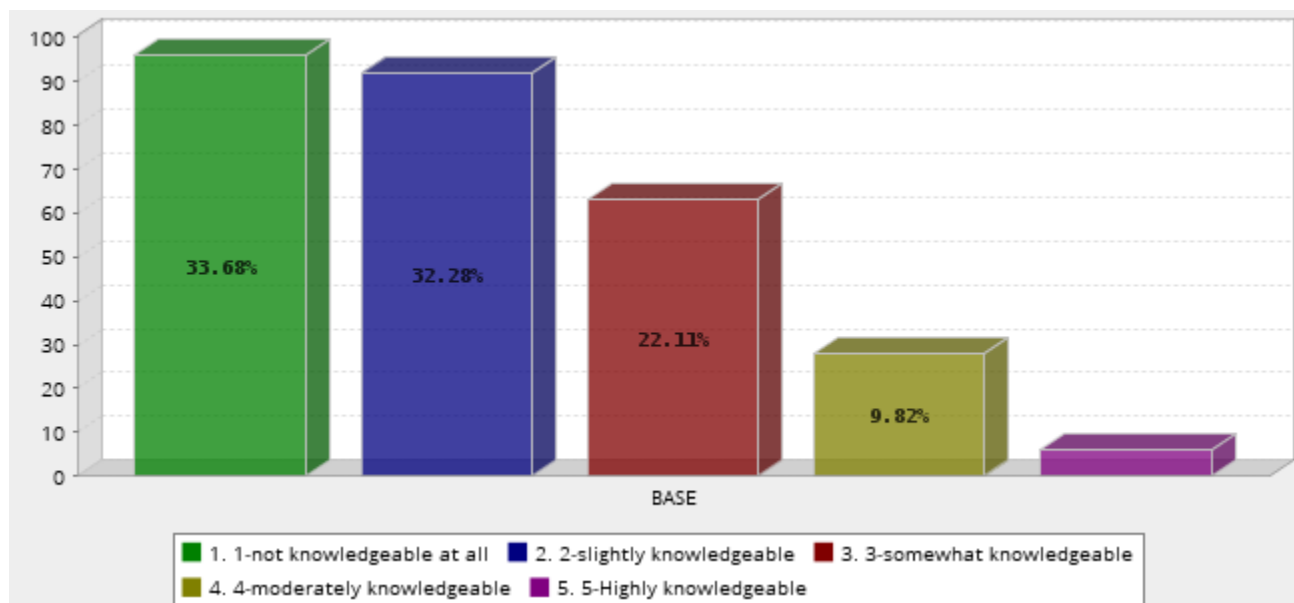
	Answer	Count	Percent
1.	1-not knowledgeable at all	96	33.68%
2.	2-slightly knowledgeable	92	32.28%
3.	3-somewhat knowledgeable	63	22.11%
4.	4-moderately knowledgeable	28	9.82%
5.	5-Highly knowledgeable	6	2.11%
	Total	285	100%
	Mean : **2.144**	Confidence Interval @ 95% : **[2.021 - 2.267]**	Standard Deviation : **1.060**	Standard Error : **0.063**

Q14.3. Issues facing the university
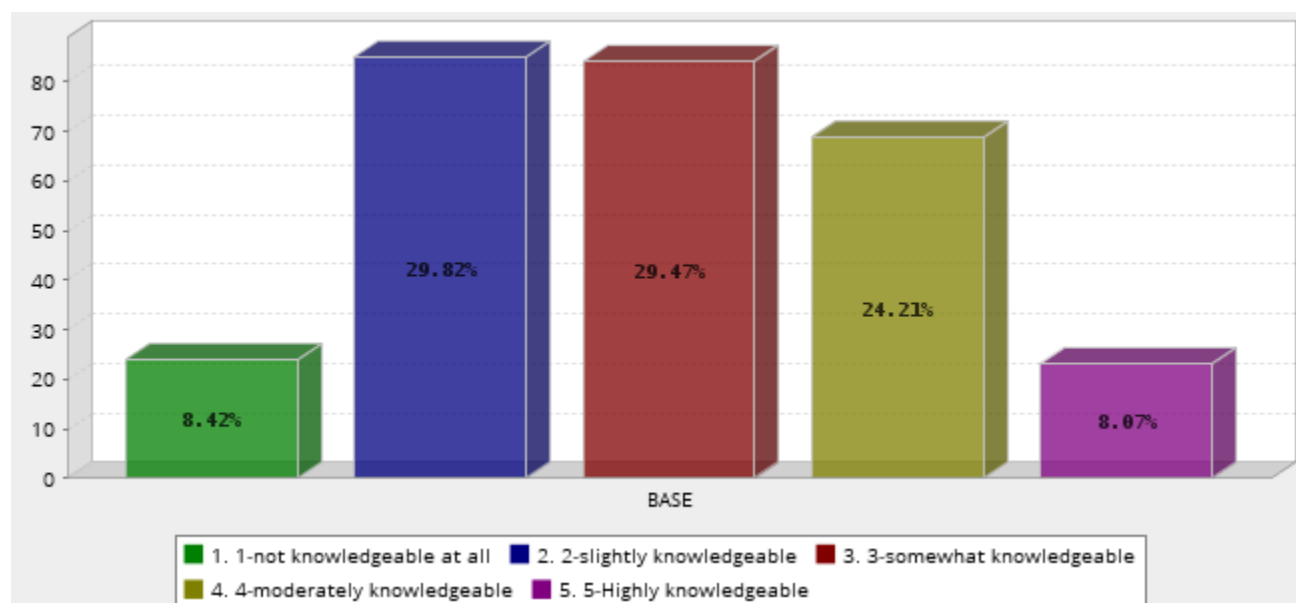
	Answer	Count	Percent
1.	1-not knowledgeable at all	24	8.42%
2.	2-slightly knowledgeable	85	29.82%
3.	3-somewhat knowledgeable	84	29.47%
4.	4-moderately knowledgeable	69	24.21%
5.	5-Highly knowledgeable	23	8.07%
	Total	285	100%
	Mean : **2.937**	Confidence Interval @ 95% : **[2.810 - 3.064]**	Standard Deviation : **1.096**	Standard Error : **0.065**

Q14.4. Policies and Procedures
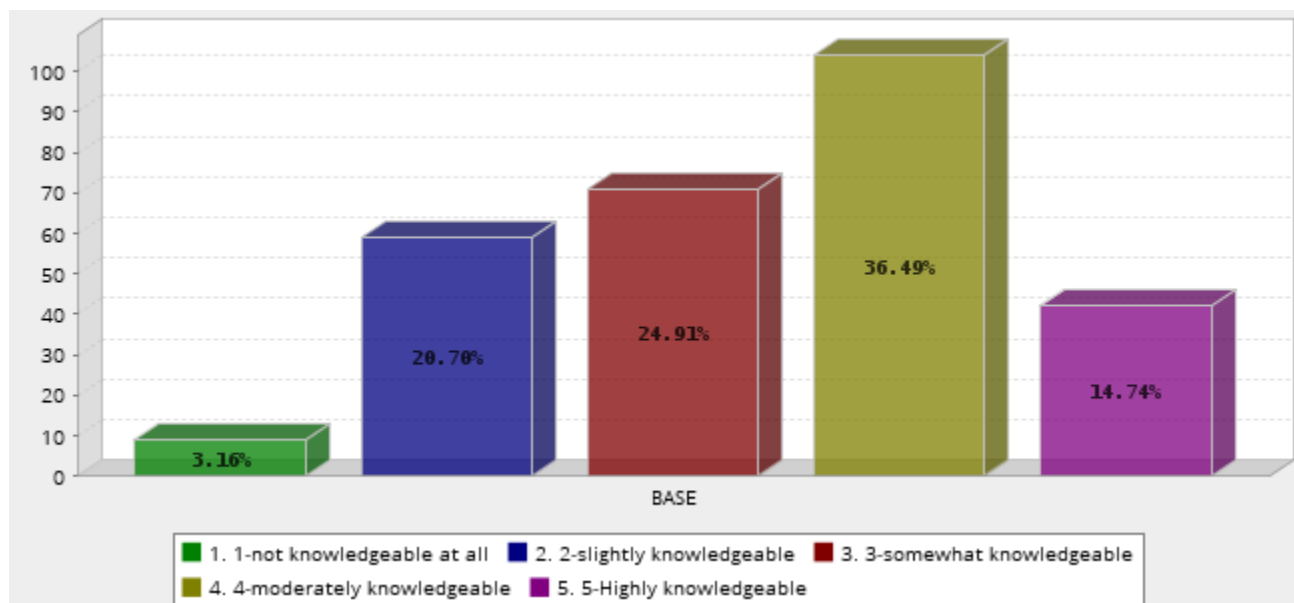
	Answer	Count	Percent
1.	1-not knowledgeable at all	9	3.16%
2.	2-slightly knowledgeable	59	20.70%
3.	3-somewhat knowledgeable	71	24.91%
4.	4-moderately knowledgeable	104	36.49%
5.	5-Highly knowledgeable	42	14.74%
	Total	285	100%

	Mean : 3.389	Confidence Interval @ 95% : [3.266 - 3.513]	Standard Deviation : 1.068	Standard Error : 0.063	

Q14.5.Strategic direction
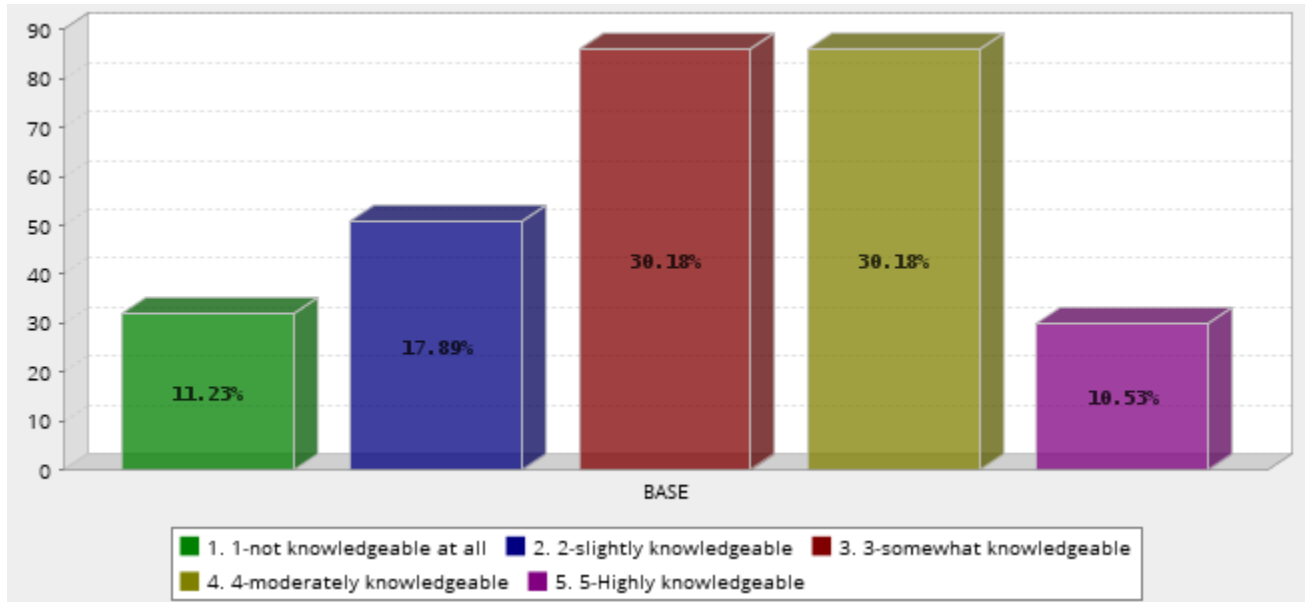
	Answer	Count	Percent
1.	1-not knowledgeable at all	32	11.23%
2.	2-slightly knowledgeable	51	17.89%
3.	3-somewhat knowledgeable	86	30.18%
4.	4-moderately knowledgeable	86	30.18%
5.	5-Highly knowledgeable	30	10.53%
	Total	285	100%
	Mean : **3.109**	Confidence Interval @ 95% : **[2.974 - 3.243]**	Standard Deviation : **1.159**	Standard Error : **0.069**

Q14.6. Campus Events
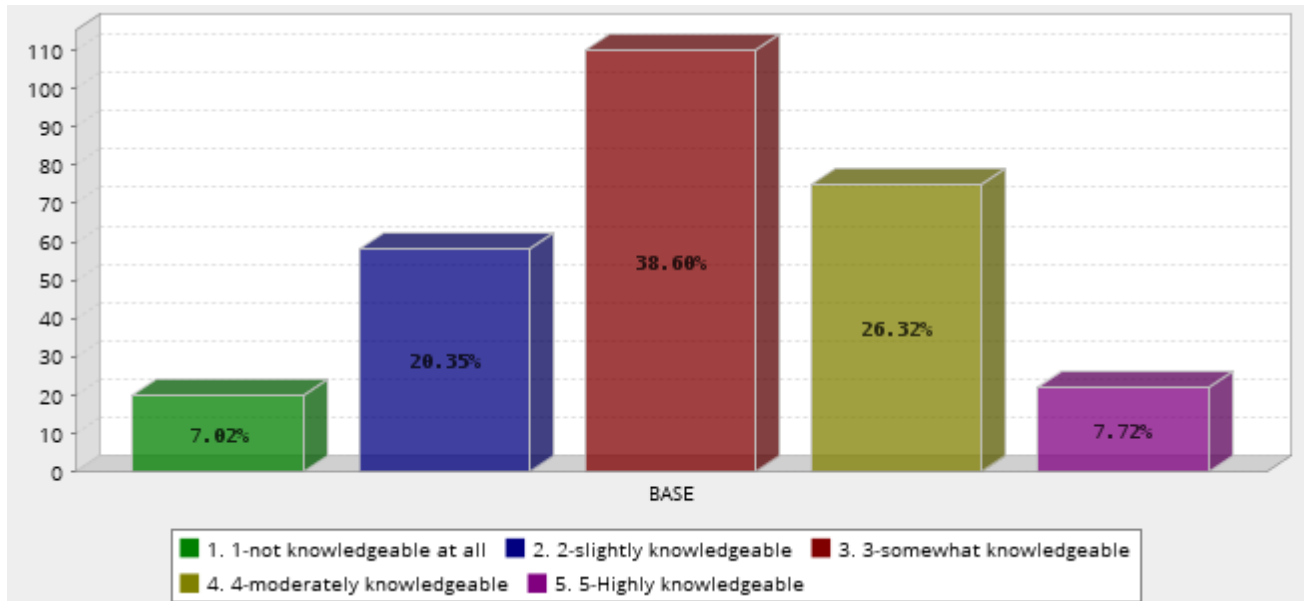
	Answer	Count	Percent
1.	1-not knowledgeable at all	20	7.02%
2.	2-slightly knowledgeable	58	20.35%
3.	3-somewhat knowledgeable	110	38.60%
4.	4-moderately knowledgeable	75	26.32%
5.	5-Highly knowledgeable	22	7.72%
	Total	285	100%
Mean : **3.074**	Confidence Interval @ 95% : **[2.954 - 3.193]**	Standard Deviation : **1.027**	Standard Error : **0.061**

Q15. To what extent are you interested in knowing about the following at ATU? (5-Highly interested, 4-moderately interested, 3-somewhat interested, 2-slightly interested, 1-not interested at all)
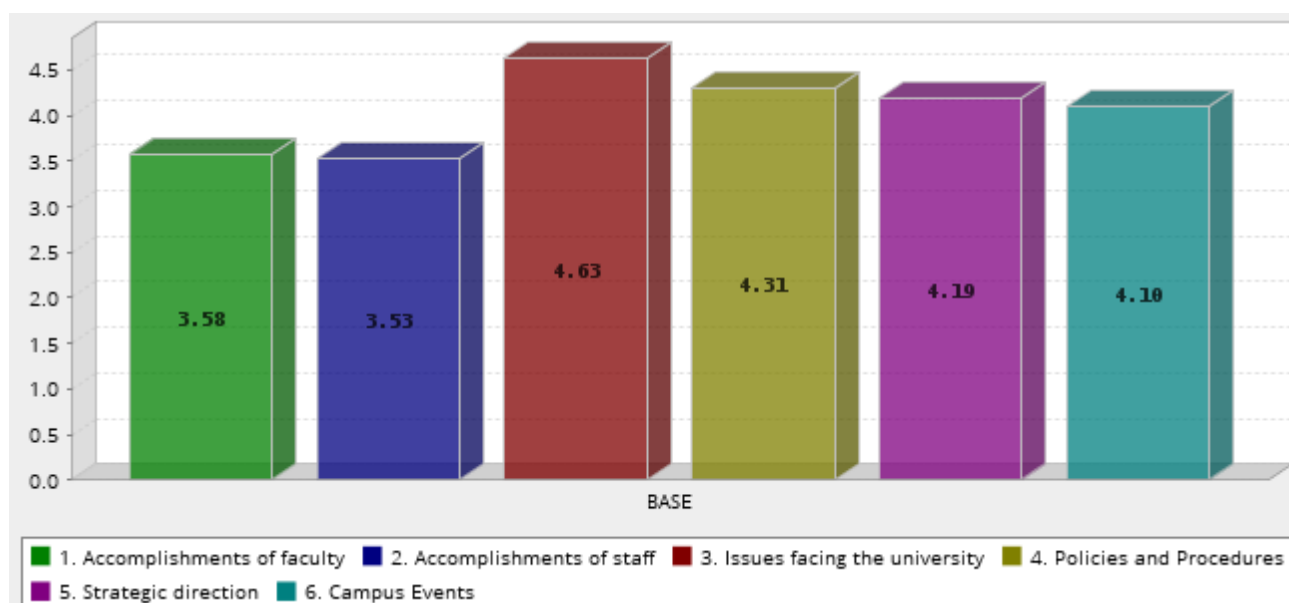
Q15. Overall Matrix Scorecard : To what extent are you interested in knowing about the following at ATU? (5-Highly interested, 4-moderately interested, 3-somewhat interested, 2-slightly interested, 1-not interested at all)

	Question	Count	Score
1.	Accomplishments of faculty	285	3.579
2.	Accomplishments of staff	285	3.526
3.	Issues facing the university	285	4.628
4.	Policies and Procedures	285	4.305
5.	Strategic direction	285	4.193
6.	Campus Events	285	4.098
		Average	**4.055**

Q15.1. Accomplishments of faculty
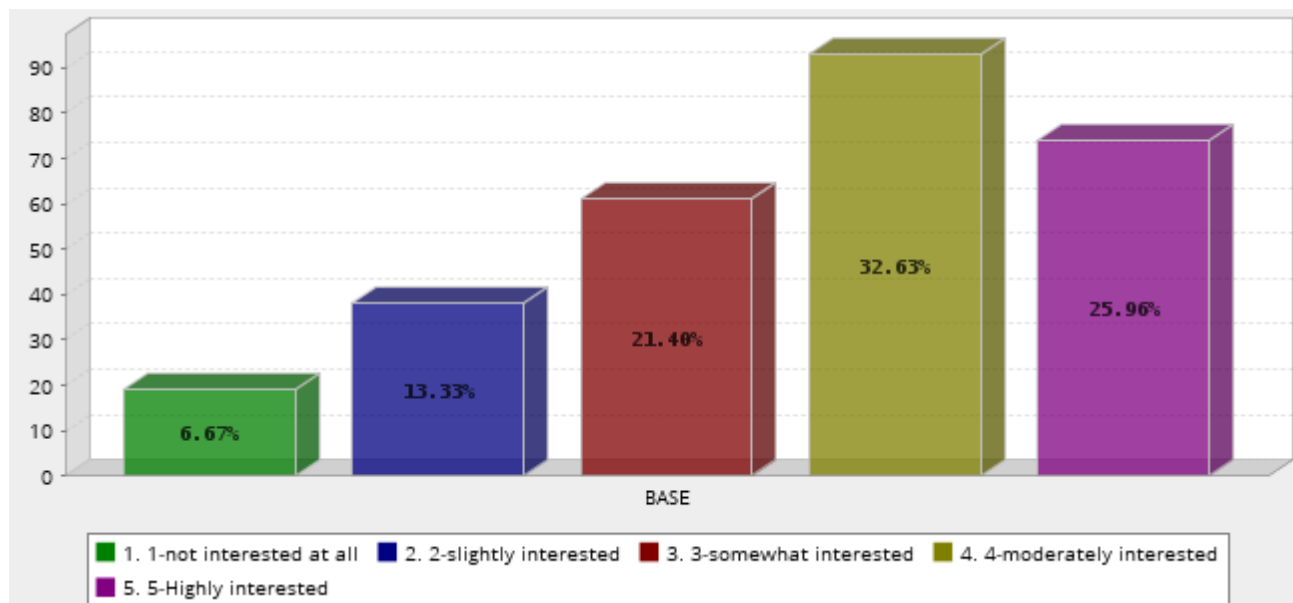
	Answer	Count	Percent
1.	1-not interested at all	19	6.67%
2.	2-slightly interested	38	13.33%
3.	3-somewhat interested	61	21.40%
4.	4-moderately interested	93	32.63%
5.	5-Highly interested	74	25.96%
	Total	285	100%

Mean : **3.579**	Confidence Interval @ 95% : **[3.440 - 3.718]**	Standard Deviation : **1.198**	Standard Error : **0.071**

Q15.2. Accomplishments of staff
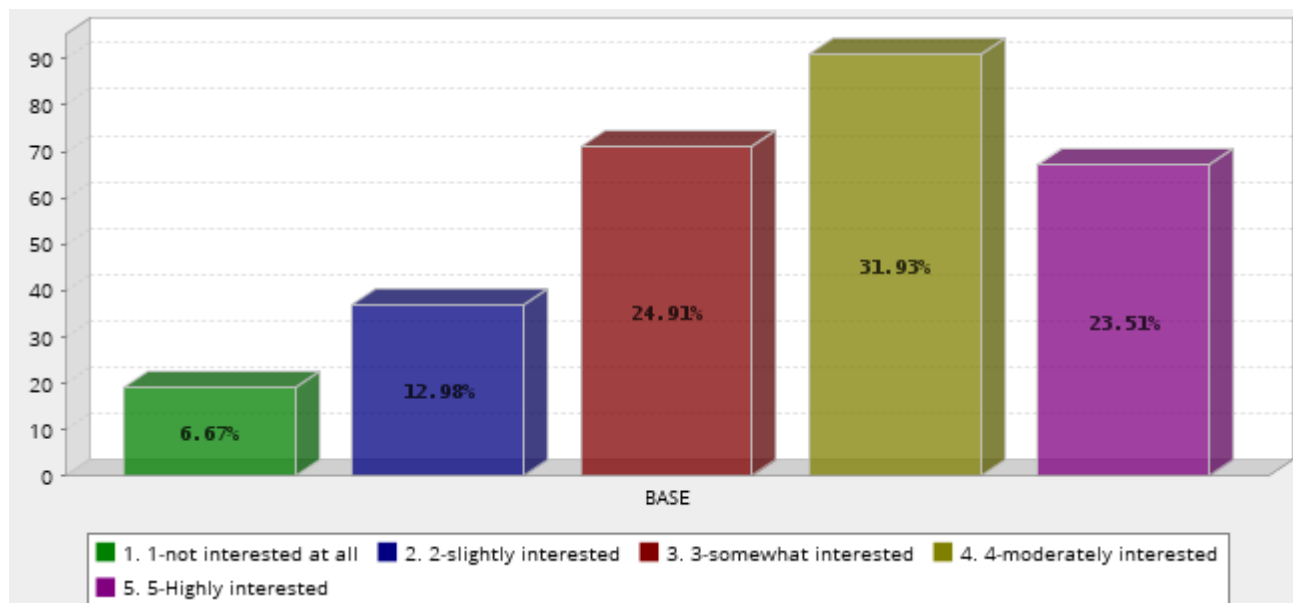
	Answer	Count	Percent
1.	1-not interested at all	19	6.67%
2.	2-slightly interested	37	12.98%
3.	3-somewhat interested	71	24.91%
4.	4-moderately interested	91	31.93%
5.	5-Highly interested	67	23.51%
	Total	285	100%

Mean : **3.526**	Confidence Interval @ 95% : **[3.390 - 3.663]**	Standard Deviation : **1.176**	Standard Error : **0.070**

Q15.3. Issues facing the university
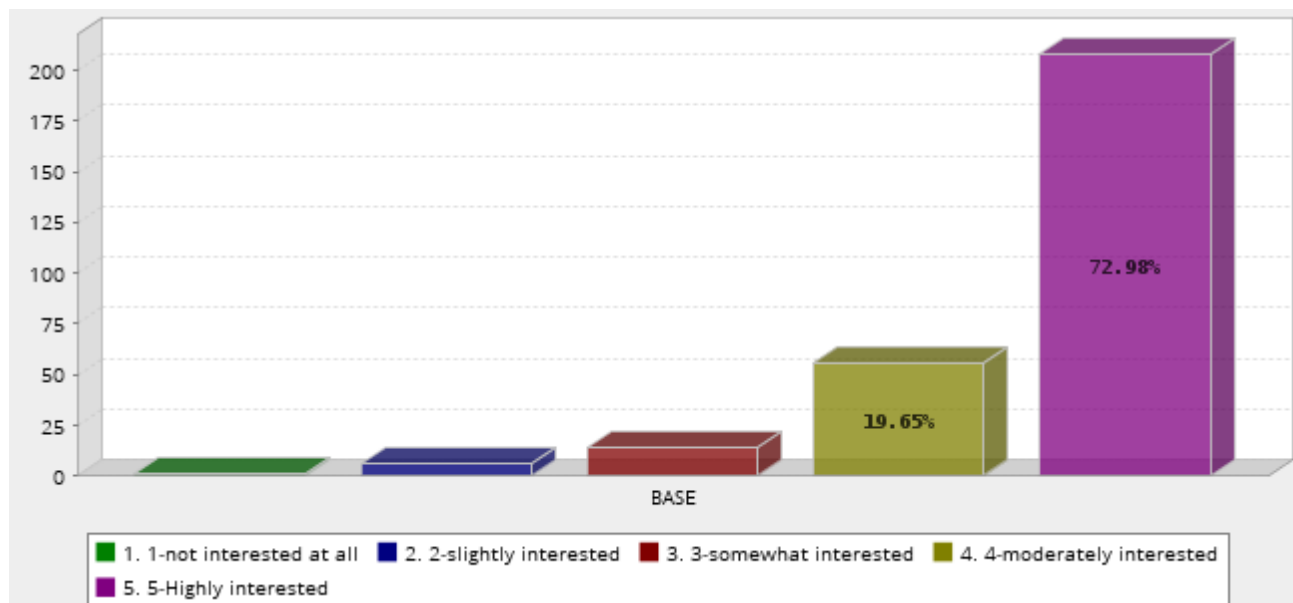
	Answer	Count	Percent
1.	1-not interested at all	1	0.35%
2.	2-slightly interested	6	2.11%
3.	3-somewhat interested	14	4.91%
4.	4-moderately interested	56	19.65%
5.	5-Highly interested	208	72.98%
	Total	285	100%

Mean : **4.628**	Confidence Interval @ 95% : **[4.546 - 4.710]**	Standard Deviation : **0.709**	Standard Error : **0.042**

Q15.4. Policies and Procedures
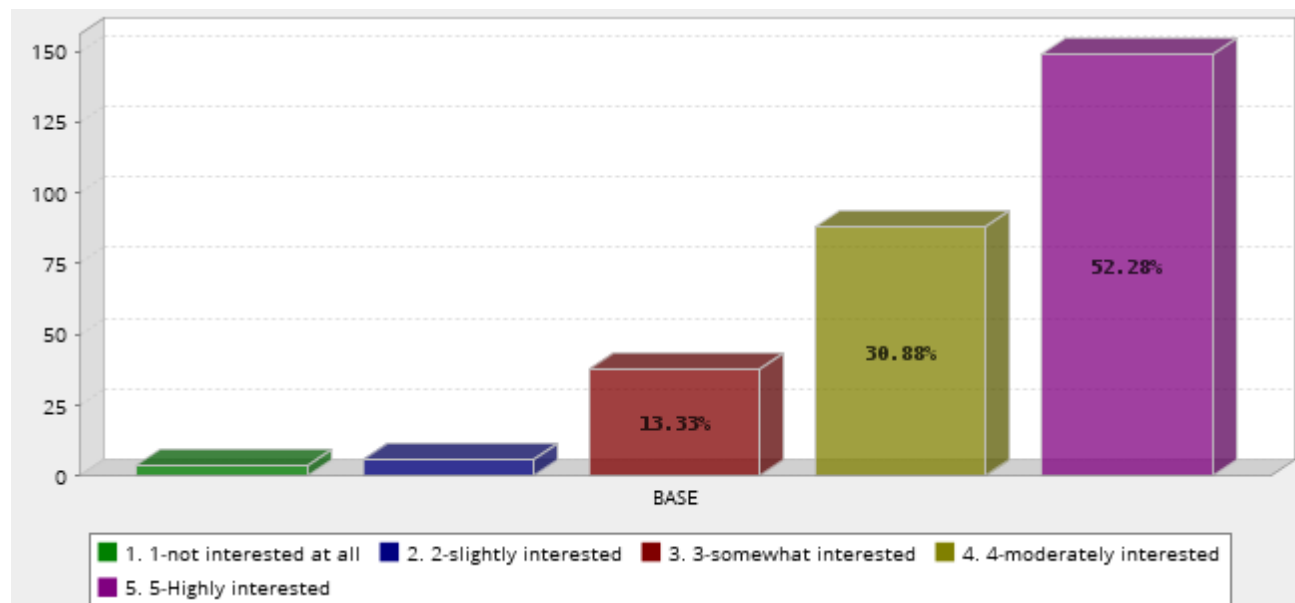
		Answer	Count	Percent
	1.	1-not interested at all	4	1.40%
	2.	2-slightly interested	6	2.11%
	3.	3-somewhat interested	38	13.33%
	4.	4-moderately interested	88	30.88%
	5.	5-Highly interested	149	52.28%
		Total	285	100%
Mean : **4.305**	Confidence Interval @ 95% : **[4.203 - 4.408]**	Standard Deviation : **0.881**	Standard Error : **0.052**	

Q15.5. Strategic direction
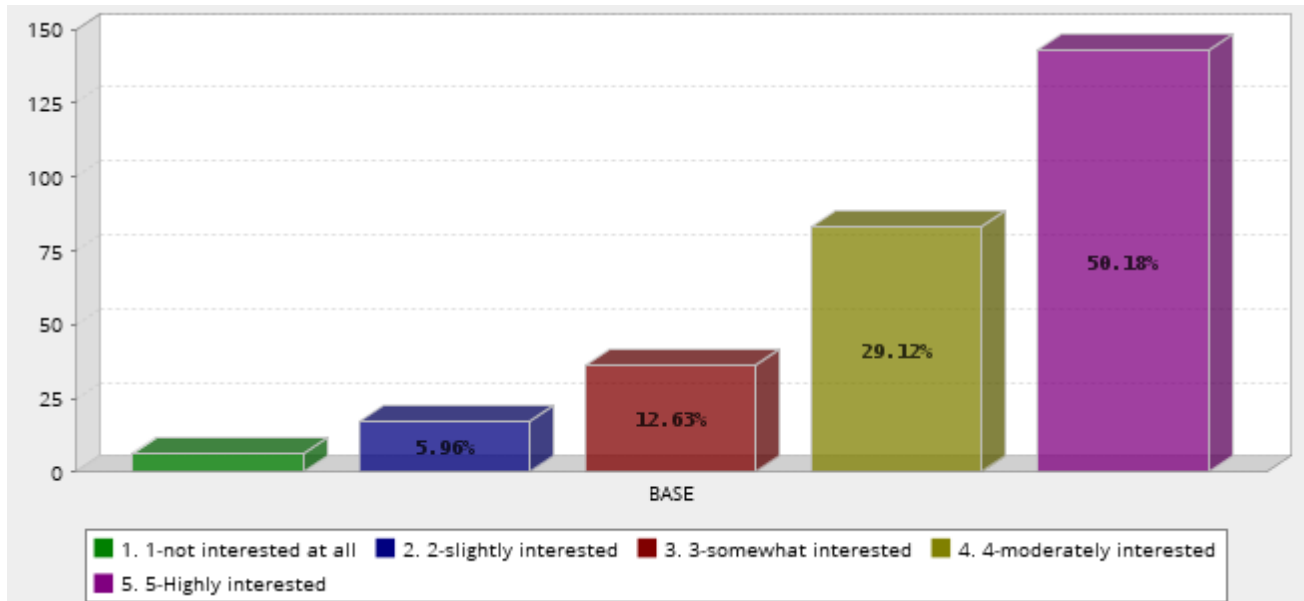
		Answer	Count	Percent
	1.	1-not interested at all	6	2.11%
	2.	2-slightly interested	17	5.96%
	3.	3-somewhat interested	36	12.63%
	4.	4-moderately interested	83	29.12%
	5.	5-Highly interested	143	50.18%
		Total	285	100%
Mean : **4.193**	Confidence Interval @ 95% : **[4.076 - 4.310]**	Standard Deviation : **1.011**	Standard Error : **0.060**	

Q15.6. Campus Events
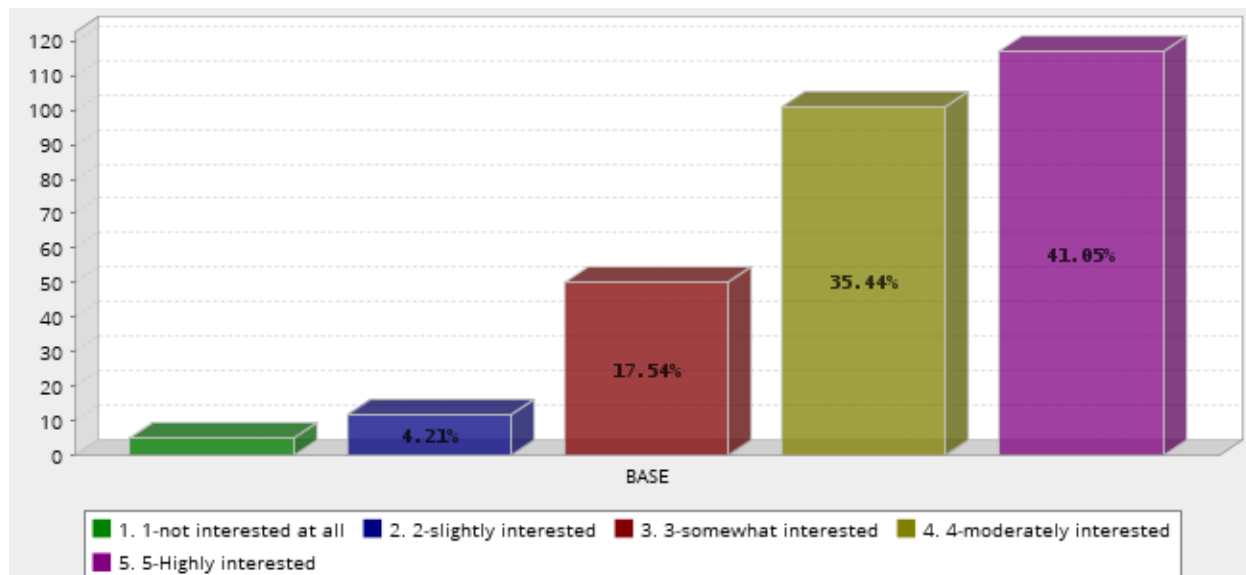
	Answer	Count	Percent
1.	1-not interested at all	5	1.75%
2.	2-slightly interested	12	4.21%
3.	3-somewhat interested	50	17.54%
4.	4-moderately interested	101	35.44%
5.	5-Highly interested	117	41.05%
	Total	285	100%
	Mean : **4.098**	Confidence Interval @ 95% : **[3.988 - 4.209]**	Standard Deviation : **0.952**	Standard Error : **0.056**

Q16. In terms of email communication, how do you prefer to receive messages:
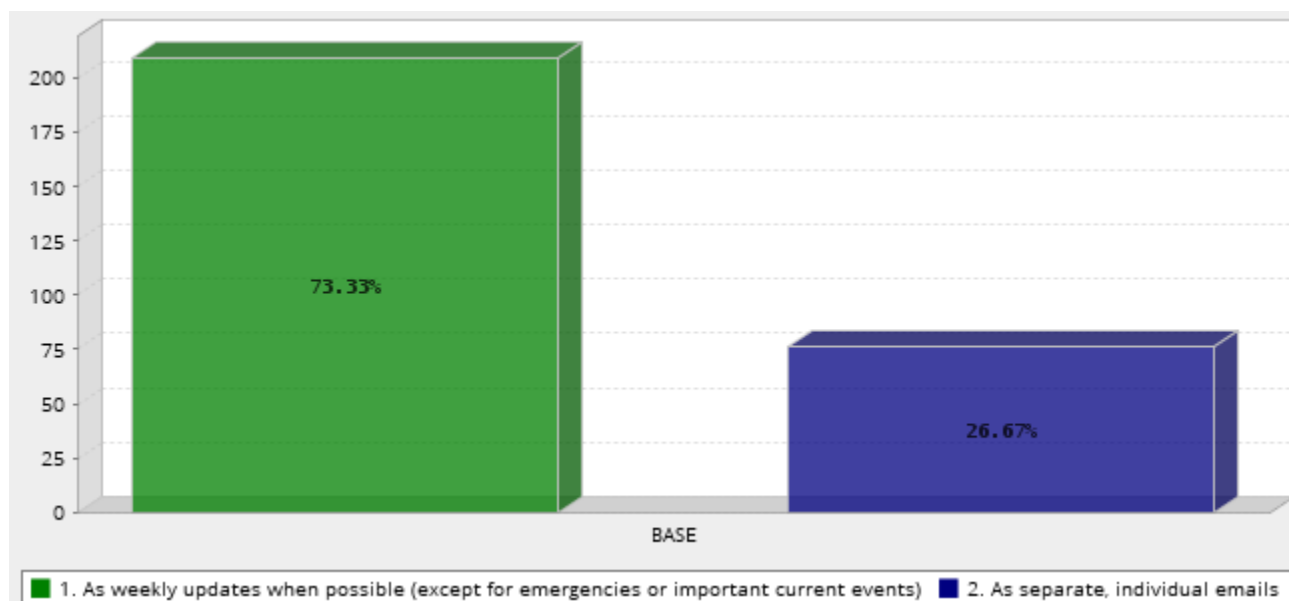
	Answer	Count	Percent
1.	As weekly updates when possible (except for emergencies or important current events)	209	73.33%
2.	As separate, individual emails	76	26.67%
	Total	285	100%

	Mean : **1.267**	Confidence Interval @ 95% : **[1.215 - 1.318]**	Standard Deviation : **0.443**	Standard Error : **0.026**

Q17. Please rank the following topics in the order that you consider most vital for you to receive communication about, with 1 being most important and 9 being least important. (note: you can only use each number once)
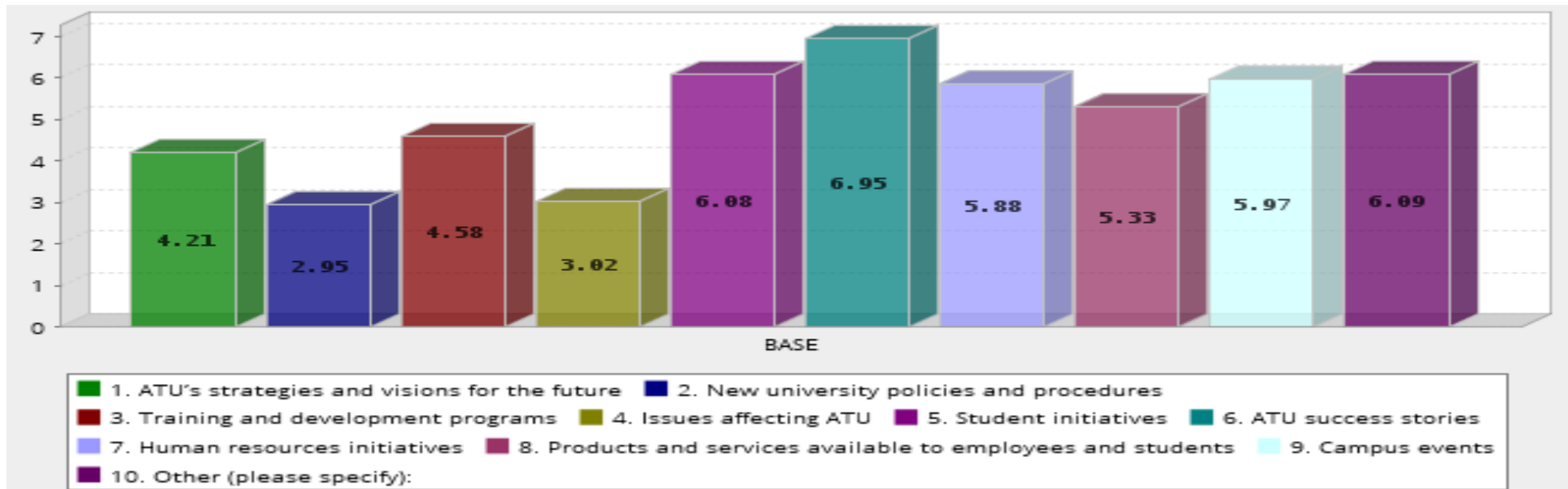
Average Rank	
ATU's strategies and visions for the future	4.21
New university policies and procedures	2.95
Training and development programs	4.58
Issues affecting ATU	3.02
Student initiatives	6.08
ATU success stories	6.95
Human resources initiatives	5.88

Products and services available to employees and students	5.33
Campus events	5.97
Other (please specify)	6.09

Ranking	1		2		3		4		5		6		7		8		9		10
ATU's strategies and ...	43	15.09%	0	0.00%	35	12.28%	49	17.19%	43	15.09%	32	11.23%	24	8.42%	20	7.02%	21	7.37%	17	5.96%
New university polic ...	91	31.93%	0	0.00%	65	22.81%	41	14.39%	26	9.12%	23	8.07%	12	4.21%	11	3.86%	9	3.16%	6	2.11%
Training and develop ...	11	3.86%	0	0.00%	40	14.04%	47	16.49%	46	16.14%	46	16.14%	44	15.44%	19	6.67%	20	7.02%	11	3.86%
Issues affecting ATU	74	25.96%	0	0.00%	69	24.21%	50	17.54%	40	14.04%	13	4.56%	17	5.96%	10	3.51%	5	1.75%	7	2.46%
Student initiatives	8	2.81%	0	0.00%	12	4.21%	15	5.26%	23	8.07%	50	17.54%	42	14.74%	55	19.30%	43	15.09%	37	12.98%
ATU success stories	8	2.81%	0	0.00%	6	2.11%	10	3.51%	9	3.16%	17	5.96%	48	16.84%	43	15.09%	67	23.51%	73	25.61%
Human resources init ...	5	1.75%	0	0.00%	16	5.61%	22	7.72%	40	14.04%	35	12.28%	41	14.39%	51	17.89%	34	11.93%	39	13.68%
Products and service ...	17	5.96%	0	0.00%	23	8.07%	29	10.18%	37	12.98%	48	16.84%	27	9.47%	42	14.74%	33	11.58%	29	10.18%
Campus events	24	8.42%	0	0.00%	19	6.67%	22	7.72%	21	7.37%	21	7.37%	30	10.53%	34	11.93%	53	18.60%	59	20.70%
Other (please specif ...	4	1.40%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7	2.46%

Q18. If you chose "other" in the previous question, please specify:
(open ended responses provided in a separate document)

OPEN-ENDED QUESTIONS
(questions 19-22)

Q19. Please use this space to express anything else you'd like us to know about your personal communication preferences at ATU:
(open ended responses provided in a separate document)

Q20. In your opinion, what are things regarding communication on this campus that are not known/understood that people want to know on this campus?
(open ended responses provided in a separate document)

Q21. What does ATU do well in terms of communication?
(open ended responses provided in a separate document)

Q22. If you could suggest one thing or action that you think would improve internal communications at ATU, what would it be?
(open ended responses provided in a separate document)

ANALYSIS OF OPEN-ENDED REPONSES

The data analysis team (Sarah Gordon, Terri McKown, Charity Smith, and Alisha Williams) analyzed the open-ended responses using Saldaña's (2013) and Creswell's (2014) coding guidelines. Specifically, all members of the analysis team coded the responses individually, then met to discuss the codes, categories, and themes that emerged. Below, the major themes in the open-ended data are listed, along with exemplar quotes under each theme. We used this method to analyze and present the data to provide the reader with a comprehensive yet simplified way to view and make sense of the open-ended data and identify over-arching consistencies in the open-ended commentary. We recognize that some of these themes fit closely together, and in some ways could overlap. We did our best to compile this data into themes that were clear and separate. That said, the complete data set of open-ended responses is also provided in a separate document for transparency.

There were nine general themes that emerged from the data. Those themes are presented below in no particular order:
- Communicating Between Campuses
- Issues with Consistency / No One Place for Information
- Formats of Delivery
- Why and How Decisions are Made
- Timing (getting information in a timely manner)
- Communication with Department/Division Administrators
- Communication with Upper Level Administrators
- Executive Council (EC)
- Positive Perceptions

Quotes from the data that exemplify a typical response in each theme are listed below.

Communicating Between Campuses
- While I feel that communication on the Ozark Campus is great -- I think that there is a disconnect between Ozark and Russellville. There needs to be more inclusion and training offered for joint departments. Also, it would be beneficial for Russellville committee meetings and/or training to take place on the Ozark Campus too. Our faculty and staff have to travel to Russellville a majority of the time and that seems unfair. If more Russellville Staff and Faculty visited the Ozark Campus, we could connect to our counterparts and finally be One Tech.

- I am pleasantly surprised that the Ozark campus is being included in the survey. I feel that we are often excluded from the flow of communication.

- The information does not flow easily from campus to campus. The Ozark Campus is often viewed as an afterthought for information. The "One Tech" feel does not translate through the campuses which becomes an "us vs them" environment, which hinders the quality flow of communication from campus to campus.

- There are sometimes changes made in processes and/or procedures in Russellville that are not communicated to Ozark until after an error is made. We are not included in regular department meetings with our dotted line affiliates in Russellville and therefore are an afterthought on sharing of information. This does not give one the inclusive "OneTech" feeling at times.

- I think hearing about what each campus is doing individually is a great thing! We are One Tech, but we are apart, so it helps to feel like part of the whole. I know Ozark has the distance boundary, but ATCC is 10 minutes from the Main campus. Few people know we exist or what we do here. I recently sat in a meeting what a faculty member who is extremely active and has been at ATU for many years. He did not know what we did or what program we offered. It was an eye opener for me

No One Place for Information/Lack of Consistency

- There is truly not one all-in-one source, I should be able to go on-line to one page and be able to choose which information I want to know more about.

- Adding a higher level of consistency would be very helpful. Instead of having to rely on several different methods of receiving communications, having a reliable and consistent method would be great.

- You usually see something in the Courier before you hear about on OneTech. Sometimes you only see it in the Courier then never hear anymore. Other times it is in the Board of Trustee minutes and no where else. You have to be looking for something or have heard a rumor and are looking to verify because nothing else has been said.

-
- I wish there was consistency in how messages were communicated. I don't really care the venue but to know I should go to x location to receive an update would be ideal.

- We need consistent and clear communication and we don't need to hear it from the grapevine.

- I think we could get communication out across the campus a lot easier if it was more consistent. Including our website. It should have been as soon as you clicked on the site. No scrolling. No looking through the news. Whoever designs the website should be a lot smarter about how to display important communication AND PLEASE STOP MAKING SO MANY CHANGES TO THE WEBSITE. It is embarrassing to try and show students how to find things to discover the process has changed....again.

- I feel that many of the ways that information is communicated is not duplicated. To be more clear, I find that many of the different communications contain completely different information. To find out what is happening, you have to check multiple sources of information (e.g., you can't just go to OneTech, as there may be different info on The Scoop). This is very frustrating.

- If it is important and it is going to impact a lot people, put it out in more than one place. I am sad to say I have missed very important updates that I normally would not miss because I missed an announcement on OneTech. It was not in an email. I did not see it on social media. It was important information and when I asked about it I was told "it was posted on OneTech".

- I would like to receive a direct e-mail with a daily log of what has been posted on OneTech. Visiting OneTech is not part of my daily duties, but checking my e-mail is.

- One place to find all news/information would be helpful. Not an email for part, onetech for part, and atu newsletter for part.

- I think it is more a failure of the mechanism of communication than the willingness to communicate.

- Emergency communication is great. Everything else often feels like you are lucky if you come across it

- The information is available, but one must look for it in order to be aware of what may occur on campus

- Minutes [should be] posted in one central location for all campus committees

- The communications climate is not multi-directional. We receive clear communication of initiatives/projects/goals from the top, but our feedback is not filtered back up through the ranks in a timely, efficient, or effective manner. Finally, the timing of information given out in public announcements is sometimes too convenient to leave us confident in the open-door policy that is the university's official stance on The president may make an announcement in her state-of-the-union addresses to acknowledge our feedback, but minimal progress has been made outside of creating more committees or councils that do not appear to have the power to effect change. Higher education is a field in which staff and faculty WANT to have a strong sense of identity and loyalty to their employer. Many of us would not maintain our employment here strictly for the pay or stability of employment. We DESIRE organizational commitment, school spirit, and camaraderie, but these things are increasingly hard to accomplish when the camaraderie is found in shared frustration about our leadership's apparent assessment of the staff's abilities and intelligence. Communicate openly and honestly with us as the capable and well-educated professionals that we are, and you will have an army at your disposal.

Formats of Delivery

- OneTech is a useful tool, but it can sometimes be overlooked. Messages get bumped due to new, incoming messages. Outlook (email and calendar) are also great tools, but are sometimes not used efficiently.

- Do not just post on OneTech.

- I feel that we are both inundated with information yet do NOT receive the important information needed. In the past year, I feel the HR office and directives/changes coming from that office were very poorly communicated. If we as employees should look to OneTech for important information, fine, but 1) make it clear that is where ALL important information will go and 2) limit OneTech announcements to ONLY important things so it's not lost in the mass of announcements. I also feel that changes impacting employees (such as the significant increase to the cost of our "benefits", etc.) always need to be communicated directly via email (even if there is also an announcement), and personal when feasible.

- I think the website is pretty confusing, though it looks attractive. The search feature is useless. The A-to-Z lists needs updating, and there are many dead links/dead pages scattered through out. The departmental/course catalog pages can leave students bewildered. *(partial quote)*

- good and bad is that there are so many ways to communicate: Jabber, Skype, Tech email, OneTech announcements, bulletin boards, program applications, program website curriculum info., newspaper, ATU Facebook, ATU Ozark Facebook, SGA Facebook....etc. It would be nice perhaps for staff and faculty to have a one stop shop for important impacting and relative information for our jobs so we do not feel so overwhelmed with all these sources of information. New programs, Curriculum changes, New funding sources, New rules, Deadlines....etc. In our department the efforts of good administrators, teamwork and word of mouth when someone discovers something new just in case others have not yet discovered the information has helped remedy this tremendously. Also having collaborative meetings with financial aid, admissions and advising has helped because the more of the big picture we have of resources and how interconnected we are helps us to better serve students by making better referrals or

perhaps giving them questions they did not know to ask. Overall I feel everyone gives it their best effort it is just sometimes so much is going on it can be hard to take it all in and digest it.

- There is no clear understanding out what gets an email, what gets posted to onetech only, and what gets both. How to find the information is another issue that may make it seem like information is not being presented. This particularly true when the information comes beyond the department. Departments use email and face-to-face. Some major decision outcomes are announced through onetech.

- *Many responses (20+) to the effect of "email works best for me"; some responses(<10) indicating email is not ideal or there are too many emails*

Why and How Decisions are Made

- I'd like to know the reasons behind some of the decision making. Discuss why is appropriate for ATU.

- I want to know the rationale for decisions

- The biggest weakness in communication isn't the dissemination of information, but the feedback avenues about how/why decisions are made.

- The general climate is a "need to know" with levels below upper administration NOT needing to know the logic/reasoning behind decisions that impact all levels. Communication between "silos" is nonexistent. Faculty are not included in communications about events that directly impact faculty and students. We all want what is best for Tech, but that attitude is not evident in all divisions.

- There are a complicated amount of layers and people between administration and those on the ground. The climate and feeling on campus is that those in the middle prevent information from trickling down or from being communicated to the top all for the purpose of their own benefit. There are rarely explanations for why things happen and who was involved in the decisions made. More often than not, those directly are affected are not asked for input and are instead put in a position of simply being told what to do. The rationale is often say, "other universities do it this way" and when researching and contacting other universities to verify that information, it is not true. "Distributive leadership" and communication is not working.

- I want to know the reasons for decisions that are being made which affect my employment. Being more knowledgeable about those reasons and being able to give input on directions would go a long way towards feeling like what I do here is important to the purpose and direction of the university.

- We would like to know what is going on. Why decisions or made. What is it really based on. Who made the decision. It often seems that none knows who or why something is changing. Lay out the changes wanting to be made better.

- Could do a much better job of in terms of timeliness and in terms of fully explaining issues at hand and why decisions are made.

- be open about the reasons behind your decisions

- I don't experience gatekeepers of information, I experience a VOID of the WHY/WHO in decision making. We constantly obsess about communication. Outgoing communication seems fine, it just lacks

depth and substance (and sometimes facts/truth). I think there is not enough listening and acknowledging that people are heard, considered and responded to.

- There seems to be changes that occur without understanding of why they occurred. Leaves a vacuum of information at times where people end up speculating.

- *There were more than 20 quotes related to questions about the budgeting process. An exemplar is:*
  - Communication about how the budgeting process works is also lacking, we hear a lot of what the budget is but not how that was arrived at.

- *There were more than 10 quotes related to questions about the hiring process. An exemplar is:*
  - Hiring processes: why certain people were selected to be on a hiring committee and who makes those decisions Appointment/Selection of Committees: I've only ever seen one opportunity to be a part of a committee and it was this committee Overall, more transparency in decision-making processes, whether it comes to who was hired for a position, why funding was moved around, or why a department was told they could not hire for a specific position they've held for several years.

Timing (getting information in a timely manner)
- In general, announcements of things to come are often less timely than they should be. It seems like the university in its communications is too often reactive, rather than proactive.

- Most of the time, when it is important that Administration actually make a statement, it is not done in a timely fashion. By the time it is, rather than approaching the problem first, this institution ends up working on damage control instead. At least that is how it is perceived to some that work here (myself included).

- Information about events is not timely. Often events are posted on OneTech but not in enough time to plan to attend. *(partial quote)*

- Communicate information months or weeks in advance not a few days prior to an meeting/event.

Communication with Department/Division Administrators
- Create the expectation of faculty and staff to have interdepartmental cooperation and collaboration for the success of our students, faculty, and staff.

- The communication coming down from my department manager is wonderful. He just is not really ever given that much information to pass down.

- At department level, communications are not too bad.

- The communication that my direct supervisor provides is excellent, however that person is limited by the amount of correct information that is shared with him or her.

- Not all department heads are actually sharing information to their employees.

- Many departments have departmental meetings but some do not and for those who do not you are rarely informed of information that should be shared. *(partial quote)*

- Deans and administrators may assume that relevant information is being "cascaded" down and out to faculty and staff. That's often not the case. Some departments have monthly meetings, others meet twice a semester. some department head cascade news quite regularly, others rarely do so. My point is that internal communication is still uneven, depending on where you work and who your supervisor is. *(partial quote)*

- We get very little information through departmental meetings

- Depending on the department heads and deans to pass information along to the staff is not sufficient. As a staff member, I often do not receive this information. Higher administration may assume that the information is passed on, but it is not.

Communication with Upper Level Administrators

- The greatest place to learn of changes at ATU are provided in the Board of Trustee meeting articles. Many times that is the first time I know anything about changes/additions to the University. I believe since administration speak about progress and challenges so often, they assume everyone else knows what's going on when in fact they don't

- Too many gatekeepers of information. Administration may assume that at the college level all things are being communicated to faculty and staff but that is not necessarily the case

- Acknowledgement\Proof from upper Administration that we are being heard, and our thoughts matter.

- As a general rule, I feel that upper administration does not really listen to employee concerns.

- Communication requires both sides of a topic to listen and attempt to understand the other side's opinion. Currently, we have a lot of "broadcasts" of information, but no willingness from upper administration to listen.

- The trickle down method of communication does not work. It is highly ineffective yet it is continuing to be pushed.

Executive Council (EC)

- I feel that communication between myself and my direct supervisor and my direct reports is very open. I feel like communication about how and why decisions are made by EC is not clear much of the time. *[partial quote]*

- It is my impression that decision making at the department, college or division level is generally transparent within that department or division, but that decision making at the executive council level is opaque.

- The EC decisions are made behind a curtain--we don't know why they are made, we do not have minutes, and when they are communicated, it is usually without explanation. *(partial quote)*

- Interesting that Executive Council is listed in one of the questions as a decision making body. I thought EC was an advisory group for the President? Is EC making decisions? Do they have minutes from their meetings?

- …when it comes to interdepartmental or EC to the rest of the University, there's no communication from the EC until they've already made a decision. (partial quote)

- What in the world is the Executive Council, what is their function SUPPOSED to be, and why are they always cited as the reason for how/why decisions are made? I thought they were supposed to be in an advisory role only. Someone please explain this council to me and why the function as decision-makers

- Nobody knows what goes on in executive council meeting even though they make all the important decisions. We need minutes from those meetings to know if a topic was discussed or not, what was the discussion about, and why a decision was made. All of that is unavailable currently.

- Communication issues could be immensely eased if the EC would make their meeting minutes available.

Positive Perceptions

- I am thankful to work at a place that cares about communication.

- I think that ATU keeps everyone in the communication loop of things. They may not act as quick as they should but students come first and I like they way that ATU handles that.

- Our President and Academic VP are excellent in keeping an open line of communication.

- I have an overall very positive impression of communications at ATU. This is based on over twenty years in higher education as well as service at two other institutions of higher learning.

- *There were approximately 5 quotes to the effect of "I am satisfied with the communication at ATU."*

- *There were several comments (~5) to the effect of "the pre-semester meetings from Dr. Bowen are informative"*

GENERAL TAKE-AWAYS AND RECOMMENDATIONS

General takeaways from this data:
- There appears to be a lack of trust about information and communication channels.
- It appears there is a breakdown (or marked difference in) communication at the upper administration level (deans and up) vs. department level. For example, Participants only slightly agreed that they receive adequate information about the actions taken by ATU's decision-making bodies, such as Executive Council, Faculty Senate, Staff Senate, and other university committees.
- One Tech appears to be one of the more highly utilized communication channels; however, it is used in different ways by different people.
- It appears that there is a perception that Tech is reactionary rather than proactive in its communication efforts.
- While it seems that people are aware of decisions that have been made at ATU, it appears constituents are not clear on the context of/why decisions are made at the university.
- The current university calendar is not functioning well for constituents.
- There is a disconnect in communication between ATCC, ATU-Ozark, and ATU-Russellville.
- There needs to be more communication from upper administration (deans and up) about why and what is happening and why decisions were made.
- The trickle down/cascading method of communication is not working well.
- It appears that EC is perceived as a powerful entity that makes decisions behind closed doors; the function/authority of EC seems to be ambiguous.
- Participants were pleased this working group and survey were created and voiced their thanks for the university's dedication to addressing and improving communication efforts.

Based on the data from the survey, the committee submits the following recommendations to the university:
- Create a functional, centralized calendar that allows us to see everything happening on campus, and educate/train faculty and staff on how to use it
- To the extent that information can be shared, it should be shared. At minimum, send a weekly email that summarizes and compiles important information for the campus at large (this should be separate from The Scoop and What's Going On e-newsletters/marketing endeavors). This will help provide context, invite discussion/questions, and hopefully address the lack of trust about information and communication channels. This weekly email should include:
  - Updates from all across campus (not individualized for different departments/divisions)
  - Links for who to contact / follow up with for particular issues
  - Provide links to minutes of meetings that have occurred in the last week (or since the last email)
  - Provide links to the feedback/comment pages for Staff Senate (https://www.atu.edu/staffsenate/), Faculty Senate https://www.atu.edu/facultysenate/, as well as one for all Vice-Presidents, EC, and deans
- We need one or two common communication channels to disperse information.
- Clarify the use of OneTech—what should be posted there, what should we rely on it for specifically?
- Create a centralized webpage that provides access/links to all committee minutes, including minutes for EC meetings to facilitate transparency and understanding of the function of that group.
- Make this report and the full compilation of all responses to open-ended questions available to all faculty and staff.