



COWLEY[®]

COLLEGE

Aligning Mission with Employee Satisfaction Feedback

2020

Introduction

Operationalizing the mission and related statements is critical for an organizational focus on the priorities of its internal and external stakeholders. Cowley College regularly administers the Ruffalo Noel Levitz (RNL) College Employee Satisfaction Survey (CESS) to gather feedback from full-time employees for strategic planning. This report includes information from the most recent administrations of the CESS as it pertains to the College's compliance with the Higher Learning Commission's Criterion One. Mission.

About the College Employee Satisfaction Survey

The CESS includes over 70 survey items, both standardized and customized for Cowley College, grouped in sections: Campus culture and policies; Institutional goals; Involvement in planning and decision-making; and Work environment. Additional items to assess the College's response to the COVID-19 pandemic were included for the 2020 administration.

Delivery of the survey invitation directly from the RNL platform assures employees of the confidentiality of their responses and unbiased analysis of both quantitative and qualitative feedback. 74.2% or 144 of 194 full time employees completed surveys for the 2020 administration.

Mission as Guide for Operations and Demonstration of Core Purpose

Employee feedback provides invaluable information about internal stakeholder understanding of the mission, its meaning, and its purpose. The mission and related statements, listed below, clearly define the organization's focus on educational quality, support of its community, and dedication to a culture where students and employees can thrive.

Our Mission Cowley College is committed to providing opportunities for learning excellence, personal achievement, and community engagement.

Our Vision Champion the relevance of two-year colleges in higher education through holistic learning and workforce development opportunities.

Our Core Values

- People
 - We emphasize the importance of human relationships, diversity, and a sense of community.
 - We provide student-centered instruction.
 - We provide a safe learning environment where joy, humor, and teamwork are embraced.
 - We encourage open communication and the sharing of ideas.
- Accountability
 - Our students will receive a quality education.
 - The College will allow students to take an active role in their success.
 - All employees are responsible and committed to excellence.
 - We are accountable to the community to educate students and to sustain and improve society.
- Integrity
 - We regard honesty, trust, and respect as essential principles in our academic, personal, and professional standards.
- Leadership
 - We provide a positive atmosphere that fosters personal and professional growth.
 - We empower students and employees to be innovative and visionary.

- We are an ethical leader in the field of education.

Cowley College puts mission into action through a variety of embedded activities, including regular review as part of the strategic planning cycle; alignment of the Core Values in annual goal-setting tasks; and surveying of employees and students. Each of the examples above demonstrate Cowley College’s compliance with Criterion One. Mission and its core and core sub-components:

- Core Component 1.A. The institution’s mission is articulated publicly and ***operationalized throughout the institution.***
- Core Sub-Component 1.A.2. The mission and related statements are current and ***reference the institution’s emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development and religious or cultural purpose.***

Institutional Goals

The top three institutional goals and priorities listed below illustrate employee understanding of that the College’s core purpose is to serve constituents.

Institutional Goals	Mean	Standard Deviation
Retain more of its current students to graduation	4.73	0.53
Increase the enrollment of new students	4.69	0.56
Improve employee morale	4.52	0.67

Institutional Priorities	% of Employees
Increase the enrollment of new students	42.1%
Retain more of its current students to graduation	28.6%
Improve employee morale	17.1%

Main Survey

Items Aligned with Mission and Vision

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP	Comparison to 2016 Administration
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents		
The leadership of this institution has a clear sense of purpose	4.49	0.68	144	3.15	1.04	144	1.34	↑
The goals and objectives of this institution are consistent with its mission and values	4.32	0.75	144	3.67	0.84	144	0.65	↑
The mission, purpose, and values of this institution are well understood by most employees	4.22	0.71	144	3.65	0.86	144	0.57	↑
Most employees are generally supportive of the mission, purpose, and values of this institution	4.25	0.71	144	3.74	0.81	144	0.51	↑
I am proud to work at this institution	4.50	0.61	140	4.21	0.89	139	0.29	↑

Items Aligned with Core Values

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP	Comparison to 2016 Administration
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents		
Leadership consistently models the core values of People, Accountability, Integrity, and Leadership	4.41	0.70	138	3.36	1.07	139	1.05	↑
Faculty consistently models the core values of People, Accountability, Integrity, and Leadership	4.45	0.67	137	3.71	0.91	138	0.74	↑
Staff consistently models the core values of People, Accountability, Integrity, and Leadership	4.47	0.64	137	3.74	0.90	139	0.73	↑

Items Aligned with Core Value: Accountability

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP	Comparison to 2016 Administration
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents		
Leadership always presents clear evidence and rationale for administrative decisions	4.37	0.66	138	2.96	1.08	138	1.41	↑
Employee suggestions are used to improve our institution	4.37	0.68	139	3.04	0.97	139	1.33	↑
This institution makes sufficient budgetary resources available to achieve important objectives	4.49	0.65	142	3.34	0.92	141	1.15	↑
This institution has written procedures that clearly define who is responsible for each operation and service	4.29	0.65	139	3.26	0.94	139	1.03	↑
This institution treats students as its top priority	4.69	0.56	144	3.71	0.92	144	0.98	↑
Administrators take pride in their work	4.58	0.58	138	3.84	0.89	140	0.74	↑
Staff take pride in their work	4.62	0.55	141	3.99	0.84	142	0.63	↑
Faculty take pride in their work	4.64	0.57	140	4.04	0.82	140	0.60	↑
I feel a sense of loyalty to the college	4.51	0.59	138	3.97	1.07	139	0.54	↑
My department or work unit has written, up-to-date objectives	4.09	0.82	139	3.70	0.95	139	0.39	↑

Items Aligned with Core Value: Integrity

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP	Comparison to 2016 Administration
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents		
There are effective lines of communication between departments	4.45	0.72	141	2.85	1.04	141	1.60	↑
This institution consistently follows clear processes for orienting and training new employees	4.43	0.66	139	2.89	1.13	139	1.54	↑
There is good communication between staff and the administration at this institution	4.49	0.63	140	3.24	1.04	142	1.25	↑
Administrators share information regularly with faculty and staff	4.52	0.66	141	3.30	1.13	142	1.22	↑
There is good communication between the faculty and the administration at this institution	4.50	0.72	139	3.29	1.02	140	1.21	↑
This institution consistently follows clear processes for recognizing employee achievements	4.13	0.88	139	3.01	1.07	139	1.12	↑
It is easy for me to get information at this institution	4.38	0.63	140	3.47	0.97	139	0.91	↑
The College fosters an environment of ethical behavior	4.54	0.58	140	3.68	1.09	139	0.86	↑
I am comfortable expressing my opinion	4.42	0.61	140	3.59	1.14	139	0.83	↑
This institution consistently follows clear processes for selecting new employees	4.30	0.69	139	3.55	0.99	139	0.75	↑
My job responsibilities are communicated clearly to me	4.56	0.59	140	4.07	0.90	139	0.49	↑
My supervisor models the core values of People, Accountability, Integrity and Leadership	4.50	0.63	138	4.10	1.00	139	0.40	↑
My supervisor provides supportive and constructive feedback	4.41	0.71	140	4.12	0.91	139	0.29	↑
Work responsibilities are within my job description	4.26	0.73	140	4.05	0.79	139	0.21	↑

Items Aligned with Core Value: Leadership

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP	Comparison to 2016 Administration
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents		
This institution plans carefully	4.57	0.67	143	3.00	1.01	143	1.57	↑
Employee input is always solicited and considered before key decisions are made	4.29	0.72	138	2.79	1.03	139	1.50	↑
This institution involves its employees in planning for the future	4.41	0.71	144	2.97	1.07	144	1.44	↑
This institution's leadership demonstrates support for shared planning and decision-making	4.33	0.67	136	3.13	1.04	137	1.20	↑
This institution makes sufficient staff resources available to achieve important objectives	4.38	0.63	140	3.27	0.91	142	1.11	↑
Efforts to improve quality are paying off at this institution	4.42	0.59	138	3.33	0.90	138	1.09	↑
I always have input into decisions that affect my job and/or work area	4.50	0.57	138	3.42	1.17	139	1.08	↑
I have adequate opportunities for advancement	4.14	0.74	140	3.35	1.04	138	0.79	↑
I have adequate opportunities for training to improve my skills	4.28	0.68	138	3.58	1.07	139	0.70	↑
I am empowered to resolve problems quickly	4.39	0.64	138	3.79	0.95	135	0.60	↑
I have adequate opportunities for professional development	4.16	0.76	140	3.60	1.03	139	0.56	↑
My department meets as a team to plan and coordinate work	4.19	0.81	139	3.86	1.09	138	0.33	↑

Items Aligned with Core Value: People

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP	Comparison to 2016 Administration
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents		
This institution's leadership creates an environment that promotes trust and respect	4.53	0.57	138	2.89	1.18	139	1.64	↑
The College feels a sense of loyalty toward me	4.39	0.60	137	3.04	1.15	138	1.35	↑
I am paid fairly for the work I do	4.56	0.63	140	3.36	1.09	138	1.20	↑
There is a spirit of teamwork and cooperation at this institution	4.48	0.61	139	3.28	1.07	138	1.20	↑
This institution does a good job of meeting the needs of staff	4.44	0.59	142	3.32	0.91	142	1.12	↑
This institution does a good job of meeting the needs of its faculty	4.39	0.76	144	3.41	1.02	144	0.98	↑
This institution does a good job of meeting the needs of students	4.68	0.55	143	3.74	0.81	142	0.94	↑
I am comfortable expressing my opinion	4.42	0.61	140	3.59	1.14	139	0.83	↑
This institution promotes excellent employee-student relationships	4.54	0.66	145	3.92	0.70	144	0.62	↑
I have the information I need to do my job well	4.60	0.56	140	3.99	0.85	139	0.61	↑
The work I do is valuable to the institution	4.52	0.57	139	4.03	0.92	139	0.49	↑
I learn about important campus events in a timely manner	4.04	0.82	140	3.59	0.98	139	0.46	↑
The work I do is appreciated by my supervisor	4.48	0.62	140	4.05	0.93	139	0.43	↑
My supervisor pays attention to what I have to say	4.59	0.55	140	4.18	0.99	139	0.41	↑
The type of work I do on most days is personally rewarding	4.55	0.58	140	4.15	0.82	139	0.40	↑
My supervisor helps me improve my job performance	4.43	0.70	140	4.04	1.02	139	0.39	↑
The employee benefits available to me are valuable	4.63	0.55	140	4.27	0.75	138	0.36	↑
This institution does a good job of meeting the needs of administrators	4.11	0.76	141	3.81	0.77	142	0.30	↑

Questions about the Noel Levitz College Employee Satisfaction Survey (CESS) or this report may be directed to debbie.phelps@cowley.edu