



COWLEY[®]

COLLEGE

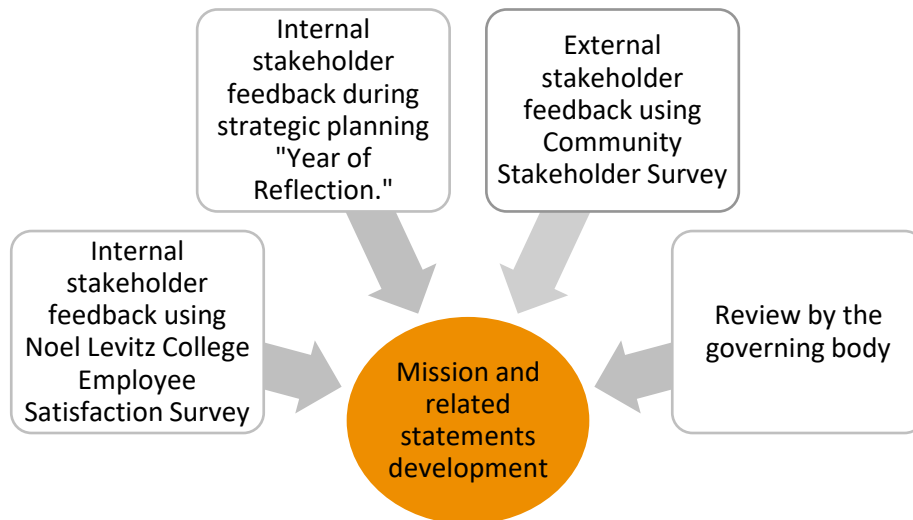
Assessing Mission Effectiveness through Stakeholder Feedback

2024

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

Introduction

Operationalizing the mission and related statements is critical for an organizational focus on the priorities of its internal and external stakeholders. Cowley College's shared governance model for developing mission and related statements includes opportunities for internal and external stakeholder contributions through survey feedback.



Cowley College puts mission development into action through a variety of embedded activities including regular review as part of the strategic planning cycle. Mission develops as an inclusive process at Cowley College in 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.1. The mission was developed ***through a process suited to the context of the institution***

Internal Stakeholder Feedback

Employee feedback provides invaluable information about internal stakeholder satisfaction with organizational understanding of mission, demonstration of mission and informs the strategic plan's priorities and initiatives.

About the Ruffalo-Noel Levitz (RNL) College Employee Satisfaction Survey

The College Employee Satisfaction Survey (CESS) includes over 70 survey items, both standardized and customized for Cowley College. Delivery of the survey invitation directly from the RNL platform assures employees of response confidentiality and unbiased analysis of quantitative and qualitative feedback. Full-time and permanent part-time employees are invited to complete the survey every three years.

Research services at RNL conduct statistical analysis culminating in information on importance and satisfaction means; standard deviation; valid response count; and performance gap (satisfaction mean – importance mean). Decreasing gap scores indicate improved organizational performance while increasing gap scores indicate declining performance. The survey items and gap scores in Table 1 reflect employee perceptions of organizational demonstration of mission and values.

Table 1. 2020 and 2024 CESS Performance Gap Scores
Scale of 5 where 1=Not important/satisfied at all and 5=Very important/satisfied

	Gap Score		
	2020 144 of 194 74.2%	2024 117 of 204 57.4%	Year to Year Change
	N		
The mission, purpose, and values of this institution are well understood by most employees.	0.57	0.71	+0.14
Most employees are generally supportive of the mission, purpose, and values of this institution.	0.51	0.67	+0.16
The goals and objectives of this institution are consistent with its mission and values.	0.65	0.64	-0.01
Leadership shows commitment to our core values of People, Accountability, Integrity, and Leadership through their decisions and daily actions.	1.05	0.99	-0.06

External Stakeholder Feedback

The Office of Institutional Effectiveness (IE) administers the community survey during the strategic planning cycle’s “year of reflection” with the most recent during 2021 fall. Operationalizing the collection of Information from external stakeholders to assess how effectively the College carries out its mission and related statements is an important component of mission review and development.

About the Community Stakeholder Survey

352 respondents representing a variety of stakeholder types including alumni; community members; donors; current and future students; employees; parents of college and high school students; and representatives of high school partners, local businesses and nonprofit organizations responded to the 19-item survey. Table 2 shares external stakeholder feedback for survey items that focus on demonstration of Cowley College’s mission.

Table 2. 2021 Community Stakeholder Survey
Five-point Likert scale where a score of one (1) is the lowest and a score of five (5) is the highest.

	N	Mean	Selecting Agree or Strongly Agree
Representing the Community			
Cowley College’s Board of Trustees represents the diverse interests of the community.	336	3.50	51%
Engaging with the Community			
Cowley College presents an engaging community presence.	339	4.17	81%
Cowley College partners well with area industries and businesses.	337	3.85	52%
Supporting the Community			
Cowley College offers a selection of programs that meets our community’s needs.	331	4.06	81%
Cowley College adequately serves the work force needs in our community.	340	3.89	70%
Excellence Consistent with the Mission			
Cowley College makes student learning a top priority.	327	4.10	81%
Students receive a high-quality education at Cowley College.	329	4.22	85%