



Incorporating Measures of Integrity with Stakeholder Feedback

2024

Introduction

Incorporating measures of success along with corresponding benchmarks is critical for colleges and universities wishing to validate claims of success to internal and external stakeholders. Cowley College regularly administers the Ruffalo Noel Levitz (RNL) Student Satisfaction Inventory (SSI) and College Employee Satisfaction Survey (CESS) to gather feedback from stakeholders as metrics in the Accountability and Institutional Measures (AIM) and for strategic planning. This report includes information from the most recent survey administrations as they pertain to the College's compliance with the Higher Learning Commission's Criterion Two Integrity: Ethical and Responsible Conduct.

About the Student Satisfaction Inventory

The SSI includes over 40 survey items, both standardized and customized for Cowley College, grouped in eight scales: Academic Advising Effectiveness, Admissions and Financial Aid Effectiveness, Campus Climate, Campus Services, Instructional Effectiveness, Registration Effectiveness, Safety and Security, and Student Centeredness. Delivery of the survey invitation directly from the RNL platform assures students of an unbiased analysis of both quantitative and qualitative feedback. 28.2% or 636 of the 2,256 students receiving an invitation completed the survey for the 2022 administration.

About the College Employee Satisfaction Survey

The CESS includes 71 survey items, both standardized and customized, grouped into four sections: Campus Culture and Policies, Institutional Goals, Involvement in Planning and Decision-Making, and Work Environment. Delivery of the survey invitation directly from the RNL platform assures employees of an unbiased analysis of both quantitative and qualitative feedback. 60.8% or 124 of 204 full- and permanent part-time employees completed the survey for the 2024 administration.

Measuring Integrity through Student Perceptions

Student feedback provides invaluable information about internal stakeholder perceptions of organizational integrity as it pertains to functions and organizational culture. The mission and related statements, listed below, clearly define the organization's focus on a commitment to operate with integrity and transparency, integral attributes of a culture where students can succeed.

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

Core Values Aligned with Integrity

- **People:** We encourage open communication and the sharing of ideas.
- **Accountability:** 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.

Stakeholder perceptions of integrity as it is related to the campus culture, departmental functions and stated priorities contribute to institutional understanding of its compliance with Criterion Two Integrity: Ethical and Responsible Conduct and its core and core sub-components:

Criterion Two: The institution acts with integrity; its conduct is ethical and responsible.

- Core Component 2.A. The institution establishes and follows policies and processes to ensure fair and ethical behavior on the part of its governing board, administration, faculty and staff.
 - Core Sub-Component 2.A.2. The institution operates with integrity in its financial, academic, human resources and auxiliary functions.
- Core Component 2.B. The institution presents itself clearly and completely to its students and to the public.
 - Core Sub-Component 2.B.1. The institution ensures the accuracy of any representations it makes regarding academic offerings, requirements, faculty and staff, costs to students, governance structure and accreditation relationships.
 - Core Sub-Component 2.B.2. The institution ensures evidence is available to support any claims it makes regarding its contributions to the educational experience through research, community engagement, experiential learning, religious or spiritual purpose and economic development.
- Core Component 2.D. The institution is committed to academic freedom and freedom of expression and the pursuit of truth in teaching and learning.
- Core Component 2.E. The institution's policies and procedures call for responsible acquisition, discovery and application of knowledge by its faculty, staff and students.
 - Core Sub-Component 2.E.3. The institution provides students guidance in the ethics of research and use of information resources
 - Core Sub-Component 2.E.4. The institution enforces policies on academic honesty and integrity.

About the Data

Performance gap scores are calculated for both the SSI and the CESS by subtracting the importance score from the satisfaction score. Performance gaps for a national cohort are provided for comparison.

Conclusion

While the College's performance is frequently higher than the national cohort, each of the CESS items below are identified as strategic challenges due to increased year to year performance gap with a ≥ 0.05 difference between the 2022 gap score for Cowley College in comparison to the national cohort.

- Administrators share information regularly with faculty and staff.
- Efforts to improve quality are paying off at this institution.
- I am paid fairly for the work I do.
- The work I do is appreciated by my supervisor.
- The work I do is valuable to the institution.
- There is a spirit of teamwork and cooperation at this institution.
- There is good communication between the faculty and the administration at this institution.
- There is good communication between the staff and the administration at this institution.
- This institution consistently follows clear processes for orienting and training new employees.
- This institution does a good job of meeting the needs of its staff.
- This institution involves its employees in planning for the future.

SSI Main Survey

| Core Value Accountability: All employees are responsible and committed to excellence | Cowley College Gap Scores | | | National Cohort Gap Score 2022 |
|---|----------------------------------|-------------|----------------------------|---------------------------------------|
| | 2019 | 2022 | Year to Year Change | |
| Admissions staff provide personalized attention prior to enrollment. | 0.29 | 0.29 | 0.00 | 0.47 |
| I am able to take care of college-related business at times that are convenient for me. | 0.41 | 0.30 | -0.11 | 0.52 |
| I have found it helpful to receive advising, enrollment, financial aid counseling, and payment services from one office area. (Campus item) | 0.27 | 0.44 | +0.17 | NA |
| My academic advisor is available when I need help. | 0.37 | 0.35 | -0.02 | 0.51 |
| My academic advisor is knowledgeable about my program requirements. | 0.34 | 0.38 | +0.04 | 0.56 |
| My academic advisor is knowledgeable about transfer requirements of other schools. | 0.38 | 0.41 | +0.03 | 0.63 |
| Students are made to feel welcome here. | 0.31 | 0.26 | -0.05 | 0.32 |
| The campus staff are caring and helpful. | 0.43 | 0.41 | -0.01 | 0.48 |

| Core Value Integrity: We regard honesty, trust, and respect as essential principles in our academic, personal and professional standards | Cowley College Gap Scores | | | National Cohort Gap Score 2022 |
|---|----------------------------------|-------------|----------------------------|---------------------------------------|
| | 2019 | 2022 | Year to Year Change | |
| Admissions counselors accurately portray program offerings in their recruiting practices | 0.32 | 0.39 | +0.07 | 0.51 |
| Cowley College fosters an atmosphere that promotes honesty and integrity among its students within the academic environment. (Campus Item) | 0.21 | 0.48 | +0.27 | NA |
| The Cowley website is a useful tool for me in accessing information. (Campus Item) | 0.40 | 0.25 | -0.15 | NA |

| Core Value Leadership: We are accountable to the community to educate students and to sustain and improve society. | Cowley College Gap Scores | | | National Cohort Gap Score 2022 |
|---|----------------------------------|-------------|----------------------------|---------------------------------------|
| | 2019 | 2022 | Year to Year Change | |
| Classes are scheduled at times that are convenient for me. | 0.37 | 0.35 | -0.02 | 0.66 |
| Computer labs are adequate and accessible. | 0.05 | 0.03 | -0.02 | 0.19 |
| Faculty use a variety of technology and media in the classroom. | 0.04 | -0.01 | -0.05 | 0.12 |
| I am able to register for the classes I need with few conflicts. | 0.39 | 0.37 | -0.02 | 0.65 |
| Financial aid awards are announced in time to be helpful in college planning. | 0.68 | 0.41 | -0.27 | 0.70 |
| Financial aid counseling is available if I need it. | 0.29 | 0.27 | -0.02 | 0.45 |
| I have a good understanding of what I need to do to complete my degree or plan of study at Cowley. (Campus Item) | 0.37 | 0.46 | +0.09 | NA |
| I receive ongoing feedback about progress toward my academic goals. | 0.70 | 0.61 | -0.09 | 0.75 |
| Library resources and services are adequate. | 0.08 | 0.07 | -0.01 | 0.18 |
| My advisor helps me apply my program of study to career goals. | 0.34 | 0.33 | -0.01 | 0.60 |
| My education is enhanced by experiences outside the classroom. (New Campus Item) | NA | 0.12 | NA | NA |
| Registration processes and procedures are convenient. | 0.28 | 0.22 | -0.06 | 0.47 |
| The Blackboard LMS is an effective tool for supplemental information for my traditional classes and online courses. (Campus item) | 0.32 | 0.41 | +0.09 | NA |
| The equipment in the lab facilities is kept up to date. | 0.13 | 0.24 | +0.11 | 0.46 |
| The quality of instruction I receive in most of my classes is excellent. | 0.68 | 0.66 | -0.02 | 0.75 |
| There are adequate services to help me decide upon a career. | 0.46 | 0.44 | -0.02 | 0.56 |
| There are sufficient courses within my program of student available each term. | 0.34 | 0.44 | +0.10 | 0.65 |
| This campus provides online access to services I need. | 0.14 | 0.16 | +0.02 | 0.32 |
| This institution helps me identify resources to finance my education. | 0.46 | 0.53 | +0.07 | 0.70 |
| Tutoring services are readily available. | 0.10 | 0.09 | -0.01 | 0.30 |

| Core Value Leadership: We are an ethical leader in the field of education | Cowley College Gap Scores | | | National Cohort Gap Score 2022 |
|--|----------------------------------|-------------|----------------------------|---------------------------------------|
| | 2019 | 2022 | Year to Year Change | |
| Administrators are available to hear students' concerns. | 0.36 | 0.44 | +0.08 | 0.62 |
| All college programs and activities are accessible to students with disabilities. (New Campus Item) | NA | 0.29 | NA | NA |
| Buildings and grounds have easy accessibility for people with physical disabilities. (New Campus Item) | NA | 0.22 | NA | NA |
| Faculty are fair and unbiased in their treatment of individual students. | 0.46 | 0.55 | +0.09 | 0.54 |
| Faculty are usually available to students outside of class. | 0.27 | 0.26 | -0.01 | 0.39 |
| Faculty provide timely feedback about my academic progress. | 0.48 | 0.60 | +0.12 | 0.67 |
| I seldom get the "run-around" when seeking information on this campus. | 0.29 | 0.33 | +0.04 | 0.70 |
| My professors present unbiased information to consider in my learning experiences. (New Campus Item) | NA | 0.48 | NA | NA |
| Parking lots are well-lighted and secure. | 0.42 | 0.38 | -0.04 | 0.41 |
| Security staff respond quickly to calls for assistance. | 0.40 | 0.31 | -0.09 | 0.47 |
| The campus is safe and secure for all students. | 0.28 | 0.34 | +0.06 | 0.37 |
| The assessment and course placement procedures are reasonable. | 0.26 | 0.24 | -0.02 | 0.40 |
| Tuition paid is a worthwhile investment. | 0.40 | 0.45 | +0.05 | 0.58 |

| Core Value People: We encourage open communication and the sharing of ideas. | Cowley College Gap Scores | | | National Cohort Gap Score 2022 |
|--|----------------------------------|-------------|----------------------------|---------------------------------------|
| | 2019 | 2021 | Year to Year Change | |
| Cowley College does a good job of communicating with me as a student. (Campus Item) | 0.52 | 0.12 | -0.40 | NA |
| Cowley College provides opportunities to experience cultural and artistic diversity. (Campus item) | 0.10 | 0.29 | +0.19 | NA |

CESS Main Survey

| Core Value Accountability: All employees are responsible and committed to excellence | Cowley College | | | National Cohort Gap Score |
|--|-----------------------|-------------|------------------------|--------------------------------------|
| | 2020 | 2024 | YR to YR Change | |
| Efforts to improve quality are paying off at this institution. | 1.09 | 1.11 | +0.02 | 1.05 |
| Leadership shows commitment to our core values of People, Accountability, Integrity, and Leadership through their decisions and daily actions. (Custom item) | 1.05 | 0.99 | -0.06 | NA |
| My department is committed to excellence. (New custom item for 2024) | NA | 0.44 | NA | NA |
| The College models accountability through job descriptions with clearly defined responsibilities and coordinated training that promotes employee success. (New custom item for 2024) | NA | 1.01 | NA | NA |
| The goals and objectives of this institution are consistent with its mission and values. | 0.65 | 0.64 | -0.01 | 0.75 |
| The mission, purpose, and values of this institution are well understood by most employees. | 0.57 | 0.71 | +0.14 | 0.68 |
| This institution does a good job of meeting the needs of students. | 0.94 | 0.95 | +0.01 | 1.01 |
| This institution makes sufficient staff resources available to achieve important objectives. | 1.11 | 1.01 | -0.10 | 1.22 |
| This institution treats students as its top priority. | 0.98 | 0.87 | -0.11 | 0.95 |

| Core Value Integrity: We regard honesty, trust, and respect as essential principles in our academic, personal and professional standards | Cowley College | | | National Cohort Gap Score |
|---|-----------------------|-------------|------------------------|--------------------------------------|
| | 2020 | 2024 | YR to YR Change | |
| I am committed to supporting the creation of a culture that values the contribution of each employee and student and creates a sense of belonging. (New custom item for 2024) | NA | 0.33 | NA | NA |
| My supervisor shows commitment to our core values of People, Accountability, Integrity, and Leadership through their decisions and daily actions. (Custom item) | 0.40 | 0.52 | +0.12 | NA |
| The work I do is appreciated by my supervisor. | 0.43 | 0.60 | +0.17 | 0.50 |
| The work I do is valuable to the institution. | 0.49 | 0.72 | +0.23 | 0.61 |
| There is a spirit of teamwork and cooperation at this institution. | 1.20 | 1.42 | +0.22 | 1.28 |
| This institution consistently follows clear processes for recognizing employee achievements. | 1.12 | 1.07 | -0.05 | 1.03 |
| This institution's leadership creates an environment that promotes trust and respect. (Campus Item) | 1.34 | 1.11 | -0.23 | NA |
| This institution promotes excellent employee-student relationships. | 0.62 | 0.81 | +0.19 | 0.80 |

| Core Value Leadership: We are accountable to the community to educate students and to sustain and improve society. | Cowley College | | | National Cohort Gap Score |
|---|-----------------------|-------------|------------------------|----------------------------------|
| | 2020 | 2024 | YR to YR Change | |
| I have adequate opportunities for advancement. | 0.79 | 0.89 | +0.10 | 1.12 |
| I have adequate opportunities for training to improve my skills. | 0.70 | 0.85 | +0.15 | 0.84 |
| I have adequate opportunities for professional development. | 0.56 | 0.66 | +0.10 | 0.76 |
| My supervisor helps me improve my job performance. | 0.39 | 0.54 | +0.15 | 0.62 |
| This institution consistently follows clear processes for orienting and training new employees. | 1.54 | 1.66 | +0.12 | 1.30 |

| Core Value Leadership: We are an ethical leader in the field of education | Cowley College | | | National Cohort Gap Score |
|---|-----------------------|-------------|------------------------|----------------------------------|
| | 2020 | 2024 | YR to YR Change | |
| I am paid fairly for the work I do. | 1.20 | 1.71 | +0.51 | 1.50 |
| I am comfortable expressing my opinion. (New Campus Item) | NA | 1.00 | NA | NA |
| I feel comfortable speaking up when I see intimidation or bullying on our campus. (New Campus Item) | NA | 0.73 | NA | NA |
| I am empowered to resolve problems quickly. | 0.60 | 0.78 | +0.18 | 0.93 |
| Leadership always presents clear evidence and rationale for administrative decisions. (Campus Item) | 1.41 | 1.41 | 0.00 | NA |
| The College demonstrates loyalty to my role through a commitment to fair pay and a reasonable workload. (New Campus Item) | NA | 1.57 | NA | NA |
| The College fosters an environment of ethical behavior. (Campus item) | 0.86 | 1.13 | +0.27 | NA |
| The employee benefits available to me are valuable. | 0.36 | 0.42 | +0.06 | 0.71 |
| This institution consistently follows clear processes for selecting new employees. | 0.75 | 0.98 | +0.23 | 1.16 |
| This institution does a good job of meeting the needs of administrators. | 0.30 | 0.45 | +0.15 | 0.53 |
| This institution does a good job of meeting the needs of faculty. | 0.98 | 1.08 | +0.10 | 1.13 |
| This institution does a good job of meeting the needs of staff. | 1.12 | 1.34 | +0.22 | 1.27 |
| This institution has written procedures that clearly define who is responsible for each operation and service. | 1.03 | 1.09 | +0.06 | 1.16 |
| This institution's leadership creates an environment that promotes trust and respect. (Campus Item) | 1.64 | 1.43 | -0.21 | NA |
| This institution's leadership demonstrates support for shared planning and decision-making. (Campus Item) | 1.20 | 1.10 | -0.10 | NA |

| Core Value People: We encourage open communication and the sharing of ideas. | Cowley College | | | National Cohort Gap Score |
|--|-----------------------|-------------|------------------------|--------------------------------------|
| | 2020 | 2024 | YR to YR Change | |
| Administrators share information regularly with faculty and staff. | 1.22 | 1.36 | +0.14 | 1.21 |
| Employee suggestions are used to improve our institution. | 1.33 | 1.18 | -0.15 | 1.33 |
| I am empowered to make suggestions and propose solutions to make improvements or solve problems or challenges. (New Campus Item) | NA | 0.90 | NA | 0.93 |
| I have the information I need to do my job well. | 0.61 | 0.67 | +0.06 | 0.87 |
| I learn about important campus events in a timely manner. | 0.46 | 0.53 | +0.07 | 0.67 |
| It is easy for me to get information at this institution. | 0.91 | 1.02 | +0.11 | 1.19 |
| My department meets as a team to plan and coordinate work. | 0.33 | 0.48 | +0.15 | 0.56 |
| My job responsibilities are communicated clearly to me. | 0.49 | 0.75 | +0.26 | 0.79 |
| My supervisor pays attention to what I have to say. | 0.41 | 0.46 | +0.05 | 0.62 |
| My supervisor provides supportive and constructive feedback. (Campus Item) | 0.29 | 0.60 | +0.31 | NA |
| There are effective lines of communication between departments. | 1.60 | 1.66 | +0.06 | 1.62 |
| This institution involves its employees in planning for the future. | 1.44 | 1.46 | +0.02 | 1.26 |
| There is good communication between the faculty and the administration at this institution. | 1.21 | 1.36 | +0.15 | 1.25 |
| There is good communication between staff and the administration at this institution. | 1.25 | 1.44 | +0.19 | 1.27 |