

## Materials and Methods

Four employee subgroups (term faculty, full-time faculty, operational staff, and non-teaching professional) at John A. Logan College were surveyed in 2005 to seek feedback on the College for the Higher Learning Commission (HLC). Based on survey responses, the HLC requested that a follow-up survey be conducted in 2009 with two required questions:

- 1) The College Administration displays behavior that reflects integrity and is ethical and honest (Q1).
- 2) The College Board of Trustees displays behavior that reflects integrity and is ethical and honest (Q2).

The College also re-assessed one additional question from the 2005 survey:

- 3) The College clearly identifies authority for decision making about organizational goals (Q3).

Data for these questions were assigned categorical numbers (i.e., strongly agree = 5, agree = 4, neutral = 3, disagree = 2, and strongly disagree = 1) for each survey year (i.e., 2005 and 2009). When response rates differed within an employee subgroup across years (e.g., 31 and 51), data were standardized to the smallest response rate (i.e., N = 31), then summed. For annual comparisons, data were weighted based on employee subgroup representation at the College (Appendix 1). Only data that included a response to the three questions were used in analyses. Because data were categorical, Chi-square goodness-of-fit ( $\chi^2$ ) analyses were used to compare results from the 2005 and 2009 surveys to test for significant differences in responses to the above questions among years, overall and for employee subgroup surveyed, at  $P \leq 0.05$ .

## Results

The overall employee response rate to the 2009 survey was 51%; an 11% increase from the 2005 survey (40%; Appendix 1). In 2005, the only employee subgroup with a response rate  $\geq 50\%$  was full-time faculty (68%). In the 2009 survey, three of the four employee subgroups had response rates greater than 50% (Appendix 1). Only term faculty had a lower response rate (17%); a 10% decrease from the 2005 survey (27%).

Overall, survey results from employees at John A. Logan College reveal significant changes for all three of the follow-up questions, with employees responding more favorably in the 2009 survey (Appendix 2). Among employee subgroups, there were significant differences in two groups; non-teaching professional and operational staff. These groups responded more favorably to Q1 (College Administration ethics and integrity) and Q2 (Board of Trustees ethics and integrity) in 2009 (Appendix 2). Chi-square analyses revealed no significant difference in responses from any employee subgroup for Q3 (College identifies authority for decision making), nor for any of the above three questions for term faculty or full-time faculty (Appendix 2).

Means for each employee subgroup among survey years also reveal important trends in improved perceptions to ethics and integrity of College Administration and the Board of Trustees, as well as authority for decision making (Appendix 3). For Q1 (Administration ethics and integrity), the mean response increased from disagree (mean = 2.085) in 2005 for operational staff to neutral/agree (mean = 3.5) in 2009 (Figure 1). Trends in mean response among non-teaching professionals increased from disagree/neutral (mean = 2.712) in 2005 to agree (mean = 4.0) in 2009 (Figure 1). Term

faculty trends also suggest improved perceptions regarding the ethics and integrity of Administration, although this group had a neutral/agree mean response in both 2005 and 2009 (mean = 3.216 and 3.939, respectively; Figure 1). However, interpretation of this trend could be biased because of the low response rate of this subgroup among both survey years. Trends for full-time faculty suggest little change in mean response among the survey years (2005 mean = 3.403 and 2009 mean = 3.358), which was neutral/agree for both survey years (Figure 1).

For Q2 (Board of Trustees ethics and integrity), response means among all employee groups increased from the 2005 survey, suggesting improved perception (Appendix 3). In 2005, operational staff disagreed (mean = 1.977) that the Board of Trustees reflected integrity, was ethical, and honest (Figure 2). However, in 2009, this same employee group had a higher mean response of neutral/agree (mean = 3.296; Figure 2). Similar increasing trends were observed in all employee subgroups (non-teaching professionals: 2.615 and 3.647, respectively; term faculty: 3.240 and 3.607, respectively; full-time faculty: 2.953 and 3.455, respectively; Figure 2).

For Q3 (College identifies authority for decision making), response means increased for all employee subgroups (Appendix 3), although most groups were neutral or neutral/agree in their 2005 response (operational staff: mean = 2.956, non-teaching professional: 3.481, term faculty: 3.469, and full-time faculty: 3.354; Figure 3). In the 2009 survey, mean responses ranged from neutral/agree (operational staff) to agree (non-teaching professionals; Figure 3).

## Appendix 1

John A. Logan College Employee subgroup representation and overall survey response rates for the 2005 and 2009 Higher Learning Commission surveys.

<b>Classification</b>	<b>Year</b>	<b>Number of Employees</b>	<b>Representation Percent</b>	<b>Response Rate</b>
Term Faculty	2005	190	33%	52 (27%)
Term Faculty	2009	183	31%	31 (17%)
Operational Staff	2005	151	27%	53 (35%)
Operational Staff	2009	153	26%	87 (57%)
Non Teaching Professional	2005	124	22%	55 (44%)
Non Teaching Professional	2009	147	25%	111 (76%)
Full Time Faculty	2005	100	18%	68 (68%)
Full Time Faculty	2009	108	18%	70 (65%)

## Appendix 2

Results of Chi-square goodness-of-fit ( $\chi^2$ ) analyses for surveys conducted in 2005 and 2009 by John A. Logan College employees (overall and for each employee subgroup). Number (N) of respondents varied among subgroups and survey years.

<u>Classification</u>	<u><math>\chi^2</math></u>	<u>Question*</u>	<u>p-VALUE</u>	<u>2005 (N)</u>	<u>2009 (N)</u>
Term Faculty	1.705044	Q1	0.1916	51	31
Term Faculty	0.551212	Q2	0.4578	50	28
Term Faculty	0.574922	Q3	0.4483	49	28
Operational Staff	16.84667	Q1	<b>&lt;0.0001</b>	47	84
Operational Staff	14.5175	Q2	<b>0.0001</b>	44	81
Operational Staff	3.665114	Q3	0.0556	45	81
Non-Teaching Professional	12.86246	Q1	<b>0.0003</b>	52	103
Non-Teaching Professional	8.8387	Q2	<b>0.0029</b>	52	102
Non-Teaching Professional	2.222861	Q3	0.136	52	104
Full-Time Faculty	0.019868	Q1	0.8879	67	67
Full-Time Faculty	2.512582	Q2	0.1129	64	66
Full-Time Faculty	2.003965	Q3	0.1569	65	64
All Employees	26.51	Q1	<b>&lt;0.0001</b>	217	285
All Employees	23.46	Q2	<b>&lt;0.0001</b>	210	277
All Employees	18.56	Q3	<b>&lt;0.0001</b>	211	277

\*

- Q1: The College Administration displays behavior that reflects integrity and is ethical and honest.
- Q2: The College Board of Trustees displays behavior that reflects integrity and is ethical and honest.
- Q3: The College clearly identifies authority for decision making about organizational goals.

### Appendix 3

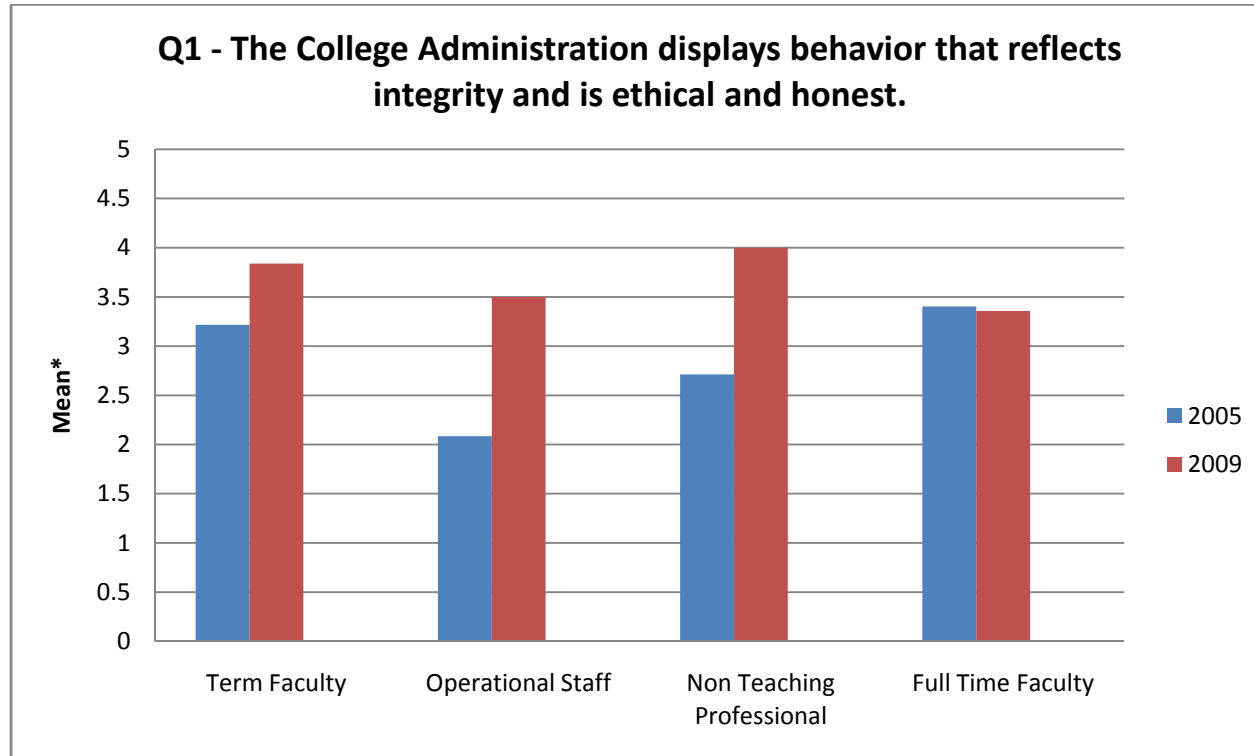
Mean ( $\mu$ ) and standard deviation (std) for John A. Logan College employee subgroups from the 2005 and 2009 Higher Learning Commission surveys.

<b>Classification</b>	<b>Year</b>	<b>N</b>	<b>Q1* (<math>\mu \pm \text{std}</math>)</b>	<b>N</b>	<b>Q2* (<math>\mu \pm \text{std}</math>)</b>	<b>N</b>	<b>Q3* (<math>\mu \pm \text{std}</math>)</b>
Term Faculty	2005	51	3.216 $\pm$ 1.404	50	3.240 $\pm$ 1.170	49	3.469 $\pm$ 0.793
Term Faculty	2009	31	3.839 $\pm$ 0.779	28	3.607 $\pm$ 0.875	28	3.857 $\pm$ 0.651
Operational Staff	2005	47	2.085 $\pm$ 1.018	44	1.977 $\pm$ 1.000	45	2.956 $\pm$ 0.824
Operational Staff	2009	84	3.500 $\pm$ 1.114	81	3.296 $\pm$ 1.145	81	3.691 $\pm$ 0.957
Non Teaching Prof.	2005	52	2.712 $\pm$ 1.460	52	2.615 $\pm$ 1.402	52	3.481 $\pm$ 1.057
Non Teaching Prof.	2009	103	4.000 $\pm$ 0.929	102	3.647 $\pm$ 1.021	104	4.048 $\pm$ 0.729
Full Time Faculty	2005	67	3.403 $\pm$ 1.219	64	2.953 $\pm$ 1.362	65	3.354 $\pm$ 0.991
Full Time Faculty	2009	67	3.358 $\pm$ 1.151	66	3.455 $\pm$ 1.112	64	3.828 $\pm$ 0.883

\*

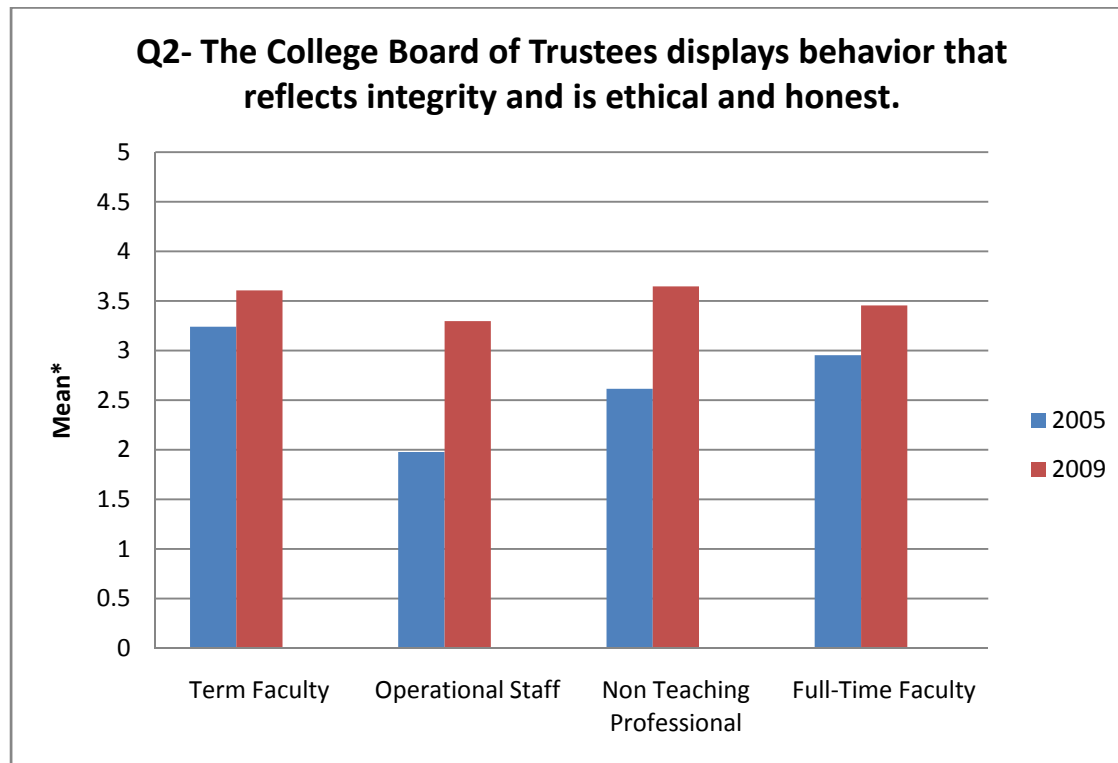
- Q1: The College Administration displays behavior that reflects integrity and is ethical and honest.
- Q2: The College Board of Trustees displays behavior that reflects integrity and is ethical and honest.
- Q3: The College clearly identifies authority for decision making about organizational goals.

Figure 1. Mean responses of 2005 and 2009 Higher Learning Commission survey results for Q1.



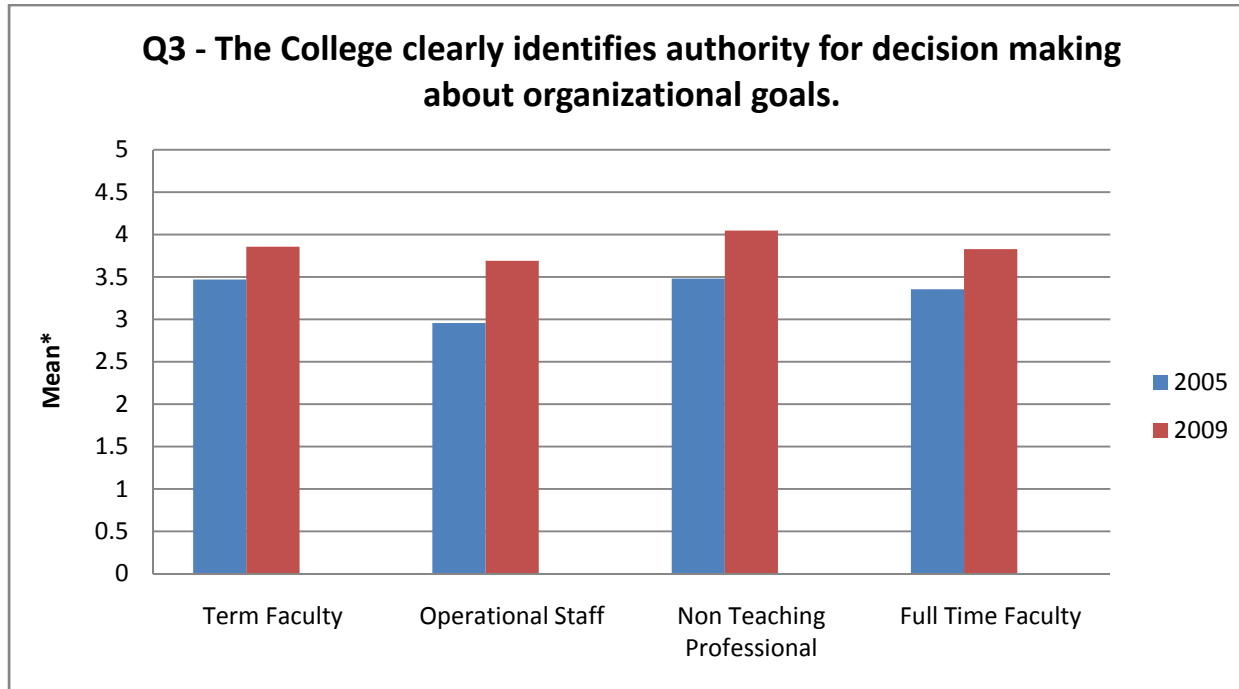
\*  
1 = Strongly disagree  
2 = Disagree  
3 = Neutral  
4 = Agree  
5 = Strongly agree

Figure 2. Mean responses of 2005 and 2009 Higher Learning Commission survey results for Q2.



\*  
1 = Strongly disagree  
2 = Disagree  
3 = Neutral  
4 = Agree  
5 = Strongly agree

Figure 3. Mean responses of 2005 and 2009 Higher Learning Commission survey results for Q3.



\*  
1 = Strongly disagree  
2 = Disagree  
3 = Neutral  
4 = Agree  
5 = Strongly agree