Academic
Quality Improvement
Program

The Higher Learning Commission NCA

Lamar Community College

CONSTELLATION APPENDICES

September 2004

APPENDIX A: AQIP Criteria & Principles of High Performance

Note: In-depth information on the Academic Quality Improvement Program, its processes, and its services can be found at **www.aqip.org**.

AQIP CRITERIA (PROCESS GROUPS)

Helping Students Learn identifies the shared purpose of all higher education organizations and is the priority of any institutional analysis. It focuses on the teaching-learning process within a formal instructional context, yet also addresses how your entire institution contributes to helping students learn and overall student development.

Accomplishing Other Distinctive Objectives addresses the processes that contribute to the achievement of your institution's major objectives, that complement student learning, and that fulfill other portions of your mission.

Understanding Students' and Other Stakeholders' Needs examines how your institution works actively to understand student and other stakeholder needs.

Valuing People explores your commitment to the development of your faculty, staff, and administrators since the efforts of all are required for institutional success.

Leading and Communicating addresses how your institution's leadership and communication structures, networks, and processes guide your institution in setting directions, making decisions, seeking future opportunities, and building and sustaining a learning environment.

Supporting Institutional Operations addresses the variety of your institutional support processes that help to provide an environment in which learning can thrive.

Measuring Effectiveness examines how your institution collects, analyzes, and uses information to manage itself and to drive performance improvement.

Planning Continuous Improvement examines your institution's planning processes and how your strategies and action plans are helping you achieve your mission and vision.

Building Collaborative Relationships examines your institution's relationships and partnerships--current and potential--to analyze how they contribute to the institution's accomplishing its mission.

AQIP PRINCIPLES OF HIGH PERFORMANCE

Focus: A mission & vision driven by students' and other stakeholders' needs.

Involvement: Broad-based faculty, staff, and administrative engagement and participation.

Leadership: Leaders and leadership systems that support a quality culture.

Learning: A learning-centered environment.

People: Respect for and willingness to invest in people (faculty, staff, administration).

Collaboration: Collaboration and a shared institutional focus.

Agility: Ability, flexibility, and responsiveness to changing needs and conditions.

Foresight: Planning for innovation and improvement.

Information: Fact-based evidence-gathering and thinking to support analysis and decision-making.

Integrity: Integrity and responsible institutional citizenship

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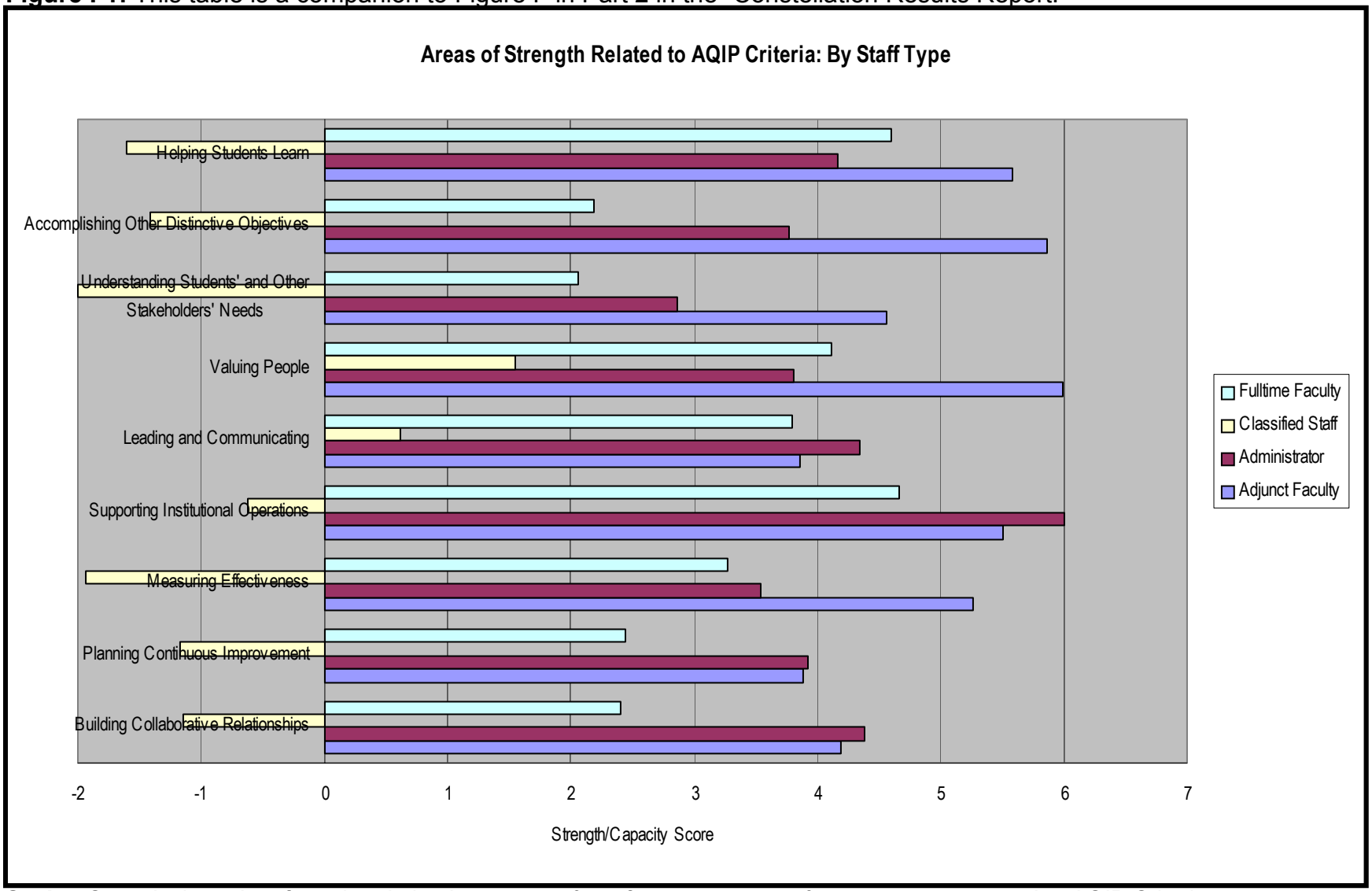
APPENDIX B: Supplementary Tables

Figure F1: This table is a companion to Figure F in Part 2 in the "Constellation Results Report."



Scale: Capacity based on formula relating importance & performance scores & response rates; cued to AQIP Criteria.

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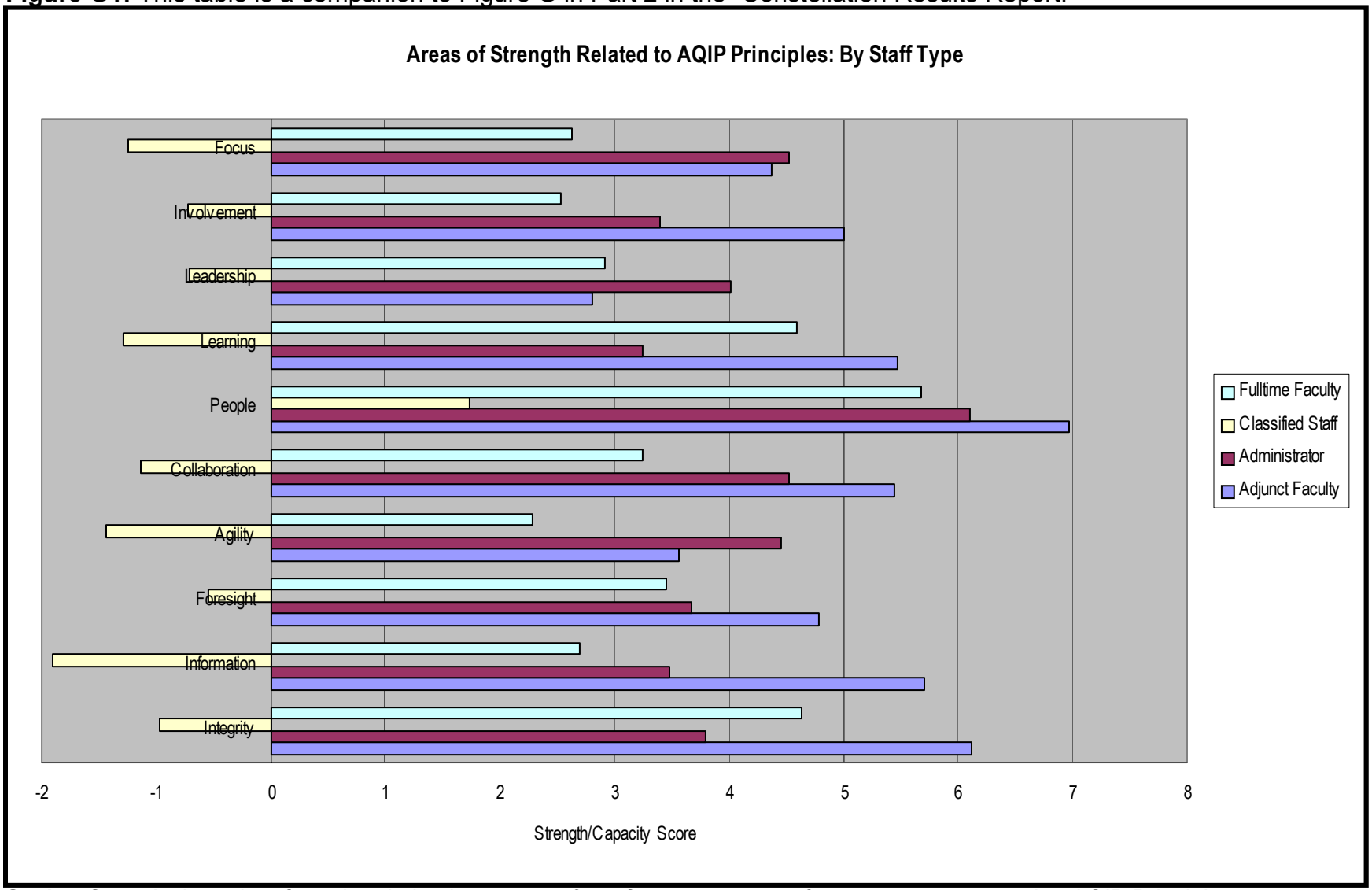
Figure G1: This table is a companion to Figure G in Part 2 in the "Constellation Results Report."



Scale: Capacity based on formula relating importance & performance scores & response rates; cued to AQIP Principles.

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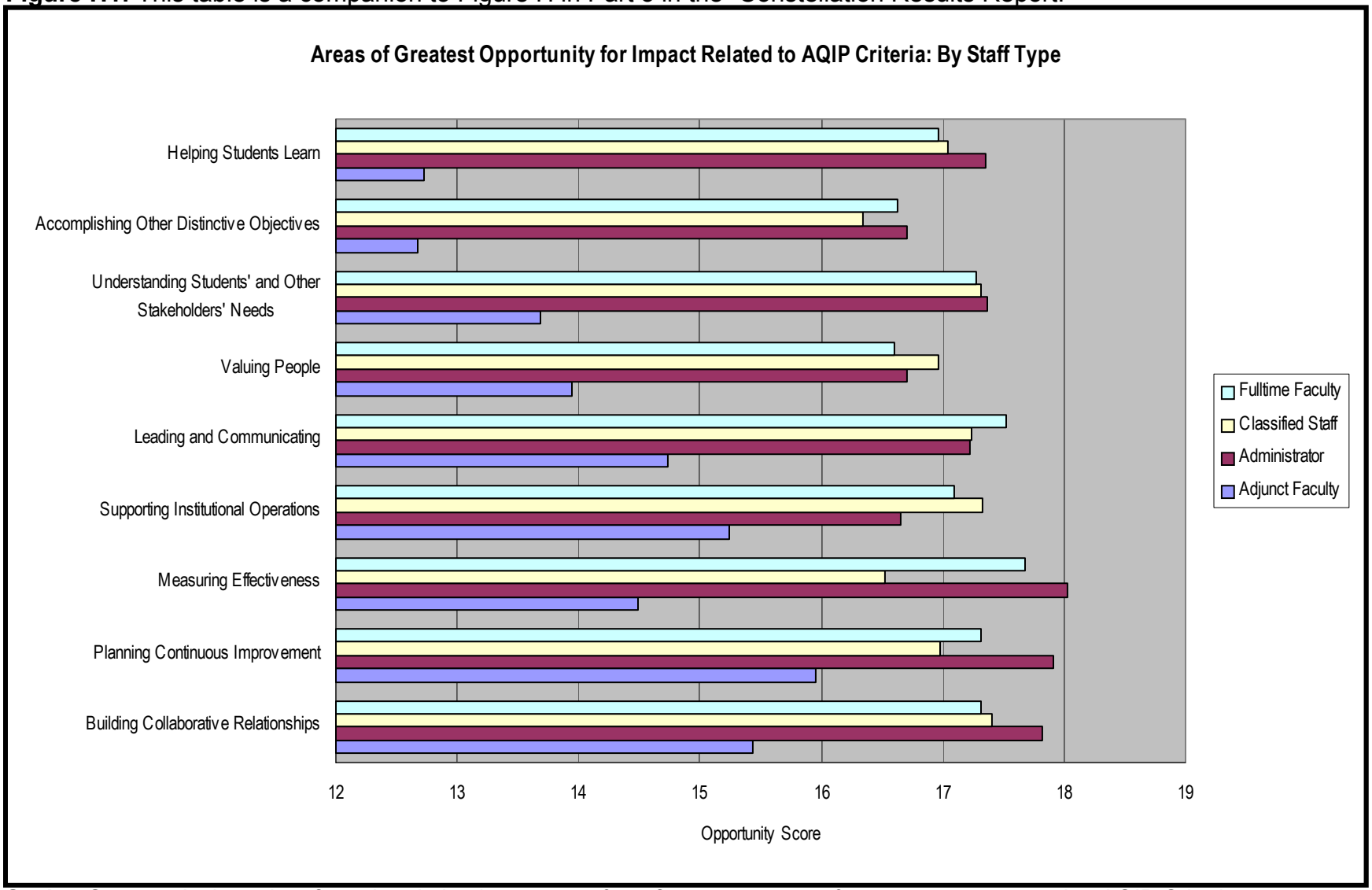
Figure H1: This table is a companion to Figure H in Part 3 in the "Constellation Results Report."



Scale: Opportunity based on formula relating importance & performance scores & response rates; cued to AQIP Criteria.

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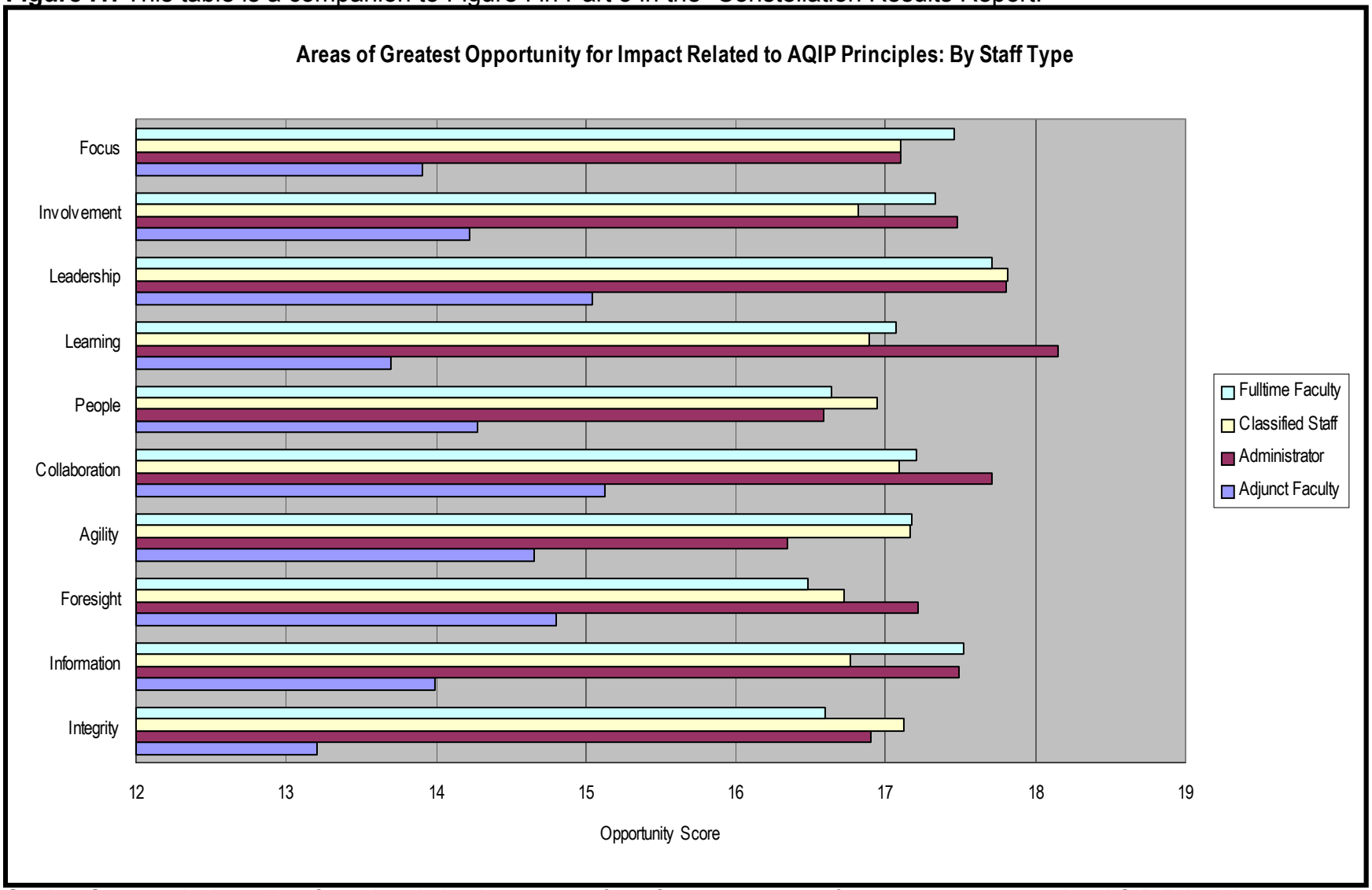
Figure I1: This table is a companion to Figure I in Part 3 in the "Constellation Results Report."



Scale: Opportunity based on formula relating importance & performance scores & response rates; cued to AQIP Principles.

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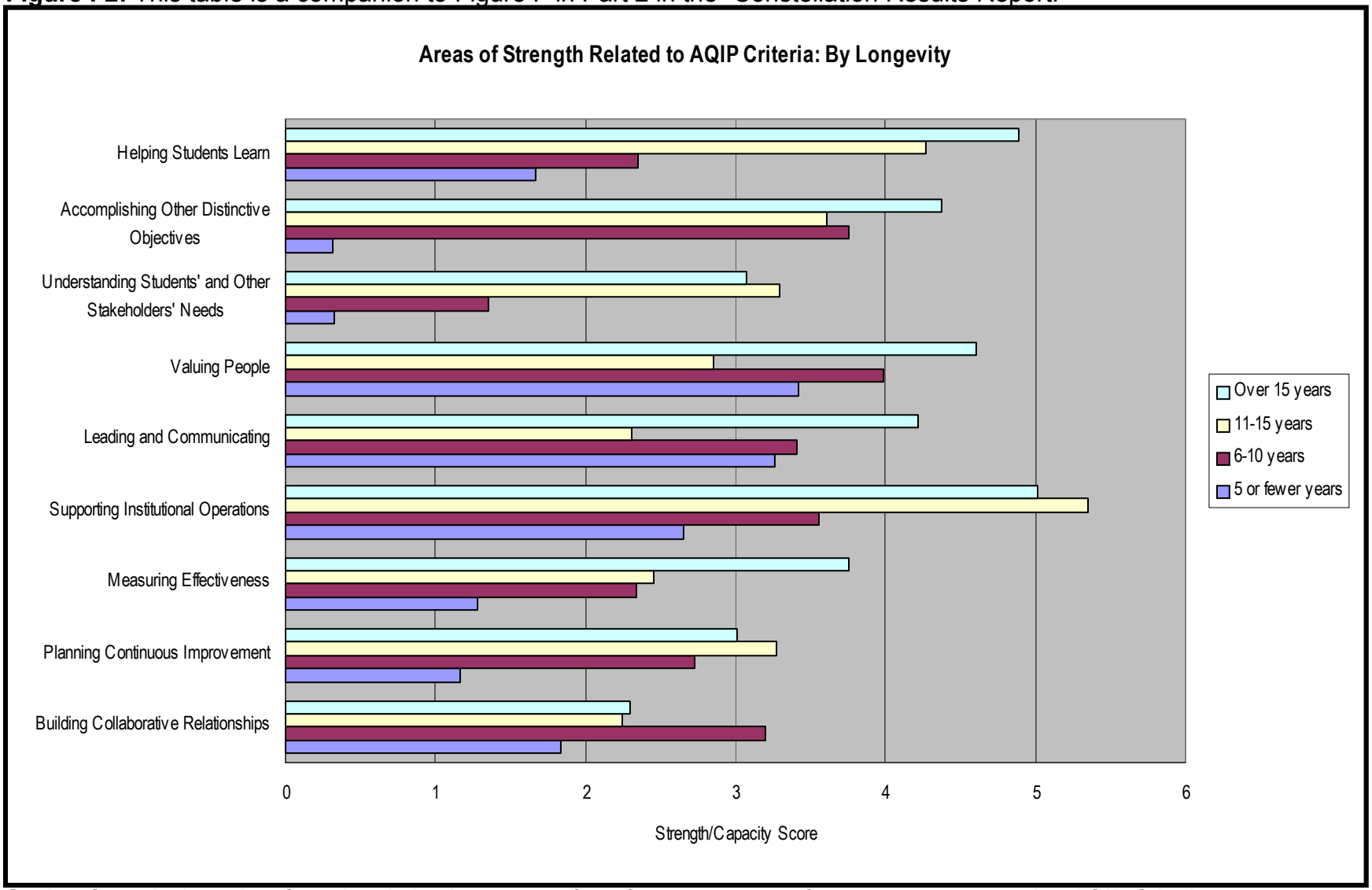
Figure F2: This table is a companion to Figure F in Part 2 in the "Constellation Results Report."



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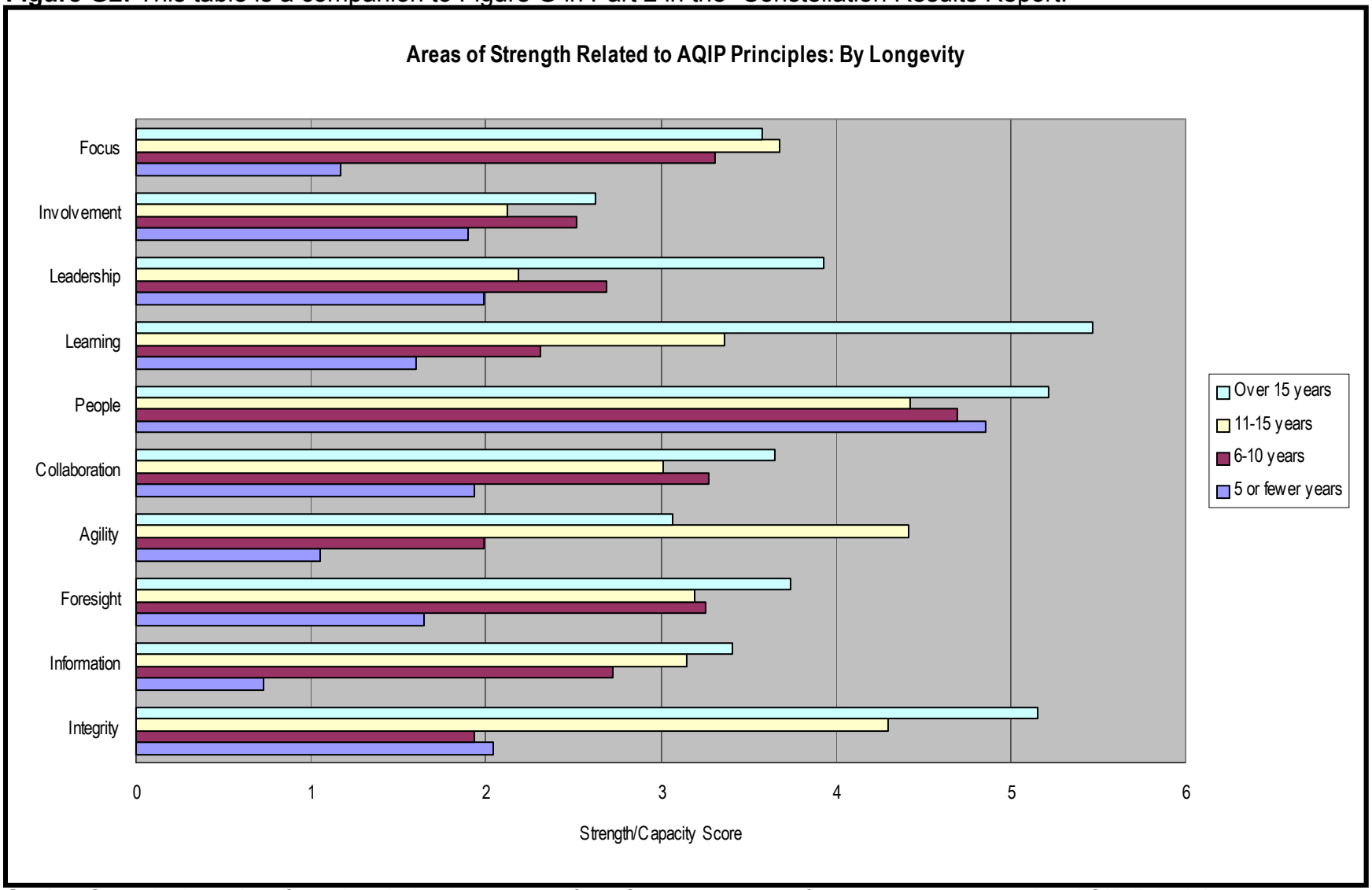

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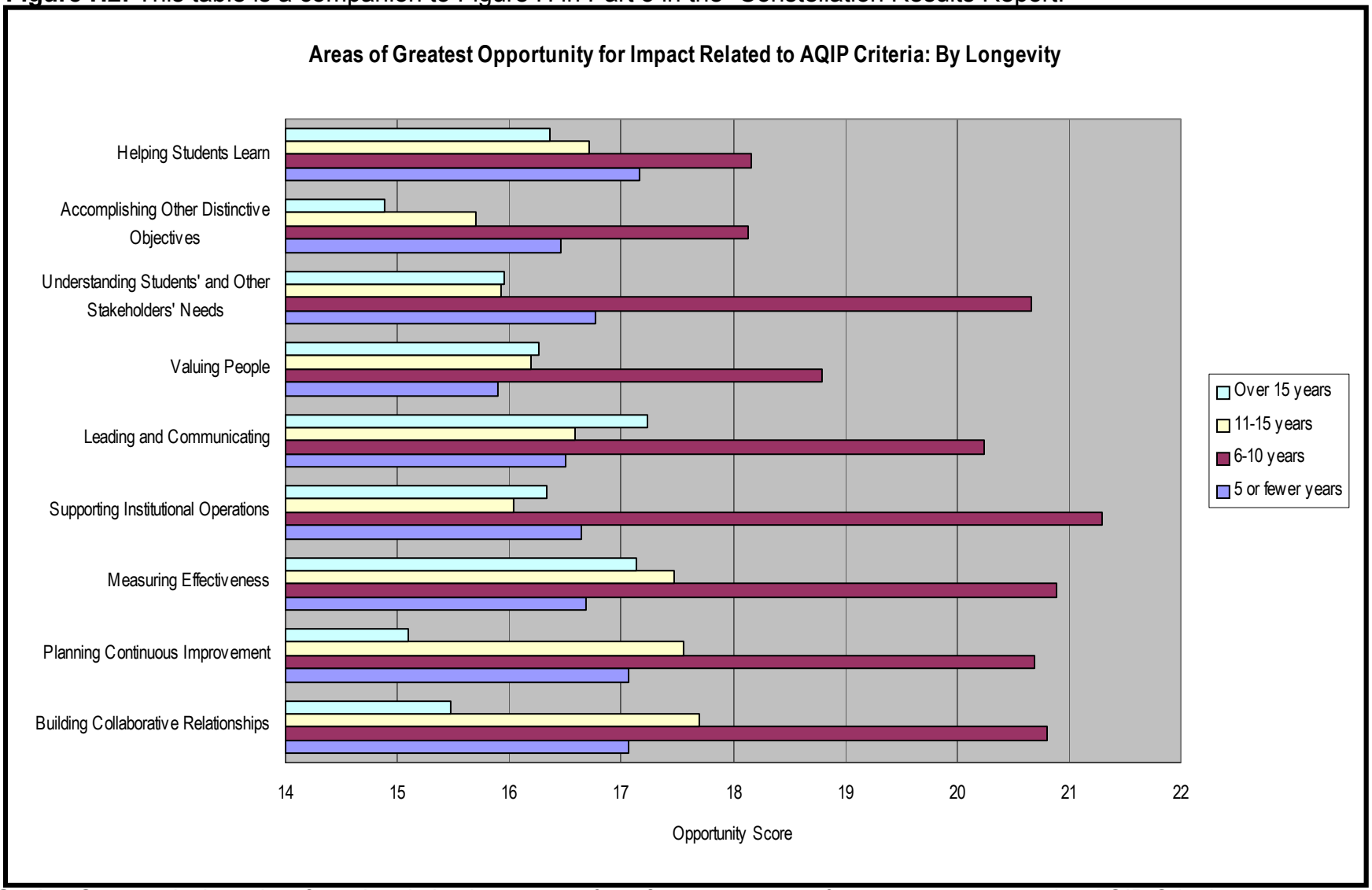

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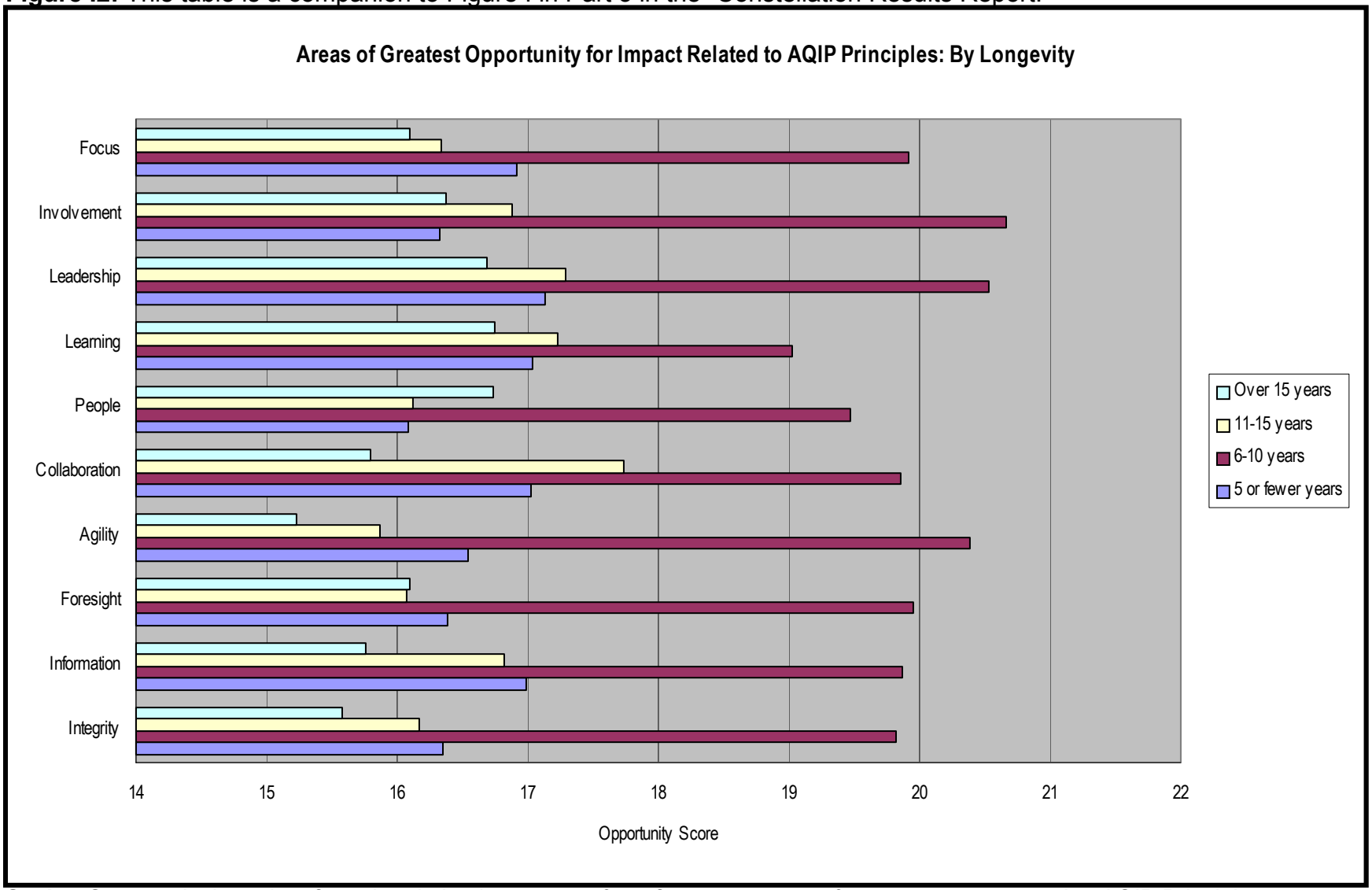

Scale: Opportunity based on formula relating importance & performance scores & response rates; cued to AQIP Principles.

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APPENDIX C: Complete Constellation Results

TABLE 7a: Importance Means for All AQIP Constellation Statements
(listed in order of most to least important)

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
43.	Technology is up-to-date and well-supported.	6.95	2.55	94.44	8.23
34.	Administrators communicate a clear vision for LCC's future.	6.59	2.42	94.44	4.71
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	6.59	2.57	93.33	7.14
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	6.56	2.81	93.33	9.52
32.	Lamar Community College trusts employees to do their work effectively.	6.52	2.52	94.44	5.88
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.52	2.36	94.44	3.53
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.49	2.23	93.33	4.76
79.	Students have convenient access to the information and resources necessary to support their learning.	6.48	2.76	93.33	10.71
74.	Lamar Community College has effective policies that ensure responsible conduct.	6.48	2.65	93.33	8.33
73.	It is easy for those we serve to get their questions answered.	6.4	2.74	93.33	8.33
40.	Administrators ensure that employees have the resources they need to do their work.	6.39	2.11	94.44	1.18
78.	Enrollment processes effectively recruit and admit students.	6.3	2.95	93.33	13.1
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	6.25	2.54	94.44	8.23
77.	Communication occurs effectively up, down, and across different units of the organization.	6.21	2.88	93.33	7.14
8.	Lamar Community College intentionally promotes excellence in teaching.	6.13	2.57	94.44	9.41
82.	Departments work effectively as teams.	6.08	2.6	93.33	8.33
42.	Support services harmonize with LCC's focus on education and learning.	6.05	2.76	93.33	10.71
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6.01	2.69	93.33	9.52
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	5.95	2.72	95.56	10.46
70.	Advising processes work effectively to get students in appropriate courses and programs.	5.95	3.09	93.33	14.29
76.	Employee get the information they need to perform their jobs effectively.	5.94	2.47	92.22	6.02
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	5.92	2.64	95.56	9.3
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	5.89	2.71	93.33	7.14
6.	When making institutional decisions, administrators consider the impact on students and learning.	5.86	2.69	94.44	9.41
57.	Departments set specific targets for improving their work.	5.86	2.62	93.33	9.52
10.	Employee have a shared understanding of LCC's educational goals for students.	5.85	2.5	94.44	8.23
35.	Lamar Community College's core values stress the centrality of learning.	5.84	2.8	95.56	12.79
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	5.8	2.6	92.22	7.23

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
55.	Departments set specific targets for the goals they want to achieve.	5.79	2.82	93.33	10.71
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	5.76	2.88	94.44	14.12
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	5.74	3.2	93.33	20.24
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	5.71	2.46	95.56	6.98
80.	Departments have the data and information they need to make improvements.	5.7	3.01	92.22	15.66
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.69	2.71	95.56	10.46
4.	Lamar Community College uses student assessment results to improve teaching and learning.	5.69	2.8	95.56	12.79
33.	Employees are recognized for their contributions and accomplishments.	5.67	2.69	95.56	8.14
47.	Student needs are identified regularly so that appropriate support services can be provided.	5.66	2.99	92.22	15.66
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	5.65	3	93.33	16.67
69.	The faculty and staff feel they are in a partnership with administrators.	5.64	2.94	92.22	8.43
37.	Administrators empower employees by clearly delegating areas of authority.	5.63	2.55	92.22	8.43
36.	A clear understanding of LCC's priorities guides employees in their work.	5.63	2.62	94.44	7.06
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	5.6	2.85	95.56	15.12
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	5.57	2.81	91.11	13.41
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	5.57	2.71	95.56	12.79
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	5.56	2.72	95.56	5.81
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	5.56	2.8	93.33	11.9
14.	Lamar Community College identifies specific targets for improving student learning.	5.53	2.63	95.56	11.63
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	5.5	2.37	95.56	6.98
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	5.49	3.09	92.22	15.66
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	5.48	2.79	93.33	14.29
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	5.46	3.02	93.33	16.67
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	5.44	2.58	95.56	10.46
44.	Budgeting processes ensure resources are effectively allocated.	5.43	3.21	94.44	20
39.	Organizational and committee structures support good decision-making.	5.43	2.83	94.44	12.94
21.	Lamar Community College responds rapidly to the changing needs of students.	5.42	2.83	94.44	14.12
58.	Lamar Community College compares its own performance with that of other higher education institutions.	5.42	2.83	93.33	13.1
49.	Departments can show their contribution to meeting LCC's overall goals.	5.41	2.75	92.22	13.25
54.	Employees know the key measures of LCC's success.	5.4	2.81	92.22	13.25
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	5.4	2.79	94.44	12.94
50.	Lamar Community College regularly measures its progress toward achieving	5.38	2.92	93.33	16.67

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	its goals.				
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	5.35	2.67	92.22	13.25
75.	Lamar Community College has effective processes to determine the training needs of employees.	5.34	2.76	93.33	11.9
22.	Lamar Community College measures how effectively it serves its students.	5.34	2.9	95.56	12.79
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	5.32	2.75	93.33	8.33
11.	Processes are in place to determine which new educational offerings to develop.	5.3	2.89	93.33	14.29
19.	The results of LCC's non-educational work strengthen the overall institution.	5.29	2.76	95.56	13.95
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	5.24	2.79	94.44	11.76
83.	Lamar Community College balances individual and collective work effectively.	5.24	2.91	93.33	15.48
68.	Lamar Community College meaningfully involves its employees in institutional work.	5.18	2.87	93.33	14.29
24.	Lamar Community College maintains strong relationships with former students.	5.17	2.61	95.56	10.46
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	5.16	2.91	95.56	16.28
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	5	2.93	93.33	17.86
59.	Lamar Community College has processes to ensure it is innovative and agile.	5	2.89	93.33	17.86
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	4.94	3.25	92.22	24.1
23.	Measured student satisfaction with LCC improves steadily.	4.93	3.12	95.56	19.77
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.86	2.8	95.56	16.28
25.	Lamar Community College makes improvements based on the complaints it receives.	4.83	2.69	95.56	13.95
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	4.8	2.79	95.56	13.95
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	4.79	2.87	95.56	18.6
46.	Support services are regularly evaluated to identify improvement opportunities.	4.62	3.04	94.44	21.18

TABLE 7b: Importance Means by Staff Type
(Listed in order of most to least important)

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	Adjunct Faculty				
79.	Students have convenient access to the information and resources necessary to support their learning.	7.4	2.07	100	0
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	7.2	2.05	100	0
77.	Communication occurs effectively up, down, and across different units of the organization.	7.2	2.49	100	0
78.	Enrollment processes effectively recruit and admit students.	7	1.87	100	0
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	7	2.12	100	0
73.	It is easy for those we serve to get their questions answered.	7	2.45	100	0
47.	Student needs are identified regularly so that appropriate support services can be provided.	7	2.45	100	0
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	7	2.45	100	0
43.	Technology is up-to-date and well-supported.	7	1.87	100	0
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.8	1.3	100	0
80.	Departments have the data and information they need to make improvements.	6.8	1.64	100	0
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	6.6	1.52	100	0
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	6.6	2.61	100	0
4.	Lamar Community College uses student assessment results to improve teaching and learning.	6.6	2.07	100	0
32.	Lamar Community College trusts employees to do their work effectively.	6.4	1.82	100	0
74.	Lamar Community College has effective policies that ensure responsible conduct.	6.4	2.19	100	0
75.	Lamar Community College has effective processes to determine the training needs of employees.	6.4	1.95	100	0
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	6.4	1.95	100	0
57.	Departments set specific targets for improving their work.	6.4	1.14	100	0
58.	Lamar Community College compares its own performance with that of other higher education institutions.	6.4	2.97	100	0
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	6.2	2.59	100	0
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	6.2	2.28	100	0
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	6.2	2.28	100	0
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	6	2.55	100	0
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	6	2.24	100	0
68.	Lamar Community College meaningfully involves its employees in institutional work.	6	1.87	100	0
76.	Employee get the information they need to perform their jobs effectively.	6	1.73	100	0
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6	2	100	0

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
50.	Lamar Community College regularly measures its progress toward achieving its goals.	6	2.45	100	0
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	6	1.73	100	0
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6	2.24	100	0
8.	Lamar Community College intentionally promotes excellence in teaching.	6	1.58	100	0
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	6	1.58	100	0
22.	Lamar Community College measures how effectively it serves its students.	6	1.73	100	0
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	6	1.87	100	0
35.	Lamar Community College's core values stress the centrality of learning.	5.8	2.17	100	0
33.	Employees are recognized for their contributions and accomplishments.	5.8	1.79	100	0
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.8	3.42	100	20
59.	Lamar Community College has processes to ensure it is innovative and agile.	5.8	3.83	100	20
49.	Departments can show their contribution to meeting LCC's overall goals.	5.6	2.41	100	0
40.	Administrators ensure that employees have the resources they need to do their work.	5.6	2.41	100	0
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	5.6	2.07	100	0
82.	Departments work effectively as teams.	5.6	1.52	100	0
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	5.6	1.52	100	0
34.	Administrators communicate a clear vision for LCC's future.	5.6	2.7	100	0
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	5.6	2.07	100	0
37.	Administrators empower employees by clearly delegating areas of authority.	5.6	2.07	100	0
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	5.6	1.14	100	0
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	5.6	1.34	100	0
10.	Employee have a shared understanding of LCC's educational goals for students.	5.4	1.82	100	0
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	5.4	1.82	100	0
23.	Measured student satisfaction with LCC improves steadily.	5.4	2.51	100	0
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	5.4	1.82	100	0
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	5.4	2.7	100	0
55.	Departments set specific targets for the goals they want to achieve.	5.4	1.82	100	0
54.	Employees know the key measures of LCC's success.	5.2	2.05	100	0
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	5.2	1.79	100	0
46.	Support services are regularly evaluated to identify improvement opportunities.	5.2	2.77	100	0
69.	The faculty and staff feel they are in a partnership with administrators.	5.2	2.68	100	0
83.	Lamar Community College balances individual and collective work effectively.	5.2	1.48	100	0
36.	A clear understanding of LCC's priorities guides employees in their work.	5.2	1.79	100	0
42.	Support services harmonize with LCC's focus on education and learning.	5.2	3.42	100	20
25.	Lamar Community College makes improvements based on the complaints it receives.	5.2	1.79	100	0

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	5.2	1.64	100	0
14.	Lamar Community College identifies specific targets for improving student learning.	5.2	1.3	100	0
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	5	1.87	100	0
11.	Processes are in place to determine which new educational offerings to develop.	5	2.34	100	0
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	5	2.34	100	0
19.	The results of LCC's non-educational work strengthen the overall institution.	5	2.83	100	0
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	5	2.55	100	0
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	5	1.58	100	0
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	5	1.87	100	0
70.	Advising processes work effectively to get students in appropriate courses and programs.	5	3.54	100	20
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	5	3.08	100	20
44.	Budgeting processes ensure resources are effectively allocated.	4.8	4.02	100	20
21.	Lamar Community College responds rapidly to the changing needs of students.	4.8	2.05	100	0
24.	Lamar Community College maintains strong relationships with former students.	4.8	2.05	100	0
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.8	1.64	100	0
6.	When making institutional decisions, administrators consider the impact on students and learning.	4.6	2.07	100	0
39.	Organizational and committee structures support good decision-making.	4.2	3.35	100	20
	Administrator				
43.	Technology is up-to-date and well-supported.	7.33	1.95	90.91	3.33
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	7.28	1.46	87.88	0
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	7.16	1.66	93.94	0
34.	Administrators communicate a clear vision for LCC's future.	7.03	1.83	90.91	0
32.	Lamar Community College trusts employees to do their work effectively.	7	1.95	93.94	3.23
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	6.9	1.97	87.88	3.45
79.	Students have convenient access to the information and resources necessary to support their learning.	6.9	1.99	87.88	3.45
73.	It is easy for those we serve to get their questions answered.	6.86	2.05	87.88	3.45
6.	When making institutional decisions, administrators consider the impact on students and learning.	6.84	1.83	93.94	0
78.	Enrollment processes effectively recruit and admit students.	6.79	2.37	87.88	6.9
42.	Support services harmonize with LCC's focus on education and learning.	6.7	1.93	90.91	3.33
55.	Departments set specific targets for the goals they want to achieve.	6.59	1.66	87.88	0
82.	Departments work effectively as teams.	6.55	1.99	87.88	3.45
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	6.55	2.35	93.94	6.45

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
10.	Employee have a shared understanding of LCC's educational goals for students.	6.48	2	93.94	3.23
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.48	1.9	93.94	0
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.43	1.96	90.91	3.33
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	6.42	2.17	93.94	3.23
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6.41	2.01	87.88	3.45
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	6.41	2.31	87.88	6.9
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	6.41	2.13	87.88	3.45
77.	Communication occurs effectively up, down, and across different units of the organization.	6.41	2.58	87.88	3.45
74.	Lamar Community College has effective policies that ensure responsible conduct.	6.41	2.47	87.88	6.9
40.	Administrators ensure that employees have the resources they need to do their work.	6.37	1.99	90.91	0
70.	Advising processes work effectively to get students in appropriate courses and programs.	6.34	2.68	87.88	10.34
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	6.31	1.96	87.88	3.45
44.	Budgeting processes ensure resources are effectively allocated.	6.27	2.48	90.91	10
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	6.27	1.72	90.91	0
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	6.26	2.31	93.94	6.45
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	6.24	2.5	87.88	10.34
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	6.21	2.18	84.85	7.14
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	6.17	2.17	87.88	3.45
69.	The faculty and staff feel they are in a partnership with administrators.	6.17	2.59	87.88	6.9
37.	Administrators empower employees by clearly delegating areas of authority.	6.17	2	90.91	3.33
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	6.17	2.82	87.88	13.79
11.	Processes are in place to determine which new educational offerings to develop.	6.16	2.03	93.94	3.23
14.	Lamar Community College identifies specific targets for improving student learning.	6.16	2.24	93.94	3.23
76.	Employee get the information they need to perform their jobs effectively.	6.14	2.34	87.88	3.45
58.	Lamar Community College compares its own performance with that of other higher education institutions.	6.1	2.29	87.88	6.9
47.	Student needs are identified regularly so that appropriate support services can be provided.	6.03	2.5	87.88	10.34
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	6.03	2.56	87.88	10.34
83.	Lamar Community College balances individual and collective work effectively.	6.03	2.31	87.88	6.9
35.	Lamar Community College's core values stress the centrality of learning.	6	2.67	93.94	12.9
8.	Lamar Community College intentionally promotes excellence in teaching.	6	2.52	93.94	9.68
56.	Lamar Community College has well-understood strategies to ensure it will	5.96	2.63	87.88	10.34

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	continue to be effective in the future.				
57.	Departments set specific targets for improving their work.	5.96	1.86	87.88	3.45
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	5.93	2.51	87.88	10.34
80.	Departments have the data and information they need to make improvements.	5.93	2.53	87.88	10.34
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	5.93	3.12	87.88	17.24
49.	Departments can show their contribution to meeting LCC's overall goals.	5.9	2.26	87.88	6.9
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	5.9	2.43	93.94	9.68
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	5.87	2.04	93.94	3.23
21.	Lamar Community College responds rapidly to the changing needs of students.	5.87	2.32	93.94	6.45
22.	Lamar Community College measures how effectively it serves its students.	5.87	2.36	93.94	3.23
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	5.84	2.46	93.94	9.68
68.	Lamar Community College meaningfully involves its employees in institutional work.	5.79	2.57	87.88	10.34
33.	Employees are recognized for their contributions and accomplishments.	5.77	2.32	93.94	6.45
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	5.74	2.17	93.94	6.45
19.	The results of LCC's non-educational work strengthen the overall institution.	5.74	2.52	93.94	9.68
39.	Organizational and committee structures support good decision-making.	5.73	2.42	90.91	10
59.	Lamar Community College has processes to ensure it is innovative and agile.	5.72	2.2	87.88	6.9
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	5.71	2.08	93.94	3.23
4.	Lamar Community College uses student assessment results to improve teaching and learning.	5.71	2.78	93.94	9.68
36.	A clear understanding of LCC's priorities guides employees in their work.	5.7	2.38	90.91	6.67
54.	Employees know the key measures of LCC's success.	5.66	2.55	87.88	10.34
24.	Lamar Community College maintains strong relationships with former students.	5.64	2.11	93.94	3.23
50.	Lamar Community College regularly measures its progress toward achieving its goals.	5.59	2.78	87.88	13.79
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	5.57	2.3	90.91	6.67
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	5.52	2.58	93.94	3.23
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	5.45	2.46	93.94	9.68
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	5.45	2.86	87.88	10.34
75.	Lamar Community College has effective processes to determine the training needs of employees.	5.38	2.82	87.88	10.34
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	5.31	2.74	87.88	13.79
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.29	2.42	93.94	9.68
25.	Lamar Community College makes improvements based on the complaints it receives.	5.29	2.63	93.94	12.9
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	5.22	2.6	93.94	9.68
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	5.13	2.58	93.94	12.9
23.	Measured student satisfaction with LCC improves steadily.	5.13	2.95	93.94	16.13

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	5.1	2.91	93.94	12.9
46.	Support services are regularly evaluated to identify improvement opportunities.	4.93	2.8	90.91	16.67
	Classified Staff				
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.81	2.56	95.45	4.76
40.	Administrators ensure that employees have the resources they need to do their work.	6.45	2.34	100	0
43.	Technology is up-to-date and well-supported.	6.27	3.47	100	18.18
32.	Lamar Community College trusts employees to do their work effectively.	6.14	3.15	95.45	9.52
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6	3	95.45	9.52
74.	Lamar Community College has effective policies that ensure responsible conduct.	6	3.35	100	18.18
73.	It is easy for those we serve to get their questions answered.	5.68	3.41	100	18.18
33.	Employees are recognized for their contributions and accomplishments.	5.64	3.27	100	13.64
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.54	3.05	100	13.64
76.	Employee get the information they need to perform their jobs effectively.	5.48	3.22	95.45	14.29
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	5.45	3.32	100	18.18
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	5.45	3.13	100	9.09
36.	A clear understanding of LCC's priorities guides employees in their work.	5.41	2.89	100	9.09
34.	Administrators communicate a clear vision for LCC's future.	5.41	3.42	100	18.18
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	5.41	3.1	100	13.64
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	5.36	3.4	100	18.18
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	5.27	3.45	100	18.18
82.	Departments work effectively as teams.	5.23	3.54	100	22.73
39.	Organizational and committee structures support good decision-making.	5.23	3.18	100	18.18
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	5.23	3.01	100	13.64
8.	Lamar Community College intentionally promotes excellence in teaching.	5.19	3.43	95.45	23.81
35.	Lamar Community College's core values stress the centrality of learning.	5.18	3.3	100	22.73
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	5.18	2.95	100	9.09
77.	Communication occurs effectively up, down, and across different units of the organization.	5.18	3.55	100	18.18
10.	Employee have a shared understanding of LCC's educational goals for students.	5.14	3.13	95.45	19.05
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	5.09	3.16	100	18.18
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	5.05	3.32	95.45	23.81
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	5.04	3.47	100	22.73
58.	Lamar Community College compares its own performance with that of other higher education institutions.	5	3.32	100	22.73
48.	Lamar Community College ensures that students have easy access to the	4.95	3.96	100	31.82

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	people and services they require to be successful.				
37.	Administrators empower employees by clearly delegating areas of authority.	4.95	3.38	95.45	19.05
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	4.95	3.17	95.45	19.05
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	4.91	3.49	100	27.27
42.	Support services harmonize with LCC's focus on education and learning.	4.9	3.46	95.45	23.81
57.	Departments set specific targets for improving their work.	4.86	3.54	100	27.27
79.	Students have convenient access to the information and resources necessary to support their learning.	4.86	3.64	100	31.82
19.	The results of LCC's non-educational work strengthen the overall institution.	4.86	3.27	100	22.73
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	4.82	3.1	100	22.73
69.	The faculty and staff feel they are in a partnership with administrators.	4.81	3.53	95.45	19.05
21.	Lamar Community College responds rapidly to the changing needs of students.	4.76	3.55	95.45	28.57
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	4.76	3.4	95.45	28.57
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	4.73	3.4	100	27.27
70.	Advising processes work effectively to get students in appropriate courses and programs.	4.68	3.72	100	31.82
75.	Lamar Community College has effective processes to determine the training needs of employees.	4.68	3.26	100	22.73
68.	Lamar Community College meaningfully involves its employees in institutional work.	4.64	3	100	18.18
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	4.64	3.09	100	22.73
54.	Employees know the key measures of LCC's success.	4.62	3.34	95.45	23.81
44.	Budgeting processes ensure resources are effectively allocated.	4.59	3.7	100	31.82
78.	Enrollment processes effectively recruit and admit students.	4.59	3.76	100	31.82
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	4.5	3.32	100	22.73
50.	Lamar Community College regularly measures its progress toward achieving its goals.	4.45	3.45	100	31.82
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	4.41	3.25	100	22.73
4.	Lamar Community College uses student assessment results to improve teaching and learning.	4.41	3.43	100	31.82
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.41	3.25	100	27.27
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.38	3.83	95.45	33.33
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	4.36	3.71	100	36.36
49.	Departments can show their contribution to meeting LCC's overall goals.	4.32	3.23	100	27.27
25.	Lamar Community College makes improvements based on the complaints it receives.	4.32	3.17	100	22.73
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	4.23	3.56	100	36.36
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	4.19	3.17	95.45	28.57
59.	Lamar Community College has processes to ensure it is innovative and agile.	4.18	3.65	100	36.36
23.	Measured student satisfaction with LCC improves steadily.	4.18	3.79	100	36.36

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	4.14	3.72	95.45	38.09
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	4.14	3.6	100	36.36
80.	Departments have the data and information they need to make improvements.	4.14	3.85	95.45	38.09
55.	Departments set specific targets for the goals they want to achieve.	4.09	3.48	100	31.82
22.	Lamar Community College measures how effectively it serves its students.	4.09	3.83	100	36.36
6.	When making institutional decisions, administrators consider the impact on students and learning.	4.05	3.37	95.45	33.33
24.	Lamar Community College maintains strong relationships with former students.	4.04	3.5	100	31.82
14.	Lamar Community College identifies specific targets for improving student learning.	4.04	3.52	100	36.36
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	4.04	3.72	100	40.91
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	4.04	3.62	100	36.36
83.	Lamar Community College balances individual and collective work effectively.	4	3.45	100	31.82
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	4	3.78	95.45	38.09
11.	Processes are in place to determine which new educational offerings to develop.	3.95	3.75	90.91	40
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	3.91	3.5	100	36.36
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	3.86	3.76	100	45.45
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	3.82	3.44	100	36.36
46.	Support services are regularly evaluated to identify improvement opportunities.	3.5	3.35	100	36.36
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	3.05	3.65	95.45	52.38
	Fulltime Faculty				
34.	Administrators communicate a clear vision for LCC's future.	7.21	1.57	93.33	0
79.	Students have convenient access to the information and resources necessary to support their learning.	7.14	2.34	93.33	3.57
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	7.11	2.31	93.33	3.57
43.	Technology is up-to-date and well-supported.	7.07	2.4	93.33	7.14
78.	Enrollment processes effectively recruit and admit students.	7	2.49	93.33	7.14
8.	Lamar Community College intentionally promotes excellence in teaching.	7	1.7	93.33	0
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	6.96	2.53	93.33	3.57
74.	Lamar Community College has effective policies that ensure responsible conduct.	6.93	2.31	93.33	3.57
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.89	2.45	93.33	3.57
70.	Advising processes work effectively to get students in appropriate courses and programs.	6.71	2.66	93.33	3.57
77.	Communication occurs effectively up, down, and across different units of the organization.	6.64	2.57	93.33	3.57
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	6.54	2.75	93.33	10.71

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
4.	Lamar Community College uses student assessment results to improve teaching and learning.	6.5	2.04	93.33	3.57
40.	Administrators ensure that employees have the resources they need to do their work.	6.5	2.08	93.33	3.57
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	6.46	2.57	93.33	7.14
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	6.43	2.36	93.33	7.14
57.	Departments set specific targets for improving their work.	6.43	2.52	93.33	3.57
80.	Departments have the data and information they need to make improvements.	6.43	2.6	93.33	7.14
73.	It is easy for those we serve to get their questions answered.	6.39	2.84	93.33	7.14
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	6.39	2.31	93.33	3.57
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.39	2.33	93.33	7.14
42.	Support services harmonize with LCC's focus on education and learning.	6.36	2.67	93.33	7.14
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6.36	2.64	93.33	7.14
6.	When making institutional decisions, administrators consider the impact on students and learning.	6.36	2.38	93.33	3.57
82.	Departments work effectively as teams.	6.36	2.38	93.33	3.57
55.	Departments set specific targets for the goals they want to achieve.	6.36	2.88	93.33	7.14
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	6.32	2.68	93.33	7.14
32.	Lamar Community College trusts employees to do their work effectively.	6.29	2.69	93.33	7.14
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	6.21	2.66	93.33	7.14
35.	Lamar Community College's core values stress the centrality of learning.	6.18	2.67	93.33	7.14
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	6.18	2.64	93.33	7.14
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	6.07	2.64	93.33	3.57
76.	Employee get the information they need to perform their jobs effectively.	6.07	2.11	93.33	3.57
14.	Lamar Community College identifies specific targets for improving student learning.	6.07	1.94	93.33	3.57
47.	Student needs are identified regularly so that appropriate support services can be provided.	6	2.65	93.33	10.71
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	5.96	2.5	93.33	7.14
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	5.93	2.59	93.33	10.71
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	5.93	2.37	93.33	7.14
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	5.93	2.92	93.33	7.14
36.	A clear understanding of LCC's priorities guides employees in their work.	5.82	2.87	93.33	7.14
50.	Lamar Community College regularly measures its progress toward achieving its goals.	5.79	2.66	93.33	10.71
69.	The faculty and staff feel they are in a partnership with administrators.	5.79	2.83	93.33	3.57
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	5.75	2.58	93.33	3.57
54.	Employees know the key measures of LCC's success.	5.75	2.77	93.33	10.71
10.	Employee have a shared understanding of LCC's educational goals for	5.75	2.53	93.33	7.14

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	students.				
49.	Departments can show their contribution to meeting LCC's overall goals.	5.74	2.75	90	11.11
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	5.71	2.54	93.33	7.14
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	5.68	2.76	93.33	7.14
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	5.64	2.41	93.33	7.14
75.	Lamar Community College has effective processes to determine the training needs of employees.	5.64	2.39	93.33	7.14
22.	Lamar Community College measures how effectively it serves its students.	5.61	2.6	93.33	7.14
24.	Lamar Community College maintains strong relationships with former students.	5.61	2.22	93.33	3.57
33.	Employees are recognized for their contributions and accomplishments.	5.57	2.83	93.33	7.14
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	5.57	2.94	93.33	10.71
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	5.57	2.69	93.33	10.71
37.	Administrators empower employees by clearly delegating areas of authority.	5.55	2.42	90	7.41
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	5.54	2.71	93.33	10.71
21.	Lamar Community College responds rapidly to the changing needs of students.	5.54	2.9	93.33	14.29
39.	Organizational and committee structures support good decision-making.	5.5	2.96	93.33	10.71
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	5.46	2.63	93.33	10.71
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	5.39	3	93.33	14.29
83.	Lamar Community College balances individual and collective work effectively.	5.39	2.98	93.33	14.29
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	5.39	2.27	93.33	7.14
11.	Processes are in place to determine which new educational offerings to develop.	5.36	2.87	93.33	10.71
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	5.36	2.7	93.33	10.71
44.	Budgeting processes ensure resources are effectively allocated.	5.32	3.3	93.33	21.43
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	5.32	2.99	93.33	10.71
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	5.25	2.72	93.33	7.14
23.	Measured student satisfaction with LCC improves steadily.	5.21	2.87	93.33	14.29
19.	The results of LCC's non-educational work strengthen the overall institution.	5.18	2.65	93.33	14.29
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	5.14	2.95	93.33	14.29
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	5.07	2.77	93.33	14.29
46.	Support services are regularly evaluated to identify improvement opportunities.	5.07	3.02	93.33	17.86
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	5.04	2.74	93.33	14.29
58.	Lamar Community College compares its own performance with that of other higher education institutions.	4.86	2.86	93.33	14.29
68.	Lamar Community College meaningfully involves its employees in institutional work.	4.82	3.16	93.33	17.86
59.	Lamar Community College has processes to ensure it is innovative and agile.	4.75	2.61	93.33	14.29
25.	Lamar Community College makes improvements based on the complaints it receives.	4.64	2.5	93.33	10.71

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.57	2.94	93.33	17.86
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	4.54	2.75	93.33	14.29

TABLE 8a: Performance Means for All AQIP Constellation Statements
(listed in order of done most well to done least well)

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
43.	Technology is up-to-date and well-supported.	5.63	2.88	94.44	9.41
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.48	2.25	93.33	5.95
74.	Lamar Community College has effective policies that ensure responsible conduct.	5.24	2.63	93.33	9.52
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	5.23	2.64	91.11	8.54
32.	Lamar Community College trusts employees to do their work effectively.	5.22	2.61	95.56	6.98
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.15	2.56	95.56	5.81
79.	Students have convenient access to the information and resources necessary to support their learning.	5.05	2.48	91.11	10.97
40.	Administrators ensure that employees have the resources they need to do their work.	5.02	2.06	93.33	2.38
42.	Support services harmonize with LCC's focus on education and learning.	4.84	2.56	94.44	11.76
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	4.8	2.6	95.56	13.95
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	4.75	2.39	93.33	10.71
34.	Administrators communicate a clear vision for LCC's future.	4.68	2.54	94.44	4.71
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	4.65	2.5	95.56	10.46
76.	Employee get the information they need to perform their jobs effectively.	4.56	2.16	93.33	5.95
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	4.52	2.68	94.44	18.82
8.	Lamar Community College intentionally promotes excellence in teaching.	4.5	2.57	95.56	13.95
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	4.49	2.81	93.33	21.43
73.	It is easy for those we serve to get their questions answered.	4.46	2.48	91.11	9.76
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	4.46	2.56	93.33	13.1
57.	Departments set specific targets for improving their work.	4.45	2.51	93.33	14.29
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	4.45	2.51	94.44	12.94
55.	Departments set specific targets for the goals they want to achieve.	4.42	2.53	92.22	14.46
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	4.41	2.7	92.22	18.07
82.	Departments work effectively as teams.	4.4	2.39	93.33	10.71
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	4.39	2.36	94.44	5.88
7.	Lamar Community College clearly communicates its learning expectations to	4.39	2.6	95.56	17.44

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	both current and prospective students.				
33.	Employees are recognized for their contributions and accomplishments.	4.35	2.46	94.44	4.71
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	4.31	2.48	93.33	11.9
6.	When making institutional decisions, administrators consider the impact on students and learning.	4.29	2.54	95.56	12.79
37.	Administrators empower employees by clearly delegating areas of authority.	4.26	2.54	93.33	9.52
35.	Lamar Community College's core values stress the centrality of learning.	4.25	2.61	95.56	16.28
19.	The results of LCC's non-educational work strengthen the overall institution.	4.24	2.48	95.56	16.28
58.	Lamar Community College compares its own performance with that of other higher education institutions.	4.24	2.66	92.22	18.07
36.	A clear understanding of LCC's priorities guides employees in their work.	4.21	2.28	94.44	8.23
10.	Employee have a shared understanding of LCC's educational goals for students.	4.2	2.49	94.44	15.29
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	4.19	2.59	92.22	16.87
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	4.14	2.83	92.22	18.07
14.	Lamar Community College identifies specific targets for improving student learning.	4.14	2.47	95.56	16.28
78.	Enrollment processes effectively recruit and admit students.	4.14	2.78	93.33	17.86
49.	Departments can show their contribution to meeting LCC's overall goals.	4.13	2.36	93.33	16.67
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.12	2.69	91.11	20.73
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	4.12	2.49	95.56	15.12
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	4.09	2.52	94.44	18.82
54.	Employees know the key measures of LCC's success.	4.06	2.61	92.22	14.46
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	4.05	3.08	92.22	27.71
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	4.04	2.23	94.44	11.76
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.03	2.52	95.56	18.6
80.	Departments have the data and information they need to make improvements.	4.02	2.43	93.33	16.67
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	3.98	2.44	95.56	16.28
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	3.95	2.58	94.44	5.88
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	3.94	2.42	93.33	8.33
68.	Lamar Community College meaningfully involves its employees in institutional work.	3.94	2.5	93.33	15.48
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	3.93	2.72	95.56	20.93
4.	Lamar Community College uses student assessment results to improve teaching and learning.	3.92	2.62	94.44	23.53
50.	Lamar Community College regularly measures its progress toward achieving its goals.	3.89	2.61	93.33	20.24
11.	Processes are in place to determine which new educational offerings to develop.	3.87	2.49	94.44	17.65
77.	Communication occurs effectively up, down, and across different units of the organization.	3.86	2.57	93.33	7.14

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	3.84	2.52	92.22	20.48
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	3.84	2.6	93.33	19.05
83.	Lamar Community College balances individual and collective work effectively.	3.81	2.43	92.22	18.07
21.	Lamar Community College responds rapidly to the changing needs of students.	3.81	2.4	95.56	16.28
75.	Lamar Community College has effective processes to determine the training needs of employees.	3.81	2.38	92.22	14.46
39.	Organizational and committee structures support good decision-making.	3.8	2.56	94.44	17.65
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	3.76	2.69	93.33	25
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	3.76	2.5	94.44	17.65
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	3.73	2.65	93.33	20.24
70.	Advising processes work effectively to get students in appropriate courses and programs.	3.69	2.53	92.22	19.28
44.	Budgeting processes ensure resources are effectively allocated.	3.66	2.65	94.44	22.35
25.	Lamar Community College makes improvements based on the complaints it receives.	3.62	2.42	95.56	16.28
24.	Lamar Community College maintains strong relationships with former students.	3.54	2.5	94.44	14.12
59.	Lamar Community College has processes to ensure it is innovative and agile.	3.54	2.59	93.33	25
69.	The faculty and staff feel they are in a partnership with administrators.	3.52	2.51	92.22	9.64
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	3.5	2.62	95.56	17.44
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	3.46	2.38	94.44	16.47
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	3.33	2.38	93.33	15.48
22.	Lamar Community College measures how effectively it serves its students.	3.25	2.44	95.56	22.09
23.	Measured student satisfaction with LCC improves steadily.	3.24	2.64	95.56	27.91
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	3.23	2.39	93.33	22.62
46.	Support services are regularly evaluated to identify improvement opportunities.	3.13	2.43	94.44	23.53
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	3.08	2.35	95.56	22.09

TABLE 8b: Performance Means by Staff Type

(Listed in order of done most well to done least well)

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	Adjunct Faculty				
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	6.6	1.52	100	0
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	6.2	2.17	100	0
4.	Lamar Community College uses student assessment results to improve teaching and learning.	6.2	1.64	100	0
32.	Lamar Community College trusts employees to do their work effectively.	6	2.24	100	0
78.	Enrollment processes effectively recruit and admit students.	6	2	100	0
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.8	2.28	100	0
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	5.6	1.67	100	0
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	5.6	1.67	100	0
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	5.6	2.61	100	0
79.	Students have convenient access to the information and resources necessary to support their learning.	5.6	2.41	100	0
73.	It is easy for those we serve to get their questions answered.	5.4	2.07	100	0
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	5.4	2.3	100	0
33.	Employees are recognized for their contributions and accomplishments.	5.4	2.61	100	0
40.	Administrators ensure that employees have the resources they need to do their work.	5.4	2.41	100	0
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	5.4	1.67	100	0
8.	Lamar Community College intentionally promotes excellence in teaching.	5.4	1.52	100	0
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.2	3.03	100	0
43.	Technology is up-to-date and well-supported.	5.2	2.05	100	0
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.2	2.95	100	20
14.	Lamar Community College identifies specific targets for improving student learning.	5.2	1.48	100	0
49.	Departments can show their contribution to meeting LCC's overall goals.	5.2	1.79	100	0
75.	Lamar Community College has effective processes to determine the training needs of employees.	5.2	2.39	100	0
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	5.2	1.92	100	0
76.	Employee get the information they need to perform their jobs effectively.	5	1.87	100	0
77.	Communication occurs effectively up, down, and across different units of the organization.	5	2.74	100	0
80.	Departments have the data and information they need to make improvements.	5	2.45	100	0
74.	Lamar Community College has effective policies that ensure responsible conduct.	5	2.12	100	0
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	5	2.12	100	0
57.	Departments set specific targets for improving their work.	5	1.87	100	0
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	5	1.58	100	0
23.	Measured student satisfaction with LCC improves steadily.	5	2.45	100	0
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	5	2.55	100	0
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	5	1.22	100	0
37.	Administrators empower employees by clearly delegating areas of authority.	4.8	2.68	100	0
34.	Administrators communicate a clear vision for LCC's future.	4.8	3.19	100	0
35.	Lamar Community College's core values stress the centrality of learning.	4.8	2.59	100	0
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.8	1.92	100	0
42.	Support services harmonize with LCC's focus on education and learning.	4.8	3.27	100	20

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	4.8	2.17	100	0
22.	Lamar Community College measures how effectively it serves its students.	4.8	1.92	100	0
11.	Processes are in place to determine which new educational offerings to develop.	4.8	2.05	100	0
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	4.8	2.28	100	0
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	4.8	2.59	100	0
19.	The results of LCC's non-educational work strengthen the overall institution.	4.8	2.28	100	0
55.	Departments set specific targets for the goals they want to achieve.	4.8	2.49	100	0
50.	Lamar Community College regularly measures its progress toward achieving its goals.	4.8	2.28	100	0
68.	Lamar Community College meaningfully involves its employees in institutional work.	4.8	2.17	100	0
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	4.6	2.51	100	0
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	4.6	1.95	100	0
58.	Lamar Community College compares its own performance with that of other higher education institutions.	4.6	1.82	100	0
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.6	1.95	100	0
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	4.6	2.3	100	0
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	4.6	2.3	100	0
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	4.6	2.3	100	0
46.	Support services are regularly evaluated to identify improvement opportunities.	4.4	2.3	100	0
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	4.4	2.41	100	0
24.	Lamar Community College maintains strong relationships with former students.	4.4	2.61	100	0
25.	Lamar Community College makes improvements based on the complaints it receives.	4.4	2.61	100	0
6.	When making institutional decisions, administrators consider the impact on students and learning.	4.4	2.41	100	0
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	4.4	1.82	100	0
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	4.4	2.3	100	0
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	4.4	1.67	100	0
82.	Departments work effectively as teams.	4.4	1.67	100	0
83.	Lamar Community College balances individual and collective work effectively.	4.4	1.82	100	0
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	4.2	1.92	100	0
54.	Employees know the key measures of LCC's success.	4.2	1.92	100	0
70.	Advising processes work effectively to get students in appropriate courses and programs.	4.2	3.11	100	20
21.	Lamar Community College responds rapidly to the changing needs of students.	4.2	1.92	100	0
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	4.2	2.17	100	0
36.	A clear understanding of LCC's priorities guides employees in their work.	4.2	2.17	100	0
44.	Budgeting processes ensure resources are effectively allocated.	4.2	3.42	100	20
10.	Employee have a shared understanding of LCC's educational goals for students.	4	1.73	100	0
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	4	3.08	100	20
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	4	2.55	100	0
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	4	2.24	100	0
59.	Lamar Community College has processes to ensure it is innovative and agile.	4	2.65	100	20
69.	The faculty and staff feel they are in a partnership with administrators.	4	2.24	100	0
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	3.8	2.17	100	0

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
39.	Organizational and committee structures support good decision-making.	3.8	3.11	100	20
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	3.4	2.51	100	0
	Administrator				
43.	Technology is up-to-date and well-supported.	6.1	2.19	90.91	3.33
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	5.96	1.68	87.88	0
79.	Students have convenient access to the information and resources necessary to support their learning.	5.69	1.69	87.88	3.45
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.53	1.87	90.91	3.33
42.	Support services harmonize with LCC's focus on education and learning.	5.5	1.91	90.91	3.33
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	5.41	2.08	87.88	6.9
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.32	2.02	93.94	0
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	5.22	2.11	93.94	3.23
58.	Lamar Community College compares its own performance with that of other higher education institutions.	5.18	2.04	84.85	7.14
32.	Lamar Community College trusts employees to do their work effectively.	5.1	2.27	93.94	3.23
34.	Administrators communicate a clear vision for LCC's future.	5.03	2.21	93.94	0
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	5.03	2.26	93.94	6.45
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	4.97	2.24	93.94	9.68
74.	Lamar Community College has effective policies that ensure responsible conduct.	4.96	2.31	87.88	10.34
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	4.9	2.24	87.88	6.9
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	4.9	1.95	87.88	6.9
40.	Administrators ensure that employees have the resources they need to do their work.	4.9	1.83	90.91	0
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	4.83	2.21	87.88	10.34
6.	When making institutional decisions, administrators consider the impact on students and learning.	4.81	1.99	93.94	3.23
19.	The results of LCC's non-educational work strengthen the overall institution.	4.81	2.17	93.94	9.68
73.	It is easy for those we serve to get their questions answered.	4.79	1.73	84.85	3.57
55.	Departments set specific targets for the goals they want to achieve.	4.79	1.86	87.88	6.9
37.	Administrators empower employees by clearly delegating areas of authority.	4.73	2.18	90.91	3.33
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	4.72	2.91	87.88	17.24
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	4.72	2.19	87.88	10.34
82.	Departments work effectively as teams.	4.62	1.92	87.88	6.9
80.	Departments have the data and information they need to make improvements.	4.59	1.92	87.88	10.34
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	4.59	2.4	87.88	10.34
78.	Enrollment processes effectively recruit and admit students.	4.55	2.37	87.88	10.34
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	4.55	2.17	93.94	9.68
35.	Lamar Community College's core values stress the centrality of learning.	4.55	2.47	93.94	16.13
44.	Budgeting processes ensure resources are effectively allocated.	4.53	2.27	90.91	10
59.	Lamar Community College has processes to ensure it is innovative and agile.	4.52	2.08	87.88	10.34
76.	Employee get the information they need to perform their jobs effectively.	4.52	1.74	87.88	3.45
10.	Employee have a shared understanding of LCC's educational goals for students.	4.52	1.96	93.94	6.45
36.	A clear understanding of LCC's priorities guides employees in their work.	4.5	1.94	90.91	6.67
11.	Processes are in place to determine which new educational offerings to develop.	4.48	1.88	93.94	3.23
83.	Lamar Community College balances individual and collective work effectively.	4.48	1.86	87.88	10.34
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	4.48	2.63	87.88	13.79
72.	Lamar Community College's basic education or developmental offerings	4.48	2.28	87.88	13.79

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	effectively prepare students for courses and programs.				
49.	Departments can show their contribution to meeting LCC's overall goals.	4.48	1.98	87.88	10.34
68.	Lamar Community College meaningfully involves its employees in institutional work.	4.45	2.2	87.88	10.34
14.	Lamar Community College identifies specific targets for improving student learning.	4.42	2.13	93.94	9.68
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.39	2.03	93.94	9.68
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	4.38	2.5	87.88	17.24
57.	Departments set specific targets for improving their work.	4.38	2.08	87.88	13.79
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	4.37	2.16	90.91	6.67
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	4.35	1.76	93.94	6.45
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	4.35	1.92	93.94	9.68
54.	Employees know the key measures of LCC's success.	4.32	2.55	84.85	14.29
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	4.31	2.22	87.88	10.34
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	4.29	1.66	93.94	3.23
50.	Lamar Community College regularly measures its progress toward achieving its goals.	4.28	2.49	87.88	17.24
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	4.26	2.23	93.94	12.9
21.	Lamar Community College responds rapidly to the changing needs of students.	4.16	1.9	93.94	6.45
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	4.16	1.83	93.94	3.23
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.14	2.64	87.88	20.69
39.	Organizational and committee structures support good decision-making.	4.13	2.39	90.91	13.33
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	4.13	2.28	93.94	16.13
33.	Employees are recognized for their contributions and accomplishments.	4.06	2.25	93.94	6.45
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	4.03	2.01	90.91	6.67
8.	Lamar Community College intentionally promotes excellence in teaching.	4	2.34	93.94	16.13
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	3.97	2.6	93.94	3.23
77.	Communication occurs effectively up, down, and across different units of the organization.	3.96	2.24	87.88	3.45
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	3.93	2.63	87.88	24.14
24.	Lamar Community College maintains strong relationships with former students.	3.84	2.27	93.94	6.45
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	3.81	2.48	93.94	12.9
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	3.76	2.03	87.88	13.79
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	3.69	1.81	87.88	6.9
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	3.69	2.09	87.88	13.79
25.	Lamar Community College makes improvements based on the complaints it receives.	3.68	2.2	93.94	16.13
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	3.65	2.4	93.94	12.9
75.	Lamar Community College has effective processes to determine the training needs of employees.	3.62	2.13	87.88	13.79
4.	Lamar Community College uses student assessment results to improve teaching and learning.	3.55	2.25	93.94	22.58
69.	The faculty and staff feel they are in a partnership with administrators.	3.41	2.31	87.88	10.34
22.	Lamar Community College measures how effectively it serves its students.	3.32	1.99	93.94	16.13
46.	Support services are regularly evaluated to identify improvement opportunities.	3.3	2.26	90.91	20
70.	Advising processes work effectively to get students in appropriate courses and programs.	3.24	1.94	87.88	17.24
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	3.23	2.09	93.94	16.13

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
23.	Measured student satisfaction with LCC improves steadily.	3.1	2.36	93.94	29.03
	Classified Staff				
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.76	2.61	95.45	4.76
40.	Administrators ensure that employees have the resources they need to do their work.	5.38	2.29	95.45	0
32.	Lamar Community College trusts employees to do their work effectively.	5.23	3.15	100	13.64
74.	Lamar Community College has effective policies that ensure responsible conduct.	4.77	2.96	100	13.64
43.	Technology is up-to-date and well-supported.	4.73	3.76	100	22.73
33.	Employees are recognized for their contributions and accomplishments.	4.71	2.7	95.45	0
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	4.24	2.86	95.45	9.52
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	4.18	2.95	100	13.64
57.	Departments set specific targets for improving their work.	4.09	3.16	100	27.27
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	4.04	3.18	100	18.18
76.	Employee get the information they need to perform their jobs effectively.	4.04	2.73	100	9.09
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	3.91	2.37	100	18.18
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	3.91	3.01	100	31.82
19.	The results of LCC's non-educational work strengthen the overall institution.	3.91	2.79	100	27.27
8.	Lamar Community College intentionally promotes excellence in teaching.	3.82	3.06	100	27.27
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	3.81	2.73	95.45	9.52
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	3.77	2.98	100	13.64
36.	A clear understanding of LCC's priorities guides employees in their work.	3.73	2.57	100	13.64
37.	Administrators empower employees by clearly delegating areas of authority.	3.71	3.13	95.45	19.05
35.	Lamar Community College's core values stress the centrality of learning.	3.64	2.79	100	27.27
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	3.62	2.73	95.45	23.81
42.	Support services harmonize with LCC's focus on education and learning.	3.59	3	100	27.27
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	3.59	2.72	100	22.73
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	3.54	3.02	100	36.36
34.	Administrators communicate a clear vision for LCC's future.	3.48	3.01	95.45	19.05
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	3.48	3.01	95.45	33.33
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	3.41	3.06	100	36.36
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	3.4	3.23	90.91	30
10.	Employee have a shared understanding of LCC's educational goals for students.	3.38	2.92	95.45	33.33
58.	Lamar Community College compares its own performance with that of other higher education institutions.	3.36	2.94	100	31.82
73.	It is easy for those we serve to get their questions answered.	3.33	2.76	95.45	23.81
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	3.32	2.75	100	27.27
39.	Organizational and committee structures support good decision-making.	3.32	2.73	100	27.27
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	3.29	2.92	95.45	28.57
54.	Employees know the key measures of LCC's success.	3.27	2.62	100	22.73
79.	Students have convenient access to the information and resources necessary to support their learning.	3.25	3.06	90.91	35
82.	Departments work effectively as teams.	3.23	2.45	100	22.73
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	3.23	2.63	100	27.27
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	3.18	2.99	100	27.27
21.	Lamar Community College responds rapidly to the changing needs of students.	3.14	2.82	100	31.82

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
6.	When making institutional decisions, administrators consider the impact on students and learning.	3.14	2.9	100	31.82
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	3.14	2.88	95.45	33.33
68.	Lamar Community College meaningfully involves its employees in institutional work.	3.14	2.57	100	22.73
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	3.1	3	95.45	38.09
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	3.04	2.66	100	31.82
78.	Enrollment processes effectively recruit and admit students.	3.04	3.24	100	36.36
75.	Lamar Community College has effective processes to determine the training needs of employees.	3	2.57	95.45	23.81
69.	The faculty and staff feel they are in a partnership with administrators.	3	2.68	95.45	14.29
49.	Departments can show their contribution to meeting LCC's overall goals.	3	2.47	100	31.82
47.	Student needs are identified regularly so that appropriate support services can be provided.	3	3.08	90.91	40
25.	Lamar Community College makes improvements based on the complaints it receives.	3	2.58	100	27.27
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	3	2.95	95.45	42.86
4.	Lamar Community College uses student assessment results to improve teaching and learning.	3	2.98	95.45	42.86
55.	Departments set specific targets for the goals they want to achieve.	2.95	2.67	95.45	33.33
77.	Communication occurs effectively up, down, and across different units of the organization.	2.95	2.84	100	13.64
80.	Departments have the data and information they need to make improvements.	2.91	2.97	100	36.36
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	2.91	2.84	100	40.91
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	2.86	2.78	100	36.36
50.	Lamar Community College regularly measures its progress toward achieving its goals.	2.82	2.7	100	36.36
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	2.82	3.26	100	50
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	2.77	2.69	100	36.36
70.	Advising processes work effectively to get students in appropriate courses and programs.	2.76	2.83	95.45	38.09
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	2.73	2.67	100	27.27
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	2.67	3.12	95.45	42.86
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	2.52	3.06	95.45	52.38
11.	Processes are in place to determine which new educational offerings to develop.	2.52	2.77	95.45	47.62
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	2.5	2.79	100	45.45
44.	Budgeting processes ensure resources are effectively allocated.	2.5	2.26	100	31.82
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	2.45	2.46	100	31.82
59.	Lamar Community College has processes to ensure it is innovative and agile.	2.41	2.84	100	45.45
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	2.41	2.48	100	36.36
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	2.41	2.48	100	36.36
23.	Measured student satisfaction with LCC improves steadily.	2.36	2.97	100	45.45
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	2.27	2.47	100	40.91
83.	Lamar Community College balances individual and collective work effectively.	2.24	2.36	95.45	38.09
14.	Lamar Community College identifies specific targets for improving student learning.	2.23	2.37	100	40.91
22.	Lamar Community College measures how effectively it serves its students.	2.18	2.67	100	45.45
46.	Support services are regularly evaluated to identify improvement opportunities.	2.04	2.17	100	40.91
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	2	2.29	100	45.45
24.	Lamar Community College maintains strong relationships with former students.	1.95	2.25	95.45	42.86

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	Fulltime Faculty				
74.	Lamar Community College has effective policies that ensure responsible conduct.	5.93	2.73	93.33	7.14
43.	Technology is up-to-date and well-supported.	5.93	2.83	93.33	7.14
48.	Lamar Community College ensures that students have easy access to the people and services they require to be successful.	5.75	2.56	93.33	3.57
30.	Lamar Community College's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.71	2.45	93.33	3.57
79.	Students have convenient access to the information and resources necessary to support their learning.	5.57	2.2	93.33	3.57
72.	Lamar Community College's basic education or developmental offerings effectively prepare students for courses and programs.	5.5	2.46	93.33	10.71
8.	Lamar Community College intentionally promotes excellence in teaching.	5.43	2.33	93.33	3.57
81.	Its employees have the skills, knowledge, and & abilities to improve LCC's effectiveness in the future.	5.36	2.59	93.33	7.14
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.25	2.3	93.33	10.71
32.	Lamar Community College trusts employees to do their work effectively.	5.21	2.67	93.33	7.14
34.	Administrators communicate a clear vision for LCC's future.	5.18	2.21	93.33	0
13.	Lamar Community College has processes to ensure that students are prepared for the programs and courses in which they enroll.	5.18	2.65	93.33	10.71
14.	Lamar Community College identifies specific targets for improving student learning.	5.14	2.27	93.33	7.14
82.	Departments work effectively as teams.	5.11	2.64	93.33	7.14
42.	Support services harmonize with LCC's focus on education and learning.	5.11	2.45	93.33	7.14
55.	Departments set specific targets for the goals they want to achieve.	5.07	2.71	93.33	10.71
9.	Lamar Community College makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	5.07	2.77	93.33	14.29
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.04	2.44	93.33	7.14
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	5	2.62	93.33	10.71
76.	Employee get the information they need to perform their jobs effectively.	4.93	2.12	93.33	7.14
7.	Lamar Community College clearly communicates its learning expectations to both current and prospective students.	4.89	2.74	93.33	14.29
73.	It is easy for those we serve to get their questions answered.	4.82	2.78	93.33	7.14
40.	Administrators ensure that employees have the resources they need to do their work.	4.82	2.13	93.33	7.14
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.79	2.41	93.33	10.71
70.	Advising processes work effectively to get students in appropriate courses and programs.	4.75	2.46	93.33	7.14
15.	Lamar Community College maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	4.75	2.73	93.33	17.86
57.	Departments set specific targets for improving their work.	4.71	2.52	93.33	7.14
28.	Lamar Community College makes certain that employees get the training and professional development their work requires.	4.71	2.55	93.33	7.14
4.	Lamar Community College uses student assessment results to improve teaching and learning.	4.61	2.56	93.33	14.29
6.	When making institutional decisions, administrators consider the impact on students and learning.	4.61	2.64	93.33	10.71
64.	Lamar Community College builds relationships with the institutions and organizations from which its students come.	4.57	2.95	93.33	10.71
20.	Lamar Community College carefully defines and analyzes the unique needs of different groups of people it might serve.	4.57	2.41	93.33	10.71
12.	Lamar Community College regularly evaluates the effectiveness and relevance of its courses and programs.	4.54	2.36	93.33	10.71
10.	Employee have a shared understanding of LCC's educational goals for students.	4.5	2.73	93.33	14.29
63.	Lamar Community College encourages its employees to collaborate with others on new projects.	4.46	2.41	93.33	7.14
49.	Departments can show their contribution to meeting LCC's overall goals.	4.46	2.53	93.33	14.29
54.	Employees know the key measures of LCC's success.	4.39	2.75	93.33	10.71
75.	Lamar Community College has effective processes to determine the training needs of employees.	4.36	2.34	93.33	10.71

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
52.	Lamar Community College regularly assesses whether students achieve program and course goals.	4.36	2.54	93.33	14.29
35.	Lamar Community College's core values stress the centrality of learning.	4.32	2.67	93.33	10.71
5.	Student Services departments provide programs and services that complement LCC's academic curricula.	4.32	2.92	93.33	14.29
65.	Lamar Community College builds effective relationships among faculty, staff, and administrators.	4.32	2.58	93.33	7.14
36.	A clear understanding of LCC's priorities guides employees in their work.	4.29	2.45	93.33	7.14
24.	Lamar Community College maintains strong relationships with former students.	4.25	2.5	93.33	3.57
77.	Communication occurs effectively up, down, and across different units of the organization.	4.25	2.58	93.33	7.14
78.	Enrollment processes effectively recruit and admit students.	4.25	2.7	93.33	14.29
66.	Lamar Community College's key partnerships with other institutions and organizations are well-known.	4.21	2.91	93.33	17.86
33.	Employees are recognized for their contributions and accomplishments.	4.21	2.51	93.33	7.14
50.	Lamar Community College regularly measures its progress toward achieving its goals.	4.18	2.58	93.33	14.29
83.	Lamar Community College balances individual and collective work effectively.	4.18	2.65	93.33	14.29
80.	Departments have the data and information they need to make improvements.	4.14	2.24	93.33	10.71
45.	Lamar Community College effectively identifies the support service needs of its employees, units, and departments.	4.14	2.52	93.33	14.29
18.	Lamar Community College regularly solicits feedback to improve offerings and services to the communities it serves.	4.14	2.8	93.33	17.86
67.	Lamar Community College creates and builds relationships with external organizations that provide services to our students.	4.11	2.92	93.33	21.43
56.	Lamar Community College has well-understood strategies to ensure it will continue to be effective in the future.	4.11	2.67	93.33	14.29
37.	Administrators empower employees by clearly delegating areas of authority.	4.07	2.42	93.33	10.71
17.	Lamar Community College's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.04	2.66	93.33	17.86
61.	Lamar Community College measures its progress in accomplishing institutional strategies.	4.04	2.34	90	14.81
71.	Lamar Community College provides free educational services for those who could not otherwise afford them.	4.04	3.05	93.33	25
11.	Processes are in place to determine which new educational offerings to develop.	4.04	2.66	93.33	14.29
60.	Lamar Community College allocates resources effectively in support of its plans and future goals.	3.96	2.62	93.33	17.86
58.	Lamar Community College compares its own performance with that of other higher education institutions.	3.93	2.92	93.33	21.43
69.	The faculty and staff feel they are in a partnership with administrators.	3.93	2.67	93.33	7.14
16.	People working here understand the significance of LCC's objectives that are not directly related to educating students.	3.93	2.42	93.33	14.29
68.	Lamar Community College meaningfully involves its employees in institutional work.	3.89	2.71	93.33	17.86
25.	Lamar Community College makes improvements based on the complaints it receives.	3.89	2.51	93.33	10.71
21.	Lamar Community College responds rapidly to the changing needs of students.	3.89	2.62	93.33	17.86
31.	Lamar Community College seeks out the views of employees on ways to improve operations and performance.	3.86	2.55	93.33	7.14
39.	Organizational and committee structures support good decision-making.	3.82	2.58	93.33	14.29
19.	The results of LCC's non-educational work strengthen the overall institution.	3.79	2.57	93.33	17.86
23.	Measured student satisfaction with LCC improves steadily.	3.79	2.56	93.33	17.86
22.	Lamar Community College measures how effectively it serves its students.	3.75	2.59	93.33	14.29
46.	Support services are regularly evaluated to identify improvement opportunities.	3.57	2.63	93.33	17.86
44.	Budgeting processes ensure resources are effectively allocated.	3.54	2.92	93.33	28.57
38.	Lamar Community College analyzes the effectiveness of its decision-making processes.	3.46	2.52	93.33	17.86
62.	Employees share a vision of what LCC will be like in the next 5-10 years.	3.43	2.42	93.33	10.71
51.	The processes for gathering and analyzing data serve the needs of employees and departments effectively.	3.39	2.51	93.33	17.86
59.	Lamar Community College has processes to ensure it is innovative and agile.	3.32	2.57	93.33	25
27.	Lamar Community College regularly evaluates the effectiveness of human resource and personnel processes.	3.29	2.59	93.33	17.86
26.	Lamar Community College has effective processes to use the feedback it gets from its students and its other stakeholders.	3.14	2.46	93.33	21.43

APPENDIX D: Comments to Constellation Statements and End Questions

NOTE THAT SURVEY QUESTIONS BEGIN WITH #4 (questions 1-3 on the survey were the demographics questions. #4 was the first question that asked for a ranking).

Table 9: Comments on Survey Statements

No.	Comment
4	As a new faculty member, it is difficult for me to make a generalization; I can only speak from personal experience. I know that my students last semester were given a survey and I was given a copy of the compiled results. Their handwritten comments were typed in as well. This indicates to me an importance to the institution. I have not seen any follow-up on these results as of yet, which is why I rate the institution in the satisfactory not outstanding category though other things could be going on behind the scenes of which I am not aware.
	Student evaluations are administered every semester. However the results of these evaluations do not seem to be used in making employment decisions or to implement improvement processes when the results are negative.
	because i am a new employee, i can't evaluate beyond my limited experience. much of the importance at the institution is based on my perception and importance to me. many current performance at the institution i am unable to gauge.
	I wonder if the comments from these are taken into consideration, and changes are made based on these comments.
	If it was used in it is correct manner they would be some faculty both fulltime and adjunct not teaching there
	We haven't figured out how to "close the loop" with assessment and implement changes based on evaluation. The change never really happens, we just evaluate again next time around. I believe that every single class should be evaluated, not one class per semester.
	This is done by faculty and encouraged by department chairs, but not often followed up on. Faculty Evaluations would be a great time to identify this and follow up on this will all faculty full and part time.
5	The coordination between Student Services and academic programs is not as strong as it could be. LCC could benefit from closer ties between student services and other areas of campus.
	Budget impact that reduces Tutoring Lab hours does not follow "students first" emphasis
	Student services does a good job of serving our current students but does not seem to have a desire to provide customer service to other internal customers or students who have left our institution. Also does not seem to comprehend the critical role that student services plays in establishing and maintainingthe academic integrity of the institution.
	I am impressed with the institution's commitment to the tutoring lab. I think this service is extremely beneficial to students. I also am very pleased with the service the lab provides to allow students to make up exams. Each time I entered the lab I saw at least one student-tutor pair working together. I think the one-on-one attention of peer tutoring is powerful and this institution values and supports this process.
	If you were to ask any employee at LCC you find that our weekness is in the lack of continuity in this area and lack of supervision also. There seems to be just no plan and certainly no vision coming from this area of our campus. Follow up from this department concerns me greatly as it depends on the day as to what information you recieve and with what type of attitude you recieve. A lack of respect for fellow employees and a need to believe that this group does not have to be a team player as they are their own little groupies. Most definetly my beggest area of concern on our campus today and everyday.
6	also very much consider the impact on the community and the region.
	Each administrator I have seen speak has addressed that our mission includes powerful learning experiences for students that foster lifelong love for learning (it is even a tab on the website). I do not rate the institution higher only because I have not been here long enough to see major decisions made.
	One of LCCs challenges is to better integrate instructional concerns into the descision making process--to put instruction as the central issues in all processes.
	Very little input is sought in some areas. Decisions are often made at the top and then the campus is notified.
7	I think expectations vary across campus. Some feel students need extra coddling while others feel students need to "pull up the boot straps" in order to be prepared for the future.
	I believe that we think it is important, however, more direction is needed. Direction cannot be attained is there is a constant revolving door of administators. Ex-The portfolio process was created under one administrator and ditched under the next. I am glad we did ditch it, however, it was alot of work for nothing. Confused students and faculty alot.
	Every syllabus from this institution that I have seen outlines clear and specific course outcomes. This indicates to me that clear learning expectations are important and the fact these outcomes are on syllabi tells me the institution is doing this. That being said, I would love for students, at the end of the semester, to receive not only a letter grade, but also a report of how they measure up against these expectations. Have they mastered a skill? Are they still in process on a particular skill? Did they miss the boat altogether on a particular skill?
8	We are improving, especially getting back to traditional loads for academics; there is less micromanaging as in the past AND there is more cognizance of what teaching excellence is

No.	Comment
	Some teachers demonstrate excellence better than others, but overall it is good.
	We need more "best practice" sharing, dollars for faculty development and peer reviews.
	As an adjunct and as a dual credit teacher, I was observed by an LCC representative nearly every semester I taught (at least once a year as a dual credit teacher). Each time I received thoughtful and focused evaluation. Effective teacher evaluation is an important component to promoting excellence in teaching. Other aspects I would consider important are training for teachers in innovative ways to reach students and promotion of self-evaluation (goal setting, journaling, video-taping, etc). These I have not yet encountered.
9	Upon completion of pre requisite course work, I receive many students who are not prepared for rigorous expectations in the classroom.
	Applied programs seem to have thier indivual assessment tools and do well with them and credentialing. If we are talking about registrar then their seems to be some lack of communication again coming from that direction and a lack of supervision.
	I do not yet feel qualified to rank this aspect of the institution.
10	Have not yet had enough exposure to other faculty.
	Faculty takes this responsibility into their hands and I do believe it is highly encourged by our supervisors. I am proud to say that we all want out students to be successful, but sometimes feel left out of what one really wants in administration.
	It helped to develop the LCC General Oucomes that are on every syllabi. I don't know, however, if all instructors really understand what that block means. I doubt it.
11	I like the consistent tool of hiring someone to do a needs assessment prior to incorporating new programs.
	Seems to be no communication along these lines and that concerns me. An example might be that you are an employee here and then read about it in the paper.
	The system rules are often too cumbersome, Need more autonomy as an institution
12	I think that the evaluation is there, but it is evaluated only by those at the top.
13	I do think this is important to the institution. Students seeking dual-credit are required to take a placement exam prior to being allowed to enroll in dual-credit classes. However, I noticed some LCC students under-prepared for class due to the fact they had taken the pre-requisite quite some time ago.
15	Have not been on campus long enough.
	unknown to me
16	We could have more understanding of what is needed for personal growth for the student and those that work there. There is more to education then grades.
	It is very hard to figure out what the objectives for LCC really are. It seems to be whatever is best to pad the resume and pocketbook. A dictatorship of "do it my way or else" regardless of the impact it has on the college. The campus is not given an opportunity to submit their opinion prior to decisions being made (only the upper elite and a chosen few).
	These are verbally talked about very briefly at all-campus meetings which happen two to four a year and are printed in publications, but are not talked about indepth as to how employees are a part of these.
17	unknown to me
	LCC continually gets further and further away from customer service for the student. Contrary to the statements from the top, the student no longer comes first. Things that are happening and decisions that are being made are primarily resume builders for those at the top. As long as they get the project started and can take credit for it, they don't care what impact it has on the college because they will be moving on.
18	They go through the motions of asking for input from a few, but if it doesn't coincide with their plan they ignore any input.
	I know that in the past there have been surveys dodone in the community. I assume that since I haven't heard about one lately that it hasn't been done for a while.
20	The new positions added show the commitment to reach the underserved areas of the community.
	A massive amount of budget is being spent to do everything for the hispanic population while ignoring existing programs and other ethnic groups on campus. They close their ears to any comments as to why similar attempts in previous years to do the same thing failed.
21	This is well illustrated through the advancement of the online learning environment.
	Many times rapid response is inhibited limited by limited financial and human resources.
24	Strong relationships with former students are visibly demonstrated by the number of employees who are former students of the institution.
	alumni is one of the weekest areas on campus not to mention unfocused.
	I think this is shown in the number of former studnts employed at Lamar Commuity College, great job!
	We do in that we have a number of alumni working for LCC. I have no knowledge of other contact.
	Only to ask them for money, not for their opinion.
25	Only in certain areas. Other areas that receive numerous complaints from students, faculty, staff and the community are never addressed or corrected.
	And we all have to remember that a lot of the problems we face make us better at what we do.
	Students often complain that it is difficult to contact and recieve information about the college and follow up.
	There are programs and facilities that have needed improvements for many years and not recieved them. Funding is a large problem in this area, but even the smallest of area in regards to the physical appearance of our campus would be greatly appreciated. Not all programs are treated equally nor

No.	Comment
	are all classrooms needs.
	Even though not every complaint is a legitimate complaint this institution does not make needed improvements many times even when complaints are legitimate. The pattern seems to be to cover them up so that no one finds out.
26	If it is negative, it is shoved under the carpet and never addressed.
27	reorganization and restructing efforts in last year have been made purposefully to get better service for students and community.
	I can not even answer the first questions as we do not even talk about this on our campus so how do we evaluate it.
	There should be a way to communicate that performance of a job is more important than personality so trust can be cultivated among various ones. People perceived as incompetent but are favorites seems tyrannical. They may be neither but it is not clear.
28	Too many budget cuts.
	The poor rating is based on new employees. This is due to the fact that we are very under-staffed. However, LCC realizes the importance of professional development and encourages employees to take advantage of opportunities.
	We are doing better I think but new faculty are basically on their own to negotiate all manner of things which could eased by an orientation.
	This may be influenced by attitude and efforts of the head of specific departments.
	more training should be done regarding advising
29	This survey shows how important Lamar Community College feels feedback is. Thank you
	There is no 360 degree evaluation I don't think; faculty get students and administrative evaluation but no peer evaluation. Admins aren't evaluated by those lower or peer.
30	Adjunct faculty seem to be the most glaring example of people hired without proper degrees...I think this is currently being addressed.
	I would like to see criminal background checks on all employees and random drug screens implemented.
	This institution currently employees too many people who do not have the education, experience, or knowledge that they need to perform the duties of their position. There are too many direct appointments and there is too much nepotism.
	LCC's hiring processes is a big joke. They go through the motions of following the rules but then do what they feel like and the personnel office has been told in a public staff meeting that if she doesn't do what she is told she will be fired.
	The turnover rate of new employees is too high. The hiring process needs to address this problem.
31	The employees who do the work are not consulted as to how to improve processes. Decisions are made by the top level administration as to what "improvement" is at all level, and the employees who do the work are informed that this is what they will do to improve.
	Administrators make these decisions.
32	This is improving at least for faculty. We are treated more professionally than in the recent past.
33	We need a cheering section
	Recognition doesn't always seem to be evenly distributed.
	Only if you are the right employee.
	With everyone doing so much, individual contributions and accomplishments are often overlooked and taken for granted.
34	I have been impressed with administrator vision. I am pleased that the administration went to the State Board for Community Colleges to request that the board lease land to the Pierre Auger Observatory. Administrators strongly support doing what it takes to help students succeed.
35	Sports sometimes seem to take precedence to learning
36	Faculty have the ball in their court to equip students. That is a clear assignment.
	No oreintation for new employees in regards to their hiring this is concerning as new employees start out on the bad food and are then hesitant to talk to the necessary parties from day one.
	Most of the employees know why they are there, and work hard for the students.
	It is very hard to figure out what the priorities are other than personal.
37	Only a select few.
	Only if you are the right employee
	administration is working very thoughtfully to restructure for positive changes
	There is no empowerment of employees at Lamar Community College. There is no collaborative or cooperative leadership - the leadership style is definitely dictorial.
	Budget cuts have caused folks to wear more hats-not sure who is doing what.
	I feel this area is being worked on right now.
38	If they had been analyzing the effectivesness of the current top down model, it would have changed by now.
39	Top down
	More designed to support the decisions already made by the administration.
40	Resources not always evenly distributed.

No.	Comment
	Partially due to budget constraints.
	as much as possible within the economic limits of our current situation
	The lack of financial resources and the small workforce sometimes inhibits this area.
	Resources are in need of up dating.
	resources (monetary and support staff) are not as readily available for academic needs as should be
41	computer lab in Trustees needs to be updated for use
	The reason current performance is not higher is because maintenance is currently under-staffed.
	Building are very functional, and still project a very harmonizing appearance on the plains of Southeast Colorado. The systems in the buildings (water, sewer, lights) are very old and need updating.
42	support services seems to be a group and not part of the team and do not want to be.
	One time students were to be given "things to do four times a week." That seems like an excessive attempt to entertain college students who are supposedly exercising their minds and bodies five to six days a week.
43	customer service skills could use some improvement in the support area
44	Top down
	more money should be used to fund academic programs
	There is no input from the campus in the budgeting process. Departments are told how many dollars they have to spend, not how these amounts were determined. No input as to the needs of the department is sought.
	What is the budgeting process? Decisions are made by admin. and that is it.
45	more support services are needed for faculty
46	If they are no one gets to evaluate them but maybe students.
47	Federal mandate to test and accomplish remedial work
48	Recruitment suffers from constant voicemails and poor return on calls. In addition,poor response time when needing college information for both perspective students or accepted students. Departments need to be more aware of interested students.
	The students have an open door
49	There is no marketing plan so who knows where we all fit in.
	Again only if you are the right group.
50	Keeps internal statistics to show LCC trends, compare with other institutions.
51	There isn't much data gathering
55	It is difficult to speak on behalf of all departments. I am now aware if all areas set specific targets for the goals they want to achieve. I think we all should.
	the department i work in is very aware of goals, outcomes, etc but i am unaware of other departments
56	improve diversity for both student and staff
57	Only a select few.
59	The intent is here but survival has been the mode recently. Hopefully we are getting back to creative growth.
60	Resources are roughed out once a year.
61	This is coming after several years of turn overs and start-stop plans.
62	It is a top down vision-need employee buy in. We almost need a coach to get us all revved up and going in the same direction and with passion.
	At this point, employees expect the college will be closed or combined with Otero Junior College.
	We will make it happen....
	LCC has made significant accomplishments in many areas, but the state budget issues over the last couple of years have really impeded long range planning in favor of crises management.
63	Teamwork is where it is.
	LCC actively facilitates collaboration both within the college and the local community as well as within the region and state.
	As a small campus, employees must work together. As an adjunct, full-time faculty were extremely supportive in helping adjuncts to succeed and not feel so isolated. In my brief time here I have seen a team-oriented environment. People take on responsibilities that may be out of their comfort zone because somebody needs to do it. Faculty across department lines appears cooperative.
64	The institution builds strong bonds with the high-schools that regularly have graduates go on to LCC.
	PR with the high schools needs always to be improved!
65	Having gone through some sea-changes, the collegiality seems to be returning.
	Some relationships among these groups are very strong and productive, while others need some work.

No.	Comment
	Because the college is small, relationships are very important to effective operations and sometimes poor communications works against our being as effective as we could be.
	The morale on campus is at an all-time low -- the worst I have ever seen.
69	This is improving
	Not at all.
70	Is getting better but still needs a lot of work.
	Initial contact with the college is poor.
	Don't know enough about process to base an opinion
71	LCC provides FREE computer lab usage, tutoring twelve hours a day, and free accuplacer testing!!!
72	The College is working very hard on this.
	area of resturing and improvement, LCC is taking action to change
73	Only if they call certain offices. The key offices on campus almost never (99.9%) answer their phones and never return the phone calls.
74	Different standards exist between different departments.
75	The training opportunities are frequently offered. The instruction has been fantastic, but many of the adjunct faculty have not fully participated. The issue of no stipend for training sessions as well as other meetings may be a factor.
	due to our current budget, we are understaffed!
77	Communication is virtually nonexistent coming down from the top. Communication is not welcomed coming up from the bottom. Communication across at the departmental levels is as effective as it can be with the fact that there is no communication coming down from the top and the departmental levels are not always well informed.
	Communication is almost non-existent at LCC unless you are in the elite group. Critical information to effectively keep the college running smoothly never flows down the chain.
	communication is down only!
	i think this is the biggest challange faced by LCC at this time and i notice positive efforts being made to address areas where communications have been blocked or shut down in the past.
78	LCC is very focused on improving diversity and opportunity in enrollment with many of the new positions hired to recruit students.enrollment has increased
	We are growing in this area and I hope they share their processes with us.
	This area has some very major problems.
	Current restructure will allow LCC to increase its performance of recruiting students. Currently, coaches and program directors also do a great job.
	The college has put an emphasis on enrollment over the last year which should start showing up in the next several years
79	seems to be a week area of when and how these needs will be me and not to mention by whom. I see alack of drive and direction from informational resource areas that support learning.
	The library hours have not been conducive to classroom needs
81	not all employees are ask,their thoughts
	I believe we are all willing to try to make this a great place and in conclusion that is all it will take is a lot of communication and a little bit of direction.
82	efforts have been made to improve communication within and between related departments
	As an adjunct, I felt a connection to the department and felt supported.
	But do they work together. No sharing between these areas is what we lack.
83	It is important and we need to share more with the groups across the campus that we work with and not be so isolated. No one wants meetings, but when they do not have them they want communication. My choice would be meetings if it was communication and sharing across the campus.

Table 10: Comments on General and End Questions

No.	Question/Response(s)
84.	How would you describe your current level of enthusiasm and/or reservation for improving the institution through the use of systematic quality improvement? Why?
	I have no reservations.
	i am optimistic and positive about the possibilities of systematic quality improvement, esp because AQIP encourages the goals for improvement to come from within the institution.
	NO RESPONSE
	I am excited. I like the idea of looking ahead and working to improve right now, not looking at what was done.
	i am excited about the process and it's aspects.
	I am very enthused about the possibility of a process that allows for ongoing and continuous improvement of our institution. I have grave concerns that this can be accomplished in the atmosphere of the leadership style that currently exists on our campus.
	Fairly enthusiastic, we are highly technical and believe our future lies in technology.
	It would be great if it could occur, but I think there is to much distrust with the administration. We need to get student centered. We need to improve our teaching.
	My enthusiasm is moderate. My hope is that the communication lines will become open between the students to the teachers to the administrators.
	I am all for it if it will truly improve our moral & effectiveness as an institution pulling together as a team. We do not have effective communication here. Right hand & left hand do not work together.
	I would say that morale and attitude are very high and will be very receptive to improving the institution through Academic Quality Improvement Program (AQIP). Most of the work force is very educated, high professional, and wanting to make a difference in the LCC organization.
	I am very excited and positive about the incorporation of multicultural events on our campus. I hope to become a part of a learning community with my colleagues where we can openly communitcate and collaborate to create more diversity on campus.
	no opinion
	I am excited about it. It seems like the new system will be more user friendly and accurate and it will give a sense of future for the college.
	I have a high level of enthusiasm for improving the institution through the use of systematic quality improvement. I am a data person. I believe that if one does not drive his decisions with data then one is making decisions based on hunches and assumptions (which may or may not be valid). I think the process can be taken to the extreme and become more trouble than it is worth, but regular monitoring with checks and balances is a good thing.
	I think this is a great idea and an excellent way for everyone to give their input on the overall environment at LCC.
	My enthusiasm is high and I look forward to great things for LCC
	Moderate. I'm hopefull that there will be some changes in improving communication between different departments due to this process.
	I have a lot of enthusiasm for the improvement of the institution.
	The enthusiasm and morale at LCC is almost non-existent. We have some very valuable employees with fantastic skills and knowledge that are not being utilized.
	I am very excited about improving LCC through this process. I think it is important that all employees have a say in the future of LCC.
	I believe that improvement of the institution is necessary and a continual process as with all institutions. This may be a forum in which individuals can express their ideas without fear of retaliation from supervisors.
	I like the idea but am skeptical that our work will result in positive changes, so I do not have much enthusiasm at this point.
	I am always looking to improve in all areas.
	Moderately enthusiastic.
	I am excited to move forward with the process. It will assist in identification of the areas of most concern to ALL of us and proactively move forward. It will be an on-going process not done just this once for accreditation but will become a part of the way we all process.
	very high
	None or non-existant. We have a very long history of starting things and never finishing them.
	it is ok, it takes everyone to make changes
	Currently I have reservations on improvements for LCC. While departments are currently striving to provide a quality education for students and making sure that services they require are available, there are issues being ignored that continue to cause major problems regarding course offerings, advising, assessment, services, instruction, etc. The issues are not handled in a way that requires accountability and action, therefore, they just continue from year to year.
	I am a former stdent of L.C.C. so the future of this institution is very important to me. My level of enthusiasm for improving the quality of our campus is very high. I truly believe that if we all (all college employees)strive for one common goal that we can have something special. This is my home, that is why.
	Current level - very poor. There is not the management in place to implement the changes.
	I have a high enthusiasm for the use of systematic quality improvement. The vision of looking to the future is the key to our success.

No.	Question/Response(s)
	I would say my enthusiasm is very high and I believe AQIP will help create the communication and the process to systematically improve the college. I think it will also help us to create more common ground. I like the idea of 'action projects' and think they are much more practical objectives and more realistically implemented than grandiose strategic plans. From what I know of the AQIP cycle and timelines, it sounds like it will provide a much more realistic picture of the actual work the institution does than the traditional accreditation process, where everything stops for 2 years while the college gets geared up for the self study and the site visit.
	I get very excited to start the year, I bring high engery to the campus as well as of campus. My only regreat is that I fell like successes go unnoticed.
	Budget limitations cause some employees to be overworked, thereby operating on "crisis by the moment" methods.
	The use of systematic quality improvement is a management technique that is new to me. I think it can be used to make improvements, but it will take a little time to learn the process.
	I think it is a step in the right direction.
	The college has a great deal of talent and the necessary human resources to grow and remain a leading organization in the region for education and economic development. The key to a bright future is effectively utilizing systematic quality imporvement by taking advantage of the talent available throughout the campus and community in the future. I believe this has not been a shared process in the last 3-4 years and has thus challenged our cohesiveness and ability to meet challenges and create a stronger educational institution. I am encouraged with this survey and the committment to the Vital Focus and use of AQIP to imporve for the future.
	Very enthusiastic. Necessary to enhance and maintain level of quality education for students.
	I have a high level.
	The administrators, particularly the president, are out of touch with the needs and concerns of the staff and the students it serves. Consequently, my hope for improvement as well as my own personal enthusiasm is low. LCC needs a president who is willing to support the staff members and assess the needs of the community she serves.
	Reservation. Similar systematic quality improvement usage has been attempted before without noticeable improvement.
	I have guarded enthusiasm, depending on the exact nature of "systematic quality improvement". If it means more support for attending discipline workshops and conferences, or simply time for personal on-the-job innovation and renewal in a discipline in order to enhance teaching ability and expertise, I am very enthusiatic. If it means more committee work, meetings, record keeping, or other bureaucratic efforts, I am very reserved.
	Good level of enthusiasm. Have to stay positive in a poor State political and budgetary environment for higher education.
	We are here to improve the delivery of services to underserved members of the community and encourage minority studend enrollment.
	I feel that currently, LCC lacks enthusiasm for improving the system through the use of a systematic quality improvement; however, many of us also know that we need to head in the same direction as a cohesive unit. There have been numerous changes across campus and there is a general feeling of skepticism among many. The college has seen numerous administrative personnel changes in a short period of time and there is indication that there may be more changes. It feels like a revolving door. Each new administrative person brings with him/her a different agenda. This is difficult to deal with and, in my opinion, decreases morale. Additionally, I feel that there is a general lack of trust of administration: many decisions are made without input from those directly involved and knowledgeable.
	I would say that I would support any attempt to improve the institution as a whole. I do not like (all) the quality improvement methods as I feel they do not lend themselves to the educational process very well
	Good, enjoy helping students achieve success
	I don't understand the question. What kind of systematic quality improvements. That's a pretty wide open question.
	I think there is definite room for improvements. I am excited about the proposed changes and hope that it helps LCC to continue toward the goal of excellence.
	I think its a good thing, but not sure if having less outside influence (campus visits) is all positive. Sometimes it is good to get an objective opinion
	I think LCC greatly cares about it's students and staff. All of the staff here go the extra mile for students and work diligently so see them succeed. Many faculty and staff spend large amounts of time outside of class to help students and really get to know them. I think that students that choose to go here benefit greatly by the personal attention they receive at LCC. The college is always trying to improve a student's educational experience both inside the classroom and outside of it.
	I think that it would only help the current situation. We need to do things to improve the overall instituion.
	I think that its a great tool to use for improvement.
	I definitely have a high level of enthusiasm for improving LCC regardless of which way it is done. Systematic quality improvement should be able to communicate to all members of the campus how, when, & why the improvements will take place. This institution is very important to me and I believe that the employees that work here have the ability to make LCC a great learning institution.
	I believe it is a wounderful way to improve the institution with a voice from all not just a few.
	I have a high level of enthusiasm for the use of systematic quality improvement.
	My enthusiasm is up and down. I see tremendous potential for this institution. Budget restraints sometimes hold the college back from making improvements to its students.
	I think i bring a lot of enthusiasm to my job everyday. I do this becasue i feel lucky to be able to do what i love to do everyday.
	high
	I believe in LCC my enthusiasm for faculty and students is high.The reservation comes in at the point of not all are allowed to present their ideas or state what they know that works for all concern.

No.	Question/Response(s)
	Very high. This is a terrific opportunity to get input from the entire campus and make LCC a better college.
	I am very supportive of participating in improving the quality of learning for our students and the climate of the workplace. LCC has done a good job at becoming attentive to the needs of the students, but the needs of faculty and staff often goes unnoticed and/or unmet. A successful learning environment must make it a priority to take care of those who provide the learning.
	I think it is a good step if it actually accomplishes something. In other words, there should actually be some kind of improvement.
	I am open to it, it is a much better process than previous NCA processes.
	I am excited to utilize the AQUIP as it identifies exactly what we all are going to focus on as a team, and if completed we will see action and through that change/growht/improvement.
	i am very focused and excited about work within my own department; however, at times i feel uninformed or detached from LCC as a whole.
	Cautionary,Some times a wait and see atitude can reflect a wide range of areas that need help
	definetly a 10 for enthusiasm and I will do what it takes and most sure my part.
	My current level of enthusiasm for improving LCC is high. I believe this process will help in determining the weak lengths in communication, goals and processes.
	I find my current level of enthusiasm to be high concerning the use of systematic quality improvement for the institution (LCC). This enthusiasm is based on the establishment of regular observation of instructors and evaluations.
	When it comes to improving this instution I am optimistic that we have the right people in the right places to improve. I base this on positive feedback from the students and the growing enrollment.
85.	Overall, how would you describe your professional satisfaction at LCC?
	Without an overload, WITH an adminstrator who understands teaching, I am free to do my work.
	i am generally satisfied. i am less satisfied w/ external political factors.
	NO RESPONSE
	Overall, I am satisfied. We are making head way and I believe that LCC is getting better.
	outstanding
	Personally satisfied - gravely concerned for the level of overall morale at the institution.
	The administration has supported both the department and program I've been teaching and is always willing to help in any way they can.
	Very low.
	My professional satisfaaction is high knowing that I am helping students to better their lives.
	Over worked.
	I am very happy here at LCC. The more I learn about higher education the more I realize that I have a lot more to learn. I love to come to work here everyday and the empowerment I will get contributing to LCC through the AQIP will increase my job satisfaction immensely.
	I do not have an appropriate response at this time as I've only been employed for two weeks.
	no opinion
	The campus is well structured and the employees have easy access to the administrator. Till now, all of my needs have being fulfilled.
	So far so good.
	LCC is great place to work at and it's heading in the right direction.
	Great, I have enjoyed my whole experience at LCC
	Again moderate. I've experienced some problems with others not acting in a professional manner. I have also noticed some staff who are excellent at their profession.
	I don't know
	I enjoy my job, but get very frustrated watching the college go down the tube. The administrators come and go and make their personal changes and despite the "lip service" they really don't care about the college or its future. This is just a stepping stone for them
	LCC is a great place to work and does a very good job at "growing" their own.
	I am satisfied with LCC and my day to day interactions here.
	I am dissatisfied with the lack of fulltime academic faculty, the inefficiency of the Student Services department (e.g. the lack of a registrar, the failure to award degrees and certificates earned by students, the failure to provide new students with print materials such as college catalogs in a timely manner, the lack of an academic orientation for new students etc.); the constant turnover of academic deans (I have had 4 deans in 4 years); the unqualified status of some employees; the burdensome use of committees; the failure to implement programs once they have been developed; the negative atmosphere of the Student Services and Academic Services, and the uncomfortable atmosphere of the Faculty and Administration.
	Moderately satisfied.
	Moderately diassatisfied.
	I have been pleased and have no complaints.

No.	Question/Response(s)
	very good
	Zero satisfaction
	very good
	I have always loved for my job and have a honest desire to serve the students who attend LCC, but I am not happy in the place I work. There is not the same level of professional courtesy that there was 4-5 years ago. People assume each other are not doing their jobs instead of presuming they are trying. It makes for a high level of discontent and distrust.
	Very Good
	A Blessing
	Overall satisfaction - love the students and most of the staff/faculty but the rest of the organizations disfunctionalism has greatly impacted my professional satisfaction to be that of very poor. It is not a healthy place to work. It is very suppressing, stifling, negative, and does not appear to value the worth of its greatest assets - the people who work here. Decisions are made without consulting those involved and getting their input. Excessive work loads are imposed that cause tremendous inefficiency and burn out. Little concern if any is shown – always blame the budget for poor management of resources. Many people are in positions that they are not qualified to be in and that cause many problems and break downs in processes. The lack of a collaborative and positive leadership coupled with effective management is lacking. Too much defensiveness, lack of ability to unite and build strong teams, lack of ability to clearly create a vision and get everyone on board, lack of effectively explaining why some decisions are made, lack of ability to get buy in, too many spins on information to make it sound good when in fact it is untruthful, too much of a need to be on power trips, and inability to correct problems. There are many processes on this campus that are flat out ineffective and the skill sets are lacking to correct the problems. So much could be improved with a collaborative dynamic leadership that knows how to communicate well and honestly with others and has the business skills to put effective processes into place.
	Great..... I love LCC and want nothing but the best for the college.
	In a lot of ways working at LCC is extremely rewarding. I like the closeness of the staff and faculty and our ability to connect with students in very real ways. LCC is an institution that takes its mission seriously and really strives to assist its students. On the downside, the college's small size and limited budget constrain our ability to do things and it is very difficult continually stretching staff and asking them to do more and more. I take satisfaction in knowing that we are vital to our service area and also pride in the amount we do with what we have to work with. Sometimes, like a family, I also think we are our own worse critics. All in all, LCC is a good place to work.
	On a one to ten , with ten being the best 8
	OK
	I am satisfied with my work. New techniques and ideas are generated in my department on a regular basis. New students produce new challenges and I feel comfortable that I can turn to colleagues whenever the need arises. Any new ideas I develop are valued by the department chair. The only way my satisfaction could improve would be through the creation of more half-time positions.
	I think we could use more training for staff.
	Overall I am very appreciative of the career opportunities and the challenges I have been able to undertake as an employee at LCC. I do believe that the processes of communication and some of the decision making have at times made me feel less than professioally satisfied. The need to improve and to have shared goals throughout the campus and creating more of a team mentality to serving and meeting the needs of our students would certainly enhance my overall professional satisfaction.
	Very comfortable in positive atmosphere.
	A high level
	Though I love my job and I at one time believed strongly in LCC as an institution, I have been discouraged by the administrators over' competencies over the past few years.
	Competent.
	My satisfaction is somewhat mixed. For the most part, I like the courses that I instruct, the autonomy I have in choosing what to teach and how to present it, the technology that is available, and the good relationships I have with fellow faculty and staff. I am dissatitisfied with the constraints imposed regarding when courses can be offered.
	LCC is a challenging place to work for with a lot of good co-workers.
	Good.
	Currently I feel somewhat stagnant and melancholy about my professional work at LCC. I believe the workload placed on all staff has had an effect on my satisfaction. Additionally, I feel that our society as a whole has a feeling of dissatisfaction. I do believe this will turn around in time. The administration at LCC works diligently to ensure that staff who want to improve professionally have the opportunity to do so. I have been given numerous opportunities to attend conferences/workshops to keep me 'alive' professionally.
	Very satisfied
	I would like to have the opportunities to attend professional workshops to continually achieve better professionalism
	I would say that I'm not very satisfied overall. It doesnt seem that anyone but the classified staff knows or cares what the classified staff does unless something is dirty, broken or some other kind of error on our part.
	On a scale of 1 to 10, an 8.5. Administration needs to seek the opinions of those who are being affected by proposed change instead of just telling them this is what is going to happen.
	I like LCC
	I have enjoyed working here and think that LCC employs the best people. I think it was a wonderful decision on my part to become a part of the LCC

No.	Question/Response(s)
	family years ago and have never regreted that decision.
	I love the school and my job
	I think as a faculty member at this school I have had the ability to grow and learn professionally.
	Overall, my professional satisfaction at LCC is very high. Although I know we are not perfect, I feel that this college will continue to grow and prosper. I have really enjoyed my time here at the college and have had the opportunity to really grow and develop as a person. I hope to be a part of the LCC Family for a long time to come.
	I enjoy my job and my co workers. Look forward to comming to work every day.
	Overall I am satisfied at LCC, however there is always room for improvement.
	I really enjoy what I do. Coming from industry it is difficult sometimes to grasp the educational side instruction. Sometimes I feel LCC gets caught up in areas that are out of there control. Lets concentrate at what in hand. Assisting the student!
	My professional satisfaction at LCC is very high. I know i want to make into one of the best colleges in the state and i feel that the people i work with feel the same way and i think thats what we are all about.
	high
	no comment
	High. I enjoy working at LCC. The students, staff, faculty and administrators are wonderful and the administration does an excellent job of letting faculty decide how best to teach. Requirements outside of the classroom are extensive, requiring work weeks of close to 60 hours. The budget limitations are frustrating and more money should go to improving the resources available in the classroom. The faculty is not adequately paid for their hardwork.
	Very satisfied. I love what I do and am encouraged to be creative and recieve support for what I do.
	I like what I do, but I don't always feel valued or free to express my opinions and ideas.
	A 7 out of 10.
	I am very satisfied. The technology offered is well abovew standards
	GREAT!!!
	it could be better.
	I am very happy as an employee of LCC and would like to see us become what I know we are at heart.
	Would rather not answer
	Overall I would describe my professional satisfaction as good at LCC. On the plus side are the chances adjunct faculty have to broaden their teaching experience. At the same time perhaps a bit more could be done to integrate adjunct faculty into campus life.
	Being new employee I am excited with my current professional satisfaction and feel I have only positve events ahead.
86.	What are 1-3 examples of processes, areas, programs, etc., at LCC that have established an improvement cycle?
	There has been too much change over the past few years to measure anything. We spent hours on assessment based on portfolios; that is gone. We have survived massive pressures...few little has been normal.
	diversity, academic support services for at-risk students, some programs (nursing, cosmo, horse training)
	Enrollment processes are better. Recreitment services are better and acedemic standards are better.
	Hiring of a qualified VP of Academics.
	1. Easy access to administrators
	I'm not sure there are any on campus. Everything revolves around FTE and how much money we make not improving our teaching and improving our student learning.
	The athletics, and applied programs have quotas that maintain a level of improvemt.
	Horse Training Management
	I recently was on a planning committe that implemented changes to the PLATO developmental courses which were 100% computerized instruction. Our group developed plans and procedure to add classroom session with instructors into the PLATO curriculum.
	ESL
	no opinion
	n/a
	I have not yet had enough exposure to processes, areas, programs, etc.
	There have been great changes and additions done to the developmental studies (courses), which did not exist in the past.
	Business program, Faculty Senate, Nursing
	I've seen that many departments are in the planning process to establish improvements. The library would be one good example.
	I don't know

No.	Question/Response(s)
	????
	1. Developmental services have improved.
	Online services, Ag Studies, customer service
	Nursing programs, Ag programs, and Athletic programs.
	From one of the previous Aquip meetings; The AG and Nursing Departments presented evaluation and improvement cycles.
	cosmotology,the gym ,and the nursing dept.
	None
	admissions
	Enrollment tracking, residence life, support services for students including: tutoring, assessment, registration, orientation, free health center, wellness center
	Cafeteria, tutor lab improvements
	Enrollment - by establishing a recruiting officer/diversity officer.
	Can't think of any.
	All the Applied Programs
	Our vocational programs particulary nursing, cosmo and business are well-developed in reviewing data and making improvements. We have started learnig assessment in transfer areas but are less advanced in general education assessment.
	1.The updated status of the campus budgets
	Renovated buildings & upgraded technology. Hired a full-time recruiter.
	1. We are responding to the needs of some students who have graduated from high school yet lack the skills needed for college, as well as those who dropped out of high school, with an extensive remedial program.
	The employee grievance process could be improved.
	1)HTM, agriculture, business & IT, nursing and cosmetology programs have established good assessment processes for their courses and programs. 2)There is on-going professional development funding available to all of the occupational program faculty.The entire campus offers reimbursement funds to faculty for advanced training, credentials, and degrees for faculty and staff. 3)Recruitment & retention processes have been established to create better communications and results. The processes are reviewed within porograms but more efforts for review are needed campus wide.
	1. HTM, 2. Cosmetology, 3. Nursing (Vocational areas are very strong.)
	The full-time staff this year is less taxed than in the past two years, and this will undoubtedly improve the quality of education. However, there have been very few programs instituted to support either full-time or part-time instructors recently.
	Applied programs and athletics
	Student orientation, registration, and advising, although there is still much room for improvement.
	Establishment of a student recruitment committee to evaluate and improve our student recruitment processes. The results have been increased community and student interest with steady or improved enrollment levels.
	ESL and GED for Hispanic students.
	I feel that we have systematicaly improved our recruitment processes, our academic dept, and our ag dept.
	English as a second language programs, quality classes geared toward work related jobs in our area.
	I have absolutely no idea.
	The drive to recruit and serve more of the Hispanic community.
	na
	LCC has revised it's developmental education program to be more responsive to student's needs and provide for alternative delivery systems. LCC has totally revamped its agriculture department to be more reflective of changes in the industry. LCC has addressed the needs of students especially non-traditional students in the areas of offering on-line course delivery systems for students that could not make the class time scheduled.
	I think faculty evaluations are a great way to use for improvment of instructors.
	1. One area that has established an improvement cycle is that of instruction. LCC Online is a very important component of class offerings. This program seems to be growing in popularity and should definitely improve the way we serve our students. 2. The area of recruiting and enrollment has just recently been restructured in hopes of recruiting and retaining more students. Serving students from under-represented populations and developing improved recruiting processes and procedures will be very important to the future of our college.
	HTM program
	I beleive recuiting is getting stronger. Enrollment process with online enrollments is a plus. Increased growth seen in vocational programs. Nursing, HTM and Cosmo.
	The fitness center, ESL, student life
	n/a
	LCC is getting better at academic assessment and is establishing protocols that are more consistent among and within departments. LCC is now

No.	Question/Response(s)
	providing a terrific service in offering classes for the completion of GEDs.
	I am not able to answer this question. I do not feel as though I have enough common knowledge about the campuses "improvement" processes to provide even an example.
	faculty professional development
	Cant think of any
	1. relocating offices, renaming departments and positions, restructuring services to renew efforts and facilitate change 2. emphasis on diversity 3. focus outside of LCC, on the needs of the community and region
	do not kinow
	Nursing continues to grow along with Cosmetology and Horse Training Management
	P3 plans, degree plans (still need work)
	The integration/orientation and support of adjunct faculty is a process that has been greatly improved and seems to be committed to further improving its approach.
	I think the areas and the programs have had numerous improvement and it would be hard to list the top three. Some that come to mind would be the technology the students have has improved dramatically over the past years. The quality of instructors, and the resources given to the students to help with their education.
87.	What one change or addition would you make to improve LCC?
	Beef up the library into a robust state.
	i would encourage all employees to treat one another w/ mutual respect and professional regard.
	NO RESPONSE
	The chain of communications could improve. Before making a change make sure that those making the change know how it will impact the college and those envolved in the change.
	stronger collabrative communicaton between departments/divisions
	Empower employees, seek input from the people who do the work and COMMUNICATE COMMUNICATE COMMUNICATE.
	Higher pay, losing good instructors to the private sector.
	We need to do a better job teaching with full time qualified instructors. An educational instution is only as good as its instructors.
	At this point, I am too involved in getting into the current program and institution to address this question. But I am sure there will ideas tht come as I gain more experience and confidence in LCC.
	Change is not needed in one major area but a process to overall improve every area on campus on a continual basis.
	COMMUNICATION, COMMUNICATION, COMMUNICATION!!!!
	I would like to see evidence of a Learning Community at our institution. I am hoping to develop a diversity club at our institution and create learning opportunities for the students to be able to study languages abroad. There needs to be more opportunities for diversity and culture to be welcomed, understood, appreciated and accepted. I would like to bring English Language Learning and Differentiation of Curriculum, Instruction and Assessment Training to our LCC Faculty. This would assist and support the teaching and academic learning of the diverse learners on campus. This methodology will assist with the retainment of the diverse learner as their individual learning needs would be addressed.
	residence hall and apartment are in need of extreme makeover
	I would like to have a computer program that was more complete and user friendly to access student information and that gives more resources to work with.
	I would love to see a change in the grading system. One may never be able to get away from A's, B's, C's, etc., but I do not think this gives the student enough information going forward. I think a more standards based approach would benefit students greatly. Though an overall A for the class may be obtained, there may be a particular part of the material that the student has really not mastered to an acceptable level. If all assessments were broken down into standards, students could easily identify their strengths and weaknesses. This is not an easy task, but I thing it would be a worthwhile endeavor. I do not know where this effort would rank in priority. There are probably much more pressing items to address at this time.
	Better communication between all the departments.
	Student services needs to be more accountable, future students need more guidence.
	*Communication between departments.
	I don't know
	There will be no change at LCC until several layers at the top change.
	Better communication between upper administration and the campus. Asking input from the campus (or the major parties affected) before before making major changes.
	I believe that one change that would make LCC better as an institution is the level of communication. I don't think that administrators always understand the day to day processes that their staff are involved in and the time that each of the processes takes. I believe that everyone has a general idea of what needs to be done and why; but when it comes to implementation, individuals are often left to "survive" because they can't keep up with the demands of all of their responsibilities. Administrators don't always understand the time it takes for just day to day duties in addition to any special projects or research. I believe that more communication could alleviate some of the gaps created by this.

No.	Question/Response(s)
	Hire fulltime faculty in several areas (we have only 1 fulltime faculty member in history, English, science, and math. We have none in psychology, sociology, economics, music, art, philosphy,foreign language etc.) and reduce administrative positions.
	Increased funding to address the understaffing issues.
	Train employees to understand their fiscal responsibilities then trust them to conduct them.
	To somehow make the campus more experiental of all that we do. The different programs seem to isolate themselves and there may be very innovative ideas being done and there is no recognition or sharing.
	hire more help
	To establish an atmosphere in which employees did not feel that they had to continually be looking over their shoulders or that their employment at the college was in constant threat of being terminated.
	more teamwork
	Better lines of communication.
	Communication
	New Residence Halls
	One change - better leadership.
	Keep the teamwork going and stomp out the couple people with their negative commets. They should work somewhere else if they are not happy. This is the best place and I love my job and the people I work with are wonderful. Thank you LCC
	I would have the State of Colorado fund the college at adequate levels to provide necesary services. In terms of things the college has control over, I would have instructional considerations a more central priority in descion-making, and I would improve some working relationships on campus.
	I would like to see a proatcive inter dept co-op where all sides work to improve the school and not just ones own programs.
	Improve certain areas of student support.
	I would like to see a return of a scheduled finals week. Our current situation is deleterious to students. Ten minutes between exams does not allow them to clear their minds and often they are still focused on the exam they just finished instead of the one in front of them.
	A fair salary review for all staff.
	Improved communication, understanding, team support, and empathy for the various departments and positions on campus and how they individually and collectively impact student learning and student experiences at Lamar Community College. At the same time how these same items impact the work envoronment of the entire staff.
	More funding!!!!
	Trustees building needs renovation and upgrading.
	Eliminate the current President. She fosters a climate of suspicion and apprehension for all employees. She has no clear vision for either the college or its staff, and she emphasizes finances rather than concentrating on excellence in education.
	Trust.
	I would remove or reduce the constraints on offering classes in the afternoons.
	Better State political/budgetary environment for higher education so we could address community, student and institutional needs more completely and quickly.
	Ask me next year.
	I would like the LCC President to find a way to add a full-time academic faculty member. A strong academic program enhances student success and is a great PR move. Adjunct faculty in our area do a good job; but a full time individual would have 'buy-in'. I believe our community would view this as a positive step and would enhance the image of the college to our local service area.
	I would actually want people to start or re-introduce the concept that we are all working toward the same goal, or goals, and during those attempts, to treat our colleagues with respect and consideration.
	More Art programs, theater, and speech team
	I would find better health care plans to help the lower paid employees who can't afford to use the benefits that are supposedly accessable to them now.
	Better communication/involvement between administrations and the rest of the campus.
	Better balance of admin to faculty
	I would like to see are more timely communication model. Sometimes information is not passed on to the faculty and staff in a timely model. The administration is open and does convey information but it is often way after the fact and we sometimes look like idiots to students and community members that have already heard the information in the community.
	I think that we should improve some of the facilities like the dorm rooms especially. They really need some improvments. Everything else is nice.
	One change that I would make would be for funding for staff to have the chance to go to different conferences, etc as a professional growth.
	1. One of our biggest challenges is the fact that we hope to continue to grow, but we are under-staffed already. How will we continue to accomodate our students, especially if the numbers increase as we hope. I guess that the one change i would like to see most is for LCC to have the ability to add people in the areas we need to better serve our students. However, I know this takes money we do not have.
	More classes offered during summer term and less cancelled courses during the peak enrollment periods.

No.	Question/Response(s)
	I would improve the recruitung process. From getting students interested to maintaining contact with them. LCC has a lot to offer let's get the word out and then follow up.
	Involve employees in decisions affecting things within the campus itself. Let them have input or give more control to campus structure.
	I think it is very important that we try to keep on improving the residence hall and the cafeteria. I understand that the residence halls are older but thats were they spend the majority of their time so i feel that they need to be as nice as possible. Also i know the kids were upset with the cafeteria last year.
	n/a
	For there to be a collective gather of all that work here, the ideas of those that are not hear at this time. Has a collective team we could and would move mountains.Let the people that work with the students and students have a voice and be heard.
	Run an extensive advertising campaign targeted at the Lamar community, that explains how financial aid works, what the benefits of a 2 yr degree are, and how they can start. This needs to be done both in Spanish and English and needs to use methods such as bulk mailings, information booth of Walmart, and information available throughout the city. Right now, LCC puts catalogs and course offerings throughout town, but a 1-2 page flyer should be made. People are much more likely to read 1-2 pages that tells them how they can get financial aid, what programs are offered, and why they need a 2 yr degree.
	That we would never have to turn a student away due to financial barriers. If I could change one thing, it would be to find a way to provide "free edcuation" to anyone who had the need.
	Reduce the environment of distrust and lack of respect for others.
	More input into decision making processes. We need a coach to rally the troops and empower us to be excited and passionate about our work.
	continue to work on coordination and change. focus on the process of change and not defending past practices. this process will be a benefit to help us reflect and plan, thus giving up some of the defensiveness. change is difficult and makes people uncomfortable so it is important to keep all levels involved to make things last.
	More sharing across the campus information is the answer.
	The one change I would make to improve LCC is to involve the individuals closest to the students in decision making. The whole process at LCC could be restructed to run more efficiently with services being combined (teamwork). Allowing everyone to have a voice with a more participative management style.
	In a perfect world I'd like to see LCC capable of offering a wider selection of courses than currently possible. To that end I can only suggest that the institution seek to increase full-time faculty. How exciting would it be to have the faculty present to encourage students in music performance and drama/theater arts for example.
	I would change the communication between employees. Getting everyone on the same page. We have gotten better in the recent months but I feel we still have a long way to go.
88.	How effective do you believe LCC is in reaching out ot diverse populations?
	Getting there I guess--watch that we don't forget the others in the meantime
	i am very proud of the college's efforts to become a more diverse student and staff population and believe it is one of the most important pieces of work that we can do at LCC.
	NO RESPONSE
	I believe that we are doing an excellent job at working to serve diverse populations. We do not have enough vocational programs or programs that can train individuals for the work force.
	getting stronger every day with newly implemented initiative
	Even though we are making progress in reaching our to diverse target areas, we have not been very effective to this point. The addition of a diversity officer to the staff will help to improve this process, as will the addition of an ESL instructor. I still have concerns about the ability of this institution to adequately serve the diverse population once we bring them to our campus.
	Needs improvement.
	We try. Some of the diverse population have to desire to be reached first.
	I cannot address this question at this time.
	I believe it is reaching as many of the diverse population as possible. They have the opportunity whether they decide to come is up to them.
	We have programs in place that we are trying to make a difference, but because of the diverse culture(s)it will not happen over night. How effective the programs are, I don't know as we very seldom hear updates etc.
	I am currently unaware.
	no opinion
	n/a
	I know there is a strong effort to reach out to the Hispanic population. I do not have enough information to guage the effort's effectiveness.
	The college is doing a lot of great things to help change the culture of the college. I believe that there are great things to come in the future, from hiring the diversity officer to offering ESL classes. LCC is definitely heading in the right direction.
	I think LCC tries to a good job, but I also think that is a big undertaking. Sometimes that population doesn't want to be reached.

No.	Question/Response(s)
	NA
	I believe we have a good start.
	Somewhat.
	We are on the right track and I expect LCC to be even better with the addition of a Diversity office.
	LCC is very effective in reaching the diverse populations.
	Okay.
	Moderately effective.
	Very effective.
	I feel we do a pretty good job.
	na
	Only if that diversity is Hispanic. Our leadership seems to be unaware that diversity is inclusive and is not only those with brown-toned skin.
	doing alot better
	We have not been effective in the past, but with the hiring of a new diversity officer we have taken a very pro-active approach to remedy this.
	N/A
	Very effictive
	Not effective at all. We hire a diversity officer to recruit Hispanics so we can get a Title V (or III, not sure of the exact number) grant - then what? We don't offer programs tailored to this market. We certainly don't have the staff or faculty to teach them as none of us are bilingual. So what is the point? Again the internal framework needs to be built first with a good plan in place how to grow into this market. Has always bothered me that we don't strengthen what we have and make it the best before we tackle a new direction.
	This is an area that is currently under construction
	Historically, I don't think the college has been effective in reaching out to diverse population, but it can take considerable pride in recent accomplishments in the ESL and ABE programs for bringing substantial numbers of Spanish speaking residents on campus. Staff diversity remains a challenge, though we have made some inroads in that area as well.
	We fail the community we live in.
	We are improving with the addition of a diversity officer and full-time recruiter.
	I believe that LCC has a great desire to reach out to diverse populations.I do feel the current administration has done a great job in diversifying the staff at LCC. However, I do not think the desire has been fulfilled with regards to students. For instance,our Hispanic population on campus is a much smaller percentage than the percentage in the surrounding area. I do not know how to correct the inequity.
	I think it could be improved in a number of ways that would draw in people from out laying areas.
	Lamar Community College has been challenged in the past in its efforts to reach diverse populations from within our service territory and also from others outside our service region. However the diversity plan that has been developed for the college and the hiring of a Diversity Officer, offering more ESL programs etc. should enhance these efforts and result in progress. I am encouraged with these commitments.
	LCC is doing a good job of effectively recruiting minority populations in our region.
	It is certainly making the effort.
	LCC in the past has entirely neglected the Hispanic population in the area. In addition, there is very little support for the foreign exchange students LCC recruits.
	Needs improvement.
	I believe it is a communicated high priority, but I don't know what the statistics are in measuring the effectiveness of our efforts.
	I believe we are reaching out more effectively all the time. One example has been our initiatives to reach the growing hispanic community in our service area through the hiring of bi-lingual staff, ESL/ABE courses and materials and advertising in Spanish.
	We are making an improved effort this fall.
	Although it is important for LCC to reach out to diverse populations, I believe it is imperative to not neglect those in the majority. Too often those in the minority have so many services available to them that those in the minority actually become disadvantaged.
	We are not there yet but we have taken the appropriate steps to see some results next year.
	They are constantly trying to achieve better relationships with diversity.
	I have no idea.
	I think LCC is headed in the right direction and I am excited about that growth opportunity.
	Trying but still needs work
	I think LCC is trying but has not hit upon the model yet that bridges the culture expectations. I realize it is a priority and will keep trying things until it really does find the formula that works. Currently, it is lacking but not for trying.
	We are continuing to think of ways to get more and more of the hispanic population to enroll in school and the surrounding rurals communities.
	I think that this is an area where we could use some improvement, but its getting better.

No.	Question/Response(s)
	Currently, the numbers indicate that we do not reach out to diverse populations. However, I think that a big contributor to this is again, being under-staffed. With some recent additions, I believe that reaching out to diverse populations will actually become a strength of our institution. However, it will be important to not only recruit these students, but to provide the services and classes needed for retention.
	Working on that this year
	I feel they do an adequate job.
	LCC is getting better. We live in an area where there is untapped potential. It is difficult to get to these populations and change their mindset. It will take time. The possibility of new programs to meet their skill will be important. To get these populations to consider LCC we must offer them programs to fit there needs.
	I think LCC does a good job with what we have. But i am not really sure exactlly what we do and what we offer our diverse population.
	n/a
	We are getting better, but the whole of LCC needs to understand that the area we live in has some strong culture ties. We have people that have generations going to school here not just out-of-state students.We have many non-traditional students, and working students with family. We need more flexiablity from the admissions to the money to faculty understanding that not all students come being the best and brights.
	LCC is getting better. More work needs to be done to communicate in Spanish and offer services in Spanish to the minorities in the Lamar area. More information needs to be released about financial aid opportunities. More bilingual employees are needed at LCC as well as education programs for current employees to improve their ability to communicate in Spanish.
	We are only beginning to tap into this area. We are still a long way from where we could be if we would have open our eyes to our community/students 10 years ago. I think we are on the right track, but as an institution, we need educated as a whole about diversity. It's not just culture, it's about someone who is different than you, it's about money, social status, beliefs. We are a very caring institution who has just had tunnel vision for too long.
	LCC is in the early stages of reaching diverse populations. Too early to tell how effective it will be.
	Much more effective than it used to be and the priority is in every conversation.
	i think LCC is very focused on making improvements in diversity efforts because we are below other colleges in the state. also this is a priority area that will have the most affect on ou future.
	Getting better and trying.
	I believe instruction tools need to be improved before we reach out to a diverse population.
	On the one hand it seems that LCC does try to recruit diverse populations according to ethnicity at least. However, it is clear we still have a fairly homogenous population, both students and faculty. When considering other demographic factors such as sexual orientation and religions other than those in the Judeo-Christian sector while we are not exclusive, I'm not convinced we are as supportive as we might be. What the solution is however, is not clear.
	We are getting better. We have new people in place that I think will help in making this one of LCC's strongest selling points.