

College Employee Satisfaction Survey Interpretive Guide

The College Employee Satisfaction Survey (CESS) is designed to assess the campus environment for college and university employees (faculty, staff, and administration). The CESS is similar in structure and design to the Noel-Levitz student satisfaction and priorities surveys (such as the SSI and the ASPS) in that for each of the core satisfaction items respondents are asked to rate importance as well as satisfaction.

The survey instrument consists of 4 sections:

- Section 1: Campus culture and policies (30 standard items)
- Section 2: Institutional goals (9 standard items)
- Section 3: Involvement in planning and decision-making (8 standard items)
- Section 4: Work environment (21 standard items)

For Section 1 (Campus culture and policies) and Section 4 (Work environment) respondents are presented with statements and asked to rate their importance to them as employees and then to rate their satisfaction. A five-point Likert rating scale is used for both importance and satisfaction.

When calculating means for the importance and satisfaction ratings the following numeric values are assigned:

Importance and Satisfaction Rating Scale

Importance rating	Satisfaction rating	Numerical value
Very important	Very satisfied	5
Important	Satisfied	4
Somewhat important	Somewhat satisfied	3
Not very important	Not very satisfied	2
Not important at all	Not satisfied at all	1

Strategic enrollment planning

Student recruitment and marketing
Student retention and completion
Market research

Innovative tools and technologies

Financial aid management
Direct marketing
Predictive modeling
Web strategy and e-communications
Online net price calculator
Satisfaction and priorities assessment
Early-alert retention programs

Higher education research and learning venues

Trend reports
Conferences and workshops
Online courses in enrollment management

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For Section 2 (Institutional goals) respondents are presented with statements describing a set of institutional goals and asked to rate how important it is to them that the institution pursues each of the goals. A five-point Likert rating scale is used for importance.

When calculating means for the importance ratings the following numeric values are assigned:

Importance Rating Scale

Importance rating	Numerical value
Very important	5
Important	4
Somewhat important	3
Not very important	2
Not important at all	1

Respondents are then asked to choose three goals from the list that they believe should be the institution's top priorities and then indicate which of the three goals is their first priority goal, their second priority goal, and their third priority goal. We report a count and percentage distribution of the number of respondents that select each goal as first priority, second priority and third priority.

For Section 3 (Involvement in planning and decision-making) respondents are presented with a list of types of individuals (faculty, staff, deans, trustees, alumni, etc.) and asked to rate how much involvement each type of individual has in the planning and decision-making process at the institution. A five-point Likert rating scale is used for involvement.

When calculating means for the importance ratings the following numeric values are assigned:

Involvement Rating Scale

Involvement rating	Numerical value
Too much involvement	5
More than enough involvement	4
Just the right involvement	3
Not quite enough involvement	2
Not enough involvement	1

In addition to these sections the survey includes a global satisfaction item ("Rate your overall satisfaction with your employment here so far") using the same 5-point Likert satisfaction scale noted above and three open-ended questions:

1. Please provide any additional feedback about the campus culture and policies at (INSTITUTION)
2. Please provide any additional feedback about this institution's goals

3. Please provide any additional feedback about the work environment at (INSTITUTION)

Calculating means and gaps

Means for importance and satisfaction for individual items are calculated by summing the respondents' ratings and dividing by the number of respondents. Performance gap means are calculated by taking the difference between the (mean) importance rating and the (mean) satisfaction rating.

Significance Definitions and Levels:

The significance level for Importance is a result of comparing your institution's average importance score to the comparison group's average importance score. Likewise for the Satisfaction score. The result is obtained by running an ANOVA (analysis of variance) on the two scores. The result you see is showing you the level of significance, or the p-value.

NS = no significant difference exists between the groups.

One asterisk = a p-value of .05, meaning that the two scores are significantly different, and such a difference would only be due to chance 5% of the time.

Two asterisks = a p-value of .01, meaning that the two scores are significantly different, and such a difference would only be due to chance 1% of the time.

Finally, three asterisks = a p-value of .001, meaning that the two scores are significantly different, and such a difference would only be due to chance 0.1% of the time.

Validity and Reliability

The reliability of the Noel-Levitz College Employee Satisfaction Survey (CESS) was measured by comparing year-to-year average overall satisfaction for institutions with multiple years of survey results. The school demonstrated consistent results. The correlation of overall satisfaction between successive years of the survey was .649.

Due to the absence of another instrument to compare to the CESS, validity was measured by the correlation between individual survey items and overall satisfaction. All correlations were significant at the .01 level. This is an indication that the survey items are both associated with and contribute to overall satisfaction.

Guide for Using Open-end Questions

- Use the quantitative results (numeric) as the only source for key findings and strategies. Once those key findings are known, in particular strengths and challenges/opportunities for change (high importance/low satisfaction OR highest gaps), read through the open-ends and pull only those that might have some relation to the quantitative as potential suggestions, but do not treat any open-end as being anything but one person's opinion.
- The open-ends are qualitative (similar to a focus group) and not everyone provides answers; they are not statistically sound. Do not share them publicly. Most campuses only allow review by a trusted executive team and/or Human Resources.

- The open-ends allow employees to vent pent up frustration so do not be surprised if some are controversial.
- The open-ends can provide helpful suggestions of quick “just do it” fixes and other longer-term ideas that might require more resources and planning.
- The open-ends can provide insight into problem areas that need further investigation (additional interviews or a survey item for next time to test it more broadly.)
- It is important to highlight any suggestions that are implemented that came from employee input, to show that the survey results were used and helped.

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
Laramie County Community College - Fall 2014 Respondents

Section 1: Campus Culture and Policies

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents	
This institution promotes excellent employee-student relationships	4.62	.73	175	3.16	1.11	176	1.46
This institution treats students as its top priority	4.73	.64	175	3.01	1.18	176	1.72
This institution does a good job of meeting the needs of students	4.69	.62	175	2.98	1.06	176	1.71
The mission, purpose, and values of this institution are well understood by most employees	4.25	.81	175	3.06	1.07	175	1.19
Most employees are generally supportive of the mission, purpose, and values of this institution	4.29	.74	173	3.11	1.04	175	1.18
The goals and objectives of this institution are consistent with its mission and values	4.34	.78	174	3.03	1.12	174	1.31
This institution involves its employees in planning for the future	4.46	.80	174	2.42	1.24	176	2.04
This institution plans carefully	4.50	.75	174	2.47	1.13	176	2.03
The leadership of this institution has a clear sense of purpose	4.54	.78	171	2.68	1.25	174	1.86
This institution does a good job of meeting the needs of its faculty	4.40	.81	174	2.72	1.18	174	1.68
This institution does a good job of meeting the needs of staff	4.42	.78	172	2.54	1.19	173	1.88
This institution does a good job of meeting the needs of administrators	4.02	.92	172	3.72	1.12	170	0.30
This institution makes sufficient budgetary resources available to achieve important objectives	4.34	.77	174	3.23	1.07	175	1.11
This institution makes sufficient staff resources available to achieve important objectives	4.23	.78	171	2.89	1.06	175	1.34
There are effective lines of communication between departments	4.52	.68	168	2.34	1.04	171	2.18
Administrators share information regularly with faculty and staff	4.56	.68	168	2.32	1.22	171	2.24
There is good communication between the faculty and the administration at this institution	4.53	.70	166	2.39	1.18	167	2.14
There is good communication between staff and the administration at this institution	4.50	.69	165	2.23	1.10	167	2.27
Faculty take pride in their work	4.63	.57	167	3.77	1.01	170	0.86
Staff take pride in their work	4.60	.57	166	3.73	.96	168	0.87
Administrators take pride in their work	4.50	.79	165	3.15	1.25	168	1.35
There is a spirit of teamwork and cooperation at this institution	4.60	.61	168	2.31	1.21	170	2.29
The reputation of this institution continues to improve	4.49	.73	168	2.66	1.30	170	1.83
This institution is well-respected in the community	4.52	.69	168	2.91	1.20	170	1.61
Efforts to improve quality are paying off at this institution	4.48	.65	168	2.78	1.23	170	1.70
Employee suggestions are used to improve our institution	4.41	.67	164	2.22	1.19	166	2.19
This institution consistently follows clear processes for selecting new employees	4.42	.75	165	2.68	1.25	166	1.74
This institution consistently follows clear processes for orienting and training new employees	4.32	.75	167	2.83	1.21	169	1.49
This institution consistently follows clear processes for recognizing employee achievements	4.20	.78	167	2.68	1.12	168	1.52
This institution has written procedures that clearly define who is responsible for each operation and service	4.32	.76	167	2.58	1.13	168	1.74
I am fearful about speaking my mind at LCCC	4.25	.99	162	2.46	1.36	169	1.79
I am more knowledgeable about LCCC's goals and strategies than one year ago	4.14	.83	166	3.09	1.34	170	1.05
I would be afraid to file a complaint or grievance	4.16	1.00	164	2.50	1.41	167	1.66
Open and ethical communication is practiced	4.51	.68	166	2.34	1.24	170	2.17
Change is managed well at LCCC	4.46	.65	165	2.14	1.16	169	2.32

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
Laramie County Community College - Fall 2014 Respondents

Section 2: Institutional Goals

RATE: IMPORTANCE (1 = "Not important at all / 5 = "Very important")	Mean	Standard Deviation	Valid Respondents
[A] Increase the enrollment of new students	4.13	0.79	170
[B] Retain more of its current students to graduation	4.65	0.56	170
[C] Improve the academic ability of entering student classes	4.21	0.79	169
[D] Recruit students from new geographic markets	3.04	1.20	170
[E] Increase the diversity of racial and ethnic groups represented among the student body	3.26	0.98	170
[F] Develop new academic programs	3.41	0.95	169
[G] Improve the quality of existing academic programs	4.53	0.68	170
[H] Improve the appearance of campus buildings and grounds	3.59	1.00	169
[I] Improve employee morale	4.65	0.72	170
[J] Increase the number of students earning high-value credentials	4.10	0.92	170
[K] Strengthen relationships and connections with key community partners	4.05	0.82	170
[L] Build the organizational capacity to thrive in the future	4.22	0.80	170
[M] Some other goal	3.08	1.33	92

(Choose three goals that you believe should be this institution's top priorities) First priority goal:	Count	Percent
[A] Increase the enrollment of new students	14	8.2%
[B] Retain more of its current students to graduation	60	35.3%
[C] Improve the academic ability of entering student classes	7	4.1%
[D] Recruit students from new geographic markets	0	0.0%
[E] Increase the diversity of racial and ethnic groups represented among the student body	0	0.0%
[F] Develop new academic programs	1	0.6%
[G] Improve the quality of existing academic programs	22	12.9%
[H] Improve the appearance of campus buildings and grounds	1	0.6%
[I] Improve employee morale	54	31.8%
[J] Increase the number of students earning high-value credentials	4	2.4%
[K] Strengthen relationships and connections with key community partners	1	0.6%
[L] Build the organizational capacity to thrive in the future	4	2.4%
[M] Some other goal	2	1.2%
All responses	170	100.0%

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
Laramie County Community College - Fall 2014 Respondents

(Choose three goals that you believe should be this institution's top priorities) Second priority goal:	Count	Percent
[A] Increase the enrollment of new students	26	15.3%
[B] Retain more of its current students to graduation	35	20.6%
[C] Improve the academic ability of entering student classes	13	7.6%
[D] Recruit students from new geographic markets	1	0.6%
[E] Increase the diversity of racial and ethnic groups represented among the student body	0	0.0%
[F] Develop new academic programs	5	2.9%
[G] Improve the quality of existing academic programs	39	22.9%
[H] Improve the appearance of campus buildings and grounds	5	2.9%
[I] Improve employee morale	27	15.9%
[J] Increase the number of students earning high-value credentials	9	5.3%
[K] Strengthen relationships and connections with key community partners	1	0.6%
[L] Build the organizational capacity to thrive in the future	7	4.1%
[M] Some other goal	2	1.2%
All responses	170	100.0%

(Choose three goals that you believe should be this institution's top priorities) Third priority goal:	Count	Percent
[A] Increase the enrollment of new students	19	11.2%
[B] Retain more of its current students to graduation	26	15.3%
[C] Improve the academic ability of entering student classes	14	8.2%
[D] Recruit students from new geographic markets	3	1.8%
[E] Increase the diversity of racial and ethnic groups represented among the student body	1	0.6%
[F] Develop new academic programs	13	7.6%
[G] Improve the quality of existing academic programs	31	18.2%
[H] Improve the appearance of campus buildings and grounds	11	6.5%
[I] Improve employee morale	23	13.5%
[J] Increase the number of students earning high-value credentials	9	5.3%
[K] Strengthen relationships and connections with key community partners	4	2.4%
[L] Build the organizational capacity to thrive in the future	13	7.6%
[M] Some other goal	3	1.8%
All responses	170	100.0%

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
Laramie County Community College - Fall 2014 Respondents

TOTAL "VOTES" FOR EACH GOAL	First Priority	Second Priority	Third Priority	TOTAL	TOTAL PERCENT
[A] Increase the enrollment of new students	14	26	19	59	11.6%
[B] Retain more of its current students to graduation	60	35	26	121	23.7%
[C] Improve the academic ability of entering student classes	7	13	14	34	6.7%
[D] Recruit students from new geographic markets	0	1	3	4	0.8%
[E] Increase the diversity of racial and ethnic groups represented among the student body	0	0	1	1	0.2%
[F] Develop new academic programs	1	5	13	19	3.7%
[G] Improve the quality of existing academic programs	22	39	31	92	18.0%
[H] Improve the appearance of campus buildings and grounds	1	5	11	17	3.3%
[I] Improve employee morale	54	27	23	104	20.4%
[J] Increase the number of students earning high-value credentials	4	9	9	22	4.3%
[K] Strengthen relationships and connections with key community partners	1	1	4	6	1.2%
[L] Build the organizational capacity to thrive in the future	4	7	13	24	4.7%
[M] Some other goal	2	2	3	7	1.4%
All responses	170	170	170	510	100.0%

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
 Laramie County Community College - Fall 2014 Respondents

Section 3: Involvement in planning and decision-making

RATE: INVOLVEMENT (1 = "Not enough involvement" / 3 = "Just the right involvement" / 5 = "Too much involvement")	Mean	Standard Deviation	Valid Respondents
How involved are: Faculty	2.50	1.11	167
How involved are: Deans or directors of administrative units	3.64	0.99	166
How involved are: Deans or chairs of academic units	3.38	1.00	167
How involved are: Senior administrators (VP, Provost level or above)	4.06	0.86	167
How involved are: Students	2.18	0.88	166
How involved are: Trustees	3.33	1.01	165
How involved are: Alumni	2.46	0.85	161
How involved are: Classified Staff	2.13	0.83	162
How involved are: Professional Staff	2.29	0.94	163

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
Laramie County Community College - Fall 2014 Respondents

Section 4: Work environment

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	IMPORTANCE			SATISFACTION			GAP
	Mean	Standard Deviation	Valid Respondents	Mean	Standard Deviation	Valid Respondents	
It is easy for me to get information at this institution	4.44	.61	162	2.80	1.17	165	1.64
I learn about important campus events in a timely manner	4.12	.75	160	3.03	1.16	165	1.09
I am empowered to resolve problems quickly	4.41	.61	161	2.81	1.22	165	1.60
I am comfortable answering student questions about institutional policies and procedures	4.13	.74	161	2.87	1.14	165	1.26
I have the information I need to do my job well	4.56	.60	160	3.01	1.16	164	1.55
My job responsibilities are communicated clearly to me	4.52	.63	157	3.18	1.19	165	1.34
My supervisor pays attention to what I have to say	4.61	.56	159	3.32	1.47	165	1.29
My supervisor helps me improve my job performance	4.43	.70	159	3.21	1.41	165	1.22
My department or work unit has written, up-to-date objectives	4.28	.73	158	3.16	1.31	164	1.12
My department meets as a team to plan and coordinate work	4.33	.70	157	3.42	1.32	165	0.91
My department has the budget needed to do its job well	4.47	.59	158	3.39	1.17	163	1.08
My department has the staff needed to do its job well	4.53	.63	158	3.02	1.26	164	1.51
I am paid fairly for the work I do	4.51	.64	158	3.14	1.25	162	1.37
The employee benefits available to me are valuable	4.47	.63	159	4.20	.89	164	0.27
I have adequate opportunities for advancement	4.18	.86	159	2.69	1.28	165	1.49
I have adequate opportunities for training to improve my skills	4.34	.69	158	3.09	1.21	165	1.25
I have adequate opportunities for professional development	4.32	.66	159	3.18	1.28	165	1.14
The type of work I do on most days is personally rewarding	4.48	.64	159	3.91	1.02	165	0.57
The work I do is appreciated by my supervisor	4.33	.75	159	3.39	1.39	165	0.94
The work I do is valuable to the institution	4.50	.64	159	3.61	1.26	165	0.89
I am proud to work at this institution	4.45	.69	159	3.48	1.36	165	0.97
I am fearful about my job at LCCC	4.10	1.10	156	2.77	1.40	162	1.33
I am treated with respect by my coworkers	4.41	.69	158	3.78	1.08	165	0.63
I have sufficient information about my insurance and retirement benefits	4.25	.74	159	4.16	.88	165	0.09
I feel free from discrimination at LCCC	4.41	.69	158	3.79	1.16	164	0.62
I feel free from harassment at LCCC	4.42	.69	159	3.60	1.27	164	0.82
The climate in my department is good for part-time employees	4.21	.80	155	3.27	1.18	157	0.94

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
Laramie County Community College - Fall 2014 Respondents

Overall satisfaction

Rate your overall satisfaction with your employment here so far:	3.33	1.17	163
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Section 5: Demographics

<i>How long have you worked at this institution?</i>	Count	Percent
Less than 1 year	10	6.2%
1 to 5 years	48	29.6%
6 to 10 years	53	32.7%
11 to 20 years	38	23.5%
More than 20 years	13	8.0%
All responses	162	100.0%

<i>Is your position:</i>	Count	Percent
Full-time	155	96.9%
Part-time	5	3.1%
All responses	160	100.0%

<i>Is your position:</i>	Count	Percent
Faculty	62	38.8%
Staff	85	53.1%
Administrator	13	8.1%
All responses	160	100.0%

<i>If you answered "Staff" on Q24, is your position:</i>	Count	Percent
Classified Staff	41	48.2%
Professional Staff	44	51.8%
All responses	85	100.0%

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
Laramie County Community College - Fall 2014 - Comparison to 2 year schools

SECTION 1: Campus culture and policies

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	Laramie County			Comparison group			IMP Sign diff	SAT Sign diff
	IMP Mean	SAT Mean	GAP	IMP Mean	SAT Mean	GAP		
This institution promotes excellent employee-student relationships	4.62	3.16	1.45	4.62	3.75	0.87	NS	***
This institution treats students as its top priority	4.73	3.01	1.73	4.70	3.69	1.01	NS	***
This institution does a good job of meeting the needs of students	4.69	2.98	1.71	4.67	3.64	1.03	NS	***
The mission, purpose, and values of this institution are well understood by most employees	4.25	3.06	1.19	4.35	3.53	0.82	NS	***
Most employees are generally supportive of the mission, purpose, and values of this institution	4.29	3.11	1.17	4.37	3.59	0.78	NS	***
The goals and objectives of this institution are consistent with its mission and values	4.34	3.03	1.30	4.43	3.60	0.83	NS	***
This institution involves its employees in planning for the future	4.46	2.42	2.04	4.41	3.09	1.32	NS	***
This institution plans carefully	4.50	2.47	2.03	4.51	3.19	1.32	NS	***
The leadership of this institution has a clear sense of purpose	4.54	2.68	1.86	4.59	3.38	1.21	NS	***
This institution does a good job of meeting the needs of its faculty	4.40	2.72	1.68	4.43	3.29	1.14	NS	***
This institution does a good job of meeting the needs of staff	4.42	2.54	1.88	4.41	3.17	1.24	NS	***
This institution does a good job of meeting the needs of administrators	4.02	3.72	0.31	4.22	3.70	0.53	**	NS
This institution makes sufficient budgetary resources available to achieve important objectives	4.34	3.23	1.12	4.47	3.23	1.24	*	NS
This institution makes sufficient staff resources available to achieve important objectives	4.23	2.89	1.34	4.40	3.15	1.26	**	**
There are effective lines of communication between departments	4.52	2.34	2.18	4.45	2.87	1.57	NS	***
Administrators share information regularly with faculty and staff	4.56	2.32	2.24	4.47	3.12	1.34	NS	***
There is good communication between the faculty and the administration at this institution	4.53	2.39	2.14	4.46	3.11	1.36	NS	***
There is good communication between staff and the administration at this institution	4.50	2.23	2.27	4.43	3.11	1.32	NS	***
Faculty take pride in their work	4.63	3.77	0.86	4.67	3.91	0.76	NS	*
Staff take pride in their work	4.60	3.73	0.87	4.62	3.82	0.80	NS	NS
Administrators take pride in their work	4.50	3.15	1.35	4.60	3.76	0.84	NS	***
There is a spirit of teamwork and cooperation at this institution	4.60	2.31	2.30	4.57	3.08	1.49	NS	***
The reputation of this institution continues to improve	4.49	2.66	1.82	4.59	3.52	1.07	*	***
This institution is well-respected in the community	4.52	2.91	1.61	4.64	3.73	0.91	**	***
Efforts to improve quality are paying off at this institution	4.48	2.78	1.70	4.49	3.42	1.06	NS	***
Employee suggestions are used to improve our institution	4.41	2.22	2.19	4.35	3.03	1.32	NS	***
This institution consistently follows clear processes for selecting new employees	4.42	2.68	1.74	4.39	3.21	1.19	NS	***
This institution consistently follows clear processes for orienting and training new employees	4.32	2.83	1.48	4.42	3.18	1.24	NS	***
This institution consistently follows clear processes for recognizing employee achievements	4.20	2.68	1.52	4.24	3.17	1.07	NS	***
This institution has written procedures that clearly define who is responsible for each operation and service	4.32	2.58	1.74	4.33	3.18	1.15	NS	***

COLLEGE EMPLOYEE SATISFACTION SURVEY RESULTS
Laramie County Community College - Fall 2014 - Comparison to 2 year schools

Section 2: Institutional Goals

RATE: IMPORTANCE (1 = "Not important at all / 5 = "Very important")	Laramie County Mean	Comparison group Mean	Sign diff
A) Increase the enrollment of new students	4.13	4.28	*
B) Retain more of its current students to graduation	4.65	4.67	NS
C) Improve the academic ability of entering student classes	4.21	4.40	**
D) Recruit students from new geographic markets	3.04	3.59	***
E) Increase the diversity of racial and ethnic groups represented among the student body	3.26	3.59	***
F) Develop new academic programs	3.41	3.96	***
G) Improve the quality of existing academic programs	4.53	4.53	NS
H) Improve the appearance of campus buildings and grounds	3.59	3.86	***
I) Improve employee morale	4.65	4.56	NS

(Choose three goals that you believe should be this institution's top priorities) First priority goal:	Laramie County Count	Laramie County Percent	Comparison group Count	Comparison group Percent
A) Increase the enrollment of new students	14	8.8%	1,906	16.9%
B) Retain more of its current students to graduation	60	37.7%	3,953	35.0%
C) Improve the academic ability of entering student classes	7	4.4%	1,063	9.4%
D) Recruit students from new geographic markets	0	0.0%	72	0.6%
E) Increase the diversity of racial and ethnic groups represented among the student body	0	0.0%	93	0.8%
F) Develop new academic programs	1	0.6%	514	4.5%
G) Improve the quality of existing academic programs	22	13.8%	1,697	15.0%
H) Improve the appearance of campus buildings and grounds	1	0.6%	157	1.4%
I) Improve employee morale	54	34.0%	1,846	16.3%
All responses	159	100.0%	11,301	100.0%

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(Choose three goals that you believe should be this institution's top priorities) Second priority goal:	Laramie County Count	Laramie County Percent	Comparison group Count	Comparison group Percent
A) Increase the enrollment of new students	26	17.2%	2,075	18.6%
B) Retain more of its current students to graduation	35	23.2%	2,877	25.8%
C) Improve the academic ability of entering student classes	13	8.6%	1,358	12.2%
D) Recruit students from new geographic markets	1	0.7%	168	1.5%
E) Increase the diversity of racial and ethnic groups represented among the student body	0	0.0%	179	1.6%
F) Develop new academic programs	5	3.3%	876	7.8%
G) Improve the quality of existing academic programs	39	25.8%	1,980	17.7%
H) Improve the appearance of campus buildings and grounds	5	3.3%	302	2.7%
I) Improve employee morale	27	17.9%	1,349	12.1%
All responses	151	100.0%	11,164	100.0%

(Choose three goals that you believe should be this institution's top priorities) Third priority goal:	Laramie County Count	Laramie County Percent	Comparison group Count	Comparison group Percent
A) Increase the enrollment of new students	19	13.5%	1,559	14.4%
B) Retain more of its current students to graduation	26	18.4%	1,583	14.7%
C) Improve the academic ability of entering student classes	14	9.9%	1,277	11.8%
D) Recruit students from new geographic markets	3	2.1%	338	3.1%
E) Increase the diversity of racial and ethnic groups represented among the student body	1	0.7%	355	3.3%
F) Develop new academic programs	13	9.2%	1,349	12.5%
G) Improve the quality of existing academic programs	31	22.0%	1,946	18.0%
H) Improve the appearance of campus buildings and grounds	11	7.8%	576	5.3%
I) Improve employee morale	23	16.3%	1,815	16.8%
All responses	141	100.0%	10,798	100.0%

TOTAL "VOTES" FOR EACH GOAL	Laramie County TOTAL	Laramie County PERCENT	Comparison group TOTAL	Comparison group PERCENT
A) Increase the enrollment of new students	59	13.1%	5,540	16.7%
B) Retain more of its current students to graduation	121	26.8%	8,413	25.3%
C) Improve the academic ability of entering student classes	34	7.5%	3,698	11.1%
D) Recruit students from new geographic markets	4	0.9%	578	1.7%
E) Increase the diversity of racial and ethnic groups represented among the student body	1	0.2%	627	1.9%
F) Develop new academic programs	19	4.2%	2,739	8.2%
G) Improve the quality of existing academic programs	92	20.4%	5,623	16.9%
H) Improve the appearance of campus buildings and grounds	17	3.8%	1,035	3.1%
I) Improve employee morale	104	23.1%	5,010	15.1%
All responses	451	100.0%	33,263	100.0%

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Section 3: Involvement in planning and decision-making

RATE: INVOLVEMENT (1 = "Not enough involvement" / 3 = "Just the right involvement" / 5 = "Too much involvement")	Laramie County Mean	Comparison group Mean	Sign diff
How involved are: Faculty	2.50	2.60	NS
How involved are: Deans or directors of administrative units	3.64	3.33	***
How involved are: Deans or chairs of academic units	3.38	3.28	NS
How involved are: Senior administrators (VP, Provost level or above)	4.06	3.71	***
How involved are: Students	2.18	2.32	*
How involved are: Trustees	3.33	3.24	NS
How involved are: Alumni	2.46	2.52	NS

Significance levels: NS = no significant difference; * = p < .05; ** = p < .01; *** = p < .001

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Section 4: Work environment

RATE IMPORTANCE (1 = "Not important at all" / 5 = "Very important") AND SATISFACTION (1 = "Not satisfied at all" / 5 = "Very satisfied")	Laramie County			Comparison group			IMP Sign Diff	SAT Sign diff
	IMP Mean	SAT Mean	GAP	IMP Mean	SAT Mean	GAP		
It is easy for me to get information at this institution	4.44	2.80	1.64	4.47	3.33	1.14	NS	***
I learn about important campus events in a timely manner	4.12	3.03	1.09	4.20	3.57	0.63	NS	***
I am empowered to resolve problems quickly	4.41	2.81	1.60	4.40	3.42	0.98	NS	***
I am comfortable answering student questions about institutional policies and procedures	4.13	2.87	1.26	4.22	3.55	0.67	NS	***
I have the information I need to do my job well	4.56	3.01	1.54	4.60	3.67	0.94	NS	***
My job responsibilities are communicated clearly to me	4.52	3.18	1.34	4.57	3.74	0.83	NS	***
My supervisor pays attention to what I have to say	4.61	3.32	1.29	4.57	3.90	0.68	NS	***
My supervisor helps me improve my job performance	4.43	3.21	1.22	4.43	3.75	0.68	NS	***
My department or work unit has written, up-to-date objectives	4.28	3.16	1.12	4.23	3.61	0.61	NS	***
My department meets as a team to plan and coordinate work	4.33	3.42	0.91	4.31	3.67	0.64	NS	**
My department has the budget needed to do its job well	4.47	3.39	1.08	4.49	3.13	1.36	NS	**
My department has the staff needed to do its job well	4.53	3.02	1.51	4.54	3.11	1.42	NS	NS
I am paid fairly for the work I do	4.51	3.14	1.37	4.55	3.14	1.41	NS	NS
The employee benefits available to me are valuable	4.47	4.20	0.27	4.57	3.80	0.77	NS	***
I have adequate opportunities for advancement	4.18	2.69	1.49	4.21	3.07	1.15	NS	***
I have adequate opportunities for training to improve my skills	4.34	3.09	1.24	4.38	3.42	0.96	NS	***
I have adequate opportunities for professional development	4.32	3.18	1.14	4.35	3.45	0.90	NS	**
The type of work I do on most days is personally rewarding	4.48	3.91	0.58	4.55	4.11	0.44	NS	**
The work I do is appreciated by my supervisor	4.33	3.39	0.94	4.44	3.90	0.55	*	***
The work I do is valuable to the institution	4.50	3.61	0.89	4.55	4.00	0.56	NS	***
I am proud to work at this institution	4.45	3.48	0.97	4.56	4.14	0.43	*	***

Overall satisfaction	Laramie County Mean	Comparison group Mean	Sign diff
Rate your overall satisfaction with your employment here so far:	3.33	3.90	***

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Section 5: Demographics

<i>How long have you worked at this institution?</i>	Laramie County Count	Laramie County Percent	Comparison group Count	Comparison group Percent
Less than 1 year	10	6.2%	933	7.9%
1 to 5 years	48	29.6%	3,632	30.6%
6 to 10 years	53	32.7%	2,775	23.4%
11 to 20 years	38	23.5%	2,943	24.8%
More than 20 years	13	8.0%	1,570	13.2%
All responses	162	100.0%	11,853	100.0%

<i>Is your position:</i>	Laramie County Count	Laramie County Percent	Comparison group Count	Comparison group Percent
Full-time	155	96.9%	9,035	83.4%
Part-time	5	3.1%	1,802	16.6%
All responses	160	100.0%	10,837	100.0%

<i>Is your position:</i>	Laramie County Count	Laramie County Percent	Comparison group Count	Comparison group Percent
Faculty	62	38.8%	5,004	44.2%
Staff	85	53.1%	5,090	45.0%
Administrator	13	8.1%	1,217	10.8%
All responses	160	100.0%	11,311	100.0%

Comparison Group

Aims Community College
Arizona Western College
Broome Community College
Butler Community College
Cascadia Community College
Central Ohio Tech
Community College of Beaver County
Cowley County Community College
Eastern Gateway Community College
Georgia Military College
Greenville Technical College
Kankakee Community College
Kishwaukee College
Lakeland College AB
Lakeshore Technical College
Laredo Community College
Marion Technical College
Minneapolis Community and Technical College
Montcalm Community College
Mountain View College
Mountwest Community & Technical College
Mt Hood Community College
Murray State College
New Mexico Junior College
New Mexico State University - Carlsbad
Normandale Community College
Northeast State Community College
Northern Oklahoma College
Northwest Arkansas Community College
Northwest Iowa Community College
Northwest Technical College
Ogeechee Technical College
Piedmont Technical College
Rhodes State College
Richland College
Santa Fe Community College
Southwest Wisconsin Technical College
Tri-County Technical College
Trident Technical College
Western Technical College
Wisconsin Indianhead Technical College

Notes:

All survey data has been collected within the last 3 years.

Please refer to College Navigator for additional details on individual institutions:

<http://nces.ed.gov/collegenavigator/>