

Comment #	Comment
Open 1-1	Restructure Student Services
Open 1-2	Stop building new bureaucratic divisions and concentrate on improving academic programs, including adding quality faculty members instead of more administrators.
Open 1-4	Parking is already a problem due to the extreme cold that exists in the winter time. The wind that blows all year creating extreme temperature and walking hazards all over campus, between sheet ice in the winter, and sand storms in the summer make it often treacherous to walk across the existing lots. The new building is going to remove at least half of the spaces from the largest lot on campus, but no real plan seems to be in place to make up for those spaces, and the suggestions all seem to create even more problems by creating a longer more dangerous walk across the loop that people speed on. I recommend a 2-3 story parking garage in the other half of the large lot.
Open 1-5	Strengthening the support structure, like Campus Safety & Security, counseling services, child care, and student health.
Open 1-6	Improved processes and communication.
Open 1-8	Decrease the number of administration and professional staff. require that all "staff" employees work a 40 hour week. Allowing one group to flex their schedule but always run behind is not productive!
Open 1-10	Students are our bread and butter, we need to do everything we can to help them and to increase our enrollment and improve the graduation rate. Administration needs to keep in mind the obstacles that student services has caused for students. I hear all the time "what the heck are they doing?" They are making it so hard to register and get in. All the mandatory offensive testing and holds are driving people away. I don't think they have customer service on their mind, nor do they understand or care about the obstacles they are causing. It won't be a surprise if our enrollment goes down even more. The micro managing is out of control in that department as well. I don't feel the new VP of student services really cares about anyone. Just making a name for herself, same for the other administrators. They are not from here, we are a resume builder for them.
Open 1-11	Chair positions should be eliminated. They are functioning as "deans' help" instead of representing faculty. Faculty has lost representation and input because chair-people are now "representing faculty" and making decisions without faculty input. These positions are also faculty positions are were approved as "faculty" and now they are miniadministrators. There are 9 of them with 5 credit hours of release time which is the equivalent of 45 credit hours we shifted from faculty to administration. We took away the equivalent of 3 faculty positions and "released" their time to administration. Chair positions should be administration positions and paid accordingly. If you want a chair to represent faculty, then he or she needs to report to another supervisor outside of their school. We had instructional designers working with a similar structure and it did not work. Communication is still a big problem. This semester I was told not to communicate via email with a peer because I was "frustrated". I cannot ask questions during meetings because they are structured in such a way so that no time is left for Q and A. If I ask questions is because I am "causing trouble" or I am "reacting as a four year old". I am basically treated as a stupid person who is just supposed to come to campus, teach and leave. During meetings, I sit there and I listen to decisions which were made without any faculty input, meetings from announcements from top down but then if something is not done is "faculty's fault". It is demeaning and disrespectful. Some faculty is getting release time for this and that. Some faculty is getting money from innovations funds. Selection of these lucky faculty is based on who asks the loudest. I still think the biggest problem we have is lack of connection with the community.
Open 1-12	Stop disregarding the concerns of faculty and staff. Involve all parties in decision making practices. Allow more time to complete big goals with the idea of obtaining more feedback to make better informed decisions.
Open 1-13	Create high value programs that offer credentials to support workforce offerings.
Open 1-19	Hire competent administrators who are not all cut from the same cloth, viz, education.

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Open 1-20	The first goal is to hire a new President who truly cares about the college--its students and employees. It's becoming more apparent to the employees, the students, the board and the community that the President and Vice President of Academic Affairs, and other administrators (deans) are misusing LCCC's financial and human resources to build their resumes as morale continues to sink to all-time levels. Students are fully aware of this and are being treated poorly and talk about moving on to another college. Most all of the major systems at the college have been changed, and these changes have made things worse. The board is the only group that can hold the President accountable, yet they are either unwilling or unable to come out of denial and see that they made the wrong choice with this President. In fact, the President told College Council that the Lundy report (commissioned by the board) was essentially useless and he had no intention of using this instrument to help improve a dire situation that has developed at LCCC under Joe. Where is the board on this? College Brain Trust did an extensive audit of the college right before Joe came and said that we are overstaffed with administrators, yet Joe has grown the administration to the point of bloat and will cause a financial predicament if funding is cut. Where is the board on this?
Open 1-21	Retaining staff. I love LCCC but there have been so many changes in policy and procedures out here that puts a bitter taste in the mouth of all Classified employees. LCCC was a great place to work, and I was so proud to work here. Lately HR has been looking at the way other institutions do things, and then they change the LCCC policy to reflect on those other institutions. For example, LCCC always fronted their vacation time to employees. That was one thing that made LCCC so unique. The policy changed because that is the way most other places do things. If LCCC classified employees see a higher paying job on campus, we are afraid to apply for those positions because we would lose our legacy status. It was sad to see, for once, faculty and staff agreed that shouldn't happen, yet the administration voted it down at college council. College council should just include the President's cabinet and the administrators. No other voice is really heard. Dr. Shaefer is doing a good job but he needs to also focus on employee retention. If LCCC isn't a wonderful place to work like it used to be, we are going to lose a lot of good people to higher paying jobs around the community, and LCCC is just going to get more employees that look at it as a job, and not as a family like I do.
Open 1-22	Faculty should have a bigger role in advising. The "holistic" model sounds great, but without faculty it is a farce.
Open 1-23	Support employees through increased pay. Reevaluate organizational structures and stop adding additional mid-level management.
Open 1-24	Get the administration out of their cloud space and connect them to the damage they are doing to the institution with their autocratic actions. The administration is wrong: it is not a good thing that we are losing solid employees.
Open 1-25	Advising is key to developing relationships with students that cause them to be successful in this setting. This requires getting to know the students from the start and assessing their abilities. The priority would be to start them in classes that they will be successful at so that they can build a foundation of success. This will in turn give them incentive to continue with classes on towards course completion. There also needs to be a mechanism in place to alert us when students begin to have difficulties so that we can plug them into the right support whether it be tutoring or other needs. Assessing their skills set and guiding them into the best career direction is crucial for those advising students. Students need one key person as their point of contact for any issues that arise. They need to feel connected to someone at the college who feels that their presence matters.
Open 1-27	Communication-improve communication Hire employees from our own community. Promote employees from within the organization whenever possible. They already have an investment in the college. President needs to acknowledge complaints brought forward and resolve them.
Open 1-31	Make significant changes in Human Resources so that it is an area that is respected and builds trust. This will not happen with current Director.
Open 1-38	Building organizational capacity through professional development and training.

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Open 1-40	Value, is supposed to be a key part of the mission statement of the college, at this point, valuing others has gone. What seems to be valued now is the look of the campus and the politics of building. How many classes could have been funded with the new gates and signage? If students were actually valued, would any available money be better spent on those we are supposed to value, or pretty gates and cutting courses last minuet to save money? Unfortunately it is preached that value and respect of others (students) on campus is our goal, until... it gets in the way of monument building, or is that resume building.
Open 1-44	-Deeply evaluating the programs that are here. Is it time to stop putting energy into programs that aren't thriving or won't have a place down the road? Do we need to put more energy into existing programs? What about exploring new ones to meet the needs
Open 1-47	Communication, decision making, advising of students (faculty involvement is essential).
Open 1-48	Better advising for potential future students. The programs that are available, clearly don't get enough media/publicity, because parents are not aware of the opportunities they have to get their high school student enrolled in classes in 9th and 10th grade. And they get frustrated when their child is not prepared to find college opportunities as they graduate high school. Both students AND parents need to be notified of all programs/classes/lectures presented so they can get the information needed to succeed in a college environment.
Open 1-49	Make it easier for students to register for classes not harder. Consider students needs before canceling classes and course offerings. Get students on campus before being worried about getting paid.
Open 1-50	Communication continues to be an issue. We receive tons of information--almost too much at times--but the active listening portion of communication is still missing. Not only listening, but actually taking action after hearing. The top admin tends to have their minds made up then seek input for appearances. The other major issue is CTL. We need to have qualified people running it, not people that would be better kindergarten teachers.
Open 1-54	More inclusive planning. Less top down management.
Open 1-56	Improve the leadership in the Human Resources Office
Open 1-57	Improving training policies and procedures to prepare employees to efficiently and effectively serve students.
Open 1-59	Management that is profesional and calm, does not make constant threats of being fired. Fair pay for the maintence staff that is required to work when no one else on camp is working (i,e, holidays, closure days, weekends and after hours on call)
Open 1-60	Manage change with a more inclusive method that eliminates silos and is focused on an improved student experience. Improve employee sense of value.Improve communication from administration through middle management to staff.
Open 1-64	Address equitable pay issues regarding faculty credentials.Provide raises for staff and faculty.
Open 1-65	The institution needs to support the programs they have not take away from all of them for new programs that were here and cancelled now brought back and all of our budget dropped 50% in one year. Very poor planning.They need to get Deans that care about the programs they have that have a vested interest in those programs not one s that sleep in there offices during the day and come see the program once a semester.
Open 1-66	Involve ALL employees in decision-making processes AND do not change policies throughout the year, but instead once per year (preferably at the beginning of the year).
Open 1-67	Increase Enrollment - Continue to emphasis completetion and improve the system. But honesly evaluate what internal changes or issues are contributing to the 30% drop in enrollment. Stop ignoring, hiding it and blaming external factors. Raise MoraleEvaluate the HR changes and be open and willing to make changes if something is not working well.Revamp the HR New Positon Ranking system.
Open 1-68	Involving all stakeholders (particularly faculty and students) in discussions about decisions to be made, and actually allowing for the time to implement the decisions in a logical and common sense way. Right now, many changes are made with no discussion with faculty and no regard to the impacts on students.
Open 1-69	Develop a systematic continuous improvement process for all programs and services.

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Open 2-1	As a newish employee, I do not feel that there is adequate communication at all levels of the college. Many things happening feel like they are secrets shared among Deans and Chairs, Deans and VP's, and not with faculty. Additionally, changes are not brought forth in a timely manner. For example, the common course assessment data that was implemented Spring 2014 was told to faculty three days before the term began. Information that impacts faculty and staff should be old weeks and months in advance. The feeling I get from the college is that the Administration is really just here to pad resumes and then move on. While that's not a negative in some respect (everyone does that), it's disheartening to see so many changes that will impact all employees and students, only to have those who pushed for the changes (generally without faculty/staff acceptance) leave in a few years. This survey, for example, is a great look at how LCCC functions. Everything is done behind closed doors. There's no communication. Furthermore, it should REALLY say something to the administration that your employees can't talk to you; rather, they have to use anonymous surveys. I've been at LCCC for four years, and I am already contemplating where I'll go next, which is a shame for an institution that I was really on board with when I started.
Open 2-2	I believe that Dr Schaffer has a clear vision and purpose for LCCC. It is not always clear that the rest of President's Cabinet or that middle management share this vision.
Open 2-4	Promises made to slow down administrative layering were not followed. The college has increasingly become focused on pushing papers and accumulating data at the expense of quality faculty-student time, seemingly to justify the addition of new administrators.. If the administration believes that faculty are not teaching well, then someone should observe those who are considered potential problems, rather than piling on useless busywork that burdens all faculty and will never result in an improved educational experience.
Open 2-7	HR policies have gone through many changes and the staff seem unable or unwilling to assist. The HR director is completely unavailable.
Open 2-10	Since LCCC is in a conservative area, the culture of the college is conservative as well. This type of culture lends itself to a disinclination to change. So, with the great number of changes going on right now, change management is especially important. Over-the-top communication would be helpful, especially in-person communication. I also think the passing of the new HR policies in the spring (regardless of the fact they may have been necessary) severely damaged communication lines between administration and staff, severely disillusioned staff, and gave the impression to staff that administration considers Staff Senate's authority to be a farce and is only in place to acquiesce staff - to give staff the impression that they have a voice but, in truth, are not actually being heard or acknowledged.
Open 2-11	I feel that the administration likes to sit and make ridiculous rules to go by and then they don't pass them down until something happens. The policy's were changed fast and furiously in the past few years. The ability to move and improve has pretty much gone away. HR has been ridiculous. Making rules as they go and not making sure the campus is aware of them.. Leaving it up to deans, directors, VP and registrar to pass them on. They feel they are way to important to discuss much with us. We find out in trial and error. The business office does the same. Make new rules decides to change processes which is fine but tell people. Just like HR they make new rules but don't tell anyone. Overall I'm frustrated with this place. I love my job and what I do. The people running the show make it difficult.
Open 2-12	Policies should be easily accessible. No "search" is available to find anything. New webpage is always showing the same actors. Please do not have us scroll down for our email and D2L all the time. D2L email needs to be separated by classes. Upper administration is not supervised. Everything is going from up down and faculty is just acting like stupid troops without saying anything.
Open 2-13	It does not matter what I put here because the comments won't be considered. Administration will simply do what they want regardless of feedback.
Open 2-14	The new HR policies were a big hit to morale. Other policies and processes are changing so quickly that they are hard to keep track of. The onestop website for institutional policies is great, but that access to departmental policies and processes is not as easy or clear, especially for cross departments like HR and payroll.

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Open 2-15	Lack of respect from Cheyenne to other satellite campus's is appalling. I could only wish that the cohorts in Cheyenne could see how straining it is over here when are jobs are hindered because of people over there making decisions without us in mind. If you could survey students on the satellite campuses in comparison to students on the main campus. It would be drastic.
Open 2-16	Policy and procedures are not followed in a fair and impartial manner. Decisions are not made with everyone's input. Often times the students get stuck in the middle. Supervisors do not listen to concerns and harassment is allowed to occur.
Open 2-17	You should listen to what the employee (staff and faculty) who are doing the actual work are saying. We're the ones who know what the students are saying they want.
Open 2-19	It would be helpful to have more communication between all of the staff at LCCC, especially the different departments. I feel as though departments are in competition with one another even though we are all trying to achieve the same goal. It would also be helpful for the VP's to consider the needs for different departments.
Open 2-21	I am borderline between satisfied and somewhat satisfied. I think the built in breaks of the academic calendar help my morale stay passable and keep me at satisfied but it would probably be lower if I had to be here all year. I don't think there is a single procedure on campus that is working like it's supposed to right now and answers to questions about policy, process, and procedure change almost daily (if there is an answer) and sometimes are even contradictory from day to day or week to week. Work gets done, undone, redone, overdone, underdone...you name it. Some of that is par for the course at any institution, I suppose, and I can be somewhat forgiving since I think people are working hard at it, they just sometimes neglect to see how things fit into the big picture and affect others. I do feel like I work with (mostly) good people with good intentions and most of the time I quite like my job.
Open 2-22	Policy and procedure changes happen and evolve with the current times. The change management of the updates lacks planning, respect of the human resources, and is done in a manner that alienates the human resources.
Open 2-26	Too many changes to staff, not good changes!
Open 2-27	Morale is at the lowest point I've seen it since I've been here, and I started working here right before Darrel Hammon arrived . It's the college president's job to manage change, and this president has not managed change well. He'll give you all kinds of "data" that he will use to show that things are better at LCCC. Everyone knows the data is suspect, at best. The board needs to come out of denial and admit they made a mistake and not renew the President's contract. We need change in leadership, and we need it to happen before the systems that have been changed all at once collapse.
Open 2-29	Enrollment minimums need to be more flexible. Independent studies should not be the only option for courses needed for graduation. If a program has good AVERAGE enrollment, under-enrolled courses that are required for graduation should be allowed to go, and count toward the faculty work load total. The institution has restricted the number of hours faculty can teach, but then ask them to teach independent studies or cause great hardships on their students. Most faculty will do what is best for students, and then end up teaching more than they can adequately handle.
Open 2-31	The current administration is making decisions which are disrespectful of staff and faculty, clearly designed to pad their resumes. All of the senior administration is in transit and their choices about how to administer and where to lead the college are only self benefiting and not considering the needs of the employees. Decisions are made and implemented in private with no opportunity for input until too late. Proof of the self serving nature of current administration is the discounting of the previous climate study results and the statement that it is a good thing we are losing the employees who have left. Additionally, internal promotion is a joke. The current system is designed to prevent internal candidates from advancing.

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Open 2-33	<p>1. I believe that little to no transparency exists from the Dean level up. This results in decisions being made that effect all campus employees from work load to off contract responsibilities. Examples are too numerous to mention but the current "mandate" is program assessment from those one person faculty departments in which their program assessment was completed less than 5 years ago. This is ridiculous. This type of "behind the doors" decisions affects morale. Morale is at its lowest. We will lose more faculty if administration does not pay attention to their expectations of faculty and staff. 2. I have worked for and with many supervisors in my professional life. I find my current Dean nearly impossible to work with or for. I am outraged at the level of favoritism being displayed. I believe decisions are made without consultation. I believe that requests or suggestions end at the Dean's door and are overlooked or put aside for the benefit of a few. The Dean is not incompetent but will not consider any ideas or suggestions or offers from anyone outside of a chosen few. My Dean won't even acknowledge me without me speaking first. My Dean has never been in my office or poked their head in to check on whether I am even in the office. However, I do get chastised when work or a document has not been turned in to meet their expectations. My Dean makes decisions about programming without consultation from me. 3. I find the current practices of the VP of Instruction questionable. I believe he has surrounded himself with Deans who don't stand up to him or advocate for faculty. He has hired "yes" people. As a result, they do his bidding which makes the Deans look ineffective (I do not believe they are ineffective) which in turn creates a climate of distrust and antagonism. I would imagine since I am speaking in generalities that my feedback will not be included as I am not speaking in numbers or statistics. 4. Please help me understand what is happening in Student Services. As far as I can tell, the whole advising program has been gutted and now faculty are fighting for a voice for what benefits students. Students are not getting good general advising and being told to take classes that are not going to transfer or classes that will cost the student time and money. 5. The Chairs are overworked. I like the idea of Chairs, but not when they are doing the work for the Dean. I have had at least 3 chairs say separately to me that they will no longer serve in that capacity due to the ever increasing work demanded of them. A person is good enough to be a chair but not allowed to apply to be a Dean? 6. I am also troubled that Deans are allowed to live in other communities such as Ft. Collins rather than living in Cheyenne. 7. Classes are allowed to run with 4 people in them. Classes are added and then end up with less than 13 people in them? What a waste of money. 8. I have not seen the President of LCCC all semester. I understand he is a busy person, but this behavior is not conducive to a "team approach". 9. We have hired upper administration more than ever since Joe came on board. Where is the money coming from and what are we getting out of it? What do they do and why does it take 3 people to do what Cora Futa did solo? This is just an example. Are we getting the bang for our buck with these folks? As far as I can tell, the</p>
Open 2-35	Procedures should be followed more consistently.
Open 2-36	<p>I enjoy my position and the part that I fulfill for our students and implementing programs that the community has a need for. I feel dissatisfaction when people are hired under their 'friendships' or 'acquaintances' to those on the hiring committee and not for their TRUE qualifications. Another situation is when someone is not fulfilling their obligation in their current position and NOTHING is getting done about it. Stagnation in a GROWING area to meet the industry demands does not allow us to provide the quality lessons students need to keep up with the industry's growth. We should have innovation and think on how to better support the industries and their demands when it comes to our trainings. Just because 'we have always done it this way' does not mean it's the best way now. I also think communication between all portions of the college is lacking; the hand does not talk to the foot to relay how we as a COMMUNITY at the college can better serve each other. Even when change is made, people revert back to the old ways of doing things because the new ways might take more effort. I am not here to just make a paycheck, I'm here to develop my future in the students. Word of mouth means a lot and if we are providing quality, then the word gets around that no other college does it better than LCCC!</p>

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Open 2-37	The way the policies were changed is an insult to employees. Students are not being focused on. The advising model is not holistic and a disaster. The advisors have a horrible supervisor that is not approachable, is very rude to others, is not a team player and has no idea what she is doing. The VP of student services is very disrespectful. She does not respect or accept input. Title IX training is a perfect example. People told her what a mess it was and she failed to take the input given then lied to the board of trustees and said everyone that reviewed it liked it. She lies regularly to attempt to smooth over decisions she has made. She is not approachable and is always talking about others behind their backs. Quite the gossip and unprofessional. She causes huge communication issues with her on again, off again way of dealing with issues. Lets do it this, no this way, no back to the other way. Mood of the day is how staff see it. When concerns are taken to Joe (president), he does nothing. He is not acknowledging how dysfunctional student services is. We are tired of disfunction and chaos all the time. Our reputation in the community is at an all time low. When you work here and people approach you asking what is going on out here that they see the college as a real mess, that is embarassing. Board of trustees need to open their eyes and ears and help!!
Open 2-39	I sometimes wonder if some supervisors are too busy to give the guidance needed by their subordinates.
Open 2-41	Currently, the work that is being done is difficult but it's good work with all the changes that keep occurring. I do get confused at times as my work load appears to be continually changing. When I first got here I was told 24 - 30 hours of teaching; then it went to 30; then it went to 36 and now I've been told that is 43. Some of this I have resolved by talking to my Dean but 43 seems to be a number selected by my Dean and doesn't make much sense when my time as program director has increased with the growth of our program and yet my hours of duty continually increase...combined with the fact that my time away from our college never really seems to occur. Makes for me being tired and, at times, feeling burned out and wanting to get away. Cancun anyone? :) I do need to clarify that the 43 is a combination of teaching and program director duties BUT it still seems like a bit overload and continually increasing. I think 36 is reasonable workload for 11 month employee.
Open 2-42	This campus has still not recovered from the change in HR Policies last year. People are not seeking new jobs on campus in fear of losing their legacy status - this will continue to erode morale. The political capital used on that single issue was huge. It has severely effected morale. Middle managers - Deans - are very weak They are passing down work they should be doing. Faculty are tasked to absorb more and more administrative work.
Open 2-43	The three biggest problems I see at LCCC are: 1) A failure of administration to understand the realities of their employees workloads, 2) A seeming lack of respect of administration for employees through withholding information, excluding employee involvement through unreasonable timetables, and culturing a divide and concur mentality for management, 3) A failure to cultivate a unified vision for LCCC employees.
Open 2-44	LCCC keeps adding more administrative work for us to do. It seems as if faculty are not being allowed to spend their job teaching, which is the most important thing we do. Instead, we are forced to do multiple reams of paperwork that will look good for some administrator to have fulfilled, but will not benefit my students or my department. The program assessment is an example. Faculty were told in mid-November that annual program assessment must be done, and immediately there is a time crunch. Much of the assessment piece is nothing but busy-work. For instance, developing a mission statement for the program establishes nothing but some kind of semantics to justify your program. Tell me the five things you actually want done and let me do them. Don't create busy work because it looks good on laminated paper.
Open 2-45	Pay faculty market value. I could earn over \$20,000 more working somewhere else, and will most likely leave because of low salary.
Open 2-46	I really do enjoy working at LCCC, but get really frustrated when policies or procedures change and there is not communication about the change. One day it is this and the next is different. As a fairly new employee it is hard enough to learn what I need to do then changes are happening so fast and no guidance on any of the changes. I like change and it is a good thing, if done systematically and controlled.
Open 2-47	Opportunities for advancement and Benefits have been taken away. Some with Absolutely no notice or regard what so ever.

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Open 2-48	It seems that changes are being made for the sake of change, not that they are necessarily needed. Feedback is asked for but the time given for that feedback is too short or there are too many policies and procedures to review in the short amount of time that is given. The feedback given is either ignored or ridiculed as well as the person giving feedback is belittled as well. It seem that any changes put forth are rubber stamped regardless of the input given by others.
Open 2-50	LCCC has done a good job of trying to be more inclusive in policy/goal development. Communication is hard to improve, and I feel like LCCC administration is trying to improve communication to help better the campus culture.
Open 2-52	Simply put, the Administration does not balance it's expectations with it's own abilities. The expectations, lack of communication, withholding of information, disinformation to the employees and public, etc. only demonstrate the lack of shared governance leadership and the belief in dictation.
Open 2-53	This institution has gone backwards in the last 2.5 years. Senior administration is very heavy handed. They do not follow policy/procedure but come down hard when others don't. Senior administration is very elitist.
Open 2-55	This semester seems to be extremely busy with all of the external work with general education, program reviews, and at some points, the deadlines were not communicated clearly, or set with too little time to work on those tasks effectively. It would be nice if it didn't feel like the college was trying to push everything they could through in one year or one semester. Overall culture here is very friendly, everyone is pretty nice to each other.
Open 2-56	I feel that we do surveys and talk to professionals about our issues and concerns with working here but NOTHING changes. Sometimes you have to micro-manage to see what is going on in each division or with each dean. If employees are communicating that things are not going well, then someone needs to do something about it before you end up losing more people that work at this institution.
Open 2-60	Administration not always listens to the faculty, the administration legal team seem to be the ones producing many of the policies and procedures that affect our job, there are too many administrators and very little staff and faculty who are the ones that make the difference in students' lives.
Open 2-61	Communication and how the administration views or shows caring for the perception of the messages sent to its employees..is a big issue here on campus. Many faculty/staff are overly stress, frustrated, and feel they have no say in what happens at LCCC. The climate is deteriorating in my part of the campus...there is lack of trust for the 'leaders' there. Many are afraid to say no, or to say anything that goes against what administration wants...due to fear of reprimand. I do not see myself staying at this college for much longer...the stress, lack of feeling valued, and ignorance to how issues are affecting the classrooms and faculty/staff's ability to be present for students are contributing factors.
Open 2-63	Do not request feedback and pretend to have transparencies in decision making if you just going to dismiss suggestions as having no merit and continue with the original plan. Administrators should not become hostile or overly defensive when questioned.
Open 2-64	I am somewhat dissatisfied with the HSW dean. She is heavy handed and micromanages and has pretty effectively decreased morale of a division that used to be very satisfied and happy. I would like to be part of conversations that impact me. I really hate having the discussions go around me and decisions being made without any input from me.
Open 2-65	We now manage employees by email, rarely talking in person. It is a gotcha change. People across campus are being written up for the slightest infractions. Employees keep their heads down and try to stay in their offices. It won't be long before employees will accept that as the norm.
Open 2-67	The work I do is very rewarding and I enjoy working with students. The are too many people making decisions and creating an environment that is constantly changing and costing the institution money.
Open 2-68	Current administrators above the dean level seem to have very limited knowledge of how to run a business. There is little or no attempt to see what goes on in the trenches. They must spend their time with the inner circle and are clueless of the rest of us. We care about the College and students but LCCC seems to be just a stepping stone to them.They have had several embarrassing role-outs that had to be walked back or just fade away.

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Open 2-70	Our mission is splattered everywhere - but the words are empty in terms of practice. The culture for staff in student services is "shut up and do what we tell you." Hiring committees are a joke - we are sworn to secrecy which has allowed hiring managers and selection committee members to disparage applicants. Ohhh, the trouble LCCC would be in if applicants knew
Open 2-71	Stop asking us to fill out these surveys when we all know that you plan to do absolutely nothing with them.
Open 2-72	The current climate of the campus has become much more of a hostile environment to work in the last 12 months. Administrators at meetings are seen more on their phones than paying attention if they are kind enough to even attend activities/meetings. The policies enforced on campus are a result often of not wanting to live up to their word. The promises of administrators are not valuable they say they will do one thing and then flat out not do it!
Open 2-73	The Human Resource policies and procedures have not been well understood by employees. Late interpretation of the how leave will be handled (not accruing after reaching max) has not be communicated to employees at all.
Open 2-75	I am very satisfied with my department Dean and immediate coworkers. I've been frustrated lately with the lack of leadership in the HR department and the roll out of their new policies. HR keeps hiring more and more people but the department remains non responsive to phone calls and emails. It's very hard to get any information from them. I would like to see better leadership in that area.
Open 2-78	Processes and policies continue to be developed in silos without input from stakeholders. The consultative feedback process is ineffective because past experiences have proven that most comments are ignored if they do not serve the initiator. Additionally there is fear of retaliation for expressing dissent. Recent changes that directly impact the student experience, like the changes in EaglesEye or the electronic student course evaluation process, seem to have been developed without concern for the needs and experiences of the students that attend this institution. Policies that address campus safety, program evaluation, employee evaluation, and student service have been slow to progress. Meanwhile there has been no delay in developing human resource policies that inhibit employee promotional opportunities.
Open 2-79	I think the biggest issue about campus culture and policies is that some people never follow any policy that is out there and they never see any consequence while other people get in trouble for even the slightest things that looks to a manager like a bump up against a policy. Also it makes it hard to figure out what you can and can't do when there aren't any polices about some things. And then we have some policies out there that are meaningless because nobody is doing anything the policy says we are supposed to be doing so it is just a sham and who is responsible for that. Not only that some people get away with ignoring policy that does exist while others get in trouble, another issue is that there are some big gaps in policies like shouldn't there be IT policies? Aren't there supposed to be policies about safety and OSHA? Aren't there supposed to be polices about what and how you can and can't spend public money? Feels like LCCC is missing some significant and needed policies. Some areas have policy and others having zero doesn't make sense. Some people getting in trouble and others never even being called on their policy violations doesn't make sense. I think that kind of inconsistency is what can hurt a good campus culture.
Open 2-80	Having worked at other campus's I can say that the faculty seems to not understand that their primary job is to teach. They seems to want to do everything and be in charge of everything. There are not enough boundaries regarding job duties and then not sticking you nose into others jobs. I find that they are often trying to tell other departments how to do their jobs when they know nothing about it. It's as though they are used to running everything and have little respect for the work that goes on around them. Not all faculty but the majority of faculty. The culture needs to be one of mutual respect for job duties. I don't tell them how to teach so they shouldn't be telling me how to do my job.
Open 2-83	Lack of policies to guide faculty when a student concern comes up. Administrators have Special Considerations for some students that fall outside the current policy and procedures.

Comment #	Comment
Open 2-84	The director of Human Resources is creating a hostile work environment in the Administration Building. She refuses to communicate with anyone outside of her office which operates as a silo. She also has the employees in her office operating in silos. It is November and still no training on the PAF. She can't stand in front of a group of people and give them all the same information because it changes on a daily/weekly basis. Her staff has tripled and she has decentralized all of the HR job duties out to the managers. Her staff has to answer questions that she should be answering.
Open 2-88	There are good things happening at the College. My job is interesting and gratifying. Helping students get an education and accomplish their goals; playing even a small part in affecting positive changes in their lives is amazing. The faculty and staff I work with are excellent employees, they care and we have a great team. My supervisor is the best. The benefits package is first rate and I am paid fairly. The emphasis on completion rates is welcome and long overdue. I agree with and support many of changes at LCCC that have been instituted by Dr. Joe. The drastic drop in enrollment, low morale and the low value of the employees concern me. Low Enrollment: A higher than 30% drop in enrollments over three years is drastic. It will affect the next round of State funding. The College's funding is based on several factors; completion and enrollment are two. They are not mutually exclusive, but part of a whole formula. Although the low enrollment is due in part to external factors we can't control, the question is what internal factors are contributing to low enrollment? Those are the things we can change. Low Morale: Each time Dr. Joe dismisses the fear of speaking up and low morale issues it makes it worse. Dismissing these things adds to the perception that employees are not valuable, adds to the fear of speaking up and being labeled. When asked by the media about the employees' fear of speaking up, one explanation Dr. Joe gave was peer bullying. I don't know where that idea came from because the data collected in the same survey indicated the majority of employees felt free from harassment. Another explanation was the employees have never been managed and this is a reaction to management. To make an all-inclusive statement that the College's employees were poorly managed was not only inaccurate, it was offensive. There were good, effective employees and managers three years and four years ago. There were pockets of poorly managed employees and room for improvement too Low Morale Caused by Mistrust: After the HR Policies and Procedures were approved one of the commitments the President made to the Board was Exit Interviews would be conducted when employees terminated their employment. The Exit Interviews would be used to determine if the Policies and Procedures were affecting an employee's decision to leave. Exit Interviews are not being done; this fall when asked about it at a Board meeting Dr. Joe said something to the effect that Exit Interviews are not a good indicator because employees leave for one of two reasons; either they are going to something better or they are disgruntled. Those factors are not the issue; a commitment was made to do them. They should have been starting the day after the Policies and Procedures were effective. We have gone through the largest employee exodus in LCCC's history and no one asked them why. The only way to recoup the data is to contact everyone who has left and do Exit Interviews. If gaining the trust and respect of the faculty and staff has any importance the President will honor the commitments he makes. The Board of Trustees doesn't hold Dr. Joe accountable. When the Board learned Exit Interviews were not being done, Kevin Kilty expressed his frustration, but nothing has been done. The Board votes unanimously time and time again for Dr. Joe's recommendations. The
Open 2-89	Changes in administration have altered the culture to allow for a few individuals to force changes without input from relevant faculty and without regard for the impact on student groups. I am ashamed that a community based institution would turn its focus to sacrifice some students' success to increase enrollment, or some other bottom line goal.

Comment #	Comment
Open 2-91	<p>When I came to this institution, I was excited to get involved and work with students to improve their future. The work I do now detracts from my ability to help my students improve their future. If I do not agree to do this work for the administration, I am accused of "not working for the students' benefit." The administration constantly holds the students against the faculty, yet the administration actively forces us to do work that is contrary to the benefit of the students. Deadlines for bureaucratic paper work that does not help our students directly is unrealistic. Works loads are too high. We have been told that we must be collaborative and cooperative, yet we are told we are not allowed to communicate with our adjuncts. We are also told we are not allowed to speak to students that are not in our classes. Faculty are "asked for their opinions," but when changes are made, those changes are not in support of faculty needs, priorities, opinions, or good for the students. We have been told that as lead faculty we will be involved in hiring adjuncts for our classes, but sections are frequently added online and adjuncts are hired that are not even in our hiring pool, because 'someone' knows someone. I thought that we were getting away from the good old boy system of hiring people, but we are not. All of our online adjuncts know one of our administrators and are hires without scrutinization of their qualifications, or better yet, of our actual need to have an online section. We have faculty that are very worried that they might not make their load, because extra sections of their class were opened without their knowledge. This institution is a sinking ship and I wish that I had time to look for another job. But I do not have time because on top of all of the MCORS, Gen Eds, Program revisions, articulation agreements, and program reviews, I actually have a job to do that involves the creation of, administration of, and grading of assignments and exams, not to mention the ability to make my lectures relevant and exciting to engage and help our students. The administration has NO CLUE how much work faculty put into their students and their students doing well. I was at school until 8pm the past two Friday nights tutoring students that are worried about passing. The only reason I am still here is the students. The administration is driving me into the ground. My spirit is crushed to the point that I think I am going to leave teaching all together at the end of the year. LCCC has killed all of my passion for teaching and instead I have become the crusher of student's dreams. On a daily basis I do not have the heart to encourage my students because LCCC has ripped my heart out of my chest and stomped on it. At this point any other job looks better than this one. I hear Menards is hiring, maybe I will apply to work there.</p>
Open 2-92	<p>The policies are fair, equitable, consistent, and are easily accessed on the College's website and EaglesEye. With the exception of a few, the employees promote a campus culture that is sincere, personable, friendly, knowledgeable, and not self-centered. Most employees have the College's mission and vision at the center of their motivation to be accountable for the work they perform.</p>
Open 3-1	<p>Make sure strategies and goals align with mission. Sometimes it seems like we are hopping on the latest bandwagon.</p>
Open 3-3	<p>I do think that the college has placed undue emphases on building new buildings... It makes sense when the student body is at its highest, but with recent declines, is it still warranted? I understand a principle of growth, which is "you build or invest in order to grow." Building a new building is forward thinking, but I wonder if it can be done in a more cost-effective and scaled down way. This would allow for better funding of certain support elements of the institution, from counseling services, to security, and student health. In a day and age where student emotionalism and stress is inherently challenging and even dangerous for the well being of a campus, these areas should be more highly invested into. What's a new building worth without a well balanced community?</p>
Open 3-4	<p>I feel the goals are good. The way they are going about it is running everyone off.</p>
Open 3-5	<p>We need to have more trade programs. We need to eliminate programs with few students so we stop offering classes with a few students. We need to allocate our people better. Ask people what are they good at and promote them to work there. Unfair distribution of money and resources.</p>
Open 3-6	<p>I really like what is happening with planning and goals; however, I do not think it always translate effectively to department and individual goals.</p>
Open 3-8	<p>I think LCCC's goals are valuable and the vision President Schaffer has is great. How we get there without chasing off the wrong people is a concern.</p>

Comment #	Comment
Open 3-9	Joe Schaffer has stated that he sees LCCC as becoming a world-class institution. I think he has been out in the poppy fields too long. LCCC will never become a world-class institution because of the lack of sufficient resources and the quality of the faculty employed at LCCC. We can become a good institution only if we start hiring more competent faculty. Joe Schaffer has gone crazy hiring more administrators, perhaps in an attempt to bolster his resume when he applies for a new position. A few years ago the College Brain Trust conducted a survey of college climate/resources and the report indicated that LCCC already had too many administrators. For some reason Mr. Schaffer chose to ignore that report, which by the way, cost the college many thousands of dollars to obtain.
Open 3-10	The goals should be to develop quality programs to effectively serve the community not a regional online college.
Open 3-12	The goals and the changes that are being developed do not make the college better. They do, however, help build resumes of the President and other administrators.
Open 3-13	The goals are acceptable. It is the implementation at all levels of admin, from dean on up, that is the problem.
Open 3-14	I would like to see us surpass the most technical, industrial, business, humanities and medical colleges in the region so WE are the College to attend. Professional development throughout the employees and within our course development should be a priority. Mandate CEU's for everyone to take each year to improve skillsets.
Open 3-15	Not sure what they are, forever changing and not exactly where we are headed.
Open 3-16	Mcors I am satisfied. Not satisfied with new personnel procedures. I believe the operational plan of LCCC is full of vision but lacks follow through particularly in engaging students through transfer or into the workforce. Also, the aspirational value of tolerance is most often substituted by throwing one another "under the bus." There is no blending of the old and the new and the rift is clear.
Open 3-17	I think we are heading in the right direction; Lots of work is occurring but it's work that needs to be occurring; I do wish that the intrusive advising actually advocated faculty being more directly involved; feel many times as if we are pushed to the side and we are the ones that know the programs the best.
Open 3-18	The goals are good, but most problems lie in how we are trying to get there (time tables, developing buy in, allowing all stakeholders participation, developing policies for smooth transition).
Open 3-19	I think that the goal of graduation and completion is nothing but the attempt of administration to meet legislative requirements. It does not seem that students are truly a priority.
Open 3-21	Goals are a great thing but more planning needs to go into things before building new Building I.E. Parking!
Open 3-23	The mission of the institution must be geared toward serving the needs of the community. The new "completion agenda" is counter to lifelong learning; policies and actions by the current administration have damaged decades of good will established within the community.
Open 3-25	They are only in written form to prove an administration can administer, they are not goals of action the administration has any belief in realizing.
Open 3-28	The goals are fine - but admin needs to look at the right places to reach these. Student Services is where most of these are failing, even though there have been some strong hires for some of the director positions.
Open 3-29	Goals are not the issue.HOW we approach those goals. That's what touches people's lives and affects their day-to-day existence.
Open 3-30	I think the college's goals have been pushed aside and are a thing of the past. Each individual now has their own goals, and do not care about the college's overall goals.
Open 3-32	I feel the goals are appropriate ones...but changing everything at once is too much.
Open 3-34	The institutional goals are not well understood by faculty or staff. They are also implemented far too fast without regard to all of the other work functions that faculty and staff must do to effectively serve students.
Open 3-37	I am extremely impressed about the drive to improve graduation rates and student retention. Since we provide the majority of our services to first generation, low-income, and non-traditional students, I am pleased with the push to improve developmental course assistance and completion.
Open 3-38	The Strategic Plan Strategies, while well developed, exclude the work going on in some areas of campus. Service and support are vital to accomplishing the mission of the institution.

Comment #	Comment
Open 3-39	The new employee orientation was great. The breakfast with the President was a nice touch. It is because of the new employee orientation that I know that one of LCCC's goals was a new on-boarding program. Great job with that. One thing about working here that does relate to the goals is about IT. What is with the bandwidth issues? What is with the system slow-downs? Where are we with the goal of "modernizing and updating the data and technology infrastructure"? The helpdesk actually cracks me up. Feels like we are about 10 years behind the rest of the IT world.
Open 4-2	LCCC is really a wonderful place to work and I think that we have been making great strides. Please don't let the voices of a few strident malcontents carry too much weight in decision making. This has gotten better, but it seems like these individuals still have the ear of some Trustees.
Open 4-10	Faculty is not pleased this semester. Too much of our time is spent on looking pretty for the outside people instead of remembering what is important. Faculty should be thinking about how to make students learn better. MCORs should be done by a work study, we should not be spending time copying and pasting when someone else can do it. There is this false sense of "faculty help" around, "if you need help please ask" which is not there. I would like to see someone who comes to my office, says: you were assigned to do ...MCOR, have it all written down, I review it, this person rewrites it, comes back to my office, I review it again and then sign off to the next level. I would like to see instructional designers doing something for faculty instead of spending time with their "online programs". For example, when we were required to have midterm grades for our classes, all D2L shells should have had that column done in our gradebook, details like that would help everyone. Faculty is reacting instead of making intelligent decisions.
Open 4-13	Listen to employees and implement changes. After an outcry, do not disregard people. Why would anyone want to work in that type of an environment?
Open 4-14	We need better communication on all levels. Also why change is good, sometimes you need to set back and let everyone take a deep breath. Too much change too fast is as bad as no change at all.
Open 4-16	We need to support our local community if we expect others in our community to support us and our programs. We have had many people leave the institution over the last 18-24 months. Some of them needed to go, however we are also losing good people. One thing that concerns me is that we the administrators that come from other areas don't understand Cheyenne and they think they can come here and "change" it. To a certain degree you can and to a certain degree people are willing and ready for that change. However, the hiring pool is only so big. When you start losing good people the hiring pool diminishes. As this continues to happen you pull people who don't understand the region. Cheyenne and LCCC are unique and we need to remember that it is choice for our students to attend LCCC and live in Cheyenne, as well as a choice to work at LCCC. The people who work here have a passion for education, many of them could make a great deal more money in the industries in which they teach. They choose to teach and this should not be forgotten.
Open 4-17	The hiring of new faculty should start at the beginning of the calendar year and be completed by March. LCCC seems to have a tendency to hire in May or June when the good candidates have already accepted a position elsewhere.
Open 4-22	It's the worst it's been and continues to decline. The board is the only group that can make this better by changing leadership. However, it's very apparent that the board is unable to muster the courage to initiate the change. It's probably very difficult to initiate change when most of the board have allowed the president to charm and manipulate them at the expense of the college.
Open 4-23	Staff should be given due process after a probationary period.
Open 4-24	Creating Department Chairs has been a disaster. It divides the faculty and removes good faculty from the classroom. The deans need to be more responsible for their areas and not delegate so much.
Open 4-25	Deans are selected to be shells for VPs. They are chosen not for the ability to collaborate and represent the faculty but for their ability to bully the faculty. The VPs are shells for the president. Decisions are made regarding students on the basis of the story by people who are out of touch. The new Advising model is an excellent example. The need for a comprehensive advising program is well documented. The new plan implemented, however, is being done in a way which impedes contact with faculty. The need for assessment is extreme. It is being done in a way that punishes faculty and implemented without regard to the impact. The need for consistent online education is a fact. The process for creating it is abusive to faculty and violates academic freedom.

Comment #	Comment
Open 4-26	I'm not sure where to get started with this one. I have seen very UNHAPPY individuals in the Business section because of their dean, Melvin Hawkins, not taking his responsibilities. I know that the medical section is doing well and keeping high standards for their students within the program and for their instructors. I know that our Workforce and Development section has a leader of all leaders, Maryellen Tast, who is willing to go above and beyond in all situations to make classes go. The student services section states they have a holistic approach to student advising, but students have been reporting they are just getting an "OK" you can do this without actual advisement of what is the best course for a career field for the student. Just recently, THE person in the career center was informed that she will not be in her position and if she is not kept on campus, a HUGE loss to the students will occur. I would like to continue on with our HR department not providing clear guidance to their own policies to including calling back the non-select individuals after the hiring process is over.
Open 4-29	Student Services should really take a separate accounting of how things are aside from the rest of the College and in the separate areas of Student Services. I feel that many of us in this area work well together but are compartmentalized and we haven't been given the opportunity to mesh as a new team under so many changes.
Open 4-31	Some faculty are trying to cooperate and complete new administrative related assignments. They are being bullied by other faculty who "want to send a message." I have even been told I am stupid for working so hard - that I am playing up to my Dean. Quite frankly, I could care less about my Dean. But I do think the President has a strong vision and that we are working toward it. Things could have been rolled out far better by the VPAA in making it happen. The Deans are the weakest link.
Open 4-33	The work environment reflects leadership. The leadership does not take into account the input that employees provide. For example, with the Lundy Report, Joe dismissed it as inaccurate and invalid, and Jose agreed. The administration needs to realize that perception is reality. If employees perceive that they are not heard and do not have an impact, that will be their feeling and morale will be affected. Until we feel that we are heard, and until the administration actually looks at how policies they pass are carried out, they will continue to have problems. For example, I have known single-person departments to be responsible for over 15 MCORs and Gen Ed forms. When these policies were passed, was it ever even considered the difficulties that single person departments would have fulfilling them?
Open 4-34	The climate of distrust still exists and the lack of communication from the VP level down is a major contributor of this distrust. There needs to be better communication and team work before VPs make decisions that affect so many others. Instead of making unilateral decisions at the VP level, input should be gather and solitcited from other levels of the organization. Making decisions without other's input keeps the organization from moving beyond the current mistrust of the executives. There needs to be a willingness to get input from the people doing the work.
Open 4-35	Like all institutes, the people at the top make the decisions that impact everyone else.
Open 4-38	The morale among staff is extremely low. This is demonstrated by the lack of participation of activities for staff members. Turn over has been extremely high in recent months and little is being done to determine why that is.
Open 4-43	There are two levels, those who administer, make and change the rules of the college, and those who consistently expected to pick up the pieces and make sense of the lack of continuity the students need.
Open 4-45	Communication could be much clearer and more timely. Faculty input could be more valued at the institution.
Open 4-52	Needs a major overhaul

Comment #	Comment
Open 4-57	Staff are not involved in planning in student services - we are told it is not our job, we don't have the expertise, our ideas are silly, etc. it appears that the administrators "sense of purpose" is self-serving. Faculty are totally removed from academic advising - what a travesty to our students. Staff are marginalized in student services to the point of removing our dignity and self-pride in our work. There is no communication in my area - ZIPPO!!! And if I try to communicate, I am told "it is not your role to communicate with others." How am I supposed to do my job without communication? "Team" is another example of empty words especially in student services. The only team in student services is among the directors. I am very fearful of speaking my mind here. I love my job and the work that I do - I have been successful in my job here for years. But now my work is marginalized; I am under constant scrutiny by an incompetent manager who thinks she knows best.
Open 4-58	Frankly I'm fed up of their (the administrators and trustees) self-serving bull shit that leaves students, staff, and faculty out in the cold shuffling more paperwork than is necessary to run a small community college in rural America! It's as if they (the administrators and trustees) think that our students are not deserving of a quality education as long as they can make the campus look good. The sexual harassment training (don't call it Title IX) is a joke. The purpose and need of such training is lost on those that show up. It's true we don't know what we don't know but to do it every year in a group setting for such a long period of time is a loss of productivity.
Open 4-62	My immediate supervisor has missed a tremendous amount and it is affecting my ability to complete my job and meet the needs of students. This has created turmoil that did not need to be here.
Open 4-63	When the Strategic Plan Strategy "Research and implement a new model for compensation of the different employee groups at the College" is ranked in Tier 4 near the bottom, there is a clear message that employees are not highly valued. Recent statements in College Council about the communications survey, as reflected in the minutes, were insulting and representative of an administration unwilling to look at the real problems. In the session I attended I saw people who I have never seen in the usual meetings and have never heard complain, and I was surprised to hear them echo the sentiment of everyone else. The problems are real and widespread. I realize some of the statements were inaccurate, but that means there was a breakdown in communication. The administration should identify why false information exists and work to improve the communication of accurate information. Dismissing all of the results based on a handful of inaccurate comments is poor leadership. I am extremely disappointed in the president's attitude about the staff. These are hard-working people who care deeply about the students and the institution and intend to be employed here long after he has moved on to greener pastures. Don't assume chronic complainers are skewing results or influencing others. From what I heard in the session I attended, hard workers who take responsibility for their own morale expressed the same concerns. There was a common theme that should be acknowledged: 'If you don't intend to use our feedback, stop asking for it.'
Open 4-66	PLEASE BOARD OF TRUSTEES--SOMETHING NEEDS TO BE DONE ABOUT THE LEADERSHIP IN THE HUMAN RESOURCES OFFICE. SHE IS DRAGGING THE PRESIDENT DOWN!!
Open 4-68	very scary hard to have any security in the job. Changes come at a whim and it's all about numbers in the seat not quality
Open 4-70	The moral of the faculty continues to go down. The administration is making changes without consulting faculty or allowing participation by the vested parties to make sure all aspects of future impacts are addressed. For example, there has been much discussion regarding the changes to the anatomy and physiology tracks that will be offered - the current one will continue, and a new non-transferable course sequence specific to health sciences will be created. However, as these courses are prerequisites for the health science programs, any student taking the non-transferable course sequence, who subsequently does not get into the program will be set back one year and would have taken two classes that will not apply to their degree. Further, these changes are all being discussed without participation of the faculty that will actually be teaching the courses. The deans are deciding how the track will look with no consideration of the substantial body of students that apply, but don't get in to our health science programs, nor with regard to potentially valuable faculty insight. This is just one example of a systemic problem. The majority of faculty that came to LCCC specifically to teach and support students are looking for jobs elsewhere, where the students are actually put first, and not just given lip service to that fact.

Comment #	Comment
Open 1-3	To work together as a team instead of back stabbing to get ahead of the other. Eliminate the gossip factor that comes out of President's Cabinet that spears this on and fuels the fire. Dr. Schaffer should convince his leadership team that together we can build a better college but separately we have dysfunction all around. They agree behind closed doors and the minute they are out the gossip begins.
Open 1-10	Students are our bread and butter, we need to do everything we can to help them and to increase our enrollment and improve the graduation rate. Administration needs to keep in mind the obstacles that student services has caused for students. I hear all the time "what the heck are they doing?" They are making it so hard to register and get in. All the mandatory offensive testing and holds are driving people away. I don't think they have customer service on their mind, nor do they understand or care about the obstacles they are causing. It won't be a surprise if our enrollment goes down even more. The micro managing is out of control in that department as well. I don't feel the new VP of student services really cares about anyone. Just making a name for herself, same for the other administrators. They are not from here, we are a resume builder for them.
Open 1-19	Hire competent administrators who are not all cut from the same cloth, viz, education.
Open 1-20	The first goal is to hire a new President who truly cares about the college--its students and employees. It's becoming more apparent to the employees, the students, the board and the community that the President and Vice President of Academic Affairs, and other administrators (deans) are misusing LCCC's financial and human resources to build their resumes as morale continues to sink to all-time levels. Students are fully aware of this and are being treated poorly and talk about moving on to another college. Most all of the major systems at the college have been changed, and these changes have made things worse. The board is the only group that can hold the President accountable, yet they are either unwilling or unable to come out of denial and see that they made the wrong choice with this President. In fact, the President told College Council that the Lundy report (commissioned by the board) was essentially useless and he had no intention of using this instrument to help improve a dire situation that has developed at LCCC under Joe. Where is the board on this? College Brain Trust did an extensive audit of the college right before Joe came and said that we are overstaffed with administrators, yet Joe has grown the administration to the point of bloat and will cause a financial predicament if funding is cut. Where is the board on this?
Open 1-21	Retaining staff. I love LCCC but there have been so many changes in policy and procedures out here that puts a bitter taste in the mouth of all Classified employees. LCCC was a great place to work, and I was so proud to work here. Lately HR has been looking at the way other institutions do things, and then they change the LCCC policy to reflect on those other institutions. For example, LCCC always fronted their vacation time to employees. That was one thing that made LCCC so unique. The policy changed because that is the way most other places do things. If LCCC classified employees see a higher paying job on campus, we are afraid to apply for those positions because we would lose our legacy status. It was sad to see, for once, faculty and staff agreed that shouldn't happen, yet the administration voted it down at college council. College council should just include the President's cabinet and the administrators. No other voice is really heard. Dr. Schaefer is doing a good job but he needs to also focus on employee retention. If LCCC isn't a wonderful place to work like it used to be, we are going to lose a lot of good people to higher paying jobs around the community, and LCCC is just going to get more employees that look at it as a job, and not as a family like I do.
Open 1-28	The employee moral would improve if they got rid of our current HR department especially Peggie because they do not make a comfortable work environment. Actually they make the college a hostile work environment, they do not provide customer service, now all the supervisors have to be HR specialist and since they are doing this and we are doing all their work why do we need them because I am certainly not going to take any concerns to them for fear of retaliation!

Comment #	Comment
Open 1-30	While I think the morale of our campus is important, I'm sick of hearing about it. I think LCCC is a wonderful place to work and with all the changes that are occurring it is a bit overwhelming at times BUT the changes need to be occurring. I also feel that the senior leadership--Joe, Jose, and Judy--are trying very hard to improve communication. I think some people on our campus need to realize that offering one's opinion doesn't mean that it has to be followed or else no one is listening. That is the mentality that drives me bonkers! Input is asked for but if it isn't followed then many say "they (senior leadership/deans) don't really want our opinion because they never do what we say" It's an opinion for a reason and I've seen many times where suggestions/opinions have been integrated into solutions on our campus...not always but sometimes which is as it should be. How can we tell people to stop whining all the time---change is hard; it takes a LOT of work and IF previous employees and/or college presidents/college presidents would have been doing their jobs over the last 20+ years then we wouldn't be rewriting/updating curriculum and courses and doing program revisions. But the reality is past individuals weren't doing their jobs and so now we get to be the ones that drive this great college into the future to make it even better than it currently is.
Open 1-31	Make significant changes in Human Resources so that it is an area that is respected and builds trust. This will not happen with current Director.
Open 1-32	Improving interdepartmental cooperation for the success of all our students on campus.
Open 1-34	The institutional goal that should be addressed is the improvement of the community. LCCC should focus on the community that surrounds it, not a hypothetical online university. We should also focus on the students that we have and making sure that they are prepared for transfer and the workplace.
Open 1-35	Communication has been an ongoing concern for years. There seems to be little if any steps being taken to improve the communication from the top to the bottom. Policies and procedures are followed inconsistently between departments/divisions. Employees, particularly part time and classified staff, feel under appreciated and not valued. There is little sense of community on campus.
Open 1-36	Practice integrity at all levels
Open 1-39	Several times the statement, "Improve the academic ability of entering student classes" appears. What does this mean? Does it mean improve students, who are entering classes, academic abilities? Stated institutional goals are sound. However, the unstated, underlying goals muddy the waters.
Open 1-40	Value, is supposed to be a key part of the mission statement of the college, at this point, valuing others has gone. What seems to be valued now is the look of the campus and the politics of building. How many classes could have been funded with the new gates and signage? If students were actually valued, would any available money be better spent on those we are supposed to value, or pretty gates and cutting courses last minuet to save money? Unfortunately it is preached that value and respect of others (students) on campus is our goal, until... it gets in the way of monument building, or is that resume building.
Open 1-41	Hire and/or train ethical, honest and capable administrators.
Open 1-49	Make it easier for students to register for classes not harder. Consider students needs before canceling classes and course offerings. Get students on campus before being worried about getting paid.
Open 1-51	The administration and the trustees have destroyed the trust and working environment through new HR procedures and other actions. Honest dialog is impossible when employees cannot talk freely. The president is too arrogant to realize when he removed that he created a second-class institution.
Open 1-53	Recognize that not all students are looking for completion. Self improvement is a valid goal. Increase offerings for community members. Spend less time on academic minutiae and more on tasks that bring value.
Open 1-55	Follow through with institutional goals established at inservices.
Open 1-61	Of course maintaining a good relationships with stakeholders is very important but LCCC already does an excellent job at that so although the other goals are important, many of the top ones need to be achieved before working on the others.
Open 1-62	The goal of the institution should involve following policy and having that policy apply across the board. Faculty are capped at teaching 18 credit hours. Our VP of Instruction teaches 12.5 credit hours for LCCC and another 8 credit hours for Florida State (although he is only slated to teach 4 for the Spring of 2015). Isn't this a conflict of interest as well as not creating an example for others to follow? Finally, how can he do a good job as VP if he is teaching an overload of courses?

Comment #	Comment
Open 2-1	As a newish employee, I do not feel that there is adequate communication at all levels of the college. Many things happening feel like they are secrets shared among Deans and Chairs, Deans and VP's, and not with faculty. Additionally, changes are not brought forth in a timely manner. For example, the common course assessment data that was implemented Spring 2014 was told to faculty three days before the term began. Information that impacts faculty and staff should be old weeks and months in advance. The feeling I get from the college is that the Administration is really just here to pad resumes and then move on. While that's not a negative in some respect (everyone does that), it's disheartening to see so many changes that will impact all employees and students, only to have those who pushed for the changes (generally without faculty/staff acceptance) leave in a few years. This survey, for example, is a great look at how LCCC functions. Everything is done behind closed doors. There's no communication. Furthermore, it should REALLY say something to the administration that your employees can't talk to you; rather, they have to use anonymous surveys. I've been at LCCC for four years, and I am already contemplating where I'll go next, which is a shame for an institution that I was really on board with when I started.
Open 2-2	I believe that Dr Schaffer has a clear vision and purpose for LCCC. It is not always clear that the rest of President's Cabinet or that middle management share this vision.
Open 2-3	I love this college and I hope to see it thrive in the future.
Open 2-4	Promises made to slow down administrative layering were not followed. The college has increasingly become focused on pushing papers and accumulating data at the expense of quality faculty-student time, seemingly to justify the addition of new administrators.. If the administration believes that faculty are not teaching well, then someone should observe those who are considered potential problems, rather than piling on useless busywork that burdens all faculty and will never result in an improved educational experience.
Open 2-5	We have forgotten that the students have a right for a good education. Faculty is unhappy and that is discussed in the classroom. Staff feels unneeded and that brings moral crashing down. Administration has made a mess of what LCCC is suppose to be about - the students. What we end up with is the students paying for a substandard education. Sad.
Open 2-6	People seem responsive and supportive of one another here... I like that.
Open 2-8	Although human resources provides information for employees, they don't seem very employee-friendly.
Open 2-10	Since LCCC is in a conservative area, the culture of the college is conservative as well. This type of culture lends itself to a disinclination to change. So, with the great number of changes going on right now, change management is especially important. Over-the-top communication would be helpful, especially in-person communication. I also think the passing of the new HR policies in the spring (regardless of the fact they may have been necessary) severely damaged communication lines between administration and staff, severely disillusioned staff, and gave the impression to staff that administration considers Staff Senate's authority to be a farce and is only in place to acquiesce staff - to give staff the impression that they have a voice but, in truth, are not actually being heard or acknowledged.
Open 2-13	It does not matter what I put here because the comments won't be considered. Administration will simply do what they want regardless of feedback.
Open 2-15	Lack of respect from Cheyenne to other satellite campus's is appalling. I could only wish that the cohorts in Cheyenne could see how straining it is over here when are jobs are hindered because of people over there making decisions without us in mind. If you could survey students on the satellite campuses in comparison to students on the main campus. It would be drastic.
Open 2-16	Policy and procedures are not followed in a fair and impartial manner. Decisions are not made with everyone's input. Often times the students get stuck in the middle. Supervisors do not listen to concerns and harassment is allowed to occur.
Open 2-17	You should listen to what the employee (staff and faculty) who are doing the actual work are saying. We're the ones who know what the students are saying they want.
Open 2-18	The administration needs to address that employees are fearful for their jobs and speaking their minds and not try to sweep it under the rug and justify it as a "few" dissatisfied employees, because more are dissatisfied than are satisfied. That's very sad, because this is a great institution but it continues to go downhill because employees are afraid to "think outside of the box for fear of reprimand."

Comment #	Comment
Open 2-20	We have been working on improving many things at LCCC, and for most of us that culture of continuous improvement makes us proud to work here. It takes a bit of work on one's own part to get to that point though, and some seem stuck holding onto the past, so seem to look for things to be unhappy about.
Open 2-24	Despite efforts to be improve faculty/staff morale on campus, information is poorly communicated and existing talent and experience among the faculty/staff is consistently overlooked. Although "students first" is the mantra, students' needs are not the priority.
Open 2-25	The campus culture has become one where the administrators make the policies but only expect the front line personnel (faculty, classified staff and professional staff) to follow. Administration itself does not follow it's own policies. For example, there is a policies on full-time and part-time faculty teaching load. The VPAA expects all faculty to remain under the maximum workload yet he teaches two courses a term for a workload of 10.5 credits which is above the maximum for part-time faculty. This is in addition to his full-time job as VPAA while he continues to teach two courses per term at his previous institution. Essentially he believes he can work more than two full-time jobs and be effective but current LCCC employees can barely do their one job effectively. The lack of regard for both the policies and the faculty here is appalling.
Open 2-26	Too many changes to staff, not good changes!
Open 2-28	Just as I stated before. LCCC is my family, but with the changes that have been made by HR, this place has lost a lot of valuble people because of those changed. It is turning away from the family atomosphere, to just a place to work now. I will aslo tell you that if Plant Opperations keeps hiring and recruting retired military personnel, there are possibly going to be allogations of discrmination, and possible lawsuits. I am affraid to speak to my administrator (becasue he is ex-military) about my supervisor (ex-military also) who isn't very knowledgable at his job. I feel if I went to the administrator with complaints, he would be upset with me. Don't get me wrong. Everyone in plant is great to work with. I have just been hearing rumors of discrmination lawsuits.
Open 2-30	We have a compliance culture with a lot of "do this and don't do that." This can lead to stifeling creativity. The campus lacks an "energized" feeling when you come into the buildings.
Open 2-31	The current administration is making decisions which are disrespectful of staff and faculty, clearly designed to pad their resumes. All of the senior administration is in transit and their choices about how to administer and where to lead the college are only self benefiting and not considering the needs of the employees. Decisions are made and implemented in private with no opportunity for input until too late. Proof of the self serving nature of current administration is the discounting of the previous climate study results and the statement that it is a good thing we are losing the employees who have left. Additionally, internal promotion is a joke. The current system is designed to prevent internal candidates from advancing.
Open 2-32	I am pleased with my treatment as an employee. I enjoy the collaborative efforts and teamwork. I would like to see better attitudes toward students.

Comment #	Comment
Open 2-33	<p>1. I believe that little to no transparency exists from the Dean level up. This results in decisions being made that effect all campus employees from work load to off contract responsibilities. Examples are too numerous to mention but the current "mandate" is program assessment from those one person faculty departments in which their program assessment was completed less than 5 years ago. This is ridiculous. This type of "behind the doors" decisions affects morale. Morale is at its lowest. We will lose more faculty if administration does not pay attention to their expectations of faculty and staff. 2. I have worked for and with many supervisors in my professional life. I find my current Dean nearly impossible to work with or for. I am outraged at the level of favoritism being displayed. I believe decisions are made without consultation. I believe that requests or suggestions end at the Dean's door and are overlooked or put aside for the benefit of a few. The Dean is not incompetent but will not consider any ideas or suggestions or offers from anyone outside of a chosen few. My Dean won't even acknowledge me without me speaking first. My Dean has never been in my office or poked their head in to check on whether I am even in the office. However, I do get chastised when work or a document has not been turned in to meet their expectations. My Dean makes decisions about programming without consultation from me. 3. I find the current practices of the VP of Instruction questionable. I believe he has surrounded himself with Deans who don't stand up to him or advocate for faculty. He has hired "yes" people. As a result, they do his bidding which makes the Deans look ineffective (I do not believe they are ineffective) which in turn creates a climate of distrust and antagonism. I would imagine since I am speaking in generalities that my feedback will not be included as I am not speaking in numbers or statistics. 4. Please help me understand what is happening in Student Services. As far as I can tell, the whole advising program has been gutted and now faculty are fighting for a voice for what benefits students. Students are not getting good general advising and being told to take classes that are not going to transfer or classes that will cost the student time and money. 5. The Chairs are overworked. I like the idea of Chairs, but not when they are doing the work for the Dean. I have had at least 3 chairs say separately to me that they will no longer serve in that capacity due to the ever increasing work demanded of them. A person is good enough to be a chair but not allowed to apply to be a Dean? 6. I am also troubled that Deans are allowed to live in other communities such as Ft. Collins rather than living in Cheyenne. 7. Classes are allowed to run with 4 people in them. Classes are added and then end up with less than 13 people in them? What a waste of money. 8. I have not seen the President of LCCC all semester. I understand he is a busy person, but this behavior is not conducive to a "team approach". 9. We have hired upper administration more than ever since Joe came on board. Where is the money coming from and what are we getting out of it? What do they do and why does it take 3 people to do what Cora Futa did solo? This is just an example. Are we getting the bang for our buck with these folks? As far as I can tell, the workload trickles down to the administrative assistants, but they have not gotten a pay</p>
Open 2-35	Procedures should be followed more consistently.
Open 2-36	<p>I enjoy my position and the part that I fulfill for our students and implementing programs that the community has a need for. I feel dissatisfaction when people are hired under their 'friendships' or 'acquaintances' to those on the hiring committee and not for their TRUE qualifications. Another situation is when someone is not fulfilling their obligation in their current position and NOTHING is getting done about it. Stagnation in a GROWING area to meet the industry demands does not allow us to provide the quality lessons students need to keep up with the industry's growth. We should have innovation and think on how to better support the industries and their demands when it comes to our trainings. Just because 'we have always done it this way' does not mean it's the best way now. I also think communication between all portions of the college is lacking; the hand does not talk to the foot to relay how we as a COMMUNITY at the college can better serve each other. Even when change is made, people revert back to the old ways of doing things because the new ways might take more effort. I am not here to just make a paycheck, I'm here to develop my future in the students. Word of mouth means a lot and if we are providing quality, then the word gets around that no other college does it better than LCCC!</p>

Comment #	Comment
Open 2-37	The way the policies were changed is an insult to employees. Students are not being focused on. The advising model is not holistic and a disaster. The advisors have a horrible supervisor that is not approachable, is very rude to others, is not a team player and has no idea what she is doing. The VP of student services is very disrespectful. She does not respect or accept input. Title IX training is a perfect example. People told her what a mess it was and she failed to take the input given then lied to the board of trustees and said everyone that reviewed it liked it. She lies regularly to attempt to smooth over decisions she has made. She is not approachable and is always talking about others behind their backs. Quite the gossip and unprofessional. She causes huge communication issues with her on again, off again way of dealing with issues. Lets do it this, no this way, no back to the other way. Mood of the day is how staff see it. When concerns are taken to Joe (president), he does nothing. He is not acknowledging how dysfunctional student services is. We are tired of disfunction and chaos all the time. Our reputation in the community is at an all time low. When you work here and people approach you asking what is going on out here that they see the college as a real mess, that is embarrassing. Board of trustees need to open their eyes and ears and help!!
Open 2-38	HR is the root of all the bad things happening around here and Dr. Schaffer needs to take note to this.
Open 2-40	I would say that 3 years ago I was much more satisfied. With all the changes, I cannot say that I will be here much longer if I can help it. There is so much emphasis from the top down, marginalized staff and faculty, and non-student-centered policies and processes. It puts a knot in my stomach how much focus has been give to Student Services to not provide student services.
Open 2-42	This campus has still not recovered from the change in HR Policies last year. People are not seeking new jobs on campus in fear of losing their legacy status - this will continue to erode morale. The political capital used on that single issue was huge. It has severely effected morale. Middle managers - Deans - are very weak They are passing down work they should be doing. Faculty are tasked to absorb more and more administrative work.
Open 2-43	The three biggest problems I see at LCCC are: 1) A failure of administration to understand the realities of their employees workloads, 2) A seeming lack of respect of administration for employees through withholding information, excluding employee involvement through unreasonable timetables, and culturing a divide and concur mentality for management, 3) A failure to cultivate a unified vision for LCCC employees.
Open 2-44	LCCC keeps adding more administrative work for us to do. It seems as if faculty are not being allowed to spend their job teaching, which is the most important thing we do. Instead, we are forced to do multiple reams of paperwork that will look good for some administrator to have fulfilled, but will not benefit my students or my department. The program assessment is an example. Faculty were told in mid-November that annual program assessment must be done, and immediately there is a time crunch. Much of the assessment piece is nothing but busy-work. For instance, developing a mission statement for the program establishes nothing but some kind of semantics to justify your program. Tell me the five things you actually want done and let me do them. Don't create busy work because it looks good on laminated paper.
Open 2-48	It seems that changes are being made for the sake of change, not that they are necessarily needed. Feedback is asked for but the time given for that feedback is too short or there are too many policies and procedures to review in the short amount of time that is given. The feedback given is either ignored or ridiculed as well as the person giving feedback is belittled as well. It seem that any changes put forth are rubber stamped regardless of the input given by others.
Open 2-50	LCCC has done a good job of trying to be more inclusive in policy/goal development. Communication is hard to improve, and I feel like LCCC administration is trying to improve communication to help better the campus culture.

Comment #	Comment
Open 2-51	One of the above statements was, "easy to get information at this institution." This is pretty much true with the exception of getting information from the Human Resources office. Emails, meeting requests, and phone messages all seem to be ignored, especially from the Executive Director. This person, when forced to give information, is so evasive in her answer one still doesn't know the answer when given it. Often one answer is give at one point in time and then a completely different one is give at another point in time. They are certainly NOT Human oriented. This is not only my experience, but many people on campus have had quite similar experiences, yet NOTHING EVER changes with this problem. We count on timely and accurate information from this office and are repeatedly disappointed in the service. Attitudes are condescending, put out, and anything but helpful. They create a hostile work environment which does not reflect the campus culture and policies.
Open 2-52	Simply put, the Administration does not balance it's expectations with it's own abilities. The expectations, lack of communication, withholding of information, disinformation to the employees and public, etc. only demonstrate the lack of shared governance leadership and the belief in dictation.
Open 2-53	This institution has gone backwards in the last 2.5 years. Senior administration is very heavy handed. They do not follow policy/procedure but come down hard when others don't. Senior administration is very elitist.
Open 2-55	This semester seems to be extremely busy with all of the external work with general education, program reviews, and at some points, the deadlines were not communicated clearly, or set with too little time to work on those tasks effectively. It would be nice if it didn't feel like the college was trying to push everything they could through in one year or one semester. Overall culture here is very friendly, everyone is pretty nice to each other.
Open 2-57	In my area, I work with an amazing group of people and am well supported by both my director and my AVP. The support doesn't always extend that way from above, particularly from VPs who minimize or don't understand the work we do, and treat these employees with less respect than they deserve. This unfortunately trickles down to those VPs' employees who in turn often behave the same.
Open 2-58	In the past two years, every single part of this campus has been dismantled. As if that wasn't enough, we're trying to reassemble it at the same time. Like building a ship while you sail it. I believe the campus culture is one of stress and anxiety. People are tired. They are ill. They are losing sleep. They spend more time justifying their own existence and constantly re-explaining jobs that have been done for years, decades in fact. More and more of this justifying is done on forms and paperwork that have the goal not of "continuous improvement" but of merely documenting that work is being done. No consideration is given to this atmosphere of stress and anxiety. What must it be doing to instruction? To the number of non-productive days like sick days? To turnover? (Well, we know the answer to that one, don't we?) People who are tired and afraid don't teach well.
Open 2-60	Administration not always listens to the faculty, the administration legal team seem to be the ones producing many of the policies and procedures that affect our job, there are too many administrators and very little staff and faculty who are the ones that make the difference in students' lives.
Open 2-63	Do not request feedback and pretend to have transparencies in decision making if you just going to dismiss suggestions as having no merit and continue with the original plan. Administrators should not become hostile or overly defensive when questioned.
Open 2-64	I am somewhat dissatisfied with the HSW dean. She is heavy handed and micromanages and has pretty effectively decreased morale of a division that used to be very satisfied and happy. I would like to be part of conversations that impact me. I really hate having the discussions go around me and decisions being made without any input from me.
Open 2-65	We now manage employees by email, rarely talking in person. It is a gotcha change. People across campus are being written up for the slightest infractions. Employees keep their heads down and try to stay in their offices. It won't be long before employees will accept that as the norm.
Open 2-66	Superiors play the favorite game
Open 2-68	Current administrators above the dean level seem to have very limited knowledge of how to run a business. There is little or no attempt to see what goes on in the trenches. They must spend their time with the inner circle and are clueless of the rest of us. We care about the College and students but LCCC seems to be just a stepping stone to them. They have had several embarrassing role-outs that had to be walked back or just fade away.

Comment #	Comment
Open 2-69	There seems to be a significant disconnect in respect and understanding between high level administrators (President, VPs, and Deans) and faculty.
Open 2-70	Our mission is splattered everywhere - but the words are empty in terms of practice. The culture for staff in student services is "shut up and do what we tell you." Hiring committees are a joke - we are sworn to secrecy which has allowed hiring managers and selection committee members to disparage applicants. Ohhh, the trouble LCCC would be in if applicants knew
Open 2-71	Stop asking us to fill out these surveys when we all know that you plan to do absolutely nothing with them.
Open 2-72	The current climate of the campus has become much more of a hostile environment to work in the last 12 months. Administrators at meetings are seen more on their phones than paying attention if they are kind enough to even attend activities/meetings. The policies enforced on campus are a result often of not wanting to live up to their word. The promises of administrators are not valuable they say they will do one thing and then flat out not do it!
Open 2-73	The Human Resource policies and procedures have not been well understood by employees. Late interpretation of the how leave will be handled (not accruing after reaching max) has not be communicated to employees at all.
Open 2-74	I believe many of the campus entities work in isolation from others. There seems to be a power differential and a lack of support for one another, specifically between faculty and professional staff. Even within my own work environment, there is immense tension between co-workers that creates a distrusting environment. I see that many employees feel very lost, unstable, and not confident in the services they are providing students. I understand that tension and a feeling of unsteadiness comes with change, but there isn't must to promote building co-worker relationships and school pride/spirit in this institution.
Open 2-78	Processes and policies continue to be developed in silos without input from stakeholders. The consultative feedback process is ineffective because past experiences have proven that most comments are ignored if they do not serve the initiator. Additionally there is fear of retaliation for expressing dissent. Recent changes that directly impact the student experience, like the changes in EaglesEye or the electronic student course evaluation process, seem to have been developed without concern for the needs and experiences of the students that attend this institution. Policies that address campus safety, program evaluation, employee evaluation, and student service have been slow to progress. Meanwhile there has been no delay in developing human resource policies that inhibit employee promotional opportunities.
Open 2-79	I think the biggest issue about campus culture and policies is that some people never follow any policy that is out there and they never see any consequence while other people get in trouble for even the slightest things that looks to a manager like a bump up against a policy. Also it makes it hard to figure out what you can and can't do when there aren't any polices about some things. And then we have some policies out there that are meaningless because nobody is doing anything the policy says we are supposed to be doing so it is just a sham and who is responsible for that. Not only that some people get away with ignoring policy that does exist while others get in trouble, another issue is that there are some big gaps in policies like shouldn't there be IT policies? Aren't there supposed to be policies about safety and OSHA? Aren't there supposed to be polices about what and how you can and can't spend public money? Feels like LCCC is missing some significant and needed policies. Some areas have policy and others having zero doesn't make sense. Some people getting in trouble and others never even being called on their policy violations doesn't make sense. I think that kind of inconsistency is what can hurt a good campus culture.
Open 2-80	Having worked at other campus's I can say that the faculty seems to not understand that their primary job is to teach. They seems to want to do everything and be in charge of everything. There are not enough boundaries regarding job duties and then not sticking you nose into others jobs. I find that they are often trying to tell other departments how to do their jobs when they know nothing about it. It's as though they are used to running everything and have little respect for the work that goes on around them. Not all faculty but the majority of faculty. The culture needs to be one of mutual respect for job duties. I don't tell them how to teach so they shouldn't be telling me how to do my job.
Open 2-82	The take down culture at LCCC is sometimes overwhelming. It is rampant at all levels.

Comment #	Comment
Open 2-83	Lack of policies to guide faculty when a student concern comes up. Administrators have Special Considerations for some students that fall outside the current policy and procedures.
Open 2-86	Its hard our deans have no interest or do they ever say good job for the incredible amount of work that is expected. The driving policy is a joke The entire administration is worried about covering themselves and not about students its all about a bogus insurance and liability to the college
Open 2-87	The current administration (of which I am a part of) is unethical, self-serving, only interested in resume building, and is clearly out of touch with faculty and students.
Open 2-88	There are good things happening at the College. My job is interesting and gratifying. Helping students get an education and accomplish their goals; playing even a small part in affecting positive changes in their lives is amazing. The faculty and staff I work with are excellent employees, they care and we have a great team. My supervisor is the best. The benefits package is first rate and I am paid fairly. The emphasis on completion rates is welcome and long overdue. I agree with and support many of changes at LCCC that have been instituted by Dr. Joe. The drastic drop in enrollment, low morale and the low value of the employees concern me. Low Enrollment: A higher than 30% drop in enrollments over three years is drastic. It will affect the next round of State funding. The College's funding is based on several factors; completion and enrollment are two. They are not mutually exclusive, but part of a whole formula. Although the low enrollment is due in part to external factors we can't control, the question is what internal factors are contributing to low enrollment? Those are the things we can change. Low Morale: Each time Dr. Joe dismisses the fear of speaking up and low morale issues it makes it worse. Dismissing these things adds to the perception that employees are not valuable, adds to the fear of speaking up and being labeled. When asked by the media about the employees' fear of speaking up, one explanation Dr. Joe gave was peer bullying. I don't know where that idea came from because the data collected in the same survey indicated the majority of employees felt free from harassment. Another explanation was the employees have never been managed and this is a reaction to management. To make an all-inclusive statement that the College's employees were poorly managed was not only inaccurate, it was offensive. There were good, effective employees and managers three years and four years ago. There were pockets of poorly managed employees and room for improvement too Low Morale Caused by Mistrust: After the HR Policies and Procedures were approved one of the commitments the President made to the Board was Exit Interviews would be conducted when employees terminated their employment. The Exit Interviews would be used to determine if the Policies and Procedures were affecting an employee's decision to leave. Exit Interviews are not being done; this fall when asked about it at a Board meeting Dr. Joe said something to the effect that Exit Interviews are not a good indicator because employees leave for one of two reasons; either they are going to something better or they are disgruntled. Those factors are not the issue; a commitment was made to do them. They should have been starting the day after the Policies and Procedures were effective. We have gone through the largest employee exodus in LCCC's history and no one asked them why. The only way to recoup the data is to contact everyone who has left and do Exit Interviews. If gaining the trust and respect of the faculty and staff has any importance the President will honor the commitments he makes. The Board of Trustees doesn't hold Dr. Joe accountable. When the Board learned Exit Interviews were not being done, Kevin Kilty expressed his frustration, but nothing has been done. The Board votes unanimously time and time again for Dr. Joe's recommendations. The perception is they work for him and not
Open 2-89	Changes in administration have altered the culture to allow for a few individuals to force changes without input from relevant faculty and without regard for the impact on student groups. I am ashamed that a community based institution would turn its focus to sacrifice some students' success to increase enrollment, or some other bottom line goal.
Open 2-90	Culture and policies reflect a healthy emphasis on adapting to the change occurring in higher education.
Open 2-92	The policies are fair, equitable, consistent, and are easily accessed on the College's website and EaglesEye. With the exception of a few, the employees promote a campus culture that is sincere, personable, friendly, knowledgeable, and not self-centered. Most employees have the College's mission and vision at the center of their motivation to be accountable for the work they perform.
Open 3-1	Make sure strategies and goals align with mission. Sometimes it seems like we are hopping on the latest bandwagon.

Comment #	Comment
Open 3-2	Joe has worked hard at making a future for the college. What needs to happen is he needs a team that believes and follows him instead of working against him. Additionally, we need to get back to the needs of the students - they deserve to have a good education without hearing and living through our crisis. I have heard from many students that they are shuffled through and they wait for advisors for 20 minutes or longer even though they had an appt. The advisor comes in laughing with coffee in hand. That is the environment at LCCC right now.
Open 3-3	I do think that the college has placed undue emphases on building new buildings... It makes sense when the student body is at its highest, but with recent declines, is it still warranted? I understand a principle of growth, which is "you build or invest in order to grow." Building a new building is forward thinking, but I wonder if it can be done in a more cost-effective and scaled down way. This would allow for better funding of certain support elements of the institution, from counseling services, to security, and student health. In a day and age where student emotionalism and stress is inherently challenging and even dangerous for the well being of a campus, these areas should be more highly invested into. What's a new building worth without a well balanced community?
Open 3-4	I feel the goals are good. The way they are going about it is running everyone off.
Open 3-6	I really like what is happening with planning and goals; however, I do not think it always translate effectively to department and individual goals.
Open 3-7	We are on the right track!
Open 3-8	I think LCCC's goals are valuable and the vision President Schaffer has is great. How we get there without chasing off the wrong people is a concern.
Open 3-10	The goals should be to develop quality programs to effectively serve the community not a regional online college.
Open 3-11	I believe in the last year the goals and objectives have been articulated very well.
Open 3-12	The goals and the changes that are being developed do not make the college better. They do, however, help build resumes of the President and other administrators.
Open 3-13	The goals are acceptable. It is the implementation at all levels of admin, from dean on up, that is the problem.
Open 3-14	I would like to see us surpass the most technical, industrial, business, humanities and medical colleges in the region so WE are the College to attend. Professional development throughout the employees and within our course development should be a priority. Mandate CEU's for everyone to take each year to improve skillsets.
Open 3-15	Not sure what they are, forever changing and not exactly where we are headed.
Open 3-16	Mcors I am satisfied. Not satisfied with new personnel procedures. I believe the operational plan of LCCC is full of vision but lacks follow through particularly in engaging students through transfer or into the workforce. Also, the aspirational value of tolerance is most often substituted by throwing one another "under the bus." There is no blending of the old and the new and the rift is clear.
Open 3-17	I think we are heading in the right direction; Lots of work is occurring but it's work that needs to be occurring; I do wish that the intrusive advising actually advocated faculty being more directly involved; feel many times as if we are pushed to the side and we are the ones that know the programs the best.
Open 3-18	The goals are good, but most problems lie in how we are trying to get there (time tables, developing buy in, allowing all stakeholders participation, developing policies for smooth transition).
Open 3-19	I think that the goal of graduation and completion is nothing but the attempt of administration to meet legislative requirements. It does not seem that students are truly a priority.
Open 3-20	I believe the goals are good and the college is heading in the right direction. More communication.
Open 3-21	Goals are a great thing but more planning needs to go into things before building new Building I.E. Parking!
Open 3-22	Goal should be retaining faculty members
Open 3-23	The mission of the institution must be geared toward serving the needs of the community. The new "completion agenda" is counter to lifelong learning; policies and actions by the current administration have damaged decades of good will established within the community.
Open 3-24	LCCC goals are adequate.
Open 3-25	They are only in written form to prove an administration can administer, they are not goals of action the administration has any belief in realizing.
Open 3-26	They are not very well known.

Comment #	Comment
Open 3-27	While I do approve of most of the changes that have been made on our campus during Joe Schaffer's presidency, what has been difficult is the approach used to get there -- it has felt very much like "you're either with us or you're against us," and if you're viewed as against the changes, then you're no better than gravel to be crushed under the wheels. I love my job here, and I love working with students -- but my own well-being is also important. I've chosen deliberately to avoid campus politics or committees or meetings or involvement in almost every way, because I've found I'm much happier that way.
Open 3-28	The goals are fine - but admin needs to look at the right places to reach these. Student Services is where most of these are failing, even though there have been some strong hires for some of the director positions.
Open 3-30	I think the college's goals have been pushed aside and are a thing of the past. Each individual now has their own goals, and do not care about the college's overall goals.
Open 3-31	The institutional goals forget the value of those working at this institutions. We are told consistently that we are not good enough to do our job. If they keep saying that... it becomes a reality.
Open 3-32	I feel the goals are appropriate ones...but changing everything at once is too much.
Open 3-33	They have goals??? you are kidding.
Open 3-34	The institutional goals are not well understood by faculty or staff. They are also implemented far too fast without regard to all of the other work functions that faculty and staff must do to effectively serve students.
Open 3-35	If the goal is as the mission states: "Laramie County Community College engages minds, inspires individuals, transforms lives, and strengthens communities through the power of learning..." than do that by increasing retention and persistence of its current student body; by allocating more funding to facultystaff development and less on hiring and retaining middle management whose purpose at a community college seems to be redundant and makes the administration top heavy.
Open 3-36	Goal are on target.
Open 3-37	I am extremely impressed about the drive to improve graduation rates and student retention. Since we provide the majority of our services to first generation, low-income, and non-traditional students, I am pleased with the push to improve developmental course assistance and completion.
Open 3-38	The Statigic Plan Strategies, while well developed, exclude the work going on in some areas of campus. Service and support are vital to accomplishing the mission of the institution.
Open 3-39	The new employee orientation was great. The breakfast with the President was a nice touch. It is because of the new employee orientation that I know that one of LCCC's goals was a new on-boarding program. Great job with that. One thing about working here that does relate to the goals is about IT. What is with the bandwidth issues? What is with the system slow-downs? Where are we with the goal of "modernizing and updating the data and technology infrastructure"? The helpdesk actually cracks me up. Feels like we are about 10 years behind the rest of the IT world.
Open 3-40	The goals we have in the strategic plan are great and we are right on track with where the college should be heading.
Open 3-41	This institution should make staff and faculty morale a primary objective.
Open 3-42	The institutional goals are created by the president and vice-president and are purely self-serving, resume-building, and completely in contrast to what is best for the college community, the faculty, and the students.
Open 4-1	It's terrible. It's like middle-school children all trying to get in the good graces of the teacher.
Open 4-2	LCCC is really a wonderful place to work an I think that we have been making great strides. Please don't let the voices of a few strident malcontents carry too much weight in decision making. This has gotten better, but it seems like these individuals still have the ear of some Trustees.
Open 4-3	Since the HR department has become more bureaucratized, the fears of many faculty and staff about job security have increased significantly
Open 4-4	We need to begin to hire employees who want to be here for the students and not just a resume or a degree. The more we hire from CO the less we have that believe in the COMMUNITY college. They come, teach/work, leave. How does that help our community or our college? You don't want the "old timers" here because we say "that isn't how we use to do it!" but at least we believed in customer service and helping the student.
Open 4-5	This is a very cohesive and supportive place to work.
Open 4-6	Pockets of both excellence and incompetence.

Comment #	Comment
Open 4-8	The environment is miserable. People use to talk to one another and now they are afraid. Did I tell too much? Did I ask too much? Why - there is no reason for this. Administration comes across as bullies - and will step on anyone in their way. There is no basic human kindness from admin, if you do not have the degree they feel you should have, then you are not worthy. Let admin do the little jobs and we will see how much is then appreciated.
Open 4-9	Staff were given hope that there is great care in our ability to move and grow but they went back on their word. It's just best to keep you head low and let them do their thing and build their resume and move on.
Open 4-10	Faculty is not pleased this semester. Too much of our time is spent on looking pretty for the outside people instead of remembering what is important. Faculty should be thinking about how to make students learn better. MCORs should be done by a work study, we should not be spending time copying and pasting when someone else can do it. There is this false sense of "faculty help" around, "if you need help please ask" which is not there. I would like to see someone who comes to my office, says: you were assigned to do ...MCOR, have it all written down, I review it, this person rewrites it, comes back to my office, I review it again and then sign off to the next level. I would like to see instructional designers doing something for faculty instead of spending time with their "online programs". For example, when we were required to have midterm grades for our classes, all D2L shells should have had that column done in our gradebook, details like that would help everyone. Faculty is reacting instead of making intelligent decisions.
Open 4-11	Administration is breeding an environment of apathy. It used to be that people feared for their jobs, but now employees just don't care. The mandate will come to tell them what to do.
Open 4-12	I enjoy my job and the students. I could be more optimistic about the institution if I did not hear about mistreatment and negative interactions between employees so regularly.
Open 4-13	Listen to employees and implement changes. After an outcry, do not disregard people. Why would anyone want to work in that type of an environment?
Open 4-14	We need better communication on all levels. Also why change is good, sometimes you need to set back and let everyone take a deep breath. Too much change too fast is as bad as no change at all.
Open 4-15	I wish people would be nicer to one another.
Open 4-16	We need to support our local community if we expect others in our community to support us and our programs. We have had many people the leave the institution over the last 18-24 months. Some of them needed to go, however we are also losing good people. One thing that concerns me is that we the administrators that come from other areas don't understand Cheyenne and they think they can come here and "change" it. To a certain degree you can and to a certain degree people are willing and ready for that change. However, the hiring pool is only so big. When you start losing good people the hiring pool diminishes. As this continues to happen you pull people who don't understand the region. Cheyenne and LCCC are unique and we need to remember that it is choice for our students to attend LCCC and live in Cheyenne, as well as a choice to work at LCCC. The people who work here have a passion for education, many of them could make a great deal more money in the industries in which they teach. They choose to teach and this should not be forgotten.
Open 4-19	Currently the work environment is not very pleasant. Administration is merely working on their agenda to pad their resume and not listening to their employees on how to best serve the students here.
Open 4-21	Not feeling like part of the "Team" have heard the commet "just staff ...."
Open 4-22	It's the worst it's been and continues to decline. The board is the only group that can make this better by changing leadership. However, it's very apparent that the board is unable to muster the courage to initiate the change. It's probably very difficult to initiate change when most of the board have allowed the president to charm and manipulate them at the expense of the college.
Open 4-23	Staff should be given due process after a probationary period.

Comment #	Comment
Open 4-25	Deans are selected to be skills for VPs. They are chosen not for the ability to collaborate and represent the faculty but for their ability to bully the faculty. The VPS are skills for the president. Decisions are made regarding students on the basis of the 4ory by people who are out of touch. The new Advising model is an excellent example. The need for a comprehensive advising program is well documented. The new plan implemented, however, is being done in a way which impedes contact with faculty. The need for assessment is extreme. It is being done in a way that punishes faculty and implemented without regard to the impact. The need for consistent online education is a fact. The process for creating it is abusive to faculty and violates academic freedom.
Open 4-26	I'm not sure where to get started with this one. I have seen very UNHAPPY individuals in the Business section because of their dean, Melvin Hawkins, not taking his responsibilities. I know that the medical section is doing well and keeping high standards for their students within the program and for their instructors. I know that our Workforce and Development section has a leader of all leaders, Maryellen Tast, who is willing to go above and beyond in all situations to make classes go. The student services section states they have a holistic approach to student advising, but students have been reporting they are just getting an "OK" you can do this without actual advisement of what is the best course for a career field for the student. Just recently, THE person in the career center was informed that she will not be in her position and if she is not kept on campus, a HUGE loss to the students will occur. I would like to continue on with our HR department not providing clear guidance to their own policies to including calling back the non-select individuals after the hiring process is over.
Open 4-28	HR is making the work environment around here HOSTILE, PEGGIE is the root of this.
Open 4-29	Student Services should really take a separate accounting of how things are aside from the rest of the College and in the separate areas of Student Services. I feel that many of us in this area work well together but are compartmentalized and we haven't been given the opportunity to mesh as a new team under so many changes.
Open 4-30	I love LCCC and I'm very, very glad that I made the decision to come here. It is a good place with good people.
Open 4-31	Some faculty are trying to cooperate and complete new administrative related assignments. They are being bullied by other faculty who "want to send a message." I have even been told I am stupid for working so hard - that I am playing up to my Dean. Quite frankly, I could care less about my Dean. But I do think the President has a strong vision and that we are working toward it. Things could have been rolled out far better by the VPAA in making it happen. The Deans are the weakest link.
Open 4-32	There is a lack of community and a unified goal across campus. Some groups, support by administrators, act divisively only to support their own interests rather than an open broad focus on students.
Open 4-33	The work environment reflects leadership. The leadership does not take into account the input that employees provide. For example, with the Lundy Report, Joe dismissed it as inaccurate and invalid, and Jose agreed. The administration needs to realize that perception is reality. If employees perceive that they are not heard and do not have an impact, that will be their feeling and morale will be affected. Until we feel that we are heard, and until the administration actually looks at how policies they pass are carried out, they will continue to have problems. For example, I have known single-person departments to be responsible for over 15 MCORs and Gen Ed forms. When these policies were passed, was it ever even considered the difficulties that single person departments would have fulfilling them?
Open 4-34	The climate of distrust still exists and the lack of communication from the VP level down is a major contributor of this distrust. There needs to be better communication and team work before VPs make decisions that affect so many others. Instead of making unilateral decisions at the VP level, input should be gather and solicited from other levels of the organization. Making decisions without other's input keeps the organization from moving beyond the current mistrust of the executives. There needs to be a willingness to get input from the people doing the work.
Open 4-35	Like all institutes, the people at the top make the decisions that impact everyone else.
Open 4-37	Faculty are overworked in administrative duties and can't devote themselves to their teaching and their students because of all of the other things they have been tasked with. Thus, our students don't get the best educational experience they can get unless faculty find a way to disconnect from the "big picture" which is another problem entirely.

Comment #	Comment
Open 4-38	The morale among staff is extremely low. This is demonstrated by the lack of participation of activities for staff members. Turn over has been extremely high in recent months and little is being done to determine why that is.
Open 4-39	Needs major improvement
Open 4-41	My work environment is fine. I know others who do not like their work situations, but for me I am satisfied with LCCC.
Open 4-42	Human Resources create hostile work environments. Instead of providing sage guidance in dealing with difficult situations they spend more time on placing blame on others, or placing the responsibility on others. Instead of creating solutions, they create problems. They are NOT timely in responses.
Open 4-43	There are two levels, those who administer, make and change the rules of the college, and those who consistently expected to pick up the pieces and make sense of the lack of continuity the students need.
Open 4-44	The environment is bad!
Open 4-45	Communication could be much clearer and more timely. Faculty input could be more valued at the institution.
Open 4-47	Great place to work. Love coming in every day.
Open 4-48	There is no gratitude for your work. I feel that other departments do not appreciate what we do for them. There is turmoil and discontent from a department that we depend on to help us do our job. There is a lot of tension and nothing gets done about it.
Open 4-49	At the department level is great, after that... there is still a lot of mistrust.
Open 4-50	I wish I loved my job still, but I am finding it more and more difficult to continue to stay. The students are the only reason I am still here.
Open 4-51	The environment of the college as a whole is improving, but the environment in my particular department is not improving. The Dean makes the air tense, just by her presence.
Open 4-52	Needs a major overhaul
Open 4-53	I think the work environment and morale within student services continues to worsen. I don't think the voices of staff are heard by certain student services administrators. In addition, certain administrators are rude and demeaning when a staff member voices their ideas or opinions about something.
Open 4-54	I have never seen so many employees so unhappy or looking for other employment.
Open 4-55	Like I said the superiors I have play favorites 365 days a year
Open 4-56	Staff and faculty are generally unhappy with higher administration.
Open 4-57	Staff are not involved in planning in student services - we are told it is not our job, we don't have the expertise, our ideas are silly, etc. it appears that the administrators "sense of purpose" is self-serving. Faculty are totally removed from academic advising - what a travesty to our students. Staff are marginalized in student services to the point of removing our dignity and self-pride in our work. There is no communication in my area - ZIPPO!!! And if I try to communicate, I am told "it is not your role to communicate with others." how am I suppose to do my job without communication? "Team" is another example of empty words especially in student services. The only team in student services is among the directors. I am very fearful of speaking my mind here. I love my job and the work that I do - I have been successful in my job here for years. But now my work is marginalized; I am under constant scrutiny by an incompetent manager who thinks she knows best.
Open 4-58	Frankly I'm fed up of their (the administrators and trustees) self-serving bull shit that leaves students, staff, and faculty out in the cold shuffling more paperwork than is necessary to run a small community college in rural America! It's as if they (the administrators and trustees) think that our students are not deserving of a quality education as long as they can make the campus look good. The sexual harassment training (don't call it Title IX) is a joke. The purpose and need of such training is lost on those that show up. It's true we don't know what we don't know but to do it every year in a group setting for such a long period of time is a loss of productivity.
Open 4-60	It is very tense. I often feel like I am walking on eggshells and that there is a "fake" friendly atmosphere.
Open 4-61	The work environment is excellent. I love the culture of the college.
Open 4-62	My immediate supervisor has missed a tremendous amount and it is affecting my ability to complete my job and meet the needs of students. This has created turmoil that did not need to be here.

Comment #	Comment
Open 4-63	When the Strategic Plan Strategy "Research and implement a new model for compensation of the different employee groups at the College" is ranked in Tier 4 near the bottom, there is a clear message that employees are not highly valued. Recent statements in College Council about the communications survey, as reflected in the minutes, were insulting and representative of an administration unwilling to look at the real problems. In the session I attended I saw people who I have never seen in the usual meetings and have never heard complain, and I was surprised to hear them echo the sentiment of everyone else. The problems are real and widespread. I realize some of the statements were inaccurate, but that means there was a breakdown in communication. The administration should identify why false information exists and work to improve the communication of accurate information. Dismissing all of the results based on a handful of inaccurate comments is poor leadership. I am extremely disappointed in the president's attitude about the staff. These are hard working people who care deeply about the students and the institution and intend to be employed here long after he has moved on to greener pastures. Don't assume chronic complainers are skewing results or influencing others. From what I heard in the session I attended, hard workers who take responsibility for their own morale expressed the same concerns. There was a common theme that should be acknowledged: 'If you don't intend to use our feedback, stop asking for it.'
Open 4-64	I am so tired of hearing about HR policies. Every place I have ever worked has HR policies just like ours. LCCC's HR policies are just fine and very much the same as others I have worked under so big deal people! At LCCC I am making the most I have ever made and have the best benefits I have ever had and I have been in the workforce for over 20 years in the Cheyenne area. So many paid holidays, so much vacation, and how much LCCC puts in my retirement is better than the the percent that the state puts in! You won't find better in Cheyenne and if people don't like what LCC has to offer employees than move on because I know of several people who would love to work here.
Open 4-65	We need to make sure administrators back up their staff.
Open 4-67	Low salaries and increasing workloads negatively affect the work and learning environment.
Open 4-70	The moral of the faculty continues to go down. The administration is making changes without consulting faculty or allowing participation by the vested parties to make sure all aspects of future impacts are addressed. For example, there has been much discussion regarding the changes to the anatomy and physiology tracks that will be offered - the current one will continue, and a new non-transferable course sequence specific to health sciences will be created. However, as these courses are prerequisites for the health science programs, any student taking the non-transferrable course sequence, who subsequently does not get into the program will be set back one year and would have taken two classes that will not apply to their degree. Further, these changes are all being discussed without participation of the faculty that will actually be teaching the courses. The deans are deciding how the track will look with no consideration of the substantial body of students that apply, but don't get in to our health science programs, nor with regard to potentially valuable faculty insight. This is just one example of a systemic problem. The majority of faculty that came to LCCC specifically to teach and support students are looking for jobs elsewhere, where the students are actually put first, and not just given lip service to that fact.
Open 4-71	Employees support each other in times of workload challenges.
Open 4-72	This is one of the worst work environments I have experienced. My dean told me the other day that if I did not do something their way then I would be out of a job. And it was stated very bluntly. How can I want to work for an institution that threatens me in order to get their way?
Open 4-73	The College provides a clean, safe, and ergonomically sound environment. I feel free to share my thoughts without fear of retribution. I am extremely grateful for my work environment.

Comment #	Comment
Open 1-3	To work together as a team instead of back stabbing to get ahead of the other. Eliminate the gossip factor that comes out of President's Cabinet that spears this on and fuels the fire. Dr. Schaffer should convince his leadership team that together we can build a better college but separately we have dysfunction all around. They agree behind closed doors and the minute they are out the gossip begins.
Open 1-6	Improved processes and communication.
Open 1-10	Students are our bread and butter, we need to do everything we can to help them and to increase our enrollment and improve the graduation rate. Administration needs to keep in mind the obstacles that student services has caused for students. I hear all the time "what the heck are they doing?" They are making it so hard to register and get in. All the mandatory offensive testing and holds are driving people away. I don't think they have customer service on their mind, nor do they understand or care about the obstacles they are causing. It won't be a surprise if our enrollment goes down even more. The micro managing is out of control in that department as well. I don't feel the new VP of student services really cares about anyone. Just making a name for herself, same for the other administrators. They are not from here, we are a resume builder for them.
Open 1-12	Stop disregarding the concerns of faculty and staff. Involve all parties in decision making practices. Allow more time to complete big goals with the idea of obtaining more feedback to make better informed decisions.
Open 1-14	Employee morale. The ability to have open conversations. Higher pay.
Open 1-15	This campus seriously needs to work on communicating from the top down and from the bottom up. Right now the best source of information is the gossip mill. That is very sad.
Open 1-17	I think it is important to have clear objectives and guidelines for new employees. This would help with retention and help the college become more successful.
Open 1-20	The first goal is to hire a new President who truly cares about the college--its students and employees. It's becoming more apparent to the employees, the students, the board and the community that the President and Vice President of Academic Affairs, and other administrators (deans) are misusing LCCC's financial and human resources to build their resumes as morale continues to sink to all-time levels. Students are fully aware of this and are being treated poorly and talk about moving on to another college. Most all of the major systems at the college have been changed, and these changes have made things worse. The board is the only group that can hold the President accountable, yet they are either unwilling or unable to come out of denial and see that they made the wrong choice with this President. In fact, the President told College Council that the Lundy report (commissioned by the board) was essentially useless and he had no intention of using this instrument to help improve a dire situation that has developed at LCCC under Joe. Where is the board on this? College Brain Trust did an extensive audit of the college right before Joe came and said that we are overstaffed with administrators, yet Joe has grown the administration to the point of bloat and will cause a financial predicament if funding is cut. Where is the board on this?
Open 1-24	Get the administration out of their cloud space and connect them to the damage they are doing to the institution with their autocratic actions. The administration is wrong: it is not a good thing that we are losing solid employees.
Open 1-25	Advising is key to developing relationships with students that cause them to be successful in this setting. This requires getting to know the students from the start and assessing their abilities. The priority would be to start them in classes that they will be successful at so that they can build a foundation of success. This will in turn give them incentive to continue with classes on towards course completion. There also needs to be a mechanism in place to alert us when students begin to have difficulties so that we can plug them into the right support whether it be tutoring or other needs. Assessing their skills set and guiding them into the best career direction is crucial for those advising students. Students need one key person as their point of contact for any issues that arise. They need to feel connected to someone at the college who feels that their presence matters.
Open 1-26	I think employees should walk the walk and not just talk the talk. Their priorities should be quality AND quantity to meet the needs of current and future students. Just because it is not currently 'your' position to do a certain task, know enough about how each piece fits into the WHOLE campus and what you can do to improve the overall value to the students, employees and the community.

Comment #	Comment
Open 1-27	Communication-improve communicationHire employees from our own community. Promote employees from within the organization whenever possible. They already have an investment in the college. President needs to acknowledge complaints brought forward and resolve them.
Open 1-28	The employee moral would improve if the got rid of our current HR department especially Peggie because they do not make a comfortable work environment. Actually they make the college a hostile work environment, they do not provide customer service, now all the supervisors have to be HR specialist and since they are doing this and we are doing all their work why do we need them because I am certainly not going to take any concerns to them for fear of retaliation!
Open 1-29	Training of directors, deans, vp's and other administrators in customer service with focus on communication and how to lead meetings. Specifically the Student Services division where things remain very divisive and directors don't come out of their office or know how to lead trainings/meetings.
Open 1-30	While I think the morale of our campus is important, I'm sick of hearing about it. I think LCCC is a wonderful place to work and with all the changes that are occurring it is a bit overwhelming at times BUT the changes need to be occurring. I also feel that the senior leadership--Joe, Jose, and Judy--are trying very hard to improve communication. I think some people on our campus need to realize that offering one's opinion doesn't mean that it has to be followed or else no one is listening. That is the mentality that drives me bonkers! Input is asked for but if it isn't followed then many say "they (senior leadership/deans) don't really want our opinion because they never do what we say" It's an opinion for a reason and I've seen many times where suggestions/opinions have been integrated into solutions on our campus...not always but sometimes which is as it should be. How can we tell people to stop whining all the time---change is hard; it takes a LOT of work and IF previous employees and/or college presidents/college presidents would have been doing their jobs over the last 20+ years then we wouldn't be rewriting/updating curriculum and courses and doing program revisions. But the reality is past individuals werent' doing their jobs and so now we get to be the ones that drive this great college into the future to make it even better than it currently is.
Open 1-32	Improving interdepartmental cooperation for the success of all our students on campus.
Open 1-35	Communication has been an ongoing concern for years. There seems to be little if any steps being taken to improve the communication from the top to the bottom. Policies and procedures are followed inconsistently between departments/divisions. Employees, particularly part time and classified staff, feel under appreciated and not valued. There is little sense of community on campus.
Open 1-42	Open and clear communication with all groups in a TIMELY manner. Improving faculty retention rates.
Open 1-47	Communication, decision making, advising of students (faculty involvement is essential).
Open 1-50	Communication continues to be an issue. We receive tons of information--almost too much at times--but the active listening portion of communication is still missing. Not only listening, but actually taking action after hearing. The top admin tends to have their minds made up then seek input for appearances. The other major issue is CTL. We need to have qualified people running it, not people that would be better kindergarten teachers.
Open 1-59	Management that is profesional and calm, does not make constant threats of being fired. Fair pay for the maintence staff that is required to work when no one else on camp is working (i.e, holidays, closure days, weekends and after hours on call)
Open 1-60	Manage change with a more inclusive method that eliminates silos and is focused on an improved student experience. Improve employee sense of value.Improve communication from administration through middle management to staff.
Open 1-63	Change the leadership in the Human Resources Office. Is the current director doing a good job? She doesn't answer phone calls or return voice messages, she doesn't respond to email (unless she can be condescending or sarcastic and throw you under the bus), she won't accept or decline meeting requests (except for the very, very, very rare occasion when she does accept but some "HR crisis" always arises so she doesn't show up. It is evident that she is not a people person and wants to hide in her dark office all day. Employees don't trust her, respect her and many don't even know who she is. She has the "Sky is falling mentality." The person in this position should be a well-respected leader on this campus. It is past time for the president to do something about this awful situation.

Comment #	Comment
Open 1-68	Involving all stakeholders (particularly faculty and students) in discussions about decisions to be made, and actually allowing for the time to implement the decisions in a logical and common sense way. Right now, many changes are made with no discussion with faculty and no regard to the impacts on students.
Open 2-1	As a newish employee, I do not feel that there is adequate communication at all levels of the college. Many things happening feel like they are secrets shared among Deans and Chairs, Deans and VP's, and not with faculty. Additionally, changes are not brought forth in a timely manner. For example, the common course assessment data that was implemented Spring 2014 was told to faculty three days before the term began. Information that impacts faculty and staff should be old weeks and months in advance. The feeling I get from the college is that the Administration is really just here to pad resumes and then move on. While that's not a negative in some respect (everyone does that), it's disheartening to see so many changes that will impact all employees and students, only to have those who pushed for the changes (generally without faculty/staff acceptance) leave in a few years. This survey, for example, is a great look at how LCCC functions. Everything is done behind closed doors. There's no communication. Furthermore, it should REALLY say something to the administration that your employees can't talk to you; rather, they have to use anonymous surveys. I've been at LCCC for four years, and I am already contemplating where I'll go next, which is a shame for an institution that I was really on board with when I started.
Open 2-2	I believe that Dr Schaffer has a clear vision and purpose for LCCC. It is not always clear that the rest of President's Cabinet or that middle management share this vision.
Open 2-7	HR policies have gone through many changes and the staff seem unable or unwilling to assist. The HR director is completely unavailable.
Open 2-8	Although human resources provides information for employees, they don't seem very employee-friendly.
Open 2-9	If someone is not doing their job the institution hires another person for the department. The current administration, new directors and up, have been very clear about the fact this institution was broken and it is a good thing they came in to "fix" it. If any administrator were to do the work of the little people, they would see how much of the little job impacts this institution and allows the admin to collect a paycheck.
Open 2-10	Since LCCC is in a conservative area, the culture of the college is conservative as well. This type of culture lends itself to a disinclination to change. So, with the great number of changes going on right now, change management is especially important. Over-the-top communication would be helpful, especially in-person communication. I also think the passing of the new HR policies in the spring (regardless of the fact they may have been necessary) severely damaged communication lines between administration and staff, severely disillusioned staff, and gave the impression to staff that administration considers Staff Senate's authority to be a farce and is only in place to acquiesce staff - to give staff the impression that they have a voice but, in truth, are not actually being heard or acknowledged.
Open 2-11	I feel that the administration likes to sit and make ridiculous rules to go by and then they don't pass them down until something happens. The policy's were changed fast and furiously in the past few years. The ability to move and improve has pretty much gone away. HR has been ridiculous. Making rules as they go and not making sure the campus is aware of them.. Leaving it up to deans, directors, VP and registrar to pass them on. They feel they are way to important to discuss much with us. We find out in trial and error. The business office does the same. Make new rules decides to change processes which is fine but tell people. Just like HR they make new rules but don't tell anyone. Overall I'm frustrated with this place. I love my job and what I do. The people running the show make it difficult.
Open 2-12	Policies should be easily accessible. No "search" is available to find anything. New webpage is always showing the same actors. Please do not have us scroll down for our email and D2L all the time. D2L email needs to be separated by classes. Upper administration is not supervised. Everything is going from up down and faculty is just acting like stupid troops without saying anything.
Open 2-14	The new HR policies were a big hit to morale. Other policies and processes are changing so quickly that they are hard to keep track of. The onestop website for institutional policies is great, but that access to departmental policies and processes is not as easy or clear, especially for cross departments like HR and payroll.

Comment #	Comment
Open 2-15	Lack of respect from Cheyenne to other satellite campus's is appalling. I could only wish that the cohorts in Cheyenne could see how straining it is over here when are jobs are hindered because of people over there making decisions without us in mind. If you could survey students on the satellite campuses in comparison to students on the main campus. It would be drastic.
Open 2-16	Policy and procedures are not followed in a fair and impartial manner. Decisions are not made with everyone's input. Often times the students get stuck in the middle. Supervisors do not listen to concerns and harassment is allowed to occur.
Open 2-17	You should listen to what the employee (staff and faculty) who are doing the actual work are saying. We're the ones who know what the students are saying they want.
Open 2-18	The administration needs to address that employees are fearful for their jobs and speaking their minds and not try to sweep it under the rug and justify it as a "few" dissatisfied employees, because more are dissatisfied than are satisfied. That's very sad, because this is a great institution but it continues to go downhill because employees are afraid to "think outside of the box for fear of reprimand."
Open 2-19	It would be helpful to have more communication between all of the staff at LCCC, especially the different departments. I feel as though departments are in competition with one another even though we are all trying to achieve the same goal. It would also be helpful for the VP's to consider the needs for different departments.
Open 2-23	Even though Joe Shaffer has been asked many times to get out of his office and interact with the faculty, he prefers to hide behind and make decisions based on data collected of questionable value. I don't know if the moral of the faculty will ever increase with his management style.
Open 2-24	Despite efforts to be improve faculty/staff morale on campus, information is poorly communicated and existing talent and experience among the faculty/staff is consistently overlooked. Although "students first" is the mantra, students' needs are not the priority.
Open 2-25	The campus culture has become one where the administrators make the policies but only expect the front line personnel (faculty, classified staff and professional staff) to follow. Administration itself does not follow it's own policies. For example, there is a policies on full-time and part-time faculty teaching load. The VPAA expects all faculty to remain under the maximum workload yet he teaches two courses a term for a workload of 10.5 credits which is above the maximum for part-time faculty. This is in addition to his full-time job as VPAA while he continues to teach two courses per term at his previous institution. Essentially he believes he can work more than two full-time jobs and be effective but current LCCC employees can barely do their one job effectively. The lack of regard for both the policies and the faculty here is appalling.
Open 2-27	Morale is at the lowest point I've seen it since I've been here, and I started working here right before Darrel Hammon arrived . It's the college president's job to manage change, and this president has not managed change well. He'll give you all kinds of "data" that he will use to show that things are better at LCCC. Everyone knows the data is suspect, at best. The board needs to come out of denial and admit they made a mistake and not renew the President's contract. We need change in leadership, and we need it to happen before the systems that have been changed all at once collapse.
Open 2-28	Just as I stated before. LCCC is my family, but with the changes that have been made by HR, this place has lost a lot of valuble people because of those changed. It is turning away from the family atomosphere, to just a place to work now. I will aslo tell you that if Plant Operations keeps hiring and recruting retired military personnel, there are possibly going to be allogations of discrmination, and possible lawsuits. I am affraid to speak to my administrator (becasue he is ex-military) about my supervisor (ex-military also) who isn't very knowledgable at his job. I feel if I went to the administrator with complaints, he would be upset with me. Don't get me wrong. Everyone in plant is great to work with. I have just been hearing rumors of discrmination lawsuits.
Open 2-29	Enrollment minimums need to be more flexible. Independent studies should not be the only option for courses needed for graduation. If a program has good AVERAGE enrollment, under-enrolled courses that are required for graduation should be allowed to go, and count toward the faculty work load total. The institution has restricted the number of hours faculty can teach, but then ask them to teach independent studies or cause great hardships on their students. Most faculty will do what is best for students, and then end up teaching more than they can adequately handle.

Comment #	Comment
Open 2-31	The current administration is making decisions which are disrespectful of staff and faculty, clearly designed to pad their resumes. All of the senior administration is in transit and their choices about how to administer and where to lead the college are only self benefiting and not considering the needs of the employees. Decisions are made and implemented in private with no opportunity for input until too late. Proof of the self serving nature of current administration is the discounting of the previous climate study results and the statement that it is a good thing we are losing the employees who have left. Additionally, internal promotion is a joke. The current system is designed to prevent internal candidates from advancing.
Open 2-33	<p>1. I believe that little to no transparency exists from the Dean level up. This results in decisions being made that effect all campus employees from work load to off contract responsibilities. Examples are too numerous to mention but the current "mandate" is program assessment from those one person faculty departments in which their program assessment was completed less than 5 years ago. This is ridiculous. This type of "behind the doors" decisions affects morale. Morale is at its lowest. We will lose more faculty if administration does not pay attention to their expectations of faculty and staff. 2. I have worked for and with many supervisors in my professional life. I find my current Dean nearly impossible to work with or for. I am outraged at the level of favoritism being displayed. I believe decisions are made without consultation. I believe that requests or suggestions end at the Dean's door and are overlooked or put aside for the benefit of a few. The Dean is not incompetent but will not consider any ideas or suggestions or offers from anyone outside of a chosen few. My Dean won't even acknowledge me without me speaking first. My Dean has never been in my office or poked their head in to check on whether I am even in the office. However, I do get chastised when work or a document has not been turned in to meet their expectations. My Dean makes decisions about programming without consultation from me. 3. I find the current practices of the VP of Instruction questionable. I believe he has surrounded himself with Deans who don't stand up to him or advocate for faculty. He has hired "yes" people. As a result, they do his bidding which makes the Deans look ineffective (I do not believe they are ineffective) which in turn creates a climate of distrust and antagonism. I would imagine since I am speaking in generalities that my feedback will not be included as I am not speaking in numbers or statistics. 4. Please help me understand what is happening in Student Services. As far as I can tell, the whole advising program has been gutted and now faculty are fighting for a voice for what benefits students. Students are not getting good general advising and being told to take classes that are not going to transfer or classes that will cost the student time and money. 5. The Chairs are overworked. I like the idea of Chairs, but not when they are doing the work for the Dean. I have had at least 3 chairs say separately to me that they will no longer serve in that capacity due to the ever increasing work demanded of them. A person is good enough to be a chair but not allowed to apply to be a Dean? 6. I am also troubled that Deans are allowed to live in other communities such as Ft. Collins rather than living in Cheyenne. 7. Classes are allowed to run with 4 people in them. Classes are added and then end up with less than 13 people in them? What a waste of money. 8. I have not seen the President of LCCC all semester. I understand he is a busy person, but this behavior is not conducive to a "team approach". 9. We have hired upper administration more than ever since Joe came on board. Where is the money coming from and what are we getting out of it? What do they do and why does it take 3 people to do what Cora Futa did solo? This is just an example. Are we getting the bang for our buck with these folks? As far as I can tell, the workload trickles down to the administrative assistants, but they have not gotten a pay increase for their</p>
Open 2-35	Procedures should be followed more consistently.

Comment #	Comment
Open 2-36	I enjoy my position and the part that I fulfill for our students and implementing programs that the community has a need for. I feel dissatisfaction when people are hired under their 'friendships' or 'acquaintances' to those on the hiring committee and not for their TRUE qualifications. Another situation is when someone is not fulfilling their obligation in their current position and NOTHING is getting done about it. Stagnation in a GROWING area to meet the industry demands does not allow us to provide the quality lessons students need to keep up with the industry's growth. We should have innovation and think on how to better support the industries and their demands when it comes to our trainings. Just because 'we have always done it this way' does not mean it's the best way now. I also think communication between all portions of the college is lacking; the hand does not talk to the foot to relay how we as a COMMUNITY at the college can better serve each other. Even when change is made, people revert back to the old ways of doing things because the new ways might take more effort. I am not here to just make a paycheck, I'm here to develop my future in the students. Word of mouth means a lot and if we are providing quality, then the word gets around that no other college does it better than LCCC!
Open 2-37	The way the policies were changed is an insult to employees. Students are not being focused on. The advising model is not holistic and a disaster. The advisors have a horrible supervisor that is not approachable, is very rude to others, is not a team player and has no idea what she is doing. The VP of student services is very disrespectful. She does not respect or accept input. Title IX training is a perfect example. People told her what a mess it was and she failed to take the input given then lied to the board of trustees and said everyone that reviewed it liked it. She lies regularly to attempt to smooth over decisions she has made. She is not approachable and is always talking about others behind their backs. Quite the gossiper and unprofessional. She causes huge communication issues with her on again, off again way of dealing with issues. Lets do it this, no this way, no back to the other way. Mood of the day is how staff see it. When concerns are taken to Joe (president), he does nothing. He is not acknowledging how dysfunctional student services is. We are tired of disfunction and chaos all the time. Our reputation in the community is at an all time low. When you work here and people approach you asking what is going on out here that they see the college as a real mess, that is embarrassing. Board of trustees need to open their eyes and ears and help!!
Open 2-38	HR is the root of all the bad things happening around here and Dr. Schaffer needs to take note to this.
Open 2-39	I sometimes wonder if some supervisors are too busy to give the guidance needed by their subordinates.
Open 2-41	Currently, the work that is being done is difficult but it's good work with all the changes that keep occurring. I do get confused at times as my work load appears to be continually changing. When I first got here I was told 24 - 30 hours of teaching; then it went to 30; then it went to 36 and now I've been told that is 43. Some of this I have resolved by talking to my Dean but 43 seems to be a number selected by my Dean and doesn't make much sense when my time as program director has increased with the growth of our program and yet my hours of duty continually increase...combined with the fact that my time away from our college never really seems to occur. Makes for me being tired and, at times, feeling burned out and wanting to get away. Cancun anyone? :) I do need to clarify that the 43 is a combination of teaching and program director duties BUT it still seems like a bit overload and continually increasing. I think 36 is reasonable workload for 11 month employee.
Open 2-42	This campus has still not recovered from the change in HR Policies last year. People are not seeking new jobs on campus in fear of losing their legacy status - this will continue to erode morale. The political capital used on that single issue was huge. It has severely effected morale. Middle managers - Deans - are very weak They are passing down work they should be doing. Faculty are tasked to absorb more and more administrative work.
Open 2-43	The three biggest problems I see at LCCC are: 1) A failure of administration to understand the realities of their employees workloads, 2) A seeming lack of respect of administration for employees through withholding information, excluding employee involvement through unreasonable timetables, and culturing a divide and concur mentality for management, 3) A failure to cultivate a unified vision for LCCC employees.

Comment #	Comment
Open 2-44	LCCC keeps adding more administrative work for us to do. It seems as if faculty are not being allowed to spend their job teaching, which is the most important thing we do. Instead, we are forced to do multiple reams of paperwork that will look good for some administrator to have fulfilled, but will not benefit my students or my department. The program assessment is an example. Faculty were told in mid-November that annual program assessment must be done, and immediately there is a time crunch. Much of the assessment piece is nothing but busy-work. For instance, developing a mission statement for the program establishes nothing but some kind of semantics to justify your program. Tell me the five things you actually want done and let me do them. Don't create busy work because it looks good on laminated paper.
Open 2-46	I really do enjoy working at LCCC, but get really frustrated when policies or procedures change and there is not communication about the change. One day it is this and the next is different. As a fairly new employee it is hard enough to learn what I need to do then changes are happening so fast and no guidance on any of the changes. I like change and it is a good thing, if done systematically and controlled.
Open 2-48	It seems that changes are being made for the sake of change, not that they are necessarily needed. Feedback is asked for but the time given for that feedback is too short or there are too many policies and procedures to review in the short amount of time that is given. The feedback given is either ignored or ridiculed as well as the person giving feedback is belittled as well. It seem that any changes put forth are rubber stamped regardless of the input given by others.
Open 2-50	LCCC has done a good job of trying to be more inclusive in policy/goal development. Communication is hard to improve, and I feel like LCCC administration is trying to improve communication to help better the campus culture.
Open 2-51	One of the above statements was, "easy to get information at this institution." This is pretty much true with the exception of getting information from the Human Resources office. Emails, meeting requests, and phone messages all seem to be ignored, especially from the Executive Director. This person, when forced to give information, is so evasive in her answer one still doesn't know the answer when given it. Often one answer is give at one point in time and then a completely different one is give at another point in time. They are certainly NOT Human oriented. This is not only my experience, but many people on campus have had quite similar experiences, yet NOTHING EVER changes with this problem. We count on timely and accurate information from this office and are repeatedly disappointed in the service. Attitudes are condescending, put out, and anything but helpful. They create a hostile work environment which does not reflect the campus culture and policies.
Open 2-52	Simply put, the Administration does not balance it's expectations with it's own abilities. The expectations, lack of communication, withholding of information, disinformation to the employees and public, etc. only demonstrate the lack of shared governance leadership and the belief in dictation.
Open 2-54	It seems there is a disconnect between administration and faculty and staff members. Information passed down seems to be modified, convoluted, or false. The concerns or opinions of faculty and staff members seem to be dismissed or flat out ignored.
Open 2-55	This semester seems to be extremely busy with all of the external work with general education, program reviews, and at some points, the deadlines were not communicated clearly, or set with too little time to work on those tasks effectively. It would be nice if it didn't feel like the college was trying to push everything they could through in one year or one semester. Overall culture here is very friendly, everyone is pretty nice to each other.
Open 2-56	I feel that we do surveys and talk to professionals about our issues and concerns with working here but NOTHING changes. Sometimes you have to micro-manage to see what is going on in each division or with each dean. If employees are communicating that things are not going well, then someone needs to do something about it before you end up losing more people that work at this institution.
Open 2-57	In my area, I work with an amazing group of people and am well supported by both my director and my AVP. The support doesn't always extend that way from above, particularly from VPs who minimize or don't understand the work we do, and treat these employees with less respect than they deserve. This unfortunately trickles down to those VPs' employees who in turn often behave the same.

Comment #	Comment
Open 2-59	I think that certain departments do not communicate with each other, because there is a battle going on between the upper administrators in those departments, that effect the staff doing their jobs effectively . Departments that depend on each other to be able to do their jobs should be able to work together more effectively instead of working in a hostile environment that they did not create.
Open 2-61	Communication and how the administration views or shows caring for the perception of the messages sent to its employees..is a big issue here on campus. Many faculty/staff are overly stress, frustrated, and feel they have no say in what happens at LCCC. The climate is deteriorating in my part of the campus...there is lack of trust for the 'leaders' there. Many are afraid to say no, or to say anything that goes against what administration wants...due to fear of reprimand. I do not see myself staying at this college for much longer...the stress, lack of feeling valued, and ignorance to how issues are affecting the classrooms and faculty/staff's ability to be present for students are contributing factors.
Open 2-63	Do not request feedback and pretend to have transparencies in decision making if you just going to dismiss suggestions as having no merit and continue with the original plan. Administrators should not become hostile or overly defensive when questioned.
Open 2-64	I am somewhat dissatisfied with the HSW dean. She is heavy handed and micromanages and has pretty effectively decreased morale of a division that used to be very satisfied and happy. I would like to be part of conversations that impact me. I really hate having the discussions go around me and decisions being made without any input from me.
Open 2-65	We now manage employees by email, rarely talking in person. It is a gotcha change. People across campus are being written up for the slightest infractions. Employees keep their heads down and try to stay in their offices. It won't be long before employees will accept that as the norm.
Open 2-66	Superiors play the favorite game
Open 2-68	Current administrators above the dean level seem to have very limited knowledge of how to run a business. There is little or no attempt to see what goes on in the trenches. They must spend their time with the inner circle and are clueless of the rest of us. We care about the College and students but LCCC seems to be just a stepping stone to them.They have had several embarrassing role-outs that had to be walked back or just fade away.
Open 2-69	There seems to be a significant disconnect in respect and understanding between high level administrators (President, VPs, and Deans) and faculty.
Open 2-70	Our mission is splattered everywhere - but the words are empty in terms of practice. The culture for staff in student services is "shut up and do what we tell you." Hiring committees are a joke - we are sworn to secrecy which has allowed hiring managers and selection committee members to disparage applicants. Ohhh, the trouble LCCC would be in if applicants knew
Open 2-71	Stop asking us to fill out these surveys when we all know that you plan to do absolutely nothing with them.
Open 2-72	The current climate of the campus has become much more of a hostile environment to work in the last 12 months. Administrators at meetings are seen more on their phones than paying attention if they are kind enough to even attend activities/meetings. The policies enforced on campus are a result often of not wanting to live up to their word. The promises of administrators are not valuable they say they will do one thing and then flat out not do it!
Open 2-73	The Human Resource policies and procedures have not been well understood by employees. Late interpretation of the how leave will be handled (not accruing after reaching max) has not be communicated to employees at all.
Open 2-74	I believe many of the campus entities work in isolation from others. There seems to be a power differential and a lack of support for one another, specifically between faculty and professional staff. Even within my own work environment, there is immense tension between co-workers that creates a distrusting environment. I see that many employees feel very lost, unstable, and not confident in the services they are providing students. I understand that tension and a feeling of unsteadiness comes with change, but there isn't must to promote building co-worker relationships and school pride/spirit in this institution.
Open 2-75	I am very satisfied with my department Dean and immediate coworkers. I've been frustrated lately with the lack of leadership in the HR department and the roll out of their new policies. HR keeps hiring more and more people but the department remains non responsive to phone calls and emails. It's very hard to get any information from them. I would like to see better leadership in that area.

Comment #	Comment
Open 2-76	I feel very supported by my dean and trust that individual. My immediate supervisor consistently demonstrates hostile body language that is incongruent with her verbal communication. I am concerned her physical health and medications negatively impact the work environment and ability to trust her
Open 2-78	Processes and policies continue to be developed in silos without input from stakeholders. The consultative feedback process is ineffective because past experiences have proven that most comments are ignored if they do not serve the initiator. Additionally there is fear of retaliation for expressing dissent. Recent changes that directly impact the student experience, like the changes in EaglesEye or the electronic student course evaluation process, seem to have been developed without concern for the needs and experiences of the students that attend this institution. Policies that address campus safety, program evaluation, employee evaluation, and student service have been slow to progress. Meanwhile there has been no delay in developing human resource policies that inhibit employee promotional opportunities.
Open 2-79	I think the biggest issue about campus culture and policies is that some people never follow any policy that is out there and they never see any consequence while other people get in trouble for even the slightest things that looks to a manager like a bump up against a policy. Also it makes it hard to figure out what you can and can't do when there aren't any polices about some things. And then we have some policies out there that are meaningless because nobody is doing anything the policy says we are supposed to be doing so it is just a sham and who is responsible for that. Not only that some people get away with ignoring policy that does exist while others get in trouble, another issue is that there are some big gaps in policies like shouldn't there be IT policies? Aren't there supposed to be policies about safety and OSHA? Aren't there supposed to be polices about what and how you can and can't spend public money? Feels like LCCC is missing some significant and needed policies. Some areas have policy and others having zero doesn't make sense. Some people getting in trouble and others never even being called on their policy violations doesn't make sense. I think that kind of inconsistency is what can hurt a good campus culture.
Open 2-80	Having worked at other campus's I can say that the faculty seems to not understand that their primary job is to teach. They seems to want to do everything and be in charge of everything. There are not enough boundaries regarding job duties and then not sticking you nose into others jobs. I find that they are often trying to tell other departments how to do their jobs when they know nothing about it. It's as though they are used to running everything and have little respect for the work that goes on around them. Not all faculty but the majority of faculty. The culture needs to be one of mutual respect for job duties. I don't tell them how to teach so they shouldn't be telling me how to do my job.
Open 2-83	Lack of policies to guide faculty when a student concern comes up. Administrators have Special Considerations for some students that fall outside the current policy and procedures.
Open 2-84	The director of Human Resources is creating a hostile work environment in the Administration Building. She refuses to communicate with anyone outside of her office which operates as a silo. She also has the employees in her office operating in silos. It is November and still no training on the PAF. She can't stand in front of a group of people and give them all the same information because it changes on a daily/weekly basis. Her staff has tripled and she has decentralized all of the HR job duties out to the managers. Her staff has to answer questions that she should be answering.
Open 2-85	Low salaries and increasing workloads negatively affect staff and faculty. Increasing workloads negatively affect interactions between staff and students as well as faculty and students.
Open 2-86	Its hard our deans have no interest or do they ever say good job for the incredible amount of work that is expected. The driving policy is a joke The entire administration is worried about covering themselves and not about students its all about a bogus insurance and liability to the college
Open 2-87	The current administration (of which I am a part of) is unethical, self-serving, only interested in resume building, and is clearly out of touch with faculty and students.

Comment #	Comment
Open 2-88	<p>There are good things happening at the College. My job is interesting and gratifying. Helping students get an education and accomplish their goals; playing even a small part in affecting positive changes in their lives is amazing. The faculty and staff I work with are excellent employees, they care and we have a great team. My supervisor is the best. The benefits package is first rate and I am paid fairly. The emphasis on completion rates is welcome and long overdue. I agree with and support many of changes at LCCC that have been instituted by Dr. Joe. The drastic drop in enrollment, low morale and the low value of the employees concern me. Low Enrollment: A higher than 30% drop in enrollments over three years is drastic. It will affect the next round of State funding. The College's funding is based on several factors; completion and enrollment are two. They are not mutually exclusive, but part of a whole formula. Although the low enrollment is due in part to external factors we can't control, the question is what internal factors are contributing to low enrollment? Those are the things we can change. Low Morale: Each time Dr. Joe dismisses the fear of speaking up and low morale issues it makes it worse. Dismissing these things adds to the perception that employees are not valuable, adds to the fear of speaking up and being labeled. When asked by the media about the employees' fear of speaking up, one explanation Dr. Joe gave was peer bullying. I don't know where that idea came from because the data collected in the same survey indicated the majority of employees felt free from harassment. Another explanation was the employees have never been managed and this is a reaction to management. To make an all-inclusive statement that the College's employees were poorly managed was not only inaccurate, it was offensive. There were good, effective employees and managers three years and four years ago. There were pockets of poorly managed employees and room for improvement too Low Morale Caused by Mistrust: After the HR Policies and Procedures were approved one of the commitments the President made to the Board was Exit Interviews would be conducted when employees terminated their employment. The Exit Interviews would be used to determine if the Policies and Procedures were affecting an employee's decision to leave. Exit Interviews are not being done; this fall when asked about it at a Board meeting Dr. Joe said something to the effect that Exit Interviews are not a good indicator because employees leave for one of two reasons; either they are going to something better or they are disgruntled. Those factors are not the issue; a commitment was made to do them. They should have been starting the day after the Policies and Procedures were effective. We have gone through the largest employee exodus in LCCC's history and no one asked them why. The only way to recoup the data is to contact everyone who has left and do Exit Interviews. If gaining the trust and respect of the faculty and staff has any importance the President will honor the commitments he makes. The Board of Trustees doesn't hold Dr. Joe accountable. When the Board learned Exit Interviews were not being done, Kevin Kilty expressed his frustration, but nothing has been done. The Board votes unanimously time and time again for Dr. Joe's recommendations. The perception is they work for him and not the other way around.</p>
Open 2-89	<p>Changes in administration have altered the culture to allow for a few individuals to force changes without input from relevant faculty and without regard for the impact on student groups. I am ashamed that a community based institution would turn its focus to sacrifice some students' success to increase enrollment, or some other bottom line goal.</p>

Comment #	Comment
Open 2-91	<p>When I came to this institution, I was excited to get involved and work with students to improve their future. The work I do now detracts from my ability to help my students improve their future. If I do not agree to do this work for the administration, I am accused of "not working for the students' benefit." The administration constantly holds the students against the faculty, yet the administration actively forces us to do work that is contrary to the benefit of the students. Deadlines for bureaucratic paper work that does not help our students directly is unrealistic. Works loads are too high. We have been told that we must be collaborative and cooperative, yet we are told we are not allowed to communicate with our adjuncts. We are also told we are not allowed to speak to students that are not in our classes. Faculty are "asked for their opinions," but when changes are made, those changes are not in support of faculty needs, priorities, opinions, or good for the students. We have been told that as lead faculty we will be involved in hiring adjuncts for our classes, but sections are frequently added online and adjuncts are hired that are not even in our hiring pool, because 'someone' knows someone. I thought that we were getting away from the good old boy system of hiring people, but we are not. All of our online adjuncts know one of our administrators and are hires without scrutinization of their qualifications, or better yet, of our actual need to have an online section. We have faculty that are very worried that they might not make their load, because extra sections of their class were opened without their knowledge. This institution is a sinking ship and I wish that I had time to look for another job. But I do not have time because on top of all of the MCORS, Gen Eds, Program revisions, articulation agreements, and program reviews, I actually have a job to do that involves the creation of, administration of, and grading of assignments and exams, not to mention the ability to make my lectures relevant and exciting to engage and help our students. The administration has NO CLUE how much work faculty put into their students and their students doing well. I was at school until 8pm the past two Friday nights tutoring students that are worried about passing. The only reason I am still here is the students. The administration is driving me into the ground. My spirit is crushed to the point that I think I am going to leave teaching all together at the end of the year. LCCC has killed all of my passion for teaching and instead I have become the crusher of student's dreams. On a daily basis I do not have the heart to encourage my students because LCCC has ripped my heart out of my chest and stomped on it. At this point any other job looks better than this one. I hear Menards is hiring, maybe I will apply to work there.</p>
Open 2-92	<p>The policies are fair, equitable, consistent, and are easily accessed on the College's website and EaglesEye. With the exception of a few, the employees promote a campus culture that is sincere, personable, friendly, knowledgeable, and not self-centered. Most employees have the College's mission and vision at the center of their motivation to be accountable for the work they perform.</p>
Open 3-2	<p>Joe has worked hard at making a future for the college. What needs to happen is he needs a team that believes and follows him instead of working against him. Additionally, we need to get back to the needs of the students - they deserve to have a good education without hearing and living through our crisis. I have heard from many students that they are shuffled through and they wait for advisors for 20 minutes or longer even though they had an appt. The advisor comes in laughing with coffee in hand. That is the environment at LCCC right now.</p>
Open 3-4	<p>I feel the goals are good. The way they are going about it is running everyone off.</p>
Open 3-9	<p>Joe Schaffer has stated that he sees LCCC as becoming a world-class institution. I think he has been out in the poppy fields too long. LCCC will never become a world-class institution because of the lack of sufficient resources and the quality of the faculty employed at LCCC. We can become a good institution only if we start hiring more competent faculty. Joe Schaffer has gone crazy hiring more administrators, perhaps in an attempt to bolster his resume when he applies for a new position. A few years ago the College Brain Trust conducted a survey of college climate/resources and the report indicated that LCCC already had too many administrators. For some reason Mr. Schaffer chose to ignore that report, which by the way, cost the college many thousands of dollars to obtain.</p>
Open 3-11	<p>I believe in the last year the goals and objectives have been articulated very well.</p>
Open 3-15	<p>Not sure what they are, forever changing and not exactly where we are headed.</p>
Open 3-16	<p>Mcors I am satisfied. Not satisfied with new personnel procedures. I believe the operational plan of LCCC is full of vision but lacks follow through particularly in engaging students through transfer or into the workforce. Also, the aspirational value of tolerance is most often substituted by throwing one another "under the bus." There is no blending of the old and the new and the rift is clear.</p>

Comment #	Comment
Open 3-17	I think we are heading in the right direction; Lots of work is occurring but it's work that needs to be occurring; I do wish that the intrusive advising actually advocated faculty being more directly involved; feel many times as if we are pushed to the side and we are the ones that know the programs the best.
Open 3-18	The goals are good, but most problems lie in how we are trying to get there (time tables, developing buy in, allowing all stakeholders participation, developing policies for smooth transition).
Open 3-19	I think that the goal of graduation and completion is nothing but the attempt of administration to meet legislative requirements. It does not seem that students are truly a priority.
Open 3-20	I believe the goals are good and the college is heading in the right direction. More communication.
Open 3-25	They are only in written form to prove an administration can administer, they are not goals of action the administration has any belief in realizing.
Open 3-26	They are not very well known.
Open 3-27	While I do approve of most of the changes that have been made on our campus during Joe Schaffer's presidency, what has been difficult is the approach used to get there -- it has felt very much like "you're either with us or you're against us," and if you're viewed as against the changes, then you're no better than gravel to be crushed under the wheels. I love my job here, and I love working with students -- but my own well-being is also important. I've chosen deliberately to avoid campus politics or committees or meetings or involvement in almost every way, because I've found I'm much happier that way.
Open 3-34	The institutional goals are not well understood by faculty or staff. They are also implemented far too fast without regard to all of the other work functions that faculty and staff must do to effectively serve students.
Open 3-38	The Strategic Plan Strategies, while well developed, exclude the work going on in some areas of campus. Service and support are vital to accomplishing the mission of the institution.
Open 4-3	Since the HR department has become more bureaucratized, the fears of many faculty and staff about job security have increased significantly
Open 4-7	The communication between departments is slowly improving.
Open 4-10	Faculty is not pleased this semester. Too much of our time is spent on looking pretty for the outside people instead of remembering what is important. Faculty should be thinking about how to make students learn better. MCORs should be done by a work study, we should not be spending time copying and pasting when someone else can do it. There is this false sense of "faculty help" around, "if you need help please ask" which is not there. I would like to see someone who comes to my office, says: you were assigned to do ...MCOR, have it all written down, I review it, this person rewrites it, comes back to my office, I review it again and then sign off to the next level. I would like to see instructional designers doing something for faculty instead of spending time with their "online programs". For example, when we were required to have midterm grades for our classes, all D2L shells should have had that column done in our gradebook, details like that would help everyone. Faculty is reacting instead of making intelligent decisions.
Open 4-12	I enjoy my job and the students. I could be more optimistic about the institution if I did not hear about mistreatment and negative interactions between employees so regularly.
Open 4-13	Listen to employees and implement changes. After an outcry, do not disregard people. Why would anyone want to work in that type of an environment?
Open 4-14	We need better communication on all levels. Also why change is good, sometimes you need to set back and let everyone take a deep breath. Too much change too fast is as bad as no change at all.
Open 4-19	Currently the work environment is not very pleasant. Administration is merely working on their agenda to pad their resume and not listening to their employees on how to best serve the students here.
Open 4-21	Not feeling like part of the "Team" have heard the comment "just staff ..."
Open 4-25	Deans are selected to be skills for VPs. They are chosen not for the ability to collaborate and represent the faculty but for their ability to bully the faculty. The VPS are skills for the president. Decisions are made regarding students on the basis of the theory by people who are out of touch. The new Advising model is an excellent example. The need for a comprehensive advising program is well documented. The new plan implemented, however, is being done in a way which impedes contact with faculty. The need for assessment is extreme. It is being done in a way that punishes faculty and implemented without regard to the impact. The need for consistent online education is a fact. The process for creating it is abusive to faculty and violates academic freedom.

Comment #	Comment
Open 4-26	I'm not sure where to get started with this one. I have seen very UNHAPPY individuals in the Business section because of their dean, Melvin Hawkins, not taking his responsibilities. I know that the medical section is doing well and keeping high standards for their students within the program and for their instructors. I know that our Workforce and Development section has a leader of all leaders, Maryellen Tast, who is willing to go above and beyond in all situations to make classes go. The student services section states they have a holistic approach to student advising, but students have been reporting they are just getting an "OK" you can do this without actual advisement of what is the best course for a career field for the student. Just recently, THE person in the career center was informed that she will not be in her position and if she is not kept on campus, a HUGE loss to the students will occur. I would like to continue on with our HR department not providing clear guidance to their own policies to including calling back the non-select individuals after the hiring process is over.
Open 4-27	Morale is horrible! Communication is horrible!!
Open 4-29	Student Services should really take a separate accounting of how things are aside from the rest of the College and in the separate areas of Student Services. I feel that many of us in this area work well together but are compartmentalized and we haven't been given the opportunity to mesh as a new team under so many changes.
Open 4-31	Some faculty are trying to cooperate and complete new administrative related assignments. They are being bullied by other faculty who "want to send a message." I have even been told I am stupid for working so hard - that I am playing up to my Dean. Quite frankly, I could care less about my Dean. But I do think the President has a strong vision and that we are working toward it. Things could have been rolled out far better by the VPAA in making it happen. The Deans are the weakest link.
Open 4-32	There is a lack of community and a unified goal across campus. Some groups, support by administrators, act divisively only to support their own interests rather than an open broad focus on students.
Open 4-33	The work environment reflects leadership. The leadership does not take into account the input that employees provide. For example, with the Lundy Report, Joe dismissed it as inaccurate and invalid, and Jose agreed. The administration needs to realize that perception is reality. If employees perceive that they are not heard and do not have an impact, that will be their feeling and morale will be affected. Until we feel that we are heard, and until the administration actually looks at how policies they pass are carried out, they will continue to have problems. For example, I have known single-person departments to be responsible for over 15 MCORs and Gen Ed forms. When these policies were passed, was it ever even considered the difficulties that single person departments would have fulfilling them?
Open 4-34	The climate of distrust still exists and the lack of communication from the VP level down is a major contributor of this distrust. There needs to be better communication and team work before VPs make decisions that affect so many others. Instead of making unilateral decisions at the VP level, input should be gather and solicited from other levels of the organization. Making decisions without other's input keeps the organization from moving beyond the current mistrust of the executives. There needs to be a willingness to get input from the people doing the work.
Open 4-35	Like all institutes, the people at the top make the decisions that impact everyone else.
Open 4-42	Human Resources create hostile work environments. Instead of providing sage guidance in dealing with difficult situations they spend more time on placing blame on others, or placing the responsibility on others. Instead of creating solutions, they create problems. They are NOT timely in responses.
Open 4-43	There are two levels, those who administer, make and change the rules of the college, and those who consistently expected to pick up the pieces and make sense of the lack of continuity the students need.
Open 4-45	Communication could be much clearer and more timely. Faculty input could be more valued at the institution.
Open 4-46	Communication continues to be poor -- seems like we used to have more access to things like President's cabinet minutes, College Council minutes, etc. Where did all that go? I have no idea what's happening at those levels anymore.
Open 4-53	I think the work environment and morale within student services continues to worsen. I don't think the voices of staff are heard by certain student services administrators. In addition, certain administrators are rude and demeaning when a staff member voices their ideas or opinions about something.
Open 4-55	Like I said the superiors I have play favorites 365 days a year

Comment #	Comment
Open 4-57	Staff are not involved in planning in student services - we are told it is not our job, we don't have the expertise, our ideas are silly, etc.it appears that the administrators "sense of purpose' is self-servingFaculty are totally removed from academic advising - what a travesty to our students.staff are marginalized in student services to the point of removing our dignity and self-pride in our workthere is no communication in my area - ZIPPO!!! And if I try to communicate, i am told "it is not your role to communicate with others." how am i suppose to do my job without communication?"Team" is another example of empty words especially in student services. the only team in student services is among the directorsI am very fearful of speaking my mind here. I love my job and the work that i do - I have been successful in my job here for years. But now my work is marginalized; I am under constant scrutiny by an incompetent manager who thinks she knows best.
Open 4-58	Frankly I'm fed up of their (the administrators and trustees) self serving bull shit that leaves students, staff, and faculty out in the cold shuffling more paperwork than is necessary to run a small community college in rural America! Its as if they (the administrators and trustees) think that our students are not deserving of a quality education as long as they can make the campus look good. The sexual harassment training (don't call it title IX) is a joke. The purpose and need of such training is lost on those that show up. Its true we don't know what we don't know but to do it every year in a group setting for such a long period of time is loss of productivity.
Open 4-59	Very tough to work with HR director
Open 4-63	When the Strategic Plan Strategy "Research and implement a new model for compensation of the differentemployee groups at the College" in ranked in Tier 4 near the bottom, there is a clear message that employees are not highly valued. Recent statements in College Council about the communications survey, as reflected in the minutes, were insulting and representative of an administration unwilling to look at the real problems. In the session I attended I saw people who I have never seen in the usual meetings and have never heard complain, and I was surprised to hear them echo the sentiment of everyone else. The problems are real and widespread. I realize some of the statements were inaccurate, but that means there was a breakdown in communication. The administration should identify why false information exists and work to improve the communication of accurate information. Dismissing all of the results based on a handful of inaccurate comments is poor leadership. I am extremely disappointed in the president's attitude about the staff. These are hard working people who care deeply about the students and the institution and intend to be employed here long after he has moved on to greener pastures. Don't assume chronic complainers are skewing results or influencing others. From what I heard in the session I attended, hard workers who take responsibility for their own morale expressed the same concerns. There was a common theme that should be acknowledged: 'If you don't intend to use our feedback, stop asking for it.'
Open 4-66	PLEASE BOARD OF TRUSTEES--SOMETHING NEEDS TO BE DONE ABOUT THE LEADERSHIP IN THE HUMAN RESOURCES OFFICE. SHE IS DRAGGING THE PRESIDENT DOWN!!
Open 4-70	The moral of the faculty continues to go down. The administration is making changes without consulting faculty or allowing participation by the vested parties to make sure all aspects of future impacts are addressed. For example, there has been much discussion regarding the changes to the anatomy and physiology tracks that will be offered - the current one will continue, and a new non-transferable course sequence specific to health sciences will be created. However, as these courses are prerequisites for the health science programs, any student taking the non-transferrable course sequence, who subsequently does not get into the program will be set back one year and would have taken two classes that will not apply to their degree. Further, these changes are all being discussed without participation of the faculty that will actually be teaching the courses. The deans are deciding how the track will look with no consideration of the substantial body of students that apply, but don't get in to our health science programs, nor with regard to potentially valuable faculty insight. This is just one example of a systemic problem. The majority of faculty that came to LCCC specifically to teach and support students are looking for jobs elsewhere, where the students are actually put first, and not just given lip service to that fact.
Open 4-71	Employees support each other in times of workload challenges.
Open 4-72	This is one of the worst work environments I have experienced. My dean told me the other day that if I did not do something their way then I would be out of a job. And it was stated very bluntly. How can I want to work for an institution that threatens me in order to get their way?

Comment #	Comment
Open 1-17	I think it is important to have clear objectives and guidelines for new employees. This would help with retention and help the college become more successful.
Open 1-26	I think employees should walk the walk and not just talk the talk. Their priorities should be quality AND quantity to meet the needs of current and future students. Just because it is not currently 'your' position to do a certain task, know enough about how each piece fits into the WHOLE campus and what you can do to improve the overall value to the students, employees and the community.
Open 1-29	Training of directors, deans, vp's and other administrators in customer service with focus on communication and how to lead meetings. Specifically the Student Services division where things remain very divisive and directors don't come out of their office or know how to lead trainings/meetings.
Open 1-33	Technology advancements
Open 1-38	Building organizational capacity through professional development and training.
Open 1-41	Hire and/or train ethical, honest and capable administrators.
Open 1-57	Improving training policies and procedures to prepare employees to efficiently and effectively serve students.
Open 2-11	I feel that the administration likes to sit and make ridiculous rules to go by and then they don't pass them down until something happens. The policy's were changed fast and furiously in the past few years. The ability to move and improve has pretty much gone away. HR has been ridiculous. Making rules as they go and not making sure the campus is aware of them.. Leaving it up to deans, directors, VP and registrar to pass them on. They feel they are way to important to discuss much with us. We find out in trial and error. The business office does the same. Make new rules decides to change processes which is fine but tell people. Just like HR they make new rules but don't tell anyone. Overall I'm frustrated with this place. I love my job and what I do. The people running the show make it difficult.
Open 2-39	I sometimes wonder if some supervisors are too busy to give the guidance needed by their subordinates.
Open 2-78	Processes and policies continue to be developed in silos without input from stakeholders. The consultative feedback process is ineffective because past experiences have proven that most comments are ignored if they do not serve the initiator. Additionally there is fear of retaliation for expressing dissent. Recent changes that directly impact the student experience, like the changes in EaglesEye or the electronic student course evaluation process, seem to have been developed without concern for the needs and experiences of the students that attend this institution. Policies that address campus safety, program evaluation, employee evaluation, and student service have been slow to progress. Meanwhile there has been no delay in developing human resource policies that inhibit employee promotional opportunities.
Open 3-14	I would like to see us surpass the most technical, industrial, business, humanities and medical colleges in the region so WE are the College to attend. Professional development throughout the employees and within our course development should be a priority. Mandate CEU's for everyone to take each year to improve skillsets.
Open 3-35	If the goal is as the mission states: "Laramie County Community College engages minds, inspires individuals, transforms lives, and strengthens communities through the power of learning..." than do that by increasing retention and persistence of its current student body; by allocating more funding to facultystaff development and less on hiring and retaining middle management whose purpose at a community college seems to be redundant and makes the administration top heavy.
Open 4-9	Staff were given hope that there is great care in our ability to move and grow but they went back on their word. It's just best to keep you head low and let them do their thing and build their resume and move on.

Comment #	Comment
Open 1-3	To work together as a team instead of back stabbing to get ahead of the other. Eliminate the gossip factor that comes out of President's Cabinet that spears this on and fuels the fire. Dr. Schaffer should convince his leadership team that together we can build a better college but separately we have dysfunction all around. They agree behind closed doors and the minute they are out the gossip begins.
Open 1-6	Improved processes and communication.
Open 1-11	Chair positions should be eliminated. They are functioning as "deans' help" instead of representing faculty. Faculty has lost representation and input because chair-people are now "representing faculty" and making decisions without faculty input. These positions are also faculty positions were approved as "faculty" and now they are miniadministrators. There are 9 of them with 5 credit hours of release time which is the equivalent of 45 credit hours we shifted from faculty to administration. We took away the equivalent of 3 faculty positions and "released" their time to administration. Chair positions should be administration positions and paid accordingly. If you want a chair to represent faculty, then he or she needs to report to another supervisor outside of their school. We had instructional designers working with a similar structure and it did not work. Communication is still a big problem. This semester I was told not to communicate via email with a peer because I was "frustrated". I cannot ask questions during meetings because they are structured in such a way so that no time is left for Q and A. If I ask questions is because I am "causing trouble" or I am "reacting as a four year old". I am basically treated as a stupid person who is just supposed to come to campus, teach and leave. During meetings, I sit there and I listen to decisions which were made without any faculty input, meetings from announcements from top down but then if something is not done is "faculty's fault". It is demeaning and disrespectful. Some faculty is getting release time for this and that. Some faculty is getting money from innovations funds. Selection of these lucky faculty is based on who asks the loudest. I still think the biggest problem we have is lack of connection with the community.
Open 1-14	Employee morale. The ability to have open conversations. Higher pay.
Open 1-16	Employee retention
Open 1-20	The first goal is to hire a new President who truly cares about the college--its students and employees. It's becoming more apparent to the employees, the students, the board and the community that the President and Vice President of Academic Affairs, and other administrators (deans) are misusing LCCC's financial and human resources to build their resumes as morale continues to sink to all-time levels. Students are fully aware of this and are being treated poorly and talk about moving on to another college. Most all of the major systems at the college have been changed, and these changes have made things worse. The board is the only group that can hold the President accountable, yet they are either unwilling or unable to come out of denial and see that they made the wrong choice with this President. In fact, the President told College Council that the Lundy report (commissioned by the board) was essentially useless and he had no intention of using this instrument to help improve a dire situation that has developed at LCCC under Joe. Where is the board on this? College Brain Trust did an extensive audit of the college right before Joe came and said that we are overstaffed with administrators, yet Joe has grown the administration to the point of bloat and will cause a financial predicament if funding is cut. Where is the board on this?
Open 1-21	Retaining staff. I love LCCC but there have been so many changes in policy and procedures out here that puts a bitter taste in the mouth of all Classified employees. LCCC was a great place to work, and I was so proud to work here. Lately HR has been looking at the way other institutions do things, and then they change the LCCC policy to reflect on those other institutions. For example, LCCC always fronted their vacation time to employees. That was one thing that made LCCC so unique. The policy changed because that is the way most other places do things. If LCCC classified employees see a higher paying job on campus, we are afraid to apply for those positions because we would lose our legacy status. It was sad to see, for once, faculty and staff agreed that shouldn't happen, yet the administration voted it down at college council. College council should just include the President's cabinet and the administrators. No other voice is really heard. Dr. Schaefer is doing a good job but he needs to also focus on employee retention. If LCCC isn't a wonderful place to work like it used to be, we are going to lose a lot of good people to higher paying jobs around the community, and LCCC is just going to get more employees that look at it as a job, and not as a family like I do.

Comment #	Comment
Open 1-24	Get the administration out of their cloud space and connect them to the damage they are doing to the institution with their autocratic actions. The administration is wrong: it is not a good thing that we are losing solid employees.
Open 1-26	I think employees should walk the walk and not just talk the talk. Their priorities should be quality AND quantity to meet the needs of current and future students. Just because it is not currently 'your' position to do a certain task, know enough about how each piece fits into the WHOLE campus and what you can do to improve the overall value to the students, employees and the community.
Open 1-28	The employee moral would improve if the got rid of our current HR department especially Peggie because they do not make a comfortable work environment. Actually they make the college a hostile work environment, they do not provide customer service, now all the supervisors have to be HR specialist and since they are doing this and we are doing all their work why do we need them because I am certainly not going to take any concerns to them for fear of retaliation!
Open 1-30	While I think the morale of our campus is important, I'm sick of hearing about it. I think LCCC is a wonderful place to work and with all the changes that are occurring it is a bit overwhelming at times BUT the changes need to be occurring. I also feel that the senior leadership--Joe, Jose, and Judy--are trying very hard to improve communication. I think some people on our campus need to realize that offering one's opinion doesn't mean that it has to be followed or else no one is listening. That is the mentality that drives me bonkers! Input is asked for but if it isn't followed then many say "they (senior leadership/deans) don't really want our opinion because they never do what we say" It's an opinion for a reason and I've seen many times where suggestions/opinions have been integrated into solutions on our campus...not always but sometimes which is as it should be. How can we tell people to stop whining all the time---change is hard; it takes a LOT of work and IF previous employees and/or college presidents/college presidents would have been doing their jobs over the last 20+ years then we wouldn't be rewriting/updating curriculum and courses and doing program revisions. But the reality is past individuals weren't doing their jobs and so now we get to be the ones that drive this great college into the future to make it even better than it currently is.
Open 1-31	Make significant changes in Human Resources so that it is an area that is respected and builds trust. This will not happen with current Director.
Open 1-32	Improving interdepartmental cooperation for the success of all our students on campus.
Open 1-35	Communication has been an ongoing concern for years. There seems to be little if any steps being taken to improve the communication from the top to the bottom. Policies and procedures are followed inconsistently between departments/divisions. Employees, particularly part time and classified staff, feel under appreciated and not valued. There is little sense of community on campus.
Open 1-37	Retention of quality employees, both faculty and staff.
Open 1-42	Open and clear communication with all groups in a TIMELY manner. Improving faculty retention rates.
Open 1-43	Not having a top heavy (administration) based employee group and focus more on the faculty and staff that are actually dealing with the student body. If you do have happy faculty and staff it will trickle down to the students which affects the college as a whole. Continue to work on retaining employees as this is a problem!
Open 1-45	I would like to spend less time explaining, justifying, or otherwise proving that I'm doing my job and more time doing my job.
Open 1-46	HR needs to stay within their own internal control, and not try to interfere with other departments internal control.
Open 1-51	The administration and the trustees have destroyed the trust and working environment through new HR procedures and other actions. Honest dialog is impossible when employees cannot talk freely. The president is too arrogant to realize when he removed that he created a second-class institution.
Open 1-56	Improve the leadership in the Human Resources Office
Open 1-60	Manage change with a more inclusive method that eliminates silos and is focused on an improved student experience. Improve employee sense of value.Improve communication from administration through middle management to staff.

Comment #	Comment
Open 1-62	The goal of the institution should involve following policy and having that policy apply across the board. Faculty are capped at teaching 18 credit hours. Our VP of Instruction teaches 12.5 credit hours for LCCC and another 8 credit hours for Florida State (although he is only slated to teach 4 for the Spring of 2015). Isn't this a conflict of interest as well as not creating an example for others to follow? Finally, how can he do a good job as VP if he is teaching an overload of courses?
Open 1-63	Change the leadership in the Human Resources Office. Is the current director doing a good job? She doesn't answer phone calls or return voice messages, she doesn't respond to email (unless she can be condescending or sarcastic and throw you under the bus), she won't accept or decline meeting requests (except for the very, very, very rare occasion when she does accept but some "HR crisis" always arises so she doesn't show up. It is evident that she is not a people person and wants to hide in her dark office all day. Employees don't trust her, respect her and many don't even know who she is. She has the "Sky is falling mentality." The person in this position should be a well-respected leader on this campus. It is past time for the president to do something about this awful situation.
Open 1-65	The institution needs to support the programs they have not take away from all of them for new programs that were here and cancelled now brought back and all of our budget dropped 50% in one year. Very poor planning. They need to get Deans that care about the programs they have that have a vested interest in those programs not ones that sleep in their offices during the day and come see the program once a semester.
Open 1-67	Increase Enrollment - Continue to emphasize completion and improve the system. But honestly evaluate what internal changes or issues are contributing to the 30% drop in enrollment. Stop ignoring, hiding it and blaming external factors. Raise Morale Evaluate the HR changes and be open and willing to make changes if something is not working well. Revamp the HR New Position Ranking system.
Open 1-68	Involving all stakeholders (particularly faculty and students) in discussions about decisions to be made, and actually allowing for the time to implement the decisions in a logical and common sense way. Right now, many changes are made with no discussion with faculty and no regard to the impacts on students.
Open 1-70	Improve employee morale
Open 2-1	As a newish employee, I do not feel that there is adequate communication at all levels of the college. Many things happening feel like they are secrets shared among Deans and Chairs, Deans and VP's, and not with faculty. Additionally, changes are not brought forth in a timely manner. For example, the common course assessment data that was implemented Spring 2014 was told to faculty three days before the term began. Information that impacts faculty and staff should be old weeks and months in advance. The feeling I get from the college is that the Administration is really just here to pad resumes and then move on. While that's not a negative in some respect (everyone does that), it's disheartening to see so many changes that will impact all employees and students, only to have those who pushed for the changes (generally without faculty/staff acceptance) leave in a few years. This survey, for example, is a great look at how LCCC functions. Everything is done behind closed doors. There's no communication. Furthermore, it should REALLY say something to the administration that your employees can't talk to you; rather, they have to use anonymous surveys. I've been at LCCC for four years, and I am already contemplating where I'll go next, which is a shame for an institution that I was really on board with when I started.
Open 2-3	I love this college and I hope to see it thrive in the future.
Open 2-5	We have forgotten that the students have a right for a good education. Faculty is unhappy and that is discussed in the classroom. Staff feels unneeded and that brings moral crashing down. Administration has made a mess of what LCCC is suppose to be about - the students. What we end up with is the students paying for a substandard education. Sad.
Open 2-6	People seem responsive and supportive of one another here... I like that.
Open 2-7	HR policies have gone through many changes and the staff seem unable or unwilling to assist. The HR director is completely unavailable.
Open 2-8	Although human resources provides information for employees, they don't seem very employee-friendly.

Comment #	Comment
Open 2-10	Since LCCC is in a conservative area, the culture of the college is conservative as well. This type of culture lends itself to a disinclination to change. So, with the great number of changes going on right now, change management is especially important. Over-the-top communication would be helpful, especially in-person communication. I also think the passing of the new HR policies in the spring (regardless of the fact they may have been necessary) severely damaged communication lines between administration and staff, severely disillusioned staff, and gave the impression to staff that administration considers Staff Senate's authority to be a farce and is only in place to acquiesce staff - to give staff the impression that they have a voice but, in truth, are not actually being heard or acknowledged.
Open 2-11	I feel that the administration likes to sit and make ridiculous rules to go by and then they don't pass them down until something happens. The policy's were changed fast and furiously in the past few years. The ability to move and improve has pretty much gone away. HR has been ridiculous. Making rules as they go and not making sure the campus is aware of them.. Leaving it up to deans, directors, VP and registrar to pass them on. They feel they are way to important to discuss much with us. We find out in trial and error. The business office does the same. Make new rules decides to change processes which is fine but tell people. Just like HR they make new rules but don't tell anyone. Overall I'm frustrated with this place. I love my job and what I do. The people running the show make it difficult.
Open 2-13	It does not matter what I put here because the comments won't be considered. Administration will simply do what they want regardless of feedback.
Open 2-14	The new HR policies were a big hit to morale. Other policies and processes are changing so quickly that they are hard to keep track of. The onestop website for institutional policies is great, but that access to departmental policies and processes is not as easy or clear, especially for cross departments like HR and payroll.
Open 2-18	The administration needs to address that employees are fearful for their jobs and speaking their minds and not try to sweep it under the rug and justify it as a "few" dissatisfied employees, because more are dissatisfied than are satisfied. That's very sad, because this is a great institution but it continues to go downhill because employees are afraid to "think outside of the box for fear of reprimand."
Open 2-19	It would be helpful to have more communication between all of the staff at LCCC, especially the different departments. I feel as though departments are in competition with one another even though we are all trying to achieve the same goal. It would also be helpful for the VP's to consider the needs for different departments.
Open 2-20	We have been working on improving many things at LCCC, and for most of us that culture of continuous improvement makes us proud to work here. It takes a bit of work on one's own part to get to that point though, and some seem stuck holding onto the past, so seem to look for things to be unhappy about.
Open 2-21	I am borderline between satisfied and somewhat satisfied. I think the built in breaks of the academic calendar help my morale stay passable and keep me at satisfied but it would probably be lower if I had to be here all year. I don't think there is a single procedure on campus that is working like it's supposed to right now and answers to questions about policy, process, and procedure change almost daily (if there is an answer) and sometimes are even contradictory from day to day or week to week. Work gets done, undone, redone, overdone, underdone...you name it. Some of that is par for the course at any institution, I suppose, and I can be somewhat forgiving since I think people are working hard at it, they just sometimes neglect to see how things fit into the big picture and affect others. I do feel like I work with (mostly) good people with good intentions and most of the time I quite like my job.
Open 2-22	Policy and procedure changes happen and evolve with the current times. The change management of the updates lacks planning, respect of the human resources, and is done in a manner that alienates the human resources.
Open 2-23	Even though Joe Shaffer has been asked many times to get out of his office and interact with the faculty, he prefers to hide behind and make decisions based on data collected of questionable value. I don't know if the moral of the faculty will ever increase with his management style.
Open 2-27	Morale is at the lowest point I've seen it since I've been here, and I started working here right before Darrel Hammon arrived . It's the college president's job to manage change, and this president has not managed change well. He'll give you all kinds of "data" that he will use to show that things are better at LCCC. Everyone knows the data is suspect, at best. The board needs to come out of denial and admit they made a mistake and not renew the President's contract. We need change in leadership, and we need it to happen before the systems that have been changed all at once collapse.

Comment #	Comment
Open 2-28	Just as I stated before. LCCC is my family, but with the changes that have been made by HR, this place has lost a lot of valuable people because of those changes. It is turning away from the family atmosphere, to just a place to work now. I will also tell you that if Plant Operations keeps hiring and recruiting retired military personnel, there are possibly going to be allegations of discrimination, and possible lawsuits. I am afraid to speak to my administrator (because he is ex-military) about my supervisor (ex-military also) who isn't very knowledgeable at his job. I feel if I went to the administrator with complaints, he would be upset with me. Don't get me wrong. Everyone in plant is great to work with. I have just been hearing rumors of discrimination lawsuits.
Open 2-30	We have a compliance culture with a lot of "do this and don't do that." This can lead to stifling creativity. The campus lacks an "energized" feeling when you come into the buildings.
Open 2-31	The current administration is making decisions which are disrespectful of staff and faculty, clearly designed to pad their resumes. All of the senior administration is in transit and their choices about how to administer and where to lead the college are only self-benefiting and not considering the needs of the employees. Decisions are made and implemented in private with no opportunity for input until too late. Proof of the self-serving nature of current administration is the discounting of the previous climate study results and the statement that it is a good thing we are losing the employees who have left. Additionally, internal promotion is a joke. The current system is designed to prevent internal candidates from advancing.
Open 2-32	I am pleased with my treatment as an employee. I enjoy the collaborative efforts and teamwork. I would like to see better attitudes toward students.
Open 2-33	1. I believe that little to no transparency exists from the Dean level up. This results in decisions being made that affect all campus employees from work load to off-contract responsibilities. Examples are too numerous to mention but the current "mandate" is program assessment from those one-person faculty departments in which their program assessment was completed less than 5 years ago. This is ridiculous. This type of "behind the doors" decision affects morale. Morale is at its lowest. We will lose more faculty if administration does not pay attention to their expectations of faculty and staff. 2. I have worked for and with many supervisors in my professional life. I find my current Dean nearly impossible to work with or for. I am outraged at the level of favoritism being displayed. I believe decisions are made without consultation. I believe that requests or suggestions end at the Dean's door and are overlooked or put aside for the benefit of a few. The Dean is not incompetent but will not consider any ideas or suggestions or offers from anyone outside of a chosen few. My Dean won't even acknowledge me without me speaking first. My Dean has never been in my office or poked their head in to check on whether I am even in the office. However, I do get chastised when work or a document has not been turned in to meet their expectations. My Dean makes decisions about programming without consultation from me. 3. I find the current practices of the VP of Instruction questionable. I believe he has surrounded himself with Deans who don't stand up to him or advocate for faculty. He has hired "yes" people. As a result, they do his bidding which makes the Deans look ineffective (I do not believe they are ineffective) which in turn creates a climate of distrust and antagonism. I would imagine since I am speaking in generalities that my feedback will not be included as I am not speaking in numbers or statistics. 4. Please help me understand what is happening in Student Services. As far as I can tell, the whole advising program has been gutted and now faculty are fighting for a voice for what benefits students. Students are not getting good general advising and being told to take classes that are not going to transfer or classes that will cost the student time and money. 5. The Chairs are overworked. I like the idea of Chairs, but not when they are doing the work for the Dean. I have had at least 3 chairs say separately to me that they will no longer serve in that capacity due to the ever-increasing work demanded of them. A person is good enough to be a chair but not allowed to apply to be a Dean? 6. I am also troubled that Deans are allowed to live in other communities such as Ft. Collins rather than living in Cheyenne. 7. Classes are allowed to run with 4 people in them. Classes are added and then end up with less than 13 people in them? What a waste of money. 8. I have not seen the President of LCCC all semester. I understand he is a busy person, but this behavior is not conducive to a "team approach". 9. We have hired upper administration more than ever since Joe came on board. Where is the money coming from and what are we getting out of it? What do they do and why does it take 3 people to do what Cora Futa did solo? This is just an example. Are we getting the bang for our buck with these folks? As far as I can tell, the workload trickles down to the administrative assistants, but they have not gotten a pay
Open 2-34	The new policy changes have made me start to look elsewhere for a job

Comment #	Comment
Open 2-36	I enjoy my position and the part that I fulfill for our students and implementing programs that the community has a need for. I feel dissatisfaction when people are hired under their 'friendships' or 'acquaintances' to those on the hiring committee and not for their TRUE qualifications. Another situation is when someone is not fulfilling their obligation in their current position and NOTHING is getting done about it. Stagnation in a GROWING area to meet the industry demands does not allow us to provide the quality lessons students need to keep up with the industry's growth. We should have innovation and think on how to better support the industries and their demands when it comes to our trainings. Just because 'we have always done it this way' does not mean it's the best way now. I also think communication between all portions of the college is lacking; the hand does not talk to the foot to relay how we as a COMMUNITY at the college can better serve each other. Even when change is made, people revert back to the old ways of doing things because the new ways might take more effort. I am not here to just make a paycheck, I'm here to develop my future in the students. Word of mouth means a lot and if we are providing quality, then the word gets around that no other college does it better than LCCC!
Open 2-37	The way the policies were changed is an insult to employees. Students are not being focused on. The advising model is not holistic and a disaster. The advisors have a horrible supervisor that is not approachable, is very rude to others, is not a team player and has no idea what she is doing. The VP of student services is very disrespectful. She does not respect or accept input. Title IX training is a perfect example. People told her what a mess it was and she failed to take the input given then lied to the board of trustees and said everyone that reviewed it liked it. She lies regularly to attempt to smooth over decisions she has made. She is not approachable and is always talking about others behind their backs. Quite the gossiper and unprofessional. She causes huge communication issues with her on again, off again way of dealing with issues. Lets do it this, no this way, no back to the other way. Mood of the day is how staff see it. When concerns are taken to Joe (president), he does nothing. He is not acknowledging how dysfunctional student services is. We are tired of disfunction and chaos all the time. Our reputation in the community is at an all time low. When you work here and people approach you asking what is going on out here that they see the college as a real mess, that is embarrassing. Board of trustees need to open their eyes and ears and help!!
Open 2-39	I sometimes wonder if some supervisors are too busy to give the guidance needed by their subordinates.
Open 2-40	I would say that 3 years ago I was much more satisfied. With all the changes, I cannot say that I will be here much longer if I can help it. There is so much emphasis from the top down, marginalized staff and faculty, and non-student-centered policies and processes. It puts a knot in my stomach how much focus has been give to Student Services to not provide student services.
Open 2-42	This campus has still not recovered from the change in HR Policies last year. People are not seeking new jobs on campus in fear of losing their legacy status - this will continue to erode morale. The political capital used on that single issue was huge. It has severely effected morale. Middle managers - Deans - are very weak They are passing down work they should be doing. Faculty are tasked to absorb more and more administrative work.
Open 2-44	LCCC keeps adding more administrative work for us to do. It seems as if faculty are not being allowed to spend their job teaching, which is the most important thing we do. Instead, we are forced to do multiple reams of paperwork that will look good for some administrator to have fulfilled, but will not benefit my students or my department. The program assessment is an example. Faculty were told in mid-November that annual program assessment must be done, and immediately there is a time crunch. Much of the assessment piece is nothing but busy-work. For instance, developing a mission statement for the program establishes nothing but some kind of semantics to justify your program. Tell me the five things you actually want done and let me do them. Don't create busy work because it looks good on laminated paper.
Open 2-46	I really do enjoy working at LCCC, but get really frustrated when policies or procedures change and there is not communication about the change. One day it is this and the next is different. As a fairly new employee it is hard enough to learn what I need to do then changes are happening so fast and no guidance on any of the changes. I like change and it is a good thing, if done systematically and controlled.

Comment #	Comment
Open 2-48	It seems that changes are being made for the sake of change, not that they are necessarily needed. Feedback is asked for but the time given for that feedback is too short or there are too many policies and procedures to review in the short amount of time that is given. The feedback given is either ignored or ridiculed as well as the person giving feedback is belittled as well. It seem that any changes put forth are rubber stamped regardless of the input given by others.
Open 2-49	Faculty should be viewed as an asset to the college instead they are treated with disdain and disrespect.
Open 2-51	One of the above statements was, "easy to get information at this institution." This is pretty much true with the exception of getting information from the Human Resources office. Emails, meeting requests, and phone messages all seem to be ignored, especially from the Executive Director. This person, when forced to give information, is so evasive in her answer one still doesn't know the answer when given it. Often one answer is give at one point in time and then a completely different one is give at another point in time. They are certainly NOT Human oriented. This is not only my experience, but many people on campus have had quite similar experiences, yet NOTHING EVER changes with this problem. We count on timely and accurate information from this office and are repeatedly disappointed in the service. Attitudes are condescending, put out, and anything but helpful. They create a hostile work environment which does not reflect the campus culture and policies.
Open 2-54	It seems there is a disconnect between administration and faculty and staff members. Information passed down seems to be modified, convoluted, or false. The concerns or opinions of faculty and staff members seem to be dismissed or flat out ignored.
Open 2-55	This semester seems to be extremely busy with all of the external work with general education, program reviews, and at some points, the deadlines were not communicated clearly, or set with too little time to work on those tasks effectively. It would be nice if it didn't feel like the college was trying to push everything they could through in one year or one semester. Overall culture here is very friendly, everyone is pretty nice to each other.
Open 2-56	I feel that we do surveys and talk to professionals about our issues and concerns with working here but NOTHING changes. Sometimes you have to micro-manage to see what is going on in each division or with each dean. If employees are communicating that things are not going well, then someone needs to do something about it before you end up losing more people that work at this institution.
Open 2-57	In my area, I work with an amazing group of people and am well supported by both my director and my AVP. The support doesn't always extend that way from above, particularly from VPs who minimize or don't understand the work we do, and treat these employees with less respect than they deserve. This unfortunately trickles down to those VPs' employees who in turn often behave the same.
Open 2-58	In the past two years, every single part of this campus has been dismantled. As if that wasn't enough, we're trying to reassemble it at the same time. Like building a ship while you sail it.I believe the campus culture is one of stress and anxiety. People are tired. They are ill. They are losing sleep. They spend more time justifying their own existence and constantly re-explaining jobs that have been done for years, decades in fact. More and more of this justifying is done on forms and paperwork that have the goal not of "continuous improvement" but of merely documenting that work is being done.No consideration is given to this atmosphere of stress and anxiety. What must it be doing to instruction? To the number of non-productive days like sick days? To turnover? (Well, we know the answer to that one, don't we?)People who are tired and afraid don't teach well.
Open 2-59	I think that certain departments do not communicate with each other, because there is a battle going on between the upper administrators in those departments, that effect the staff doing their jobs effectively . Departments that depend on each other to be able to do their jobs should be able to work together more effectively instead of working in a hostile environment that they did not create.
Open 2-61	Communication and how the administration views or shows caring for the perception of the messages sent to its employees..is a big issue here on campus. Many faculty/staff are overly stress, frustrated, and feel they have no say in what happens at LCCC. The climate is deteriorating in my part of the campus...there is lack of trust for the 'leaders' there. Many are afraid to say no, or to say anything that goes against what administration wants...due to fear of reprimand. I do not see myself staying at this college for much longer...the stress, lack of feeling valued, and ignorance to how issues are affecting the classrooms and faculty/staff's ability to be present for students are contributing factors.

Comment #	Comment
Open 2-62	I believe that things are changing, and in the future will be better, but the employee morale is extremely low and something needs to be done about that!
Open 2-63	Do not request feedback and pretend to have transparencies in decision making if you just going to dismiss suggestions as having no merit and continue with the original plan. Administrators should not become hostile or overly defensive when questioned.
Open 2-64	I am somewhat dissatisfied with the HSW dean. She is heavy handed and micromanages and has pretty effectively decreased morale of a division that used to be very satisfied and happy. I would like to be part of conversations that impact me. I really hate having the discussions go around me and decisions being made without any input from me.
Open 2-65	We now manage employees by email, rarely talking in person. It is a gotcha change. People across campus are being written up for the slightest infractions. Employees keep their heads down and try to stay in their offices. It won't be long before employees will accept that as the norm.
Open 2-67	The work I do is very rewarding and I enjoy working with students. There are too many people making decisions and creating an environment that is constantly changing and costing the institution money.
Open 2-68	Current administrators above the dean level seem to have very limited knowledge of how to run a business. There is little or no attempt to see what goes on in the trenches. They must spend their time with the inner circle and are clueless of the rest of us. We care about the College and students but LCCC seems to be just a stepping stone to them. They have had several embarrassing role-outs that had to be walked back or just fade away.
Open 2-69	There seems to be a significant disconnect in respect and understanding between high level administrators (President, VPs, and Deans) and faculty.
Open 2-70	Our mission is splattered everywhere - but the words are empty in terms of practice. The culture for staff in student services is "shut up and do what we tell you." Hiring committees are a joke - we are sworn to secrecy which has allowed hiring managers and selection committee members to disparage applicants. Ohhh, the trouble LCCC would be in if applicants knew
Open 2-72	The current climate of the campus has become much more of a hostile environment to work in the last 12 months. Administrators at meetings are seen more on their phones than paying attention if they are kind enough to even attend activities/meetings. The policies enforced on campus are a result often of not wanting to live up to their word. The promises of administrators are not valuable they say they will do one thing and then flat out not do it!
Open 2-74	I believe many of the campus entities work in isolation from others. There seems to be a power differential and a lack of support for one another, specifically between faculty and professional staff. Even within my own work environment, there is immense tension between co-workers that creates a distrusting environment. I see that many employees feel very lost, unstable, and not confident in the services they are providing students. I understand that tension and a feeling of unsteadiness comes with change, but there isn't must to promote building co-worker relationships and school pride/spirit in this institution.
Open 2-75	I am very satisfied with my department Dean and immediate coworkers. I've been frustrated lately with the lack of leadership in the HR department and the roll out of their new policies. HR keeps hiring more and more people but the department remains non responsive to phone calls and emails. It's very hard to get any information from them. I would like to see better leadership in that area.
Open 2-76	I feel very supported by my dean and trust that individual. My immediate supervisor consistently demonstrates hostile body language that is incongruent with her verbal communication. I am concerned her physical health and medications negatively impact the work environment and ability to trust her
Open 2-78	Processes and policies continue to be developed in silos without input from stakeholders. The consultative feedback process is ineffective because past experiences have proven that most comments are ignored if they do not serve the initiator. Additionally there is fear of retaliation for expressing dissent. Recent changes that directly impact the student experience, like the changes in EaglesEye or the electronic student course evaluation process, seem to have been developed without concern for the needs and experiences of the students that attend this institution. Policies that address campus safety, program evaluation, employee evaluation, and student service have been slow to progress. Meanwhile there has been no delay in developing human resource policies that inhibit employee promotional opportunities.

Comment #	Comment
Open 2-79	I think the biggest issue about campus culture and policies is that some people never follow any policy that is out there and they never see any consequence while other people get in trouble for even the slightest things that looks to a manager like a bump up against a policy. Also it makes it hard to figure out what you can and can't do when there aren't any polices about some things. And then we have some policies out there that are meaningless because nobody is doing anything the policy says we are supposed to be doing so it is just a sham and who is responsible for that. Not only that some people get away with ignoring policy that does exist while others get in trouble, another issue is that there are some big gaps in policies like shouldn't there be IT policies? Aren't there supposed to be policies about safety and OSHA? Aren't there supposed to be polices about what and how you can and can't spend public money? Feels like LCCC is missing some significant and needed policies. Some areas have policy and others having zero doesn't make sense. Some people getting in trouble and others never even being called on their policy violations doesn't make sense. I think that kind of inconsistency is what can hurt a good campus culture.
Open 2-80	Having worked at other campus's I can say that the faculty seems to not understand that their primary job is to teach. They seems to want to do everything and be in charge of everything. There are not enough boundaries regarding job duties and then not sticking you nose into others jobs. I find that they are often trying to tell other departments how to do their jobs when they know nothing about it. It's as though they are used to running everything and have little respect for the work that goes on around them. Not all faculty but the majority of faculty. The culture needs to be one of mutual respect for job duties. I don't tell them how to teach so they shouldn't be telling me how to do my job.
Open 2-81	Fear driven, top down organization leaving employees feeling powerless.
Open 2-82	The take down culture at LCCC is sometimes overwhelming. It is rampant at all levels.
Open 2-84	The director of Human Resources is creating a hostile work environment in the Administration Building. She refuses to communicate with anyone outside of her office which operates as a silo. She also has the employees in her office operating in silos. It is November and still no training on the PAF. She can't stand in front of a group of people and give them all the same information because it changes on a daily/weekly basis. Her staff has tripled and she has decentralized all of the HR job duties out to the managers. Her staff has to answer questions that she should be answering.
Open 2-85	Low salaries and increasing workloads negatively affect staff and faculty. Increasing workloads negatively affect interactions between staff and students as well as faculty and students.
Open 2-86	Its hard our deans have no interest or do they ever say good job for the incredible amount of work that is expected. The driving policy is a joke The entire administration is worried about covering themselves and not about students its all about a bogus insurance and liability to the college
Open 2-87	The current administration (of which I am a part of) is unethical, self-serving, only interested in resume building, and is clearly out of touch with faculty and students.

Comment #	Comment
Open 2-88	<p>There are good things happening at the College. My job is interesting and gratifying. Helping students get an education and accomplish their goals; playing even a small part in affecting positive changes in their lives is amazing. The faculty and staff I work with are excellent employees, they care and we have a great team. My supervisor is the best. The benefits package is first rate and I am paid fairly. The emphasis on completion rates is welcome and long overdue. I agree with and support many of changes at LCCC that have been instituted by Dr. Joe. The drastic drop in enrollment, low morale and the low value of the employees concern me. Low Enrollment: A higher than 30% drop in enrollments over three years is drastic. It will affect the next round of State funding. The College's funding is based on several factors; completion and enrollment are two. They are not mutually exclusive, but part of a whole formula. Although the low enrollment is due in part to external factors we can't control, the question is what internal factors are contributing to low enrollment? Those are the things we can change. Low Morale: Each time Dr. Joe dismisses the fear of speaking up and low morale issues it makes it worse. Dismissing these things adds to the perception that employees are not valuable, adds to the fear of speaking up and being labeled. When asked by the media about the employees' fear of speaking up, one explanation Dr. Joe gave was peer bullying. I don't know where that idea came from because the data collected in the same survey indicated the majority of employees felt free from harassment. Another explanation was the employees have never been managed and this is a reaction to management. To make an all-inclusive statement that the College's employees were poorly managed was not only inaccurate, it was offensive. There were good, effective employees and managers three years and four years ago. There were pockets of poorly managed employees and room for improvement too Low Morale Caused by Mistrust: After the HR Policies and Procedures were approved one of the commitments the President made to the Board was Exit Interviews would be conducted when employees terminated their employment. The Exit Interviews would be used to determine if the Policies and Procedures were affecting an employee's decision to leave. Exit Interviews are not being done; this fall when asked about it at a Board meeting Dr. Joe said something to the effect that Exit Interviews are not a good indicator because employees leave for one of two reasons; either they are going to something better or they are disgruntled. Those factors are not the issue; a commitment was made to do them. They should have been starting the day after the Policies and Procedures were effective. We have gone through the largest employee exodus in LCCC's history and no one asked them why. The only way to recoup the data is to contact everyone who has left and do Exit Interviews. If gaining the trust and respect of the faculty and staff has any importance the President will honor the commitments he makes. The Board of Trustees doesn't hold Dr. Joe accountable. When the Board learned Exit Interviews were not being done, Kevin Kilty expressed his frustration, but nothing has been done. The Board votes unanimously time and time again for Dr. Joe's recommendations. The perception is they work for him and not</p>

Comment #	Comment
Open 2-91	When I came to this institution, I was excited to get involved and work with students to improve their future. The work I do now detracts from my ability to help my students improve their future. If I do not agree to do this work for the administration, I am accused of "not working for the students' benefit." The administration constantly holds the students against the faculty, yet the administration actively forces us to do work that is contrary to the benefit of the students. Deadlines for bureaucratic paper work that does not help our students directly is unrealistic. Works loads are too high. We have been told that we must be collaborative and cooperative, yet we are told we are not allowed to communicate with our adjuncts. We are also told we are not allowed to speak to students that are not in our classes. Faculty are "asked for their opinions," but when changes are made, those changes are not in support of faculty needs, priorities, opinions, or good for the students. We have been told that as lead faculty we will be involved in hiring adjuncts for our classes, but sections are frequently added online and adjuncts are hired that are not even in our hiring pool, because 'someone' knows someone. I thought that we were getting away from the good old boy system of hiring people, but we are not. All of our online adjuncts know one of our administrators and are hires without scrutinization of their qualifications, or better yet, of our actual need to have an online section. We have faculty that are very worried that they might not make their load, because extra sections of their class were opened without their knowledge. This institution is a sinking ship and I wish that I had time to look for another job. But I do not have time because on top of all of the MCORS, Gen Eds, Program revisions, articulation agreements, and program reviews, I actually have a job to do that involves the creation of, administration of, and grading of assignments and exams, not to mention the ability to make my lectures relevant and exciting to engage and help our students. The administration has NO CLUE how much work faculty put into their students and their students doing well. I was at school until 8pm the past two Friday nights tutoring students that are worried about passing. The only reason I am still here is the students. The administration is driving me into the ground. My spirit is crushed to the point that I think I am going to leave teaching all together at the end of the year. LCCC has killed all of my passion for teaching and instead I have become the crusher of student's dreams. On a daily basis I do not have the heart to encourage my students because LCCC has ripped my heart out of my chest and stomped on it. At this point any other job looks better than this one. I hear Menards is hiring, maybe I will apply to work there.
Open 2-92	The policies are fair, equitable, consistent, and are easily accessed on the College's website and EaglesEye. With the exception of a few, the employees promote a campus culture that is sincere, personable, friendly, knowledgeable, and not self-centered. Most employees have the College's mission and vision at the center of their motivation to be accountable for the work they perform.
Open 3-2	Joe has worked hard at making a future for the college. What needs to happen is he needs a team that believes and follows him instead of working against him. Additionally, we need to get back to the needs of the students - they deserve to have a good education without hearing and living through our crisis. I have heard from many students that they are shuffled through and they wait for advisors for 20 minutes or longer even though they had an appt. The advisor comes in laughing with coffee in hand. That is the environment at LCCC right now.
Open 3-4	I feel the goals are good. The way they are going about it is running everyone off.
Open 3-7	We are on the right track!
Open 3-8	I think LCCC's goals are valuable and the vision President Schaffer has is great. How we get there without chasing off the wrong people is a concern.
Open 3-9	Joe Schaffer has stated that he sees LCCC as becoming a world-class institution. I think he has been out in the poppy fields too long. LCCC will never become a world-class institution because of the lack of sufficient resources and the quality of the faculty employed at LCCC. We can become a good institution only if we start hiring more competent faculty. Joe Schaffer has gone crazy hiring more administrators, perhaps in an attempt to bolster his resume when he applies for a new position. A few years ago the College Brain Trust conducted a survey of college climate/resources and the report indicated that LCCC already had too many administrators. For some reason Mr. Schaffer chose to ignore that report, which by the way, cost the college many thousands of dollars to obtain.
Open 3-16	Mcors I am satisfied. Not satisfied with new personnel procedures. I believe the operational plan of LCCC is full of vision but lacks follow through particularly in engaging students through transfer or into the workforce. Also, the aspirational value of tolerance is most often substituted by throwing one another "under the bus." There is no blending of the old and the new and the rift is clear.

Comment #	Comment
Open 3-17	I think we are heading in the right direction; Lots of work is occurring but it's work that needs to be occurring; I do wish that the intrusive advising actually advocated faculty being more directly involved; feel many times as if we are pushed to the side and we are the ones that know the programs the best.
Open 3-18	The goals are good, but most problems lie in how we are trying to get there (time tables, developing buy in, allowing all stakeholders participation, developing policies for smooth transition).
Open 3-22	Goal should be retaining faculty members
Open 3-27	While I do approve of most of the changes that have been made on our campus during Joe Schaffer's presidency, what has been difficult is the approach used to get there -- it has felt very much like "you're either with us or you're against us," and if you're viewed as against the changes, then you're no better than gravel to be crushed under the wheels. I love my job here, and I love working with students -- but my own well-being is also important. I've chosen deliberately to avoid campus politics or committees or meetings or involvement in almost every way, because I've found I'm much happier that way.
Open 3-29	Goals are not the issue.HOW we approach those goals. That's what touches people's lives and affects their day-to-day existence.
Open 3-31	The institutional goals forget the value of those working at this institutions. We are told consistently that we are not good enough to do our job. If they keep saying that... it becomes a reality.
Open 3-37	I am extremely impressed about the drive to improve graduation rates and student retention. Since we provide the majority of our services to first generation, low-income, and non-traditional students, I am pleased with the push to improve developmental course assistance and completion.
Open 3-39	The new employee orientation was great. The breakfast with the President was a nice touch. It is because of the new employee orientation that I know that one of LCCC's goals was a new on-boarding program. Great job with that.One thing about working here that does relate to the goals is about IT. What is with the bandwidth issues? What is with the system slow-downs? Where are we with the goal of "modernizing and updating the data and technology infrastructure"? The helpdesk actually cracks me up. Feels like we are about 10 years behind the rest of the IT world.
Open 3-41	This institution should make staff and faculty morale a primary objective.
Open 3-42	The institutional goals are created by the president and vice-president and are purely self-serving, resume-building, and completely in contrast to what is best for the college community, the faculty, and the students.
Open 4-1	It's terrible. It's like middle-school children all trying to get in the good graces of the teacher.
Open 4-3	Since the HR department has become more bureaucratized, the fears of many faculty and staff about job security have increased significantly
Open 4-5	This is a very cohesive and supportive place to work.
Open 4-8	The environment is miserable. People use to talk to one another and now they are afraid. Did I tell too much? Did I ask too much? Why - there is no reason for this. Administration comes across as bullies - and will step on anyone in their way. There is no basic human kindness from admin, if you do not have the degree they feel you should have, then you are not worthy. Let admin do the little jobs and we will see how much is then appreciated.
Open 4-9	Staff were given hope that there is great care in our ability to move and grow but they went back on their word. It's just best to keep you head low and let them do their thing and build their resume and move on.
Open 4-10	Faculty is not pleased this semester. Too much of our time is spent on looking pretty for the outside people instead of remembering what is important. Faculty should be thinking about how to make students learn better. MCORs should be done by a work study, we should not be spending time copying and pasting when someone else can do it. There is this false sense of "faculty help" around, "if you need help please ask" which is not there. I would like to see someone who comes to my office, says: you were assigned to do ...MCOR, have it all written down, I review it, this person rewrites it, comes back to my office, I review it again and then sign off to the next level. I would like to see instructional designers doing something for faculty instead of spending time with their "online programs". For example, when we were required to have midterm grades for our classes, all D2L shells should have had that column done in our gradebook, details like that would help everyone. Faculty is reacting instead of making intelligent decisions.
Open 4-11	Administration is breeding an environment of apathy. It used to be that people feared for their jobs, but now employees just don't care. The mandate will come to tell them what to do.

Comment #	Comment
Open 4-12	I enjoy my job and the students. I could be more optimistic about the institution if I did not hear about mistreatment and negative interactions between employees so regularly.
Open 4-13	Listen to employees and implement changes. After an outcry, do not disregard people. Why would anyone want to work in that type of an environment?
Open 4-15	I wish people would be nicer to one another.
Open 4-16	We need to support our local community if we expect others in our community to support us and our programs. We have had many people the leave the institution over the last 18-24 months. Some of them needed to go, however we are also losing good people. One thing that concerns me is that we the administrators that come from other areas don't understand Cheyenne and they think they can come here and "change" it. To a certain degree you can and to a certain degree people are willing and ready for that change. However, the hiring pool is only so big. When you start losing good people the hiring pool diminishes. As this continues to happen you pull people who don't understand the region. Cheyenne and LCCC are unique and we need to remember that it is choice for our students to attend LCCC and live in Cheyenne, as well as a choice to work at LCCC. The people who work here have a passion for education, many of them could make a great deal more money in the industries in which they teach. They choose to teach and this should not be forgotten.
Open 4-18	Challenging.
Open 4-19	Currently the work environment is not very pleasant. Administration is merely working on their agenda to pad their resume and not listening to their employees on how to best serve the students here.
Open 4-20	I believe the work environment is very good at LCCC.
Open 4-21	Not feeling like part of the "Team" have heard the commet "just staff ...."
Open 4-22	It's the worst it's been and continues to decline. The board is the only group that can make this better by changing leadership. However, it's very apparent that the board is unable to muster the courage to initiate the change. It's probably very difficult to initiate change when most of the board have allowed the president to charm and manipulate them at the expense of the college.
Open 4-24	Creating Department Chairs has been a disaster. It divides the faculty and removes good faculty from the classroom. The deans need to be more responsible for their areas and not delegate so much.
Open 4-25	Deans are selected to be shills for VPs. They are chosen not for the ability to collaborate and represent the faculty but for their ability to bully the faculty. The VPS are shills for the president. Decisions are made regarding students on the basis of the4ory by people who are out of touch. The new Advising model is an excellent example. The need for a comprehensive advising program is well documented. The new plan implemented, however, is being done in a way which impedes contact with faculty. The need for assessment is extreme. It is being done in a way that punishes faculty and implemented without regard to the impact. The need for consistent online education is a fact. The process for creating it is abusive to faculty and violates academic freedom.
Open 4-27	Morale is horrible! Communication is horrible!!
Open 4-28	HR is making the work environment around here HOSTILE, PEGGIE is the root of this.
Open 4-29	Student Services should really take a separate accounting of how things are aside from the rest of the College and in the separate areas of Student Services. I feel that many of us in this area work well together but are compartmentalized and we haven't been given the opportunity to mesh as a new team under so many changes.
Open 4-30	I love LCCC and I'm very, very glad that I made the decision to come here. It is a good place with good people.
Open 4-31	Some faculty are trying to cooperate and complete new administrative related assignments. They are being bullied by other faculty who "want to send a message." I have even been told I am stupid for working so hard - that I am playing up to my Dean. Quite frankly, I could care less about my Dean. But I do think the President has a strong vision and that we are working toward it. Things could have been rolled out far better by the VPAA in making it happen. The Deans are the weakest link.
Open 4-32	There is a lack of community and a unified goal across campus. Some groups, support by administrators, act divisively only to support their own interests rather than an open broad focus on students.

Comment #	Comment
Open 4-33	The work environment reflects leadership. The leadership does not take into account the input that employees provide. For example, with the Lundy Report, Joe dismissed it as inaccurate and invalid, and Jose agreed. The administration needs to realize that perception is reality. If employees perceive that they are not heard and do not have an impact, that will be their feeling and morale will be affected. Until we feel that we are heard, and until the administration actually looks at how policies they pass are carried out, they will continue to have problems. For example, I have known single-person departments to be responsible for over 15 MCORs and Gen Ed forms. When these policies were passed, was it ever even considered the difficulties that single person departments would have fulfilling them?
Open 4-34	The climate of distrust still exists and the lack of communication from the VP level down is a major contributor of this distrust. There needs to be better communication and team work before VPs make decisions that affect so many others. Instead of making unilateral decisions at the VP level, input should be gather and solitcited from other levels of the organization. Making decisions without other's input keeps the organization from moving beyond the current mistrust of the executives. There needs to be a willingness to get input from the people doing the work.
Open 4-36	Good
Open 4-37	Faculty are overworked in administrative duties and can't devote themselves to their teaching and their students because of all of the other things they have been tasked with. Thus, our students don't get the best educational experience they can get unless faculty find a way to disconnect from the "big picture" which is another problem entirely.
Open 4-38	The morale among staff is extremely low. This is demonstrated by the lack of participation of activities for staff members. Turn over has been extremely high in recent months and little is being done to determine why that is.
Open 4-39	Needs major improvement
Open 4-41	My work environment is fine. I know others who do not like their work situations, but for me I am satisfied with LCCC.
Open 4-44	The environment is bad!
Open 4-45	Communication could be much clearer and more timely. Faculty input could be more valued at the institution.
Open 4-46	Communication continues to be poor -- seems like we used to have more access to things like President's cabinet minutes, College Council minutes, etc. Where did all that go? I have no idea what's happening at those levels anymore.
Open 4-47	Great place to work. Love coming in every day.
Open 4-48	There is no gratitude for your work. I feel that other departments do not appreciate what we do for them. There is turmoil and discontent from a department that we depend on to help us do our job. There is a lot of tension and nothing gets done about it.
Open 4-49	At the department level is great, after that... there is still a lot of mistrust.
Open 4-50	I wish I loved my job still, but I am finding it more and more difficult to continue to stay. The students are the only reason I am still here.
Open 4-51	The environment of the college as a whole is improving, but the environment in my particular department is not improving. The Dean makes the air tense, just by her presence.
Open 4-53	I think the work environment and morale within student services continues to worsen. I don't think the voices of staff are heard by certain student services administrators. In addition, certain administrators are rude and demeaning when a staff member voices their ideas or opinions about something.
Open 4-54	I have never seen so many employees so unhappy or looking for other employment.
Open 4-56	Staff and faculty are generally unhappy with higher administration.

Comment #	Comment
Open 4-57	Staff are not involved in planning in student services - we are told it is not our job, we don't have the expertise, our ideas are silly, etc.it appears that the administrators "sense of purpose' is self-servingFaculty are totally removed from academic advising - what a travesty to our students.staff are marginalized in student services to the point of removing our dignity and self-pride in our workthere is no communication in my area - ZIPPO!!! And if I try to communicate, i am told "it is not your role to communicate with others." how am i suppose to do my job without communication?"Team" is another example of empty words especially in student services. the only team in student services is among the directorsI am very fearful of speaking my mind here. I love my job and the work that i do - I have been successful in my job here for years. But now my work is marginalized; I am under constant scrutiny by an incompetent manager who thinks she knows best.
Open 4-58	Frankly I'm fed up of their (the administrators and trustees) self serving bull shit that leaves students, staff, and faculty out in the cold shuffling more paperwork than is necessary to run a small community college in rural America! Its as if they (the administrators and trustees) think that our students are not deserving of a quality education as long as they can make the campus look good. The sexual harassment training (don't call it title IX) is a joke. The purpose and need of such training is lost on those that show up. Its true we don't know what we don't know but to do it every year in a group setting for such a long period of time is loss of productivity.
Open 4-59	Very tough to work with HR director
Open 4-60	It is very tense. I often feel like I am walking on eggshells and that there is a "fake" friendly atmosphere.
Open 4-61	The work environment is excellent. I love the culture of the college.
Open 4-62	My immediate supervisor has missed a tremendous amount and it is affecting my ability to complete my job and meet the needs of students. This has created turmoil that did not need to be here.
Open 4-64	I am so tired of hearing about HR policies. Every place I have ever worked has HR polices just like ours. LCCC's HR policies are just fine and very much the same as others I have worked under so big deal people! At LCCC I am making the most I have ever made and have the best benefits I have ever had and I have been in the workforce for over 20 years in the Cheyenne area. So many paid holidays, so much vacation, and how much LCCC puts in my retirement is better than the the percent that the state puts in! You won't find better in Cheyenne and if people don't like what LCC has to offer employees than move on because I know of several people who would love to work here.
Open 4-68	very scary hard to have any security in the job. Changes come at a whim and its all about numbers in the seat not quality
Open 4-69	This was once a wonderful place to work and now everyone is walking around scared and tired of being minimalized. What a shame!!!
Open 4-70	The moral of the faculty continues to go down. The administration is making changes without consulting faculty or allowing participation by the vested parties to make sure all aspects of future impacts are addressed. For example, there has been much discussion regarding the changes to the anatomy and physiology tracks that will be offered - the current one will continue, and a new non-transferable course sequence specific to health sciences will be created. However, as these courses are prerequisites for the health science programs, any student taking the non-transferrable course sequence, who subsequently does not get into the program will be set back one year and would have taken two classes that will not apply to their degree. Further, these changes are all being discussed without participation of the faculty that will actually be teaching the courses. The deans are deciding how the track will look with no consideration of the substantial body of students that apply, but don't get in to our health science programs, nor with regard to potentially valuable faculty insight. This is just one example of a systemic problem. The majority of faculty that came to LCCC specifically to teach and support students are looking for jobs elsewhere, where the students are actually put first, and not just given lip service to that fact.
Open 4-71	Employees support each other in times of workload challenges.
Open 4-72	This is one of the worst work environments I have experienced. My dean told me the other day that if I did not do something their way then I would be out of a job. And it was stated very bluntly. How can I want to work for an institution that threatens me in order to get their way?
Open 4-73	The College provides a clean, safe, and ergonomically sound environment. I feel free to share my thoughts without fear of retribution. I am extremely grateful for my work environment.

Comment #	Comment
Open 1-8	Decrease the number of administration and professional staff. require that all "staff" employees work a 40 hour week. Allowing one group to flex their schedule but always run behind is not productive! Stop disregarding the concerns of faculty and staff. Involve all parties in decision making practices. Allow more time to complete big goals with the idea of obtaining more feedback to make better informed decisions.
Open 1-12	
Open 1-14	Employee morale. The ability to have open conversations. Higher pay.
Open 1-16	Employee retention Retaining staff. I love LCCC but there have been so many changes in policy and procedures out here that puts a bitter taste in the mouth of all Classified employees. LCCC was a great place to work, and I was so proud to work here. Lately HR has been looking at the way other institutions do things, and then they change the LCCC policy to reflect on those other institutions. For example, LCCC always fronted their vacation time to employees. That was one thing that made LCCC so unique. The policy changed because that is the way most other places do things. If LCCC classified employees see a higher paying job on campus, we are afraid to apply for those positions because we would lose our legacy status. It was sad to see, for once, faculty and staff agreed that shouldn't happen, yet the administration voted it down at college council. College council should just include the President's cabinet and the administrators. No other voice is really heard. Dr. Shaefer is doing a good job but he needs to also focus on employee retention. If LCCC isn't a wonderful place to work like it used to be, we are going to lose a lot of good people to higher paying jobs around the community, and LCCC is just going to get more employees that look at it as a job, and not as a family like I do.
Open 1-21	
Open 1-23	Support employees through increased pay. Reevaluate organizational structures and stop adding additional mid-level management.
Open 1-27	Communication-improve communication Hire employees from our own community. Promote employees from within the organization whenever possible. They already have an investment in the college. President needs to acknowledge complaints brought forward and resolve them. Communication has been an ongoing concern for years. There seems to be little if any steps being taken to improve the communication from the top to the bottom. Policies and procedures are followed inconsistently between departments/divisions. Employees, particularly part time and classified staff, feel under appreciated and not valued. There is little sense of community on campus.
Open 1-35	
Open 1-37	Retention of quality employees, both faculty and staff. Value, is supposed to be a key part of the mission statement of the college, at this point, valuing others has gone. What seems to be valued now is the look of the campus and the politics of building. How many classes could have been funded with the new gates and signage? If students were actually valued, would any available money be better spent on those we are supposed to value, or pretty gates and cutting courses last minute to save money? Unfortunately it is preached that value and respect of others (students) on campus is our goal, until... it gets in the way of monument building, or is that resume building.
Open 1-40	
Open 1-42	Open and clear communication with all groups in a TIMELY manner. Improving faculty retention rates. Not having a top heavy (administration) based employee group and focus more on the faculty and staff that are actually dealing with the student body. If you do have happy faculty and staff it will trickle down to the students which affects the college as a whole. Continue to work on retaining employees as this is a problem!
Open 1-43	
Open 1-59	Management that is professional and calm, does not make constant threats of being fired. Fair pay for the maintenance staff that is required to work when no one else on campus is working (i.e, holidays, closure days, weekends and after hours on call) Manage change with a more inclusive method that eliminates silos and is focused on an improved student experience. Improve employee sense of value. Improve communication from administration through middle management to staff.
Open 1-60	
Open 1-70	Improve employee morale
Open 2-5	We have forgotten that the students have a right for a good education. Faculty is unhappy and that is discussed in the classroom. Staff feels unneeded and that brings morale crashing down. Administration has made a mess of what LCCC is supposed to be about - the students. What we end up with is the students paying for a substandard education. Sad.
Open 2-6	People seem responsive and supportive of one another here... I like that.

Comment #	Comment
Open 2-9	If someone is not doing their job the institution hires another person for the department. The current administration, new directors and up, have been very clear about the fact this institution was broken and it is a good thing they came in to "fix" it. If any administrator were to do the work of the little people, they would see how much of the little job impacts this institution and allows the admin to collect a paycheck.
Open 2-10	Since LCCC is in a conservative area, the culture of the college is conservative as well. This type of culture lends itself to a disinclination to change. So, with the great number of changes going on right now, change management is especially important. Over-the-top communication would be helpful, especially in-person communication. I also think the passing of the new HR policies in the spring (regardless of the fact they may have been necessary) severely damaged communication lines between administration and staff, severely disillusioned staff, and gave the impression to staff that administration considers Staff Senate's authority to be a farce and is only in place to acquiesce staff - to give staff the impression that they have a voice but, in truth, are not actually being heard or acknowledged.
Open 2-13	It does not matter what I put here because the comments won't be considered. Administration will simply do what they want regardless of feedback.
Open 2-18	The administration needs to address that employees are fearful for their jobs and speaking their minds and not try to sweep it under the rug and justify it as a "few" dissatisfied employees, because more are dissatisfied than are satisfied. That's very sad, because this is a great institution but it continues to go downhill because employees are afraid to "think outside of the box for fear of reprimand."
Open 2-22	Policy and procedure changes happen and evolve with the current times. The change management of the updates lacks planning, respect of the human resources, and is done in a manner that alienates the human resources.
Open 2-24	Despite efforts to be improve faculty/staff morale on campus, information is poorly communicated and existing talent and experience among the faculty/staff is consistently overlooked. Although "students first" is the mantra, students' needs are not the priority.
Open 2-31	The current administration is making decisions which are disrespectful of staff and faculty, clearly designed to pad their resumes. All of the senior administration is in transit and their choices about how to administer and where to lead the college are only self benefiting and not considering the needs of the employees. Decisions are made and implemented in private with no opportunity for input until too late. Proof of the self serving nature of current administration is the discounting of the previous climate study results and the statement that it is a good thing we are losing the employees who have left. Additionally, internal promotion is a joke. The current system is designed to prevent internal candidates from advancing.
Open 2-32	I am pleased with my treatment as an employee. I enjoy the collaborative efforts and teamwork. I would like to see better attitudes toward students.

Comment #	Comment
Open 2-33	<p>1. I believe that little to no transparency exists from the Dean level up. This results in decisions being made that effect all campus employees from work load to off contract responsibilities. Examples are too numerous to mention but the current "mandate" is program assessment from those one person faculty departments in which their program assessment was completed less than 5 years ago. This is ridiculous. This type of "behind the doors" decisions affects morale. Morale is at its lowest. We will lose more faculty if administration does not pay attention to their expectations of faculty and staff. 2. I have worked for and with many supervisors in my professional life. I find my current Dean nearly impossible to work with or for. I am outraged at the level of favoritism being displayed. I believe decisions are made without consultation. I believe that requests or suggestions end at the Dean's door and are overlooked or put aside for the benefit of a few. The Dean is not incompetent but will not consider any ideas or suggestions or offers from anyone outside of a chosen few. My Dean won't even acknowledge me without me speaking first. My Dean has never been in my office or poked their head in to check on whether I am even in the office. However, I do get chastised when work or a document has not been turned in to meet their expectations. My Dean makes decisions about programming without consultation from me. 3. I find the current practices of the VP of Instruction questionable. I believe he has surrounded himself with Deans who don't stand up to him or advocate for faculty. He has hired "yes" people. As a result, they do his bidding which makes the Deans look ineffective (I do not believe they are ineffective) which in turn creates a climate of distrust and antagonism. I would imagine since I am speaking in generalities that my feedback will not be included as I am not speaking in numbers or statistics. 4. Please help me understand what is happening in Student Services. As far as I can tell, the whole advising program has been gutted and now faculty are fighting for a voice for what benefits students. Students are not getting good general advising and being told to take classes that are not going to transfer or classes that will cost the student time and money. 5. The Chairs are overworked. I like the idea of Chairs, but not when they are doing the work for the Dean. I have had at least 3 chairs say separately to me that they will no longer serve in that capacity due to the ever increasing work demanded of them. A person is good enough to be a chair but not allowed to apply to be a Dean? 6. I am also troubled that Deans are allowed to live in other communities such as Ft. Collins rather than living in Cheyenne. 7. Classes are allowed to run with 4 people in them. Classes are added and then end up with less than 13 people in them? What a waste of money. 8. I have not seen the President of LCCC all semester. I understand he is a busy person, but this behavior is not conducive to a "team approach". 9. We have hired upper administration more than ever since Joe came on board. Where is the money coming from and what are we getting out of it? What do they do and why does it take 3 people to do what Cora Futa did solo? This is just an example. Are we getting the bang for our buck with these folks? As far as I can tell, the workload trickles down to the administrative assistants, but they have not gotten a pay</p>
Open 2-40	<p>I would say that 3 years ago I was much more satisfied. With all the changes, I cannot say that I will be here much longer if I can help it. There is so much emphasis from the top down, marginalized staff and faculty, and non-student-centered policies and processes. It puts a knot in my stomach how much focus has been give to Student Services to not provide student services.</p>
Open 2-43	<p>The three biggest problems I see at LCCC are: 1) A failure of administration to understand the realities of their employees workloads, 2) A seeming lack of respect of administration for employees through withholding information, excluding employee involvement through unreasonable timetables, and culturing a divide and concur mentality for management, 3) A failure to cultivate a unified vision for LCCC employees.</p>
Open 2-47	<p>Opportunities for advancement and Benefits have been taken away. Some with Absolutely no notice or regard what so ever.</p>
Open 2-49	<p>Faculty should be viewed as an asset to the college instead they are treated with disdain and disrespect.</p>
Open 2-54	<p>It seems there is a disconnect between administration and faculty and staff members. Information passed down seems to be modified, convoluted, or false. The concerns or opinions of faculty and staff members seem to be dismissed or flat out ignored.</p>
Open 2-57	<p>In my area, I work with an amazing group of people and am well supported by both my director and my AVP. The support doesn't always extend that way from above, particularly from VPs who minimize or don't understand the work we do, and treat these employees with less respect than they deserve. This unfortunately trickles down to those VPs' employees who in turn often behave the same.</p>

Comment #	Comment
Open 2-58	In the past two years, every single part of this campus has been dismantled. As if that wasn't enough, we're trying to reassemble it at the same time. Like building a ship while you sail it. I believe the campus culture is one of stress and anxiety. People are tired. They are ill. They are losing sleep. They spend more time justifying their own existence and constantly re-explaining jobs that have been done for years, decades in fact. More and more of this justifying is done on forms and paperwork that have the goal not of "continuous improvement" but of merely documenting that work is being done. No consideration is given to this atmosphere of stress and anxiety. What must it be doing to instruction? To the number of non-productive days like sick days? To turnover? (Well, we know the answer to that one, don't we?) People who are tired and afraid don't teach well.
Open 2-61	Communication and how the administration views or shows caring for the perception of the messages sent to its employees...is a big issue here on campus. Many faculty/staff are overly stress, frustrated, and feel they have no say in what happens at LCCC. The climate is deteriorating in my part of the campus...there is lack of trust for the 'leaders' there. Many are afraid to say no, or to say anything that goes against what administration wants...due to fear of reprimand. I do not see myself staying at this college for much longer...the stress, lack of feeling valued, and ignorance to how issues are affecting the classrooms and faculty/staff's ability to be present for students are contributing factors.
Open 2-66	Superiors play the favorite game
Open 2-69	There seems to be a significant disconnect in respect and understanding between high level administrators (President, VPs, and Deans) and faculty.
Open 2-70	Our mission is splattered everywhere - but the words are empty in terms of practice. The culture for staff in student services is "shut up and do what we tell you." Hiring committees are a joke - we are sworn to secrecy which has allowed hiring managers and selection committee members to disparage applicants. Ohhh, the trouble LCCC would be in if applicants knew
Open 2-74	I believe many of the campus entities work in isolation from others. There seems to be a power differential and a lack of support for one another, specifically between faculty and professional staff. Even within my own work environment, there is immense tension between co-workers that creates a distrusting environment. I see that many employees feel very lost, unstable, and not confident in the services they are providing students. I understand that tension and a feeling of unsteadiness comes with change, but there isn't must to promote building co-worker relationships and school pride/spirit in this institution.
Open 2-76	I feel very supported by my dean and trust that individual. My immediate supervisor consistently demonstrates hostile body language that is incongruent with her verbal communication. I am concerned her physical health and medications negatively impact the work environment and ability to trust her
Open 2-77	Fair pay for on call staff
Open 2-78	Processes and policies continue to be developed in silos without input from stakeholders. The consultative feedback process is ineffective because past experiences have proven that most comments are ignored if they do not serve the initiator. Additionally there is fear of retaliation for expressing dissent. Recent changes that directly impact the student experience, like the changes in EaglesEye or the electronic student course evaluation process, seem to have been developed without concern for the needs and experiences of the students that attend this institution. Policies that address campus safety, program evaluation, employee evaluation, and student service have been slow to progress. Meanwhile there has been no delay in developing human resource policies that inhibit employee promotional opportunities.
Open 2-81	Fear driven, top down organization leaving employees feeling powerless.
Open 2-82	The take down culture at LCCC is sometimes overwhelming. It is rampant at all levels.
Open 2-85	Low salaries and increasing workloads negatively affect staff and faculty. Increasing workloads negatively affect interactions between staff and students as well as faculty and students.

Comment #	Comment
Open 2-88	<p>There are good things happening at the College. My job is interesting and gratifying. Helping students get an education and accomplish their goals; playing even a small part in affecting positive changes in their lives is amazing. The faculty and staff I work with are excellent employees, they care and we have a great team. My supervisor is the best. The benefits package is first rate and I am paid fairly. The emphasis on completion rates is welcome and long overdue. I agree with and support many of changes at LCCC that have been instituted by Dr. Joe. The drastic drop in enrollment, low morale and the low value of the employees concern me. Low Enrollment: A higher than 30% drop in enrollments over three years is drastic. It will affect the next round of State funding. The College's funding is based on several factors; completion and enrollment are two. They are not mutually exclusive, but part of a whole formula. Although the low enrollment is due in part to external factors we can't control, the question is what internal factors are contributing to low enrollment? Those are the things we can change. Low Morale: Each time Dr. Joe dismisses the fear of speaking up and low morale issues it makes it worse. Dismissing these things adds to the perception that employees are not valuable, adds to the fear of speaking up and being labeled. When asked by the media about the employees' fear of speaking up, one explanation Dr. Joe gave was peer bullying. I don't know where that idea came from because the data collected in the same survey indicated the majority of employees felt free from harassment. Another explanation was the employees have never been managed and this is a reaction to management. To make an all-inclusive statement that the College's employees were poorly managed was not only inaccurate, it was offensive. There were good, effective employees and managers three years and four years ago. There were pockets of poorly managed employees and room for improvement too Low Morale Caused by Mistrust: After the HR Policies and Procedures were approved one of the commitments the President made to the Board was Exit Interviews would be conducted when employees terminated their employment. The Exit Interviews would be used to determine if the Policies and Procedures were affecting an employee's decision to leave. Exit Interviews are not being done; this fall when asked about it at a Board meeting Dr. Joe said something to the effect that Exit Interviews are not a good indicator because employees leave for one of two reasons; either they are going to something better or they are disgruntled. Those factors are not the issue; a commitment was made to do them. They should have been starting the day after the Policies and Procedures were effective. We have gone through the largest employee exodus in LCCC's history and no one asked them why. The only way to recoup the data is to contact everyone who has left and do Exit Interviews. If gaining the trust and respect of the faculty and staff has any importance the President will honor the commitments he makes. The Board of Trustees doesn't hold Dr. Joe accountable. When the Board learned Exit Interviews were not being done, Kevin Kilty expressed his frustration, but nothing has been done. The Board votes unanimously time and time again for Dr. Joe's recommendations. The perception is they work for him and not</p>

Comment #	Comment
Open 2-91	<p>When I came to this institution, I was excited to get involved and work with students to improve their future. The work I do now detracts from my ability to help my students improve their future. If I do not agree to do this work for the administration, I am accused of "not working for the students' benefit." The administration constantly holds the students against the faculty, yet the administration actively forces us to do work that is contrary to the benefit of the students. Deadlines for bureaucratic paper work that does not help our students directly is unrealistic. Works loads are too high. We have been told that we must be collaborative and cooperative, yet we are told we are not allowed to communicate with our adjuncts. We are also told we are not allowed to speak to students that are not in our classes. Faculty are "asked for their opinions," but when changes are made, those changes are not in support of faculty needs, priorities, opinions, or good for the students. We have been told that as lead faculty we will be involved in hiring adjuncts for our classes, but sections are frequently added online and adjuncts are hired that are not even in our hiring pool, because 'someone' knows someone. I thought that we were getting away from the good old boy system of hiring people, but we are not. All of our online adjuncts know one of our administrators and are hires without scrutinization of their qualifications, or better yet, of our actual need to have an online section. We have faculty that are very worried that they might not make their load, because extra sections of their class were opened without their knowledge. This institution is a sinking ship and I wish that I had time to look for another job. But I do not have time because on top of all of the MCORS, Gen Eds, Program revisions, articulation agreements, and program reviews, I actually have a job to do that involves the creation of, administration of, and grading of assignments and exams, not to mention the ability to make my lectures relevant and exciting to engage and help our students. The administration has NO CLUE how much work faculty put into their students and their students doing well. I was at school until 8pm the past two Friday nights tutoring students that are worried about passing. The only reason I am still here is the students. The administration is driving me into the ground. My spirit is crushed to the point that I think I am going to leave teaching all together at the end of the year. LCCC has killed all of my passion for teaching and instead I have become the crusher of student's dreams. On a daily basis I do not have the heart to encourage my students because LCCC has ripped my heart out of my chest and stomped on it. At this point any other job looks better than this one. I hear Menards is hiring, maybe I will apply to work there.</p>
Open 3-17	<p>I think we are heading in the right direction; Lots of work is occurring but it's work that needs to be occurring; I do wish that the intrusive advising actually advocated faculty being more directly involved; feel many times as if we are pushed to the side and we are the ones that know the programs the best.</p>
Open 3-22	<p>Goal should be retaining faculty members</p>
Open 3-29	<p>Goals are not the issue. HOW we approach those goals. That's what touches people's lives and affects their day-to-day existence.</p>
Open 3-31	<p>The institutional goals forget the value of those working at this institutions. We are told consistently that we are not good enough to do our job. If they keep saying that... it becomes a reality.</p>
Open 3-41	<p>This institution should make staff and faculty morale a primary objective.</p>
Open 4-3	<p>Since the HR department has become more bureaucratized, the fears of many faculty and staff about job security have increased significantly</p>
Open 4-8	<p>The environment is miserable. People use to talk to one another and now they are afraid. Did I tell too much? Did I ask too much? Why - there is no reason for this. Administration comes across as bullies - and will step on anyone in their way. There is no basic human kindness from admin, if you do not have the degree they feel you should have, then you are not worthy. Let admin do the little jobs and we will see how much is then appreciated.</p>
Open 4-9	<p>Staff were given hope that there is great care in our ability to move and grow but they went back on their word. It's just best to keep you head low and let them do their thing and build their resume and move on.</p>

Comment #	Comment
Open 4-16	We need to support our local community if we expect others in our community to support us and our programs. We have had many people the leave the institution over the last 18-24 months. Some of them needed to go, however we are also losing good people. One thing that concerns me is that we the administrators that come from other areas don't understand Cheyenne and they think they can come here and "change" it. To a certain degree you can and to a certain degree people are willing and ready for that change. However, the hiring pool is only so big. When you start losing good people the hiring pool diminishes. As this continues to happen you pull people who don't understand the region. Cheyenne and LCCC are unique and we need to remember that it is choice for our students to attend LCCC and live in Cheyenne, as well as a choice to work at LCCC. The people who work here have a passion for education, many of them could make a great deal more money in the industries in which they teach. They choose to teach and this should not be forgotten.
Open 4-23	Staff should be given due process after a probationary period.
Open 4-27	Morale is horrible! Communication is horrible!!
Open 4-38	The morale among staff is extremely low. This is demonstrated by the lack of participation of activities for staff members. Turn over has been extremely high in recent months and little is being done to determine why that is.
Open 4-48	There is no gratitude for your work. I feel that other departments do not appreciate what we do for them. There is turmoil and discontent from a department that we depend on to help us do our job. There is a lot of tension and nothing gets done about it.
Open 4-53	I think the work environment and morale within student services continues to worsen. I don't think the voices of staff are heard by certain student services administrators. In addition, certain administrators are rude and demeaning when a staff member voices their ideas or opinions about something.
Open 4-55	Like I said the superiors I have play favorites 365 days a year
Open 4-63	When the Strategic Plan Strategy "Research and implement a new model for compensation of the different employee groups at the College" in ranked in Tier 4 near the bottom, there is a clear message that employees are not highly valued. Recent statements in College Council about the communications survey, as reflected in the minutes, were insulting and representative of an administration unwilling to look at the real problems. In the session I attended I saw people who I have never seen in the usual meetings and have never heard complain, and I was surprised to hear them echo the sentiment of everyone else. The problems are real and widespread. I realize some of the statements were inaccurate, but that means there was a breakdown in communication. The administration should identify why false information exists and work to improve the communication of accurate information. Dismissing all of the results based on a handful of inaccurate comments is poor leadership. I am extremely disappointed in the president's attitude about the staff. These are hard working people who care deeply about the students and the institution and intend to be employed here long after he has moved on to greener pastures. Don't assume chronic complainers are skewing results or influencing others. From what I heard in the session I attended, hard workers who take responsibility for their own morale expressed the same concerns. There was a common theme that should be acknowledged: 'If you don't intend to use our feedback, stop asking for it.'
Open 4-65	We need to make sure administrators back up their staff.
Open 4-68	very scary hard to have any security in the job. Changes come at a whim and its all about numbers in the seat not quality
Open 4-69	This was once a wonderful place to work and now everyone is walking around scared and tired of being minimalized. What a shame!!!
Open 4-73	The College provides a clean, safe, and ergonomically sound environment. I feel free to share my thoughts without fear of retribution. I am extremely grateful for my work environment.

Comment #	Comment
Open 1-2	Stop building new bureaucratic divisions and concentrate on improving academic programs, including adding quality faculty members instead of more administrators.
Open 1-4	Parking is already a problem due to the extreme cold that exists in the winter time. The wind that blows all year creating extreme temperature and walking hazards all over campus, between sheet ice in the winter, and sand storms in the summer make it often treacherous to walk across the existing lots. The new building is going to remove at least half of the spaces from the largest lot on campus, but no real plan seems to be in place to make up for those spaces, and the suggestions all seem to create even more problems by creating a longer more dangerous walk across the loop that people speed on. I recommend a 2-3 story parking garage in the other half of the large lot.
Open 1-5	Strengthening the support structure, like Campus Safety & Security, counseling services, child care, and student health.
Open 1-9	I would like to see more resources placed into the learning commons. The library, success center, and writing center are critical academic pieces for students (it is their "go-to" outside of the classroom), and their capacity and technology need to grow to meet current and future demand.
Open 1-13	Create high value programs that offer credentials to support workforce offerings.
Open 1-23	Support employees through increased pay. Reevaluate organizational structures and stop adding additional mid-level management.
Open 1-33	Technology advancements
Open 1-44	-Deeply evaluating the programs that are here. Is it time to stop putting energy into programs that aren't thriving or won't have a place down the road? Do we need to put more energy into existing programs? What about exploring new ones to meet the needs
Open 1-52	More teachers
Open 1-59	Management that is professional and calm, does not make constant threats of being fired. Fair pay for the maintenance staff that is required to work when no one else on camp is working (i.e, holidays, closure days, weekends and after hours on call)
Open 1-64	Address equitable pay issues regarding faculty credentials. Provide raises for staff and faculty.
Open 1-65	The institution needs to support the programs they have not take away from all of them for new programs that were here and cancelled now brought back and all of our budget dropped 50% in one year. Very poor planning. They need to get Deans that care about the programs they have that have a vested interest in those programs not ones that sleep in their offices during the day and come see the program once a semester.
Open 1-71	Modern Technology that supports how students want to learn. Bring your own device (BYOD) and have everything needed to do your work. Why keep putting computers in classrooms when students would rather use their own devices.
Open 2-41	Currently, the work that is being done is difficult but it's good work with all the changes that keep occurring. I do get confused at times as my work load appears to be continually changing. When I first got here I was told 24 - 30 hours of teaching; then it went to 30; then it went to 36 and now I've been told that is 43. Some of this I have resolved by talking to my Dean but 43 seems to be a number selected by my Dean and doesn't make much sense when my time as program director has increased with the growth of our program and yet my hours of duty continually increase...combined with the fact that my time away from our college never really seems to occur. Makes for me being tired and, at times, feeling burned out and wanting to get away. Cancun anyone? : ) I do need to clarify that the 43 is a combination of teaching and program director duties BUT it still seems like a bit overload and continually increasing. I think 36 is reasonable workload for 11 month employee.
Open 2-45	Pay faculty market value. I could earn over \$20,000 more working somewhere else, and will most likely leave because of low salary.
Open 2-47	Opportunities for advancement and Benefits have been taken away. Some with Absolutely no notice or regard what so ever.
Open 2-60	Administration not always listens to the faculty, the administration legal team seem to be the ones producing many of the policies and procedures that affect our job, there are too many administrators and very little staff and faculty who are the ones that make the difference in students' lives.
Open 2-67	The work I do is very rewarding and I enjoy working with students. There are too many people making decisions and creating an environment that is constantly changing and costing the institution money.
Open 2-77	Fair pay for on call staff

Comment #	Comment
Open 2-85	Low salaries and increasing workloads negatively affect staff and faculty. Increasing workloads negatively affect interactions between staff and students as well as faculty and students.
Open 2-88	There are good things happening at the College. My job is interesting and gratifying. Helping students get an education and accomplish their goals; playing even a small part in affecting positive changes in their lives is amazing. The faculty and staff I work with are excellent employees, they care and we have a great team. My supervisor is the best. The benefits package is first rate and I am paid fairly. The emphasis on completion rates is welcome and long overdue. I agree with and support many of changes at LCCC that have been instituted by Dr. Joe. The drastic drop in enrollment, low morale and the low value of the employees concern me. Low Enrollment: A higher than 30% drop in enrollments over three years is drastic. It will affect the next round of State funding. The College's funding is based on several factors; completion and enrollment are two. They are not mutually exclusive, but part of a whole formula. Although the low enrollment is due in part to external factors we can't control, the question is what internal factors are contributing to low enrollment? Those are the things we can change. Low Morale: Each time Dr. Joe dismisses the fear of speaking up and low morale issues it makes it worse. Dismissing these things adds to the perception that employees are not valuable, adds to the fear of speaking up and being labeled. When asked by the media about the employees' fear of speaking up, one explanation Dr. Joe gave was peer bullying. I don't know where that idea came from because the data collected in the same survey indicated the majority of employees felt free from harassment. Another explanation was the employees have never been managed and this is a reaction to management. To make an all-inclusive statement that the College's employees were poorly managed was not only inaccurate, it was offensive. There were good, effective employees and managers three years and four years ago. There were pockets of poorly managed employees and room for improvement too Low Morale Caused by Mistrust: After the HR Policies and Procedures were approved one of the commitments the President made to the Board was Exit Interviews would be conducted when employees terminated their employment. The Exit Interviews would be used to determine if the Policies and Procedures were affecting an employee's decision to leave. Exit Interviews are not being done; this fall when asked about it at a Board meeting Dr. Joe said something to the effect that Exit Interviews are not a good indicator because employees leave for one of two reasons; either they are going to something better or they are disgruntled. Those factors are not the issue; a commitment was made to do them. They should have been starting the day after the Policies and Procedures were effective. We have gone through the largest employee exodus in LCCC's history and no one asked them why. The only way to recoup the data is to contact everyone who has left and do Exit Interviews. If gaining the trust and respect of the faculty and staff has any importance the President will honor the commitments he makes. The Board of Trustees doesn't hold Dr. Joe accountable. When the Board learned Exit Interviews were not being done, Kevin Kilty expressed his frustration, but nothing has been done. The Board votes unanimously time and time again for Dr. Joe's recommendations. The perception is they work for him and not the other way around.
Open 3-3	I do think that the college has placed undue emphases on building new buildings... It makes sense when the student body is at its highest, but with recent declines, is it still warranted? I understand a principle of growth, which is "you build or invest in order to grow." Building a new building is forward thinking, but I wonder if it can be done in a more cost-effective and scaled down way. This would allow for better funding of certain support elements of the institution, from counseling services, to security, and student health. In a day and age where student emotionalism and stress is inherently challenging and even dangerous for the well being of a campus, these areas should be more highly invested into. What's a new building worth without a well balanced community?
Open 3-5	We need to have more trade programs. We need to eliminate programs with few students so we stop offering classes with a few students. We need to allocate our people better. Ask people what are they good at and promote them to work there. Unfair distribution of money and resources.
Open 3-6	I really like what is happening with planning and goals; however, I do not think it always translate effectively to department and individual goals.

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Open 3-9	Joe Schaffer has stated that he sees LCCC as becoming a world-class institution. I think he has been out in the poppy fields too long. LCCC will never become a world-class institution because of the lack of sufficient resources and the quality of the faculty employed at LCCC. We can become a good institution only if we start hiring more competent faculty. Joe Schaffer has gone crazy hiring more administrators, perhaps in an attempt to bolster his resume when he applies for a new position. A few years ago the College Brain Trust conducted a survey of college climate/resources and the report indicated that LCCC already had too many administrators. For some reason Mr. Schaffer chose to ignore that report, which by the way, cost the college many thousands of dollars to obtain.
Open 3-21	Goals are a great thing but more planning needs to go into things before building new Building I.E. Parking!
Open 3-35	If the goal is as the mission states: "Laramie County Community College engages minds, inspires individuals, transforms lives, and strengthens communities through the power of learning..." than do that by increasing retention and persistence of its current student body; by allocating more funding to faculty/staff development and less on hiring and retaining middle management whose purpose at a community college seems to be redundant and makes the administration top heavy.
Open 3-39	The new employee orientation was great. The breakfast with the President was a nice touch. It is because of the new employee orientation that I know that one of LCCC's goals was a new on-boarding program. Great job with that. One thing about working here that does relate to the goals is about IT. What is with the bandwidth issues? What is with the system slow-downs? Where are we with the goal of "modernizing and updating the data and technology infrastructure"? The helpdesk actually cracks me up. Feels like we are about 10 years behind the rest of the IT world.
Open 4-63	When the Strategic Plan Strategy "Research and implement a new model for compensation of the different employee groups at the College" is ranked in Tier 4 near the bottom, there is a clear message that employees are not highly valued. Recent statements in College Council about the communications survey, as reflected in the minutes, were insulting and representative of an administration unwilling to look at the real problems. In the session I attended I saw people who I have never seen in the usual meetings and have never heard complain, and I was surprised to hear them echo the sentiment of everyone else. The problems are real and widespread. I realize some of the statements were inaccurate, but that means there was a breakdown in communication. The administration should identify why false information exists and work to improve the communication of accurate information. Dismissing all of the results based on a handful of inaccurate comments is poor leadership. I am extremely disappointed in the president's attitude about the staff. These are hard working people who care deeply about the students and the institution and intend to be employed here long after he has moved on to greener pastures. Don't assume chronic complainers are skewing results or influencing others. From what I heard in the session I attended, hard workers who take responsibility for their own morale expressed the same concerns. There was a common theme that should be acknowledged: 'If you don't intend to use our feedback, stop asking for it.'
Open 4-64	I am so tired of hearing about HR policies. Every place I have ever worked has HR policies just like ours. LCCC's HR policies are just fine and very much the same as others I have worked under so big deal people! At LCCC I am making the most I have ever made and have the best benefits I have ever had and I have been in the workforce for over 20 years in the Cheyenne area. So many paid holidays, so much vacation, and how much LCCC puts in my retirement is better than the percent that the state puts in! You won't find better in Cheyenne and if people don't like what LCC has to offer employees than move on because I know of several people who would love to work here.
Open 4-67	Low salaries and increasing workloads negatively affect the work and learning environment.
Open 4-73	The College provides a clean, safe, and ergonomically sound environment. I feel free to share my thoughts without fear of retribution. I am extremely grateful for my work environment.

Comment #	Comment
Open 1-10	Students are our bread and butter, we need to do everything we can to help them and to increase our enrollment and improve the graduation rate. Administration needs to keep in mind the obstacles that student services has caused for students. I hear all the time "what the heck are they doing?" They are making it so hard to register and get in. All the mandatory offensive testing and holds are driving people away. I don't think they have customer service on their mind, nor do they understand or care about the obstacles they are causing. It won't be a surprise if our enrollment goes down even more. The micro managing is out of control in that department as well. I don't feel the new VP of student services really cares about anyone. Just making a name for herself, same for the other administrators. They are not from here, we are a resume builder for them.
Open 1-13	Create high value programs that offer credentials to support workforce offerings.
Open 1-18	We try to encourage people to support LCCC because it our "community" college, yet we continue to hire people to work at LCCC from outside of our community. How does this support our "community"? We have qualified people here in Wyoming to do the job who are vested in our community, yet we hire someone from the outside and don't promote from within. Support the community!
Open 1-34	The institutional goal that should be addressed is the improvement of the community. LCCC should focus on the community that surrounds it, not a hypothetical online university. We should also focus on the students that we have and making sure that they are prepared for transfer and the workplace.
Open 1-48	Better advising for potential future students. The programs that are available, clearly don't get enough media/publicity, because parents are not aware of the opportunities they have to get their high school student enrolled in classes in 9th and 10th grade. And they get frustrated when their child is not prepared to find college opportunities as they graduate high school. Both students AND parents need to be notified of all programs/classes/lectures presented so they can get the information needed to succeed in a college environment.
Open 1-53	Recognize that not all students are looking for completion. Self improvement is a valid goal. Increase offerings for community members. Spend less time on academic minutiae and more on tasks that bring value.
Open 1-58	I have several students in my family who attend LCCC. I have been dismayed at the number of faculty that cancel classes and do not reschedule. I think this needs to be addressed and a plan made. If faculty do not want to attend classes they are paid to teach, they need to be replaced with someone who will or offer the course in a different format.
Open 1-61	Of course maintaining a good relationships with stakeholders is very important but LCCC already does an excellent job at that so although the other goals are important, many of the top ones need to be achieved before working on the others.
Open 2-28	Just as I stated before. LCCC is my family, but with the changes that have been made by HR, this place has lost a lot of valuble people because of those changed. It is turning away from the family atomosphere, to just a place to work now. I will aslo tell you that if Plant Opperations keeps hiring and recruting retired military personnel, there are possibly going to be allogations of discrmination, and possible lawsuits. I am affraid to speak to my administrator (becasue he is ex-military) about my supervisor (ex-military also) who isn't very knowledgable at his job. I feel if I went to the administrator with complaints, he would be upset with me. Don't get me wrong. Everyone in plant is great to work with. I have just been hearing rumors of discrmination lawsuits.

Comment #	Comment
Open 2-37	The way the policies were changed is an insult to employees. Students are not being focused on. The advising model is not holistic and a disaster. The advisors have a horrible supervisor that is not approachable, is very rude to others, is not a team player and has no idea what she is doing. The VP of student services is very disrespectful. She does not respect or accept input. Title IX training is a perfect example. People told her what a mess it was and she failed to take the input given then lied to the board of trustees and said everyone that reviewed it liked it. She lies regularly to attempt to smooth over decisions she has made. She is not approachable and is always talking about others behind their backs. Quite the gossip and unprofessional. She causes huge communication issues with her on again, off again way of dealing with issues. Lets do it this, no this way, no back to the other way. Mood of the day is how staff see it. When concerns are taken to Joe (president), he does nothing. He is not acknowledging how dysfunctional student services is. We are tired of disfunction and chaos all the time. Our reputation in the community is at an all time low. When you work here and people approach you asking what is going on out here that they see the college as a real mess, that is embarrassing. Board of trustees need to open their eyes and ears and help!!
Open 2-38	HR is the root of all the bad things happening around here and Dr. Schaffer needs to take note to this.
Open 3-5	We need to have more trade programs. We need to eliminate programs with few students so we stop offering classes with a few students. We need to allocate our people better. Ask people what are they good at and promote them to work there. Unfair distribution of money and resources.
Open 3-9	Joe Schaffer has stated that he sees LCCC as becoming a world-class institution. I think he has been out in the poppy fields too long. LCCC will never become a world-class institution because of the lack of sufficient resources and the quality of the faculty employed at LCCC. We can become a good institution only if we start hiring more competent faculty. Joe Schaffer has gone crazy hiring more administrators, perhaps in an attempt to bolster his resume when he applies for a new position. A few years ago the College Brain Trust conducted a survey of college climate/resources and the report indicated that LCCC already had too many administrators. For some reason Mr. Schaffer chose to ignore that report, which by the way, cost the college many thousands of dollars to obtain.
Open 3-10	The goals should be to develop quality programs to effectively serve the community not a regional online college.
Open 3-19	I think that the goal of graduation and completion is nothing but the attempt of administration to meet legislative requirements. It does not seem that students are truly a priority.
Open 3-30	I think the college's goals have been pushed aside and are a thing of the past. Each individual now has their own goals, and do not care about the college's overall goals.
Open 3-37	I am extremely impressed about the drive to improve graduation rates and student retention. Since we provide the majority of our services to first generation, low-income, and non-traditional students, I am pleased with the push to improve developmental course assistance and completion.
Open 3-42	The institutional goals are created by the president and vice-president and are purely self-serving, resume-building, and completely in contrast to what is best for the college community, the faculty, and the students.
Open 4-4	We need to begin to hire employees who want to be here for the students and not just a resume or a degree. The more we hire from CO the less we have that believe in the COMMUNITY college. They come, teach/work, leave. How does that help our community or our college? You don't want the "old timers" here because we say "that isn't how we use to do it!" but at least we believed in customer service and helping the student.
Open 4-6	Pockets of both excellence and incompetence.

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Open 4-16	We need to support our local community if we expect others in our community to support us and our programs. We have had many people the leave the institution over the last 18-24 months. Some of them needed to go, however we are also losing good people. One thing that concerns me is that we the administrators that come from other areas don't understand Cheyenne and they think they can come here and "change" it. To a certain degree you can and to a certain degree people are willing and ready for that change. However, the hiring pool is only so big. When you start losing good people the hiring pool diminishes. As this continues to happen you pull people who don't understand the region. Cheyenne and LCCC are unique and we need to remember that it is choice for our students to attend LCCC and live in Cheyenne, as well as a choice to work at LCCC. The people who work here have a passion for education, many of them could make a great deal more money in the industries in which they teach. They choose to teach and this should not be forgotten.
Open 4-20	I believe the work environment is very good at LCCC.
Open 4-26	I'm not sure where to get started with this one. I have seen very UNHAPPY individuals in the Business section because of their dean, Melvin Hawkins, not taking his responsibilities. I know that the medical section is doing well and keeping high standards for their students within the program and for their instructors. I know that our Workforce and Development section has a leader of all leaders, Maryellen Tast, who is willing to go above and beyond in all situations to make classes go. The student services section states they have a holistic approach to student advising, but students have been reporting they are just getting an "OK" you can do this without actual advisement of what is the best course for a career field for the student. Just recently, THE person in the career center was informed that she will not be in her position and if she is not kept on campus, a HUGE loss to the students will occur. I would like to continue on with our HR department not providing clear guidance to their own policies to including calling back the non-select individuals after the hiring process is over.
Open 4-56	Staff and faculty are generally unhappy with higher administration.
Open 4-58	Frankly I'm fed up of their (the administrators and trustees) self serving bull shit that leaves students, staff, and faculty out in the cold shuffling more paperwork than is necessary to run a small community college in rural America! Its as if they (the administrators and trustees) think that our students are not deserving of a quality education as long as they can make the campus look good. The sexual harassment training (don't call it title IX) is a joke. The purpose and need of such training is lost on those that show up. Its true we don't know what we don't know but to do it every year in a group setting for such a long period of time is loss of productivity.