



# Assessment in Action

VOLUME 2, ISSUE 2

MAY 2008

## CAAP AT A GLANCE

- CC excels in Reading and Writing!
- CC rises from below the national average to above it in Writing in last decade.
- CC slides in Math.

## YOU SAID IT!

Quotes from your Colleagues

“ ” 2008 Campus Climate Survey

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## The CAAP is Back!

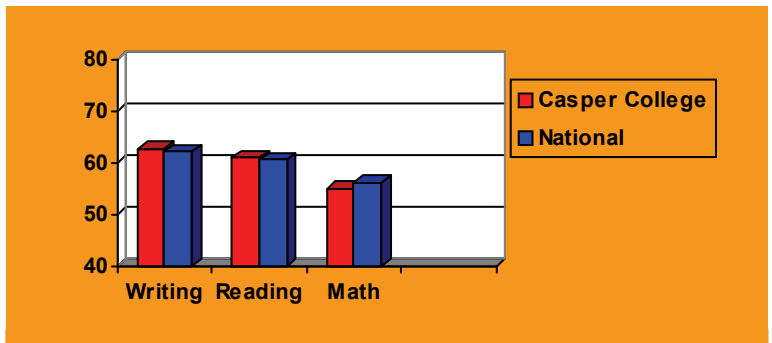
### Collegiate Assessment of Academic Proficiency

The Spring 2008 CAAP results are in. Results compare Casper College to national scores in three [areas]: Writing, Reading, and Mathematics. National cumulative percentages pertain to student data collected from all institutions nationwide that used CAAP during the last three years.

Casper College scored higher than the national average in both Writing and Reading, but was behind in Mathematics for the first time this decade.

There were 636 students completing the CAAP at CC this year.

81 percent self-reported that they were White/Caucasian. 61% of the test takers were female and 36% were male. 19% of the students were 18 years old or younger, 60% were 19-25, 14% were 26-39, and 6% were 40 or older.



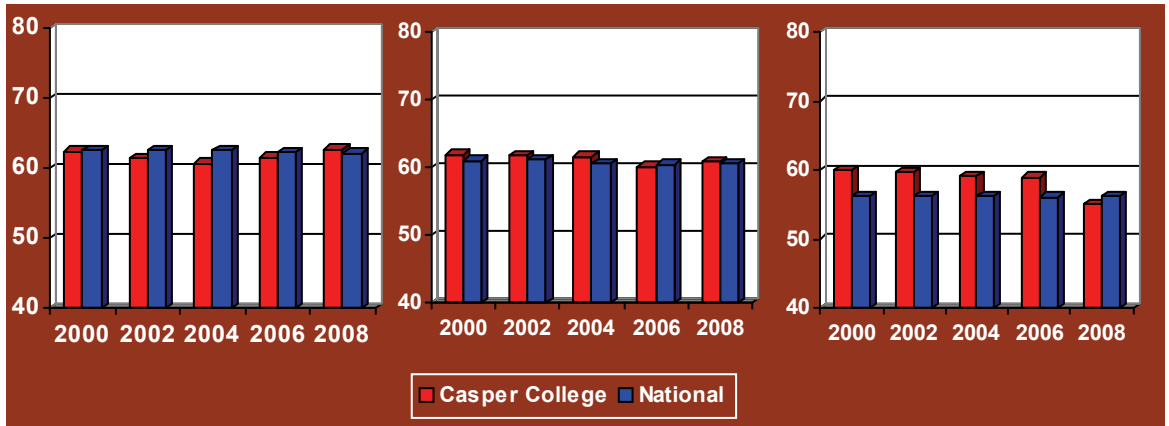
Local and national frequency distributions of 2008 CAAP scores, based on

82% of students taking the tests had enrolled as freshman at Casper College, and 85% were currently enrolled full-time.

Self reported GPA's

For complete CAAP results go to:  
[http://www.caspercollege.edu/faculty\\_staff/assessment/institutional\\_data.html](http://www.caspercollege.edu/faculty_staff/assessment/institutional_data.html)

## Casper College Trends in CAAP Scoring 2000-2008



# Spring 2008 Campus Climate Survey Results

The Spring 2008 Casper College Employee Campus Climate Survey results are here.

279 employees completed the survey

Current Employment	Response Percent	Response Count
Staff	27.9%	77
Administrator	24.3%	67
Faculty	46.7%	132
Other	1.1%	3
		<b>279</b>

Employment Status	Response Percent	Response Count
Full-time	94.5%	259
Part-time	5.5%	15
Other	0.0%	0
		<b>274</b>

Years of employment at Casper College:	Response Percent	Response Count
0-5 years	40.1%	109
6-10 years	23.5%	64
11-20 years	21.7%	59
More than 20 years	14.7%	40
		<b>272</b>

LEVEL OF SATISFACTION :	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	Does Not Apply
Access to campus administrators	68 (25.9%)	126 (47.9%)	34 (12.9%)	24 (9.1%)	11 (4.2%)	0
Access to employees in other offices or areas of campus	60 (22.8%)	154 (58.6%)	36 (13.7%)	11 (4.2%)	2 (.8%)	0
Access to my supervisor	129 (49%)	87 (33.1%)	28 (10.6%)	13 (4.9%)	4 (1.5%)	2 (.8%)
Administrative leadership of the campus	42 (16.2%)	101 (38.8%)	51 (19.6%)	31 (11.9%)	35 (13.5%)	0
Attitude of employees toward students	42 (16%)	150 (57%)	40 (15.2%)	23 (8.7%)	6 (2.3%)	2 (.8%)
Availability of information about activities on campus	39 (14.9%)	135 (51.5%)	57 (21.8%)	25 (9.5%)	5 (1.9%)	1 (.4%)
Breadth of programs and services offered to employees	38 (14.4%)	144 (54.8%)	54 (20.5%)	19 (7.2%)	7 (2.7%)	1 (.4%)
Breadth of programs and services offered to students	36 (13.7%)	131 (49.8%)	65 (24.7%)	19 (7.2%)	5 (1.9%)	7 (2.7%)
Budgetary processes used on campus	18 (7%)	97 (37.7%)	80 (31.1%)	35 (13.6%)	20 (7.8%)	7 (2.7%)
Budgetary support for professional development activities	45 (17.2%)	119 (45.4%)	54 (20.6%)	28 (10.7%)	12 (4.6%)	4 (1.5%)
College publications and promotional materials	38 (14.4%)	112 (42.6%)	70 (26.6%)	34 (12.9%)	8 (3.1%)	1 (.4%)
College's interest in me as an individual	28 (10.7%)	111 (42.4%)	53 (20.2%)	37 (14.1%)	30 (11.5%)	3 (1.1%)
College's support of distance learning initiatives	27 (10.3%)	98 (37.4%)	82 (31.3%)	34 (13%)	13 (5%)	8 (3.1%)
Conflict resolution procedures used on campus	16 (6.1%)	77 (29.4%)	85 (32.4%)	36 (13.7%)	26 (9.9%)	22 (8.4%)

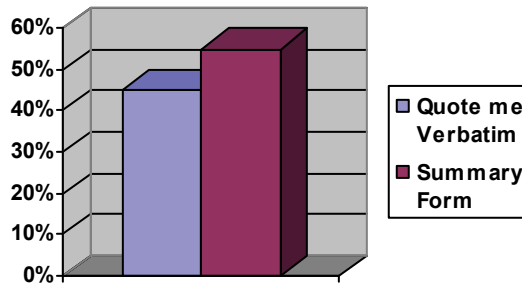
# Campus Climate Continued...

LEVEL OF SATISFACTION	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	Does Not Apply
Employee benefits package	51 (19.5%)	153 (58.4%)	24 (9.2%)	25 (9.5%)	7 (2.7%)	2 (.8%)
Employee training programs on campus	19 (7.2%)	118 (44.9%)	75 (28.5%)	33 (12.5%)	14 (5.3%)	4 (1.5%)
Mission statement of the College	38 (14.4%)	124 (47.1%)	71 (27%)	23 (8.7%)	5 (1.9%)	2 (.8%)
Opportunities for involvement in activities on campus	53 (20.2%)	139 (53.1%)	48 (18.3%)	15 (5.7%)	7 (2.7%)	0
Personal security/safety on campus	76 (28.9%)	130 (49.4%)	26 (9.9%)	24 (9.1%)	7 (2.7%)	0
Physical facilities on campus	40 (15.2%)	132 (50.2%)	49 (18.6%)	33 (12.5%)	9 (3.4%)	0
Planning processes used on campus	23 (8.8%)	94 (35.9%)	76 (29%)	39 (14.9%)	25 (9.5%)	5 (1.9%)
Policies and procedures governing campus operations	21 (8%)	100 (38%)	84 (31.9%)	38 (14.4%)	20 (7.6%)	0
Resources and services provided by the Library	66 (25.1%)	129 (49%)	47 (17.9%)	10 (3.8%)	3 (1.1%)	8 (3%)
Resources and services provided by the Career Center	69 (26.2%)	133 (50.6%)	39 (14.8%)	9 (3.4%)	4 (1.5%)	9 (3.4%)
Technology available on campus	48 (18.4%)	147 (56.3%)	32 (12.3%)	30 (11.5%)	4 (1.5%)	0

# Campus Climate Continued...

LEVEL OF AGREEMENT	Strongly Agree	Agree	Dis-agree	Strongly Dis-agree	No Opinion	Rating Average
I feel adequately represented by my Alliance (Staff, Administrative, or Faculty Senate)	41 (15.6%)	130 (49.6%)	52 (19.8%)	19 (7.3%)	20 (7.6%)	2.416031
My employment is satisfying	91 (35%)	134 (51.5%)	23 (8.8%)	7 (2.7%)	5 (1.9%)	1.85
The salary schedule is fair and equitable	47 (18%)	142 (54.4%)	52 (19.9%)	15 (5.7%)	5 (1.9%)	2.191571
College supports employees in using technology effectively	48 (18.4%)	144 (55.2%)	45 (17.2%)	17 (6.5%)	7 (2.7%)	2.199234
College supports professional development activities	59 (22.6%)	150 (57.5%)	32 (12.3%)	12 (4.6%)	8 (3.1%)	2.08046
College makes professional development activities available to all employees	40 (15.3%)	124 (47.3%)	59 (22.6%)	17 (6.5%)	21 (8%)	2.444444
College supports co-curricular activities that engage employees with the external community	33 (12.6%)	142 (54.2%)	53 (20.2%)	16 (6.1%)	18 (6.9%)	2.40458
Administration is open to new ideas	42 (16%)	124 (47.3%)	46 (17.6%)	39 (14.9%)	11 (4.2%)	2.438931
College publicly acknowledges achievements and effectiveness	32 (12.3%)	137 (52.5%)	59 (22.6%)	27 (10.3%)	6 (2.3%)	2.37931
I embrace the College mission, vision, values, and goals statements	60 (22.9%)	151 (57.6%)	29 (11.1%)	10 (3.8%)	12 (4.6%)	2.09542
College's mission, vision, values, and goals guide policies and decisions	40 (15.4%)	121 (46.5%)	58 (22.3%)	23 (8.8%)	18 (6.9%)	2.453846

**OPEN –ENDED COMMENTS:**



## What changes could be made to improve your employment experiences at Casper College?

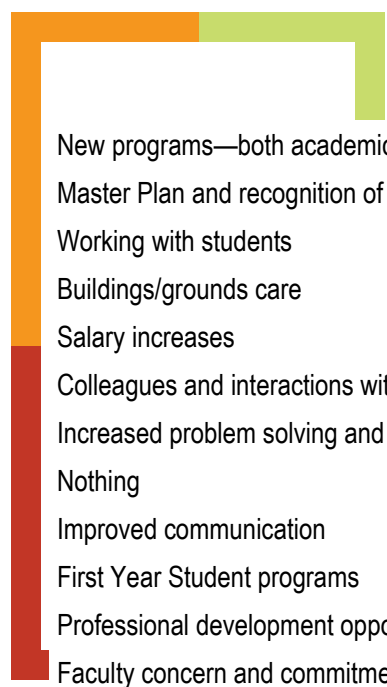


Improved leadership/management skills from the administration	18
Improve morale and camaraderie	17
Fairness and equal treatment for all employees	14
Improved communication	12
Improved student-centeredness to include emphasis on extended office hours, extended lab hours, new residence halls	11
Replace employees that need replacing instead of keeping them or moving them	10
Better pay	9
Resolve load issues—loads currently inequitable and administered unevenly, not just across divisions	7
Increased professional development funds	7
More fully developed employee orientation	5
A Student Center	5
Consistent employee evaluation procedures	4
Less territoriality	3
Cheaper/improved health care coverage for current employees and retirees	3
Flexible scheduling—4 day weeks, options to work from home, job-sharing	2
Increased student retention efforts	2
One Course Management System	1
Improved commitment to technology programs	1
Year-round nurse	1

# Spring 2008 Campus Climate Survey Results

## OPEN-ENDED RESPONSE SUMMARY

### What is going well at Casper College?



New programs—both academic and co-curricular (learning communities, service learning, etc.)	16
Master Plan and recognition of institutional-level planning processes	12
Working with students	11
Buildings/grounds care	8
Salary increases	8
Colleagues and interactions with other Casper College employees	8
Increased problem solving and visibility of administrative leadership	7
Nothing	6
Improved communication	6
First Year Student programs	4
Professional development opportunities	2
Faculty concern and commitment to student learning and success	2

# Spring 2008 Campus Climate Survey Results

## OPEN-ENDED RESPONSES VERBATIM

### What is going well at Casper College?

Interactions with students and some great co-workers.

So far, I like the people that I work with and feel that there are lots of opportunities to move up.

Quality of people I interact with.

Better students

Good professional development opportunities and money made available for travel and conferencing.

New hires seem to be very well qualified

Quality of instructors

Great benefits package, equitable pay scale for all employees.

I thoroughly enjoy working with my colleagues, who constantly exhibit a high level of professionalism and competence. I hope that this college gets its act together before the working environment deteriorates any further than it already has.

Casper College continues to attract highly qualified faculty and for the most part has an employee base that is very dedicated to the institution. We have a tremendous amount of expertise on this campus. We have a supportive community and we have the potential to expand many programs, thus attracting more students and helping to create a more educated and productive workforce in the future. Sadly, we lack leadership that is as invested in the College as are the majority of the employees.

The innovation grants have been very creative and productive. There are many talented and dedicated teachers on this campus.

I believe that Casper College does a good job in acting as a transitional period for students not quite ready for a University atmosphere.

Virtually all of my time for the last two years has been involved in setting up the courses and program for the new Statistics Degree. That seems to be going VERY well. Administration and Inter-Departmental support has been all I could ask for.

Moral is at an all time low in my view at the college so if I could say anything is going well it would have to be my instruction.

Dr. Simone and Dr. Anderson do put the student's interest as a high priority.

From what I see the students are being helped and encouraged to succeed in their endeavors.

I believe communication is getting better and that there is a better since of team work.

I really like working with Dr. Simone and Joanna Anderson. I do believe that they have the college and students in mind when they make decisions. The pay raise was a nice addition. It's too bad we are losing Randy Stutheit. The campus is always a positive in my mind. The strength of our academic programs is good. In all reality, Casper College is a great institution. It's a good thing that the college, students, colleagues and tradition here are all something to stay positive with. If they weren't, it would be near impossible to work for the President.

It's hard to gauge that for me because of my personal work changes. I'm in a much better place now. What has been phenomenal for me is the support from the Administration to move me to a more suitable area where my work is valued and appreciated.

The Administration of the college seems to be very supportive of new ideas. There is a feeling of progression on the campus and some of the greatest encouragement for innovation that I have experienced on our campus over the last 20 years.

New forms of teaching are being used to generate student interest (learning communities, service learning, veritas)

I collect a paycheck.

The drive by all peers to provide the best to our students. It is incredible when compared to the public secondary school system. This is what makes CC great and has for years.

I am pleased with the range of courses offered at CC and, generally, the quality of our students, faculty and staff. We are well respected in town and regionally. The College seems to support its priorities financially.

We have some great faculty, staff, and students.

Very good faculty

My division chair (Tammy Frankland) has done an excellent job. Also, I'm grateful for the recent salary increase and appreciate all the hard work that went into procuring this. In general, I feel that the staff supports the faculty and are (with exceptions, of course) a pleasure to interact with.

Great support for teachers. This future of Casper is very bright and the quality of staff is outstanding in my department. I am very happy to be a member of this team!

Casper College is still very academically strong and able to attract student from a broad base.

Treatment of students, retention efforts of administration

I love the relationship I have with students and my co-workers.

Aside from the benefits. It is pretty nice here. :)

The library staff is great! They really go above and beyond the call of duty to provide good resources to staff and students. I also want to commend the work of Mark Robinson and his staff. They do a great job!

In the Business Division we are fortunate to have a division chair that is building our programs and always providing us with good feedback to maintain and improve standards. Our division is growing in quality and enrollment. Overall, Casper College is a great place to work and everyone is extremely helpful as issues come up.

Everything is going well. Thank You.

The new initiatives and programs are bringing a new energy to campus- I see a core group of faculty, administrators, and staff joining together to make things happen. The longer I am here, and get to know more people, the more satisfied I am as an employee!

The administration is working hard to get shared governance an integral part of the culture here at Casper College. It is good for me as a faculty member to have the opportunity to express my input, to participate in the decision making process, and to know that my input is being taken seriously.

Innovation, leadership, compensation, and new degree programs

Loyal and dedicated employees continue to hang on to the heart of Casper College and will hopefully be able to maintain all that is good and unique about Casper College, even with the current Administration working against these efforts! Progress for the institution can be made without destroying the principles upon which it was built on!

The college is taking on a "cosmopolitan" image now that it is the 21st century.

The raise was very nice.

Innovation is prioritized and that is important. I love seeing us doing new things. I am sure some the new things will not be effective, but you don't know that until you try. I am glad to see Carmen out and about on campus. She is putting forth a wonderful effort. Bravo! It might not be so bad for the others to follow suit. I would like the president and vice presidents to be somewhat more willing to disagree with ideas that may be given to them. I would rather that they say they disagree with me (even if that takes some time to sort out) than to hear my ideas and give the impression they like them and not see them come around.

Great people; great opportunities to try new things and receive the benefit of funding to do so; the pay increase has been a welcome addition; the students get younger and younger, and it's great that we are looking at how best to address their particular needs.

We have great students and some excellent instructors

Casper College responds in a positive and timely manner to student concerns.

Academic freedom and my paycheck arrives on time each month. We have a great campus, community and educational programs that could be even better with a more positive cohesive environment.

I think the way Employees and Students are treated at Casper College is going very well. I think the Maintenance people are sometimes left out of things and would like to see them get treated a little better, they do an amazing amount of work and quality work at that.

Giving the students the services they need and deserve.

My students are being well educated, transfer easily, and get jobs in their career.

Our employees are for the most part, very competent - in some cases gifted. There is still a good core of people who are dedicated and loyal to the institution.

Most employees have a genuine interest in students.

I'm very happy with opportunities that I and others have had to work with students in outdoor settings, and even to travel abroad with students. This kind of activity is being encouraged, and provides excellent opportunities and experiences for faculty and students.

I think that our current administration is extremely generous and supportive of all our new endeavors. The climate is more positive than ever.

The visioning process is a good start to future planning.

Most areas of the campus and its community seem to be going well.

We continue to be a fantastic institution with a solid reputation.

Curriculum development is going well. Program development is going well. My classes are going well.

I truly enjoy my employment at Casper College. I feel the administration makes every attempt to let us know that they are here to help and listen to constructive criticism. Thank you.

I love the President's vision and where he would like to take this College. I wish more of the employees would jump on board and forget about past administrations. We are very lucky as a College! The funding (i.e. Innovation Grants) is top-notch. This is a great place to work!

Casper College provides a great work environment that is supportive and interesting. I continue to be impressed by the learning and cultural opportunities offered to the public.

I think most employees enjoy their jobs and colleagues. I think this is a good place to work. The salaries at Casper College are better than almost anywhere in town, and with the benefits, this is a fantastic place to work!

The people of Casper College are friendly and fun to work with.

As a faculty member I have always appreciated the freedom I have to teach my classes the way I feel best.

Our salaries are competitive. Funds for technology and professional development abound. The college really seems to support innovation. When faculty have ideas for new programs or approaches, the administration offers both moral and financial support.

I think over all Casper College is a good place to work. In the division I work, we are putting the mission, vision and goals to work. We work hard to see our students succeed. The faculty and staff are treated fairly and with respect.

Master Plan-new residence halls began planning stage. All of student support services. Many dedicated individuals on campus.

We have dedicated employees that will not give up on the institution

The changes in personnel in and structure of Distance Education have infused it with energy and made it a program of limitless possibilities.

Great place to work!

Kudos to Mickie and Pat for their hard work steering students to the correct math and English courses. I also appreciate the new eye benefit. Thanks also to the admissions office for their help whenever I've called them, and to student services for following up on retention alerts so quickly. I am also impressed with Carmen Simone being so visual on campus. She is very accessible and accommodating.

1) I think the television ads are great for recruiting students. 2) The campus is looking great with all those new trees! 3) Casper College is expanding its thinking in the workforce development area (new programs, business incubator, etc.). 4) The HLC Committee is doing a fabulous job. 5) The gatherings (e.g., the Christmas party, picnics, etc.) Put on by the Faculty and Staff Alliance are a great way of getting the campus together.

The administration is very open to new ideas and encouraging innovative approaches. It's nice to be moving again after stagnating for many years.

Autonomous work environment

We have a strong commitment to the welfare and best interests of our students. We need to continue to make this our focus.

Nash was a good move if it was fair to everyone. If pay would have been with market analysis.

Not much

Good funding for projects here on campus.

Nothing comes to mind.

I have a wonderful supervisor who is supportive and insightful.

I enjoy the leadership of the President, Vice Presidents, and my outstanding Division Chair. I have been a faculty member for more than 20 years, this is a new and positive administration!

Innovation and new ideas are encouraged. The administration is supporting new course delivery methods, facilities, and content.

Opportunities to grow, evolve, engage in professional and faculty development activities. This is a remarkable institution.

I have been here less than a year but I am extremely satisfied with my experience as a Casper College employee and look forward to working here for many more years!

I like the pay. Within the last two years, I have turned down several job offers from other institutions because they could not match my salary. I have all the resources I need or want. There are some excellent people here. Specifically, the IT folks and the maintenance folks.

Casper College has made a positive change in the last couple of years. Administration has been fairly supportive of the staff, especially with the Development on the Professional Development Funds for Staff and Faculty. Thank you for that opportunity!

Haven't seen anything lately.

# Spring 2008 Campus Climate Survey Results

## OPEN-ENDED RESPONSES VERBATIM

### **What changes could be made to improve your employment experiences at Casper College?**

Expectations are not evenly distributed amongst all employees. It seems like if you perform poorly you are most apt to get a promotion in areas of less responsibility. We need to consider firing some really dead weight.

Nothing at this time

I haven't been here long but it seems like parking is always an issue.

Better training for supervisors.

Better oversight on office hours and teaching loads. I am here until 8 p.m. every night but I see colleagues leave at 3 p.m. everyday.

Improved facilities especially lab and office space for instructors.

New upper administration that has a better vision for the college

Better pay at market value

Having more open communication between administrators and staff members.

Why are we having to complete this survey for the third time? Are we going to continue to do surveys until Dr. Nolte gets one that he likes? Can we expect the results of this survey to be sanitized or ignored as the others have been? The following statements I feel summarize my concerns with Casper College at the present time: 1. We have a President that is vindictive, dismissive, egocentric and dishonest and is best characterized as a 'tin pot dictator'. He treats the campus as his own personal fiefdom and is obsessed with building his own personal monument on the hill. Meanwhile, our students and employees are forced to make due with limited resources in areas sorely needing attention. 2. The President has fostered a climate of fear particularly in the administrative areas and has managed to hamstring his Vice President for Academic Affairs. Thus far we already lost two Vice Presidents, and we cannot afford to lose a third. 3. The Casper College Board of Trustees is totally inaccessible to college employees (this is partially due to our President prohibiting direct contact with Board members, and partially due to an arrogant attitude held by Board members). 4. Our President continues to embarrass me every time he is in a public speaking situation. His mastery and use of the English language leaves a great deal to be desired.

I very much enjoy my local work environment – that is the building I am in and the colleagues with whom I primarily interact. I do not enjoy the feeling of intimidation and animosity that emanates from the President's office, nor working with the constant worry that there will be retribution for speaking out on issues of importance to me or those I represent. In my opinion the working environment will only be improved if the Board of Trustees for this institution (i.e. the decision making body) would get more involved and would implement some type of evaluation process for the upper administration. It feels as if there is no system of checks and balances. I do not feel that the various alliances can adequately represent their constituents if they have to have their updates for the Board reviewed and censored by the President. The leadership of this institution (President and Board) is largely unaware of the issues that are important to faculty, staff and students. We need to be able to dialogue directly with the Board, as dialogue with the President is difficult given his limited availability and explosive temper.

Why isn't the College building the new dorms that are seriously needed instead of an office building for administration? Don't the needs of the students count for anything? Why was a national search done for one Dean (Driscoll) and the other Dean (Davis) was just put in place because she had no other function on campus? And Driscoll brings huge grant programs and funds to the College while Davis does nothing of any significance? What purpose do Simone and Davis have for trashing the library and the librarians? No real communication or dialogue takes place on this campus. The administration just makes decisions and announces them despite their claims to the contrary. More and more people across campus have had experiences that let them know that Dr. Simone is not honest or trustworthy in her dealings with others. The Board should be more aware and interested in the declining climate at the College.

As a faculty member, I feel that the level of involvement for faculty members should be better managed by the administration. The same faculty do everything, from serving on committees to extra-curricular activities with students. Most of the faculty, however, do nothing and have a very strong attitude that "If I don't have to do this, I won't. Even if it is on my contract that I serve on committees, no one enforces it, so why should I?" This is creating a very segregated and frustrating working environment.

I have no significant negative issues.

New president & new board

I would like to see open communications without the fear that the President is going to manipulate each situation to meet his personal agenda and retaliate against people that disagree with his personal goals for Casper College. It would be nice if the results of this survey are not buried and action is taken to rectify these issues. I would like to see student's put first once again and have the administration support student activities and educational interest instead of the Presidents personal ambitions.

Campus administrators need to make decisions based on facts and input from every person involved. These Administrators have a habit of making decisions without any knowledge of the matter. There is a tendency to micromanage departments without any feedback from those who have been working in the department for years. In fact faculty in some departments are not asked for any input.

Policy in regard to how leave time, both vacation and sick leave can be taken. I think time should be accumulated in hours, not days, and should be able to be taken in hours, and not required to be taken in half day increments. I also think that sick time should be a combination of all other leaves except vacation leave. It should be available to be taken at the discretion of the employee, how they deem necessary. If they choose to waste it foolishly, then that is their problem. As an example, it is rather ridiculous to be controlled on the length of time, which then limits distance, one can have to attend a funeral regardless of what the relationship of the deceased person is to the employee. Some non-family relationships are just as critical as family ones. It is very frustrating to have to limit one's time because of such policy. I also believe we should be able to carry over vacation leave. If it is a concern in accumulating so much vacation in regard to budget and paying for any accumulated time when the employee retires or leaves the college, a cap could be placed on how much time would be paid upon employee's resignation or retirement.

I think it is time that someone listens to the employees of the campus. We did a survey last spring and we vocalized some opinions on there that were not well received by Dr. Nolte. Well, they sure as hell haven't improved, but, only spoiled more and become worse. The board of trustees needs to realize that it is not as rosy a picture around here and they have been led to believe by Dr. Nolte. He (Dr. Nolte) is out of touch with the faculty and staff, is vindictive if anyone disagrees with him, un-supportive of athletic and student competitive events and often seems very unapproachable. He has made his own personal goals the priority of the college regardless of what the rest of the college feels. (student commons building or whatever we are calling it this week). It's even worse to think that we had the opportunity for buildings on campus that would genuinely benefit students, like residence halls or teaching facilities, that are disregarded because he wants this new building. Now, we are expected to support this so we can pass a bond, bull shit. There are way more important needs that should be priorities on the master plan. Fine arts, residence halls, life science, rodeo arena all have more importance in my mind. By the way, when did it become the norm for policy and procedure changes to be made and implemented without input from faculty, staff or committee (Chapter 2 revision in policy manual). Casper College used to be "where students come first". We have totally lost track of that in the last 3 years and the buck needs to stop with Dr. Nolte. Communication is a concern as it was in the previous climate survey. We can have all the pre-board meetings we want, but if they don't communicate important matters such as chapter 2 in policy manual changes, revision of things such as street and parking lot changes or facility use, they communication is

worthless. I hope the board reads this verbatim, and that Dr. Nolte allows whoever is in charge of assessment in the future to fully disclose the results of this survey. It is time the board of trustees simply does not follow the script they have been given by Dr. Nolte and fold. They need to realize that not all is well and change at the top is needed.

None at this time. I've recently had a change for the better and this was so dramatic to me that my answers are completely different than they were the last time I took this survey.

More full time faculty need to be hired instead of adjuncts. Students' needs are often not met by adjuncts who are not on campus to meet with students or by adjuncts who are used to fill in a class when there are not enough faculty to meet the needs. New faculty need to be taught how to teach a class. Many faculty have no experience in education. While they do know their subject, they do not know how to get the information to students in interesting, engaging ways.

It doesn't matter what we say or suggest. The higher ups will do things their way and could care less about the employee. My word means "nothing". Problems aren't fixed they have a temporary band aid to aid in the mess. Its okay, we are all replaceable. The work gets done magically.

Office space with more efficient work space furniture versus the old desks that have a 2 ft wide opening for your knees and no other work area. These desks were not made for computer and desk work functionality. Get rid of them all!!

As an adjunct faculty member my experience is that it is assumed (by my peers and other professionals on campus) that I have access to the same information as full time faculty when that isn't the case. For example, in terms of scheduling class for next fall I am simply asked "where are you going to teach this class and when"? As if I know anything about what is scheduled where. Throughout the process of developing a new course I have been left completely to my own devices to determine its format and substance which seems decidedly hands off to me. Who is assuring that courses are well articulated with the College mission, goals, etc.? To sum up, my employment experience could be improved through clearer processes and communication/access to standard information.

Mostly we need a new president that is not self centered and arrogant. The dictator needs to go.

Improved leadership at the divisional level; have all support functions [library, college relations, etc] evaluated by their customers [faculty, students, etc]

I would like to see more computers in the classrooms in the AD building. Also, I would like to see a faculty/employee lounge for employees in this building.

Revisit the benefits package and support more pro-active health measures. That is to say, offer incentives for staying/being healthy. My costs are outrageous compared to other jobs I have had. I would also expand what the college considers to be transferable experience for placement on the pay scale. So, if I have 20 years experience in my field, evaluate them on a case by case basis to offer an amount based on value of work done, not a standardized process that treats all the same.

The college should encourage its employees to join professional organizations such as the Casper Rotary and Kiwanis Club. The college needs to support their employees with a time commitment at the very least and monetary support if possible. We desperately need a student center on campus.

Better administration, better communication, better leadership within divisions, more technology support

I would like to feel that my program is supported and worthy. With this administration I question that regularly. I would like to have more support for distance education and stand behind what we offer. We need to get the faculty the things they need to be successful in what we are trying to offer students. Quality of education suffers because of some of the administration decisions being made on campus.

Support distance education to a larger degree with appropriate resources --human/ technical--it is what the world wants!

The benefits package sucks and it is getting worse based on my own experience. This is an area that needs to be seriously addressed. One could say, "Well, that is just benefits in Wyoming." But settling for something never made any-

thing better.

I can not think of any at this time. I really enjoy my work and receive excellent feedback and opportunity for professional growth.

The salary scale would be more fair and equitable if there was a scale to factor years of experience upon initial placement for classified staff. I believe IT needs more support to more effectively support employee use and implementation of technology.

Nothing right now.

I am a new employee so do not have enough experience to comment.

Involving students more in our decision-making processes. Creating more opportunities to bring all employees together.

We are still having trouble in the communication realm. I am afraid that in some circumstances a better late than never philosophy doesn't work well...

The Board of Trustees should be more in tune and interested in Casper College happenings by interacting with employees and students on campus (beyond the dull, ineffective and scripted board meetings). It often appears that the Board's awareness of Casper College comes strictly from the current CC President - this is dangerous and they should be made aware of the general lack of faith in how the CC President conducts himself and CC business. The Board of Trustees should conduct annual performance evaluations of the President and Vice President's - seeking input from the campus population. Additionally, exit interviews should be conducted by the Board when individuals in these positions resign (...why have we lost two Vice President's in the rather short amount of time since the current President came on board??)

I enjoy my work and this work place.

The administration is utterly corrupt and inept. They twist the truth until it is unrecognizable. In fact, Dr. Simone will lie to your face. The administration lacks management skills and emotional intelligence. Critical decisions are made without input from those most impacted. Employees are forced to attend meetings that resemble the Spanish Inquisition.

The campus is too disjoint. I don't know what is happening on other parts of campus. I would like to see more interactions between separate parts of campus, either formally, or in a casual setting. The activities committee is losing membership and that, and the reasons above are affecting the sense of community on this campus. This needs to be remedied (and yes, I am willing to serve on this committee). Though I may be in the minority, I don't believe our division meets often enough. I am not quite sure what is happening within my division.

I love this institution. I have not, however, seen or heard from a top administrator except at the (mandatory) back to school meetings. I think this is a shame. I know they are busy, but a quick walk through of the building would say a lot to faculty and students.

I would give faculty more say in decisions that affect them on campus and stop making decisions by the VP's alone. There is a great lack of fairness on campus and lots of favoritism. Work on The institute for teaching effectiveness. Hire division chairs who are FULL TIME FACULTY

Knowing if I will actually have a job or not. Being on soft money (grants and whatever else can be drudged up) does not make it easy all the time to fully invest myself in my job. But there has also been little, if any, information headed in my direction if I will have a job still come July 2008. It's already mid March, and this is something that for me, cannot wait until the very last minute. I have been at Casper College in varying capacities (part time to full time) for 11 years now, but with little to no communication this past year on the security of the position I have, it may be time to part ways.

No changes at this time. I am very happy with my employment experience here at Casper College.

The answer to this question is always the same. Human Resources needs to step up to the plate. Conflict resolution is very political and unfair.

Have a more open door policy with administration and more available input into how planning and decisions are arrived at. Decisions get made which directly affect you and your department without you or your department having much if anything to say.

Company car, hot tub, personal jet, 2 day work week. In other words, everything's pretty much going well here. Maybe a Campus Wide Wellness Program would be good.

Start by correcting the "top down" leadership which makes decisions without any outside input. The leadership of the College will ask for the time and efforts of the faculty, staff and administrators, yet fails to take their input into consideration when making policy. The College Board should be held accountable for their poor quality of work and lack of interacting with the campus community.

Always have extra money to fix problems and maintain good faculty and staff (never let money be an issue with excellent teaching)

For the institution to attain focused planning; improving facilities and support for those programs that have a good track record, rather than the tendency to dilute resources.

More flexibility with employment options (flex time, etc.) and equitability between departments. Fair and equitable pay for administrators.

Space is becoming limited for laboratory activities.

I am satisfied! I could use a larger office, but it is my own fault that I don't better organize what I have.

Follow through on student concerns over problems with faculty.

A bigger office!! More seriously, modern living quarters for our students as soon as possible. This is a huge bone of contention in attracting students to our campus from the surrounding region.

I'm satisfied with my experiences.

Increase the amount of funding for professional development at the faculty, administrative, and staff level. Identify more effective planning strategies. Identify and implement more effective, simpler assessment processes so that the process and instrument can be understood by all employees and students. Relationship between the Maintenance Leadership and the rest of the campus community seems to be strained. We need to create a more comprehensive and symbiotic relationship so that work can be accomplished without rancor.

I cannot think of any specific changes that I would make at this time. This is due to the fact that I feel we have many members of our 'team' working to continue to make Casper College a great place to work and go to school. Thank you to all faculty, employees, and administration who are truly here to make a difference.

The number of committees to decide committees seems ridiculous. I get frustrated that committees are formed and then nothing is really accomplished. We need employee/faculty/administrative leaders who know how to effectively run meetings!

I would like to see better integration of the alumni database with the college database and better communication with present and past students through electronic and online media.

The Vice President of Academic Affairs needs to truly support each division and department chair's decisions. I have witnessed several instances this semester where the administration said they would support a specific decision, but then twisted the outcome to make the division and department chairs as people, look petty and conniving. I lost a lot of respect for Carmen Simone with these occurrences. But now I know how she operates and will plan and act accordingly.

The administration of the college needs to realize that other opinion's besides their own matter. Policies are not followed correctly and sometimes decisions are made with no input whatsoever. This is a democracy and we should feel as if our vote counts!

The college needs a more democratic system. Employees do not have the opportunity for feedback on decisions.

I am largely happy with my employment experience at Casper College

Casper College could become a four-year baccalaureate-granting school, fulfilling both state-wide needs and the historic intent of the institution's leaders.

Get the distance education issues worked out. That is one direction education is headed especially in a rural states. With weak distance ed we have no edge in the market. There is no consistency in promotion and the filling of positions. People are placed in new positions without it ever being advertised that there's a vacancy. Jobs are created in order to move people who are not performing adequately. After all the time and money spent on the Nash project, many of the recommendations were disregarded and people were placed on the pay scale where administration wanted them.

I feel employees as a whole are not always heard or given the opportunity to be involved in decision making on campus. Examples would be the revision of the mission statement, planning for new residence halls, etc. Utilizing the various groups on campus and opening discussions would be beneficial to not only the moral of the employees but the decisions that are being made would more adequately reflect the campus ideas/opinions. Also recognizing the contributions of everyone on campus-everyone is valued.

Abandon staff alliance. They do not represent all the staff fairly. Have to be a friend of the few to get ideas heard or valued. Very underhanded in their so call representation. I would also like the salary scale looked at on a continued basis. Other big businesses in the Casper Area always are doing a market survey to insure that their employees are getting paid a fair wage. Casper College is losing the focus of being a community college. We are getting so much into special programs and work force development that traditional students are suffering. If we go back to being valued and have a good reputation in the community it would make the employment experience at CC back to being a good one, instead of having to make excuses for what we have become. We need to go back to having an IT department that we can count on and that we can get support to do our day to day jobs-we can not do our jobs because we have no support!

My employment experience at CC recently HAS been improved TREMENDOUSLY due to the care, concern, and deliberate actions of two college administrators! I am the happiest I've been in my 13 years of employment here. For the record, it was not a salary increase but a move to a position better suited to me and which affords me some room for creativity and thinking for myself that has made all the difference.

Don't spend unnecessary money at the end of the year just so it will be in the budget for the next year!!!! Absolutely CRAZY! Make sure the compression feature for salary schedules is gone for good!?!?! In other words, if we are getting a 4% raise then EVERYONE get a 4% raise not just the starting salary people!!

Keep updating technology by providing more classrooms with projectors. Update classroom settings by changing chalkboards to whiteboards and single seat chair/desk to tables. Provide instructor seminars on how to handle disruptive students, policies on cell phones, how to accommodate special needs students, how to better communicate with students, etc. Keep doing the advising seminars and require all instructors to attend so that they can be updated with catalog changes, special course offerings, such as learning communities, reminding students to take the compass, etc.

Casper College is a great place to work! For those employees who aren't having a positive employment experience here, maybe they need to look within themselves (i.e., attitude adjustment). If that's not the case, maybe they need to seek employment elsewhere and find out what the real world is like.

I don't know.

Pay equitable with profession

Fairly compensate people with specialty degrees or licenses. Pay should be comparable to outside industry scale.

Find a president that is an educator and not an empire builder

I feel Casper College is a great place to work, and no real changes at this time.

In the area where I work, Administration keeps its head in the sand and Faculty is more interested in padding their resumes than actually helping the students succeed.

Improved pay scale to compete better with private sector so finding new qualified faculty would be easier. Working overload is getting old. Part of working overload is to improve income also. Sometimes I wonder why I don't go work in the private sector, and I know it is because I do love what I do and I am invested in the college. It would sure be nice to have that reciprocated financially, though.

Our department does not have sufficient funds to perform duties required by our contracts.

Communication is a perpetual challenge, i.e. getting the correct information so that paperwork is not unnecessarily generated or is not redundant. Continue to encourage cross-curricular meetings. Whenever faculty from different divisions meet together, with enough time for meaningful discussions to occur, excellent ideas are generated and the campus becomes a stronger entity.

I think a better method of introducing new faculty to the school needs to come about. From handling students on advising to knowing who to go to get your office keys and setting up your email. I basically had to figure it out on my own. The mentoring program seemed like a good idea but I didn't even meet my mentor once. I have no idea who he is.

1. There is a definite lack of diversity among faculty. I recommend hiring folks from broader backgrounds. Avoid clonal selection - hiring folks just like everyone else. The "good ol' boy" attitude is very prevalent here at CC. 2. I feel overworked and in some ways under supported. 3. I would like to see more potential for leadership opportunities. Seems people get in leadership positions and homestead there. Turnover would be a good thing. There is limited upward mobility. Chairs should have term limits. 4. Reward system here is discouraging. Do a good job and there is no recognition. 5. I am not convinced the leadership here (any level) has any idea about what I do. I don't think they really care as long as I don't cause them problems. 6. The increasing bureaucracy these days is rather irksome. It hasn't always been this way. 7. Just a feeling here but it seems like there is a lot of administrative agendas that are not apparent to the general population of employees.

I think that Employees with more education, such as PhD's, Master Licensing etc should receive a salary comparable to their counter-parts working in the community. I think that we will loose good people with a good educational background in a specialized field, if CC doesn't offer a better salary package. These people, who are devoted to CC will be hard to replace, in the future.

Get rid of all upper administration through the deans and start over.