

10. What in your view are RCTC's greatest strengths?

#	Response
1	Our history and the great things we've done in the past help to carry us forward.
2	Courses are scheduled at a variety of times and lots of online courses are offered.
3	The faculty and staff who work here
4	very hard working staff and faculty
5	Location, Excellent faculty, hard working staff
6	Accessibility, Affordable
7	The diversity of programs offered.
8	Course offerings for those wanting a short education to a job and strong academic offerings for those wanting to continue at a 4 year institution
9	Great facilities. Good location.
10	Positive atmosphere
11	<p>The worker bees around here who work hard & do their best and still keep a smile on their face. Take the time to acknowledge the average joe. Lifting spirits just for who they are. Like it or not THAT is what RCTC should reflect. The material things, knowledge, money, computers, buildings, furniture etc. are expected. THEY pay for that. We should ALL be giving of ourselves. Who knows.... maybe then we "wouldn't have such a hard time putting on that FACE" every day that we walk through that door. How many people at RCTC would jump at the chance to retire from here (if given the opportunity) JUST TO GET AWAY FROM all the junk that goes on. It just shouldn't be that way. Or then maybe that is the way of the future. If it is, then good luck finding honest, reliable, diligent hard working, good, wanna please you type people. Who enjoy & are proud of what they do every day, because they will have no ownership/allegiance</p>
12	The quality and dedication of many instructors
13	Don Supalla and most of the instructors
14	Its supportive atmosphere. RCTC personnel's (all) concern for students as individuals.
15	small college
16	Some of the innovative and dedicated faculty members
17	Everyone in general seems to be treated equal in a friendly way, whether your administration, faculty or staff. Team feeling.
18	n/a
19	The staff and faculty and president Supalla
20	People
21	Many faculty are particularly dedicated and go out of their way to accommodate students.

22	Quality Faculty State-of-the-Art Facilities Campus
23	Letting outside groups use the facilities for no fees.
24	"small town" community feeling compassionate faculty and staff
25	RCTC has a strong reputation for being "the best" and a strong community connection through collaborations.
26	longevity in employees
27	Keeping pace with changing times
28	RCTC has very strong relationships with the community and external organizations.
29	Top Administration is good
30	don supalla tim gilsrud
31	Location, partnerships, online education.
32	Support to students who might otherwise fall through the cracks (cultural, disabilities, non-traditional, working students)
33	Administrators and (most)employees are friendly and personable. Faculty are dedicated to students and their learning.
34	The commitment staff and faculty.
35	The faculty and staff - the people.
36	Processes for continuous improvement.
37	It's students.
38	RCTC does do it's best to listen to students, Faculty and staff.
39	RCTC has great people with great ideas for improvement.
40	Talent within the employees
41	dedicated and involved faculty
42	Money for new buildings
43	The community and how RCTC's programs are integrated with it.
44	people who work here
45	In general, the faculty at RCTC are committed to seeing their students succeed and they will do what it takes to help out students who are in need of additional help.

46	Excellent faculty instruction and faculty leadership.
47	The majority of the faculty that I have interacted with truly care about student learning and student success.
48	Instructors and staff
49	Strong reputation for high academic quality.
50	Approachable faculty
51	our people
52	Willingness to innovate
53	Improving our assistance to helping students existing and those in the future
54	I think the president is very open to staff and students. We offer a great education for little money.
55	We have so many different types of educational opportunities for students.
56	Everyone's commitment to meeting the needs of students.
57	Availability to students
58	course offerings, online etc. leadership training for employees.
59	Don Suppalla
60	open admission. Mayo the UofMN and IBM in town.
61	Location; One of the oldest 2-year in State;
62	our students and staff
63	It's people. The people who work here are very dedicated and continually go above and beyond.
64	RCTC's greatest strengths are many of the faculty, the commitment to students.
65	attitude, enthusiasm, desire to be a world-class institution. Opportunities for professional growth are wonderful.
66	Location
67	Don Supalla is the perfect guy to head this institution. He is very outgoing, and represents the college well. Campus is convenient, tuition is fairly low.
68	Positive attitude
69	The continuous improvement idea is great, but only a few hand-picked people are ever really invited to participate in the process. Shouldn't everyone on campus be involved and have their opinions and experiences here considered in the process for developing everyone's potential?
70	Location

71	Knowledgeable management Good employees
72	It's instructors, and college information desk staff
73	care about the students, provide a good learning environment for students at all levels
74	We are smart and focused on the needs of our students and our departments.
75	Faculty and their passion for learning. Also, technology.
76	They have a fabulous faculty. They listen to comments and respond in a timely manner. Friendly staff.
77	the faculty and the administration are excellent
78	beautiful campus with easy location access, registration process is well set up for new students, very student focused, great working environment, departments in student service area for the most part work well together
79	great faculty and learning environment
80	We have some of the nicest facilities around and they are just getting beter.
81	I do think the administration cares, clearly and sincerely. I think the staff is dedicated and conscientious. I do love the students. I think we strive for excellence.
82	Committed, dedicated faculty and staff
83	Advocating for student success
84	Some faculty and administrators are dedicated and go beyond the call!
85	consumer satisfaction
86	We have a good president and lots of hard working employees.
87	Faculty that care about student learning and success
88	Many dedicated, talented staff and faculty.
89	The broad range of programs offered and the thriving community of Rochester are big strengths. RCTC's facilities are outstanding - especially for a two-year college.
90	Convenience for local residents and affordability for post secondary/technical education for everyone
91	quality faculty concern for students
92	Location, good faculty, and money seems to keep coming from somewhere to build things.
93	working together with UofMN, Winona State U, IBM and Mayo.
94	Communication - administration that supports faculty.

95	Accessibility to local students
96	It's staff and faculty
97	The emphasis on improving technology and alternative learning environments for students, such as online coursework is creating greater opportunities for students with complicated schedules.
98	Small town sense of community.
99	Desire to be the best.

11. What in your view are RCTC's greatest opportunities for improvement?

#	Response
1	1 - Communication among departments and offices. 2 - While we grow to meet every changing needs/demands of the students, we have to strive not to leave anyone behind - - help to make sure everyone is aware of the new programs, new technology, new teaching methods, etc.
2	Acknowledging the work of staff who go three extra miles for the institution by offering these people job security, higher monetary compensation, full-time status, and a sense of value. If an employee is valued and doing well, that person should be rewarded and given an incentive to continue working here. Otherwise, an employee ends up feeling used, devalued, and taken advantage of. One example of this is the over-hiring of adjunct faculty and the hiring of part-time staff with no opportunity for benefits. Highly educated and hard-working people are being slighted because it is economical to do so. Unfortunately, it is the very people that are being slighted that are doing the bulk of the inventive work here. It's a shame.
3	not being taken very seriously
4	Listen to the staff for needs. If they can't be met explain why.
5	Computer support for staff; staff development opportunities; interaction between faculty and staff;
6	Marketing, Parking, and facilitating the various processes for doing things on campus so that students do not need to go see 12 different people to get a task done.
7	More frequent communication between various areas
8	More development for people who need to go to school at various times. Possibly the development of an A.S. degree with all evening classes.
9	marketing our positive features
10	better screening & training of individuals applying for employment.watching individuals closer during their probationary period. When they don't meet the standard, why do we hire them anyway ,is it because we don't want to have to go through the process again ? People around here , just need to start being NICE to each other again. The honest friendliness has gone out of RCTC! people are only concerned about what they can get.If you think that the administration has nothing to do with this...THAT IS THE PROBLEM! No one ever listens to the workers.Why is it that those workers can't wait to get away from this place & are all leaving at the end of the day with a frown on there face & a look of dissatisfaction. While the administrationgoes on there merry way with an attitude that reflects.....how much fun they had today. I don't know about you but I see something wrong with this picture. It didn't use to be that way. Well, thank you for letting me vent even though I am fully aware that this particular survey will get lost in the " we don't really care about our people " file.We just have to throw them a bone every once in a while to keep them quiet. After allthey are just ignorant peons here to do our bidding. Then there is

	the real moral booster.....You should be glad to have a job. Thank you, I didn't realize how much Iha owed my life to you for.
11	Support recognition of faculty efforts, by working toward pay commensurate with the education, experience and work of the faculty. Also, faculty should not be paid the same for different work (credit/contact). It is demoralizing for faculty with high degrees of education and/or experience to have salaries stagnant amidst pay increases in other sectors and when the economy is in recovery. For the leadership to fight against decent and fair pay undermines the desire to make extra effort, and will contribute to a decline in quality of this organization.
12	Change in some personnel; better communication in all areas
13	Communication
14	email/communication
15	Leadership who actually listen to faculty concerns and input.
16	Each department should have the same team feeling as stated above. In my department it's not there.
17	Where to begin? A competent and ethical administration; higher admissions standards (indeed, ANY admissions standards); an effective union; and better-paid faculty would all be good places to start.
18	Salary equity and listening to the staff and faculty
19	<p>Leadership - we have so many barriers in our way to innovation. Our last staff development day shows a situation where a speaker speaks fairy dust - he was so demeaning, so self-seeking, so arrogant - and he spoke to "folks who already know this." Then we do an activity - which was fun! And creative - then we pack up and leave 45 min. early w/out a full processing - no group sharing of what we learned. It seems we do what looks good, feels good, and then fairy dust blows away and we put up barriers to great innovative ideas. People have to prove ideas will work - need to justify - unless you are on the "A List" -- there have been times when my VP has looked at me, smiled and had that gaze of who else is there who I can talk to! I have felt so disempowered vs. empowered. I feel as if we are asked to give opinions for no reason - that there is much more lip service than true sentiment.</p> <p>Also -the equity issue must be addressed on campus. Morale is at an all time low.</p>
20	We are a parochial campus, too willing to ignore research to forward personal agendas and protect jobs.
21	Customer Service Inter-department Communications Improved Transfer Opportunities
22	Organization and planning.
23	initial training and orientation of new staff
24	RCTC can't continue to be all things for all people without proper staffing. Some things have to give.
25	lack of leadership, hiring practices, standing behind employees in a leadership role, human resources office, filling vacancies,telling the truth
26	Boost morale of the workforce
27	Communication between departments needs to improve; as well as communication between leadership and RCTC as a whole.

28	Improve management skills..
29	Customer Service, front line service
30	new hr director
31	Program and course offerings. Student services.
32	Improve collaboration between Administrators and departments to come up with solutions to situations rather than Administrators telling departments "what to do." Also, expand IT help desk hours (electronically or in person) so students can get help.
33	Knowledge and use of internal resources and talents.
34	More emphasis needs to be placed on the value of learning and higher education.
35	Enrollment services for nontraditional students; it is very confusing. There needs to be timelines of when things happen, outline of who to contact if questions. An outside person who is not an employee of RCTC, would have no clue what happens next and what they need to do. Also, a better consideration of staff. We're more than meeting minute takers and have valuable ideas to offer on committees and processes that the college is undertaking.
36	There is a major problem with communication.
37	Recognizing the changing face of college students. Students are no longer coming directly from high school.
38	The ideas that are generated by faculty, staff, and students are not implemented.
39	Communication and cooperation at all levels.
40	Marketing/Community Relations
41	Correct the faculty salary inequity.
42	Administrators need to see the "big picture" and lead by example in valuing employees and their efforts, and demonstrating that they value the work they do.
43	Administration should respect and recognize all faculty and not play favorites.
44	Communication between administration and some departments...not all. Communicate with the people directly affected by decisions.
45	out with the old, in with the new!
46	Salary Equity among faculty. The issue is an embarrassment to our institution and to the MnSCU system. I would hope our administrative leadership publicly supports a resolution to this issue before the next union contract for faculty is voted on.
47	The marketing program is passe and needs to be refreshed. Marketing is only interested in the continuous improvement of others, but not of itself. Despite faculty requests to try other strategies, marketing denies that this is needed. If the stakeholders believe it is needed then a continuous improvement process should be started. Marketing is not above the fray.
48	I do not believe we have a reliable way of measuring teacher effectiveness.

49	better communication and fair treatment
50	Keep continuous improvement but drop Baldrige, etc. processes.
51	Communication between faculty and administration
52	serving students and stakeholders effectively
53	Inconsistent modeling by leadership Lack of accountability and people being held accountable Negativity of faculty union leadership
54	When changes are going to be made involving staff/instructors, to discuss those ideas with with them to see if they have a better idea. Alot of times there are many ideas behind the scences that the administration is not aware of. What they might see will work, others that it will involve might have a better idea but we are never asked and are always told - this is the way it will be.
55	We need to better market what we have. We need to better listen to staff ideas for improvement.
56	Discrepancies among departments in terms of scheduling and contact hours, overuse of hybrid courses and online courses. Lack of proctored exams for online courses - online coursework is no comparison to classroom coursework; online courses should be noted on a transcript to demark them as different from a regular face-to-face experience. Grading scheme should include + and -, as a B+ student and a B- student are very different types of students, but yet look the same after the semester and earning a B. There should be a standard of grading across the entire campus, with students not getting favors from some faculty and expecting them from all faculty. There must be better objectivity by ALL faculty.
57	Identifying faculty leadership that speaks on behalf of all faculty and not just a select few that are committed to the faculty union party line. There are so many great faculty and so much more that could be accomplished if faculty leadership was willing to work in a partnership role rather such an adversarial one.
58	Allowing employees to solve student issues without being micro managed. Increased professionalism of interactions between supervisors and their subordinates. It comes as a surprise the language "professionals" use toward others. ie:swearing, raising voices, borders on harassment. More specific training, needs to be implemented. Setting goals and working out a plan to meet them. If customer service is a weakness we need to set an objective and work towards improvement. It is not going to happen at one staff development session. Staff development lacks organization.
59	Communication between departments
60	working together with employers in town
61	lack of connection between UCR & Heintz Ctr
62	We talk quality but we don't empower our employees. I have never seen Morale so low
63	communication between departments.
64	Creating a positive, respectful work environment for ALL employees. Much cultural change is needed to get to a welcoming and respectful environment. Administration needs to follow the rules--not circumventing shared governance, not discounting faculty or discounting faculty who may not "agree" with all issues or techniques. This should be an academic community where open dialogue is welcome and faculty do not feel as if their positions, professionalism, nor dignity is undermined. THIS IS A

	VERY, VERY SERIOUS ISSUE. EVEN WHEN FACULTY ARE THREATENED IN WRITING, THERE IS NOT REPSONSE FROM ADMINISTRATION AND NO STEPS ARE TAKEN TO ENSURE SAFETY AND A WORK ENVIRONMENT FREE FROM HOSTILITY.
65	need a studnent union ~ a place for students to gather, study, eat, shop, relax, meet, socialize, etc.
66	Treatment of staff better
67	More should be done in the area of online education. A student can get a degree from anywhere without leaving home. RCTC needs to be more aggressive in their approach to online degree programs.
68	Communicating between departments.
69	We should have an admissions staff with recruiters to follow each student's progress from first contact with the college through the first day they attend classes. This is the only college I have seen without any recruiters or admissions personnel who do this sort of thing.
70	RCTC doesn't really seem to care about underrepresented students.
71	Communication between administration and faculty. Departmental communication. Providing new students a welcoming enviornment
72	#1 Communication #2 Better Management Communication #3 BETTER COMMUNICATION
73	Fairness to all faculty, student retention
74	Many academic departments at RCTC lack rigor; there is considerable grade inflation. This is a disservice to students; I think this occurs because RCTC wants too much to PLEASE students. It should care more about its academic reputation.
75	drawing attention to the 4-year programs and recruiting even more top students for them
76	Global thinking does not always occur. The rush to improve overall neglects individual faculty/staff needs. Thinking globally includes figuring out support staff/faculty/student ratios for all delivery methods. Do we have any course designers (formally trained, not tripped into the job) available?
77	listening to faculty and students and creating places in which we can come together and meet, such as a new cafeteria, etc. I also think that we could so things in create a community. I think that must start with admin and faculty. Until we feel connected, our students aren't. We don't do anything for students and faculty who passed away this year, but a tree was planted on campus for the Virginia Tech students. I think students need to feel like they are listened to and important, and this could build more of a community.
78	The need to recognize the contributions of the faculty and fix the pay inequity. Why is that so hard?
79	the confrontational union and getting rid of the head of the curriculum committee
80	Improve management/administration.
81	Supporting its employees
82	create a first year experience group to improve retention and success of students
83	administrative communication with faculty and involving the faculty in new ideas - give the faculty credit

	for what they know about learning and the students they teach
84	needs more and better designed offices for faculty. needs a whole new approach to classrooms and their appearance
85	More staff is needed. I see building after building being remodeled or built and no other staff to help support them. I see preventative items being set aside to keep up with the momentum.
86	I think we need better opportunities for professional development, access to most current research. I wish some of our workshops could focus on these things - instead of games or things that sometimes do not seem relevant. I wish the faculty were more involved in choosing speakers - I have never had anyone ask for input regarding speakers. I wish we had a focus on educational philosophies and learning during these workshops instead of role playing or games. After the Virginia Tech incident, I realize I am not prepared for a situation like that - I realize no one ever is, but I really don't know what I would do. I really think we need to address this seriously (not role playing or games) at a faculty meeting. Speakers, various scenarios, small groups so people could ask real questions. I know all colleges are struggling with this now.
87	Not equal pay for instructors. There are newer staff making more money than staff with more seniority. UNFAIR!!
88	Need to hire more FTE not just adjuncts to get by.
89	Placing students in appropriate English and math classes CONSISTENTLY
90	I think we can improve on our TV advertisements. GET THERE doesn't do it.
91	The apparent gap between administration and faculty. There is very little interaction between the two groups and much of it is adverse.
92	Students have too much voice
93	Clear leadership direction AND operational management that is consistent with that direction over time. Problems are raising, but not solved. Leadership is too focused on outside "stakeholders" and not focused enough on day to day operations. Too often a program or direction is supported, only to be neglected or marginalized the following year. Innovation is impossible here. My career is stagnating and I am frustrated to see so many students treated poorly and rarely is anything done about it.
94	One of RCTC's greatest opportunities for improvement is to hold staff (admin, faculty and staff) accountable for their work. Letting staff get by with "less than" or substandard results is not acceptable. Other staff see the poor performers and it brings the whole organization down. Design our processes to meet and/or exceed the needs of our students. RCTC is so fortunate to have so many outstanding features - but we need to make outstanding customer service a top priority. RCTC has the opportunity to become a stellar organization, but we need to really commit to doing things better for our customers/students.
95	Leadership (the VP) in Student Services needs to improve or be replaced.
96	Continue to address the students and staff needs towards a successful collaborative effort
97	not provide EVERYTHING with a spoon to students...i think we overdo it sometimes!
98	Tardiness/Absenteeism of staff/faculty. I notice the many 'absent' emails coming from HR and wonder how our students feel about the money they spend on classes that are cancelled due to absenteeism.
99	Recognizing faculty, trying to cultivate more respect for faculty and staff, better classroom buildings
100	campus security and parking

101	Start with a new President
102	Increasing Enrollment
103	A greater recognition of and respect for faculty and staff is needed. Morale is low among colleagues I work with, and personally, I don't feel as though I'm a valued employee. I am as and maybe even more educated than some of my administrators at the executive level and yet, I feel condescended to via staff development days, college-wide communications, and overall attitude toward faculty and staff.
104	They seem to focus on preparing students for programs at Mayo well and that is good. However, I think there needs to be a stronger concentration on preparing students for transfer to a 4 year college. Those types of students represent an increasing demographic.
105	Leadership development on all levels that encourage and help all of us to improve. Address the poor performing faculty that students continually complain about.

12. Other comments (optional)	
#	Response
1	Before making grand changes to the scheme, let the people who work it know.
2	improve myworksite.com so that a response is given when the work request is submitted. requests have been ignored or lost causing extreme difficulty in planning and expectations
3	RCTC is a great place to work- mainly because of the wonderful people that I work with at the college.
4	I do think we need better and more places for students to gather.
5	don't ask for honest opinion if you intend to ignore it ,if it doesn't fit your agenda. As I have noted in the past, many times, Good ideas brought to the table by average Joe's aren't used until they can safely be claimed by someone else, as their own. Dyah think maybe that discourages self expression....duh, why do you think that there are so many poor ideas lately. Could it be that the actual thinkers have given up?
6	Feel the morale and college has "slipped" in the last couple of years because of some personnel.
7	I have been filling out these surveys ever since I started working at RCTC going on six years ago, and never once have I seen so much as the collected date, let alone any improvements. I resent the implication that employees will be conned into thinking that they have any input into the running of this college when not once have I seen employee feedback taken seriously.
8	The equity issue must be addressed on campus. Morale is at an all time low.
9	We spend too much of our resources on sports, considering the FEW people who participate in and/or attend the events.
10	Currently looking for employment elsewhere.
11	continuous lack of needed staff really hurts morale and it will be very hard to get that back, administration needs to be more involved in assuring that we have adequate staff
12	I enjoy coming to work everyday because of the students. That is what makes it worthwhile.
13	There is a serious pay inequity negatively impacting a large number of RCTC faculty. Management has

	<p>been made aware of the issue but the inequity has been no progress towards a solution. A large number of faculty who have played key roles in the significant growth over the past ten years have been ignored while newer faculty continue to be paid significantly higher salaries. This has caused morale to fall and the faculty affected are becoming less willing to participate in new campus initiatives. If management supports the faculty affected they need to publicly address this issue.</p>
14	<p>The west end of the fourth floor of Plaza Hall has mold or mildew problems. If I were a student with allergies or sensitivities, I would not visit a professor there.</p>
15	<p>We evaluate some administrators and not others. Why not ALL administrators? We should also be able to evaluate our support staff.</p>
16	<p>We need change in our administration</p>
17	<p>keep up the good work! RCTC is a good example for other institutions to aspire to.</p>
18	<p>I think that the people that have worked here for years should have a chance to advance if they want to.</p>
19	<p>I honestly don't think the VPs know who I am.</p>
20	<p>Overall RCTC is a great place to work and I am glad I work here!</p>
21	<p>No one knows what each other is doing.</p>
22	<p>I have only been here a few months, but I don't see the administration sharing any information with the people at the bottom. The employees that are here can take RCTC as far as you want it to go but there needs to be more leadership to achieve that. Employees want to know what are some of the plans & goals for RCTC. What plans are there for the summer? Working in the maintenance department it would be good to know of all the projects scheduled for the summer. With the employees here there is a vast amount of experience and knowledge that is not being utilized because management keeps every thing a secret from them. That lack of communication trickles down to all departments whether it is maintenance or teaching. With all of the years of experience working here I would want all the input I could get from them. All it takes is some communication and ask a few questions. It looks to me that the greatest asset here is not being utilized.</p>
23	<p>There is so much to do. After I was hired full time, I have volunteered for more responsibilities, yet my course workload remains the same. I realize that with experience comes the responsibility to step up and make a difference. It seems like there is studied apathy among my colleagues so that they can avoid the quandary of doing too much "work for the college" versus "work of the college (teaching students)." I don't know how to change this, but would suggest that the activities of staff development day be a short morning session with informative info from Don and any other administrative person, then faculty go to their departments and do something academic. The play dough was fun, but the relevance of disparate people playing with it is fuzzy. Same goes for the assortment of speakers: relevant focus is fuzzy. One alternative would be to fund us to attend an academic conference en masse, i.e. MEA conference, or a day for departments to do what they need to do.</p>
24	<p>There are many unhappy employees here. Morale is lower than I have ever seen it. I am very surprised to hear about the number of employees who are actively seeking outside employment.</p>
25	<p>It's difficult to find value in your employer when you don't feel valued by your employer.</p>
26	<p>I appreciate my department and my dean very much. I find them all very supportive. I know the surveys are with best intentions and I try to fill them out as best I can. I am happy at work and will look forward to returning in the fall. I appreciate the attempts that you provide to help make our jobs better. thank you</p>
27	
28	<p>The union and administration have got to work together to get some of the poorly performing faculty out</p>

	of here.
29	I hear lots of students complaining about faculty not using D2L enough. It is a great tools and students do like to see their grades and assignments on-line. I think RCTC faculty not using D2L are behind the times and hurt RCTC's reputation.
30	There is a culture of disrespect for faculty here, which is sad. It starts with the top. If administration are free to show contempt for faculty, or refuse to recognize true faculty accomplishments, then that attitude spreads downward to staff and students.
31	
32	Improve the phone messaging systems so it does not take 2 or more days for a telephone message to reach an adjunct or part time instructor