

APPENDIX C: Complete Constellation Results

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

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
8.	Red Rocks CC intentionally promotes excellence in teaching.	7.36	1.61	94.94	0.82
43.	Technology is up-to-date and well-supported.	7.14	1.77	89.88	1.3
32.	Red Rocks CC trusts employees to do their work effectively.	7.1	1.61	91.05	0.43
72.	It is easy for those we serve to get their questions answered.	7.07	1.86	85.21	1.83
76.	Students have convenient access to the information and resources necessary to support their learning.	6.94	2	84.82	4.13
40.	Leaders ensure that employees have the resources they need to do their work.	6.93	1.73	89.49	0
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	6.92	1.9	89.11	2.62
81.	Departments/areas work effectively as teams.	6.92	1.93	84.05	1.85
34.	Leaders communicate a clear vision for RRCC's future.	6.88	2.05	91.05	2.56
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	6.87	2.33	94.94	6.56
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.87	1.75	89.88	1.3
6.	When making institutional decisions, administrators consider the impact on students and learning.	6.84	1.97	95.33	2.04
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	6.81	1.88	94.55	2.06
78.	Red Rocks CC actively encourages innovation.	6.76	2.01	83.66	2.79
33.	Employees are recognized for their contributions and accomplishments.	6.73	1.85	91.05	0
44.	Budgeting processes ensure resources are effectively allocated.	6.72	2.43	89.49	7.39
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.7	2.13	91.44	2.98
74.	Communication occurs effectively up, down, and across different units of the organization.	6.67	2.05	84.44	1.84
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	6.67	2.02	94.55	3.29
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	6.65	1.99	94.94	3.28
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	6.65	1.84	86.38	0.45
75.	Enrollment processes effectively recruit and admit students.	6.59	2.41	84.82	7.34
42.	Support services harmonize with RRCC's focus on education and learning.	6.57	1.85	89.11	2.62
70.	Advising processes work effectively to get students in appropriate courses and programs.	6.55	2.36	85.6	4.09
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	6.51	1.98	91.44	0.85
37.	Leaders empower employees by clearly delegating areas of authority.	6.5	1.8	89.11	1.31
10.	Employee have a shared understanding of RRCC's educational goals for students.	6.47	1.93	94.94	2.46
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6.46	1.99	87.94	3.1
80.	Planning processes improve RRCC's effectiveness.	6.46	2.4	82.88	7.51
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its	6.45	2.26	94.55	6.17

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	courses and programs.				
21.	Red Rocks CC responds rapidly to the changing needs of students.	6.44	2.06	92.22	4.22
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	6.44	2.4	85.6	6.82
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	6.43	2.11	95.33	4.49
79.	Departments/areas consciously discover from their successes and failures how to improve.	6.43	2.2	83.27	5.61
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	6.42	2.63	82.49	10.38
22.	Red Rocks CC measures how effectively it serves its students.	6.4	2.17	92.22	4.64
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	6.4	1.88	91.05	0.85
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	6.39	2.44	85.6	7.73
55.	Departments/areas set specific targets for the goals they want to achieve.	6.38	2.1	88.33	3.52
35.	Red Rocks CC's core values stress the centrality of learning.	6.37	2.49	91.05	8.97
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	6.34	2.3	85.6	6.82
77.	Departments/areas have the data and information they need to make improvements.	6.33	2.43	84.44	7.83
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	6.32	2.12	91.05	2.14
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	6.32	2.24	86.77	4.93
69.	The faculty and staff feel they are in a partnership with administrators.	6.31	2.19	86.38	2.7
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	6.28	2.44	86.77	8.07
57.	Departments/areas set specific targets for improving their work.	6.28	2.32	87.55	5.33
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	6.23	2.47	93.77	8.3
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	6.22	2.24	95.33	4.9
36.	A clear understanding of RRCC's priorities guides employees in their work.	6.21	1.96	89.88	2.6
68.	Red Rocks CC meaningfully involves its employees in institutional work.	6.13	2.25	85.99	5.88
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	6.13	2.6	87.16	9.82
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	6.09	2.59	85.6	10
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	6.08	2.44	91.83	8.05
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	6.04	2.38	89.11	8.73
19.	The results of RRCC's non-educational work strengthen the overall institution.	6.04	2.43	94.16	7.85
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	6.04	2.4	88.72	9.21
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	6.03	2.31	89.49	6.09
16.	People working here understand the significance of RRCC's objectives that are directly related to educating students.	5.9	2.2	94.16	4.96
54.	Employees know the key measures of RRCC's success.	5.9	2.46	88.33	8.37
39.	Organizational and committee structures support good decision-making.	5.9	2.53	89.88	9.09
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	5.9	2.17	93.77	6.64

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
23.	Measured student satisfaction with RRCC improves steadily.	5.9	2.76	91.83	13.98
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	5.88	2.44	86.77	6.73
25.	Red Rocks CC makes improvements based on the complaints it receives.	5.88	2.32	91.05	6.84
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	5.87	2.8	88.33	14.1
11.	Processes are in place to determine which new educational offerings to develop.	5.86	2.61	94.94	11.47
47.	Student needs are identified regularly so that appropriate support services can be provided.	5.85	2.59	89.49	10.87
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	5.63	2.62	88.33	11.89
14.	Red Rocks CC identifies specific targets for improving student learning.	5.63	2.74	94.55	13.99
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	5.62	2.62	90.66	12.02
59.	Red Rocks CC has processes to ensure it is innovative and agile.	5.61	2.75	87.16	14.29
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	5.52	2.89	86.38	17.57
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	5.47	2.73	89.11	13.54
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	5.34	2.86	87.55	16
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	5.31	3.19	84.82	21.1
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	5.3	2.86	91.44	12.77
46.	Support services are regularly evaluated to identify improvement opportunities.	5.21	2.73	89.49	14.78
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	4.99	3.05	82.49	21.23
24.	Red Rocks CC maintains strong relationships with former students.	4.87	2.61	91.44	12.34

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

	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	Administrator				
8.	Red Rocks CC intentionally promotes excellence in teaching.	7.78	1.24	92	0
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	7.74	1.45	92	0
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	7.65	1.85	92	4.35
19.	The results of RRCC's non-educational work strengthen the overall institution.	7.65	1.19	92	0
6.	When making institutional decisions, administrators consider the impact on students and learning.	7.63	1.38	96	0
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	7.61	1.37	92	0
32.	Red Rocks CC trusts employees to do their work effectively.	7.61	1.27	92	0
34.	Leaders communicate a clear vision for RRCC's future.	7.61	1.47	92	0
44.	Budgeting processes ensure resources are effectively allocated.	7.56	1.24	92	0
43.	Technology is up-to-date and well-supported.	7.52	1.31	92	0
81.	Departments/areas work effectively as teams.	7.52	1.12	84	0
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	7.48	1.25	84	0
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	7.48	1.27	92	0
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	7.48	1.34	92	0
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	7.43	1.56	92	0
40.	Leaders ensure that employees have the resources they need to do their work.	7.43	1.65	92	0
72.	It is easy for those we serve to get their questions answered.	7.43	1.47	92	0
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	7.3	1.49	92	0
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	7.26	1.89	92	4.35
37.	Leaders empower employees by clearly delegating areas of authority.	7.26	1.29	92	0
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	7.26	1.96	92	4.35
21.	Red Rocks CC responds rapidly to the changing needs of students.	7.26	1.45	92	0
22.	Red Rocks CC measures how effectively it serves its students.	7.26	2.03	92	0
33.	Employees are recognized for their contributions and accomplishments.	7.22	1.41	92	0
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	7.14	1.73	88	0
76.	Students have convenient access to the information and resources necessary to support their learning.	7.14	1.91	88	4.54
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	7.13	1.49	92	0
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	7.13	1.46	92	0
74.	Communication occurs effectively up, down, and across different units of the organization.	7.09	1.44	88	0
68.	Red Rocks CC meaningfully involves its employees in institutional work.	7.09	1.59	92	0

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
42.	Support services harmonize with RRCC's focus on education and learning.	7.09	1.28	92	0
35.	Red Rocks CC's core values stress the centrality of learning.	7.04	2.06	92	4.35
39.	Organizational and committee structures support good decision-making.	7.04	1.69	92	0
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	7.04	1.96	92	4.35
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	7	2.04	92	4.35
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	7	1.38	92	0
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	7	1.95	92	4.35
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	6.96	1.92	96	0
25.	Red Rocks CC makes improvements based on the complaints it receives.	6.91	1.5	92	0
69.	The faculty and staff feel they are in a partnership with administrators.	6.91	1.53	92	0
57.	Departments/areas set specific targets for improving their work.	6.91	2.09	92	4.35
78.	Red Rocks CC actively encourages innovation.	6.9	1.95	84	4.76
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	6.87	1.42	92	0
80.	Planning processes improve RRCC's effectiveness.	6.86	1.9	84	4.76
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	6.83	2.46	92	8.7
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6.78	1.17	92	0
47.	Student needs are identified regularly so that appropriate support services can be provided.	6.78	1.95	92	4.35
36.	A clear understanding of RRCC's priorities guides employees in their work.	6.78	1.56	92	0
10.	Employee have a shared understanding of RRCC's educational goals for students.	6.78	1.59	92	0
11.	Processes are in place to determine which new educational offerings to develop.	6.74	2.45	92	8.7
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	6.74	1.94	92	4.35
79.	Departments/areas consciously discover from their successes and failures how to improve.	6.71	1.9	84	4.76
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	6.7	1.94	92	4.35
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	6.7	2.05	92	4.35
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	6.7	1.94	92	4.35
70.	Advising processes work effectively to get students in appropriate courses and programs.	6.65	1.82	92	0
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	6.61	1.92	92	4.35
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	6.61	1.99	92	4.35
16.	People working here understand the significance of RRCC's objectives that are directly related to educating students.	6.61	1.9	92	0
75.	Enrollment processes effectively recruit and admit students.	6.59	2.56	88	9.09
55.	Departments/areas set specific targets for the goals they want to achieve.	6.56	2.29	92	4.35
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	6.54	2.45	96	4.17
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	6.52	2.56	92	8.7

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	6.48	2.78	92	8.7
77.	Departments/areas have the data and information they need to make improvements.	6.41	1.99	88	4.54
54.	Employees know the key measures of RRCC's success.	6.39	2.08	92	4.35
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	6.39	1.53	92	0
23.	Measured student satisfaction with RRCC improves steadily.	6.39	2.76	92	13.04
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	6.35	2.33	92	4.35
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	6.35	2.38	92	4.35
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	6.3	2.12	92	4.35
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	6.26	2.75	92	13.04
59.	Red Rocks CC has processes to ensure it is innovative and agile.	6	2.41	92	8.7
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	6	2.59	96	8.33
24.	Red Rocks CC maintains strong relationships with former students.	5.83	1.94	92	0
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	5.81	2.93	84	14.29
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	5.7	2.6	92	8.7
46.	Support services are regularly evaluated to identify improvement opportunities.	5.65	2.33	92	8.7
14.	Red Rocks CC identifies specific targets for improving student learning.	5.56	2.89	92	17.39
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	5.35	2.35	92	8.7
	Classified				
8.	Red Rocks CC intentionally promotes excellence in teaching.	7.46	1.62	93.83	1.31
81.	Departments/areas work effectively as teams.	7.42	1.69	79.01	0
44.	Budgeting processes ensure resources are effectively allocated.	7.2	2.2	86.42	4.29
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	7.14	1.44	95.06	0
75.	Enrollment processes effectively recruit and admit students.	7.13	2.3	79.01	6.25
32.	Red Rocks CC trusts employees to do their work effectively.	7.12	1.67	90.12	0
72.	It is easy for those we serve to get their questions answered.	7.09	2.25	80.25	4.62
6.	When making institutional decisions, administrators consider the impact on students and learning.	7.09	1.79	95.06	1.3
43.	Technology is up-to-date and well-supported.	7.08	2.08	87.65	2.82
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	7.05	1.87	93.83	1.31
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	6.99	1.59	95.06	1.3
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	6.97	1.93	86.42	1.43
34.	Leaders communicate a clear vision for RRCC's future.	6.97	1.9	90.12	1.37
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.94	1.84	87.65	1.41
40.	Leaders ensure that employees have the resources they need to do their work.	6.87	1.84	86.42	0
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	6.86	2.13	93.83	5.26
76.	Students have convenient access to the information and resources necessary	6.84	2.58	79.01	9.38

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	to support their learning.				
42.	Support services harmonize with RRCC's focus on education and learning.	6.79	1.74	86.42	1.43
79.	Departments/areas consciously discover from their successes and failures how to improve.	6.78	2.22	77.78	4.76
77.	Departments/areas have the data and information they need to make improvements.	6.75	2.35	79.01	6.25
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	6.74	2.45	93.83	7.89
21.	Red Rocks CC responds rapidly to the changing needs of students.	6.74	2.13	91.36	4.05
22.	Red Rocks CC measures how effectively it serves its students.	6.74	2.21	91.36	4.05
78.	Red Rocks CC actively encourages innovation.	6.73	1.79	79.01	1.56
80.	Planning processes improve RRCC's effectiveness.	6.73	2.5	77.78	7.94
70.	Advising processes work effectively to get students in appropriate courses and programs.	6.68	2.65	80.25	7.69
10.	Employee have a shared understanding of RRCC's educational goals for students.	6.66	1.89	93.83	1.31
74.	Communication occurs effectively up, down, and across different units of the organization.	6.64	2.17	79.01	3.13
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	6.63	2.06	82.72	1.49
16.	People working here understand the significance of RRCC's objectives that are <i>not</i> directly related to educating students.	6.63	1.79	92.59	1.33
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	6.6	2.39	83.95	7.35
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	6.58	2.2	90.12	0
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.58	2.36	90.12	4.11
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6.57	2.09	86.42	1.43
35.	Red Rocks CC's core values stress the centrality of learning.	6.56	2.36	90.12	6.85
33.	Employees are recognized for their contributions and accomplishments.	6.55	2.08	90.12	0
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	6.54	2.73	93.83	10.53
36.	A clear understanding of RRCC's priorities guides employees in their work.	6.52	1.89	87.65	1.41
55.	Departments/areas set specific targets for the goals they want to achieve.	6.49	2.14	86.42	2.86
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	6.46	2.7	82.72	10.45
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	6.46	2.83	77.78	12.7
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	6.45	2.37	95.06	6.49
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	6.43	2.63	82.72	10.45
57.	Departments/areas set specific targets for improving their work.	6.43	2.31	85.19	4.35
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	6.41	2.2	86.42	5.71
23.	Measured student satisfaction with RRCC improves steadily.	6.39	2.54	91.36	9.46
19.	The results of RRCC's non-educational work strengthen the overall institution.	6.37	2.31	92.59	6.67
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	6.36	2.71	90.12	10.96
37.	Leaders empower employees by clearly delegating areas of authority.	6.34	1.81	86.42	1.43
54.	Employees know the key measures of RRCC's success.	6.34	2.04	86.42	1.43

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	6.34	2.22	86.42	2.86
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	6.3	2.05	90.12	0
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	6.29	2.85	80.25	12.31
69.	The faculty and staff feel they are in a partnership with administrators.	6.26	2.3	81.48	3.03
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	6.25	2.72	85.19	10.14
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	6.25	1.92	92.59	2.67
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	6.25	2.66	92.59	9.33
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	6.24	2.31	88.89	1.39
39.	Organizational and committee structures support good decision-making.	6.22	2.42	87.65	7.04
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	6.22	2.6	82.72	10.45
47.	Student needs are identified regularly so that appropriate support services can be provided.	6.17	2.58	86.42	10
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	6.16	2.41	86.42	8.57
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	6.12	2.31	83.95	4.41
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	6.1	2.2	83.95	2.94
11.	Processes are in place to determine which new educational offerings to develop.	6	2.97	93.83	15.79
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	5.93	2.71	90.12	6.85
68.	Red Rocks CC meaningfully involves its employees in institutional work.	5.92	2.5	81.48	7.58
59.	Red Rocks CC has processes to ensure it is innovative and agile.	5.86	2.84	85.19	14.49
25.	Red Rocks CC makes improvements based on the complaints it receives.	5.86	2.47	88.89	6.94
14.	Red Rocks CC identifies specific targets for improving student learning.	5.79	2.95	93.83	17.11
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	5.77	2.71	86.42	11.43
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	5.72	2.82	85.19	14.49
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	5.65	2.85	88.89	13.89
46.	Support services are regularly evaluated to identify improvement opportunities.	5.63	2.59	86.42	10
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	5.59	2.81	86.42	14.29
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	5.51	3.04	83.95	19.12
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	5.42	3.37	80.25	23.08
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	5.41	3.19	86.42	21.43
24.	Red Rocks CC maintains strong relationships with former students.	5.4	2.64	90.12	8.22
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	4.98	3.23	77.78	23.81
	Full Time Faculty				
8.	Red Rocks CC intentionally promotes excellence in teaching.	7.41	1.41	98.44	0
43.	Technology is up-to-date and well-supported.	7.32	1.43	96.88	0

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
32.	Red Rocks CC trusts employees to do their work effectively.	7.21	1.34	96.88	0
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	7.17	1.29	98.44	0
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	7.17	1.33	98.44	0
44.	Budgeting processes ensure resources are effectively allocated.	7.05	1.67	96.88	1.61
40.	Leaders ensure that employees have the resources they need to do their work.	7.03	1.67	96.88	0
34.	Leaders communicate a clear vision for RRCC's future.	7	1.86	96.88	1.61
76.	Students have convenient access to the information and resources necessary to support their learning.	7	1.63	95.31	1.64
78.	Red Rocks CC actively encourages innovation.	6.93	1.76	93.75	0
72.	It is easy for those we serve to get their questions answered.	6.93	1.74	95.31	1.64
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	6.92	1.48	98.44	0
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	6.9	1.59	96.88	0
33.	Employees are recognized for their contributions and accomplishments.	6.89	1.6	96.88	0
74.	Communication occurs effectively up, down, and across different units of the organization.	6.88	1.6	95.31	0
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	6.87	1.83	96.88	3.23
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.84	1.61	96.88	0
81.	Departments/areas work effectively as teams.	6.82	1.44	93.75	0
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	6.74	1.76	96.88	1.61
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	6.7	1.69	95.31	0
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	6.7	1.73	98.44	0
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	6.7	1.59	98.44	0
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	6.67	1.81	95.31	1.64
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	6.64	1.64	96.88	0
6.	When making institutional decisions, administrators consider the impact on students and learning.	6.63	1.83	98.44	0
75.	Enrollment processes effectively recruit and admit students.	6.62	2.03	95.31	3.28
77.	Departments/areas have the data and information they need to make improvements.	6.61	1.83	95.31	1.64
70.	Advising processes work effectively to get students in appropriate courses and programs.	6.51	2.19	95.31	0
79.	Departments/areas consciously discover from their successes and failures how to improve.	6.5	1.6	93.75	1.67
37.	Leaders empower employees by clearly delegating areas of authority.	6.5	1.92	96.88	1.61
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	6.49	1.68	98.44	0
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	6.48	1.72	96.88	1.61
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	6.43	1.85	96.88	3.23
10.	Employee have a shared understanding of RRCC's educational goals for students.	6.38	1.6	98.44	1.59

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
21.	Red Rocks CC responds rapidly to the changing needs of students.	6.37	1.79	98.44	1.59
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6.37	1.89	96.88	3.23
42.	Support services harmonize with RRCC's focus on education and learning.	6.37	1.84	96.88	3.23
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	6.37	1.69	96.88	1.61
69.	The faculty and staff feel they are in a partnership with administrators.	6.34	1.97	96.88	0
80.	Planning processes improve RRCC's effectiveness.	6.32	2.19	93.75	5
55.	Departments/areas set specific targets for the goals they want to achieve.	6.31	1.79	96.88	1.61
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	6.29	2.04	95.31	1.64
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	6.28	2.47	90.63	8.62
68.	Red Rocks CC meaningfully involves its employees in institutional work.	6.26	1.56	95.31	0
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	6.24	1.56	98.44	1.59
22.	Red Rocks CC measures how effectively it serves its students.	6.22	1.84	98.44	3.17
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	6.21	1.87	96.88	3.23
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	6.21	1.98	95.31	3.28
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	6.2	2.42	93.75	6.67
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	6.16	1.75	98.44	0
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	6.11	2.27	95.31	6.56
36.	A clear understanding of RRCC's priorities guides employees in their work.	6.11	1.76	96.88	0
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	6.1	1.82	96.88	3.23
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	6.06	2.23	98.44	6.35
35.	Red Rocks CC's core values stress the centrality of learning.	6	2.67	96.88	12.9
39.	Organizational and committee structures support good decision-making.	5.98	2.25	96.88	4.84
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	5.98	1.95	98.44	3.17
25.	Red Rocks CC makes improvements based on the complaints it receives.	5.97	1.85	98.44	3.17
57.	Departments/areas set specific targets for improving their work.	5.97	2.07	95.31	3.28
54.	Employees know the key measures of RRCC's success.	5.94	2.32	96.88	8.06
11.	Processes are in place to determine which new educational offerings to develop.	5.94	1.97	98.44	4.76
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	5.9	2.01	98.44	3.17
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	5.84	2.01	98.44	4.76
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	5.8	2.37	95.31	9.84
59.	Red Rocks CC has processes to ensure it is innovative and agile.	5.7	2.37	95.31	8.2
14.	Red Rocks CC identifies specific targets for improving student learning.	5.7	2.18	98.44	6.35
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	5.66	2.25	96.88	8.06
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	5.62	2.5	95.31	11.47
47.	Student needs are identified regularly so that appropriate support services can be provided.	5.58	2.46	96.88	9.68

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
19.	The results of RRCC's non-educational work strengthen the overall institution.	5.57	2.33	98.44	7.94
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	5.49	2.15	98.44	7.94
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	5.45	2.37	96.88	9.68
23.	Measured student satisfaction with RRCC improves steadily.	5.41	2.83	98.44	17.46
16.	People working here understand the significance of RRCC's objectives that are <i>not</i> directly related to educating students.	5.4	1.87	98.44	3.17
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	5.28	3.09	95.31	19.67
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	5.17	2.68	90.63	15.52
46.	Support services are regularly evaluated to identify improvement opportunities.	5	2.54	96.88	12.9
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	4.97	2.89	95.31	18.03
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	4.9	2.69	98.44	12.7
24.	Red Rocks CC maintains strong relationships with former students.	4.49	2.4	98.44	12.7
	Other				
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	9	0	66.67	0
80.	Planning processes improve RRCC's effectiveness.	9	0	66.67	0
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	9	0	100	0
8.	Red Rocks CC intentionally promotes excellence in teaching.	9	0	100	0
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	9	0	100	0
10.	Employee have a shared understanding of RRCC's educational goals for students.	9	0	100	0
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	9	0	100	0
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	9	0	100	0
32.	Red Rocks CC trusts employees to do their work effectively.	9	0	100	0
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	9	0	100	0
40.	Leaders ensure that employees have the resources they need to do their work.	9	0	66.67	0
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	9	0	66.67	0
42.	Support services harmonize with RRCC's focus on education and learning.	9	0	66.67	0
43.	Technology is up-to-date and well-supported.	9	0	66.67	0
44.	Budgeting processes ensure resources are effectively allocated.	9	0	66.67	0
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	9	0	66.67	0
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	9	0	66.67	0
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	9	0	66.67	0
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	9	0	66.67	0
59.	Red Rocks CC has processes to ensure it is innovative and agile.	9	0	66.67	0

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	9	0	66.67	0
70.	Advising processes work effectively to get students in appropriate courses and programs.	9	0	66.67	0
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	9	0	66.67	0
72.	It is easy for those we serve to get their questions answered.	9	0	66.67	0
74.	Communication occurs effectively up, down, and across different units of the organization.	9	0	66.67	0
76.	Students have convenient access to the information and resources necessary to support their learning.	9	0	66.67	0
33.	Employees are recognized for their contributions and accomplishments.	8.67	0.58	100	0
34.	Leaders communicate a clear vision for RRCC's future.	8.67	0.58	100	0
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	8.67	0.58	100	0
14.	Red Rocks CC identifies specific targets for improving student learning.	8.67	0.58	100	0
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	8.67	0.58	100	0
6.	When making institutional decisions, administrators consider the impact on students and learning.	8.67	0.58	100	0
37.	Leaders empower employees by clearly delegating areas of authority.	8.5	0	66.67	0
77.	Departments/areas have the data and information they need to make improvements.	8.5	0	66.67	0
78.	Red Rocks CC actively encourages innovation.	8.5	0	66.67	0
79.	Departments/areas consciously discover from their successes and failures how to improve.	8.5	0	66.67	0
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	8.5	0	66.67	0
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	8.5	0	66.67	0
57.	Departments/areas set specific targets for improving their work.	8.5	0	66.67	0
54.	Employees know the key measures of RRCC's success.	8.5	0	66.67	0
55.	Departments/areas set specific targets for the goals they want to achieve.	8.5	0	66.67	0
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	8.5	0	66.67	0
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	8.5	0	66.67	0
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	8.5	0	66.67	0
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	8.5	0	66.67	0
46.	Support services are regularly evaluated to identify improvement opportunities.	8.5	0	66.67	0
47.	Student needs are identified regularly so that appropriate support services can be provided.	8.5	0	66.67	0
81.	Departments/areas work effectively as teams.	8.5	0	66.67	0
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	8.5	0	66.67	0
68.	Red Rocks CC meaningfully involves its employees in institutional work.	8.5	0	66.67	0
69.	The faculty and staff feel they are in a partnership with administrators.	8.5	0	66.67	0
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	8.33	0.58	100	0
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	8.33	0.58	100	0
20.	Red Rocks CC carefully defines and analyzes the unique needs of different	8.33	1.15	100	0

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	groups of people it might serve.				
22.	Red Rocks CC measures how effectively it serves its students.	8.33	1.15	100	0
23.	Measured student satisfaction with RRCC improves steadily.	8.33	0.58	100	0
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	8.33	1.15	100	0
11.	Processes are in place to determine which new educational offerings to develop.	8	1.73	100	0
35.	Red Rocks CC's core values stress the centrality of learning.	8	1	100	0
36.	A clear understanding of RRCC's priorities guides employees in their work.	8	0	66.67	0
25.	Red Rocks CC makes improvements based on the complaints it receives.	8	1	100	0
21.	Red Rocks CC responds rapidly to the changing needs of students.	7.67	0.58	100	0
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	7.5	0	66.67	0
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	7.5	0	66.67	0
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	7.5	0	66.67	0
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	7.33	2.08	100	0
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	7.33	2.08	100	0
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	7.33	1.53	100	0
16.	People working here understand the significance of RRCC's objectives that are directly related to educating students.	7.33	2.08	100	0
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	7.33	1.53	100	0
24.	Red Rocks CC maintains strong relationships with former students.	7	1.73	100	0
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	7	0	66.67	0
75.	Enrollment processes effectively recruit and admit students.	6.5	0	66.67	0
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	6	3.61	100	0
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	5.5	0	66.67	0
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	5.5	0	66.67	0
19.	The results of RRCC's non-educational work strengthen the overall institution.	5	4.58	100	33.33
39.	Organizational and committee structures support good decision-making.	4.5	0	66.67	50
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	4	0	66.67	50
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	4	0	66.67	50
	Part Time Faculty				
8.	Red Rocks CC intentionally promotes excellence in teaching.	6.78	2.21	96.97	3.13
76.	Students have convenient access to the information and resources necessary to support their learning.	6.72	1.49	75.76	0
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	6.63	2.48	96.97	6.25
72.	It is easy for those we serve to get their questions answered.	6.58	1.82	72.73	0
32.	Red Rocks CC trusts employees to do their work effectively.	6.44	1.8	81.82	0
40.	Leaders ensure that employees have the resources they need to do their work.	6.41	2.04	81.82	0
41.	Appropriate maintenance ensures that both facilities and equipment can be	6.3	1.77	81.82	0

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
	used effectively.				
43.	Technology is up-to-date and well-supported.	6.26	2.07	81.82	3.7
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	6.19	2.41	93.94	6.45
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	6.18	2.35	81.82	7.41
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	6.13	2.13	93.94	6.45
10.	Employee have a shared understanding of RRCC's educational goals for students.	6.09	2.13	96.97	3.13
81.	Departments/areas work effectively as teams.	6.08	2.83	75.76	8
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	6.06	2.61	93.94	9.68
6.	When making institutional decisions, administrators consider the impact on students and learning.	5.97	2.65	93.94	6.45
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.85	2.25	81.82	7.41
35.	Red Rocks CC's core values stress the centrality of learning.	5.81	2.5	81.82	7.41
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	5.81	2.4	78.79	7.69
70.	Advising processes work effectively to get students in appropriate courses and programs.	5.8	2.33	75.76	4
42.	Support services harmonize with RRCC's focus on education and learning.	5.78	2.12	81.82	3.7
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	5.75	2.67	72.73	12.5
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	5.73	2.66	90.91	13.33
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.7	2.02	81.82	3.7
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	5.68	2.17	75.76	0
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	5.67	2.41	72.73	8.33
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	5.64	2.56	93.94	12.9
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	5.63	2.15	81.82	3.7
78.	Red Rocks CC actively encourages innovation.	5.63	3.03	72.73	12.5
37.	Leaders empower employees by clearly delegating areas of authority.	5.62	2.19	78.79	3.85
21.	Red Rocks CC responds rapidly to the changing needs of students.	5.61	2.39	84.85	10.71
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	5.6	2.4	75.76	8
33.	Employees are recognized for their contributions and accomplishments.	5.59	2.21	81.82	0
22.	Red Rocks CC measures how effectively it serves its students.	5.54	2.44	84.85	10.71
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	5.52	2.72	93.94	12.9
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	5.48	2.62	81.82	7.41
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	5.48	2.23	93.94	6.45
74.	Communication occurs effectively up, down, and across different units of the organization.	5.46	2.86	72.73	8.33
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	5.46	3.2	72.73	20.83

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
79.	Departments/areas consciously discover from their successes and failures how to improve.	5.38	3.2	72.73	16.67
80.	Planning processes improve RRCC's effectiveness.	5.33	3.31	72.73	20.83
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	5.33	3	72.73	12.5
55.	Departments/areas set specific targets for the goals they want to achieve.	5.23	2.66	78.79	11.54
36.	A clear understanding of RRCC's priorities guides employees in their work.	5.22	2.22	81.82	7.41
14.	Red Rocks CC identifies specific targets for improving student learning.	5.22	3.08	93.94	19.35
34.	Leaders communicate a clear vision for RRCC's future.	5.18	2.83	81.82	11.11
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	5.16	2.31	93.94	12.9
75.	Enrollment processes effectively recruit and admit students.	5.12	3.03	75.76	20
77.	Departments/areas have the data and information they need to make improvements.	5	3.38	72.73	25
57.	Departments/areas set specific targets for improving their work.	5	2.92	78.79	15.38
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	5	2.99	78.79	19.23
23.	Measured student satisfaction with RRCC improves steadily.	5	3.06	84.85	21.43
16.	People working here understand the significance of RRCC's objectives that are <i>not</i> directly related to educating students.	5	2.98	93.94	16.13
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	5	2.77	84.85	14.29
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	4.96	3.22	78.79	23.08
69.	The faculty and staff feel they are in a partnership with administrators.	4.92	2.81	75.76	12
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.89	2.91	81.82	18.52
11.	Processes are in place to determine which new educational offerings to develop.	4.81	2.83	96.97	18.75
25.	Red Rocks CC makes improvements based on the complaints it receives.	4.78	2.68	81.82	14.81
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	4.75	3.25	72.73	25
59.	Red Rocks CC has processes to ensure it is innovative and agile.	4.73	2.97	78.79	23.08
68.	Red Rocks CC meaningfully involves its employees in institutional work.	4.68	3.1	75.76	24
19.	The results of RRCC's non-educational work strengthen the overall institution.	4.68	2.88	93.94	16.13
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	4.52	3.41	81.82	29.63
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	4.5	3.3	72.73	29.17
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	4.48	3.25	81.82	29.63
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	4.44	3.15	81.82	22.22
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	4.36	3.54	75.76	32
46.	Support services are regularly evaluated to identify improvement opportunities.	4.33	3.34	81.82	29.63
44.	Budgeting processes ensure resources are effectively allocated.	4.33	3.37	81.82	29.63
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	4.33	3.15	81.82	29.63
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	4.31	3.17	78.79	26.92
39.	Organizational and committee structures support good decision-making.	4.3	3.13	81.82	25.93
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	4.3	3.28	81.82	29.63

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	4.24	3.23	75.76	24
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	4.2	3.32	75.76	28
54.	Employees know the key measures of RRCC's success.	4.12	3.18	78.79	26.92
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	4.04	3.39	81.82	33.33
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	4	3.14	81.82	29.63
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	3.8	3.49	75.76	40
24.	Red Rocks CC maintains strong relationships with former students.	3.11	2.45	81.82	29.63
	Professional Technical				
8.	Red Rocks CC intentionally promotes excellence in teaching.	7.23	1.46	97.92	0
72.	It is easy for those we serve to get their questions answered.	7.23	1.57	91.67	0
43.	Technology is up-to-date and well-supported.	7.22	1.56	95.83	0
34.	Leaders communicate a clear vision for RRCC's future.	7.11	1.79	95.83	2.17
33.	Employees are recognized for their contributions and accomplishments.	7.09	1.49	95.83	0
78.	Red Rocks CC actively encourages innovation.	7.02	1.85	91.67	2.27
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	6.98	1.74	93.75	2.22
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.98	1.61	95.83	2.17
32.	Red Rocks CC trusts employees to do their work effectively.	6.93	1.79	95.83	2.17
76.	Students have convenient access to the information and resources necessary to support their learning.	6.93	1.89	91.67	2.27
40.	Leaders ensure that employees have the resources they need to do their work.	6.83	1.4	95.83	0
55.	Departments/areas set specific targets for the goals they want to achieve.	6.82	1.82	91.67	2.27
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	6.82	1.48	91.67	0
6.	When making institutional decisions, administrators consider the impact on students and learning.	6.79	2.02	97.92	4.25
74.	Communication occurs effectively up, down, and across different units of the organization.	6.77	1.99	91.67	0
57.	Departments/areas set specific targets for improving their work.	6.77	2.14	91.67	4.54
37.	Leaders empower employees by clearly delegating areas of authority.	6.76	1.37	95.83	0
69.	The faculty and staff feel they are in a partnership with administrators.	6.73	1.96	91.67	2.27
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	6.7	2.08	89.58	4.65
70.	Advising processes work effectively to get students in appropriate courses and programs.	6.68	2.42	91.67	6.82
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	6.64	2.75	97.92	10.64
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	6.62	1.96	97.92	2.13
42.	Support services harmonize with RRCC's focus on education and learning.	6.6	1.96	93.75	4.44
80.	Planning processes improve RRCC's effectiveness.	6.6	2.02	89.58	4.65
75.	Enrollment processes effectively recruit and admit students.	6.59	2.38	91.67	6.82
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	6.58	1.99	93.75	4.44
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	6.51	2	89.58	4.65

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
68.	Red Rocks CC meaningfully involves its employees in institutional work.	6.5	2.05	91.67	4.54
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	6.48	2.34	91.67	6.82
81.	Departments/areas work effectively as teams.	6.48	2.27	91.67	4.54
35.	Red Rocks CC's core values stress the centrality of learning.	6.46	2.63	95.83	10.87
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	6.45	2.6	91.67	9.09
44.	Budgeting processes ensure resources are effectively allocated.	6.43	2.6	95.83	10.87
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	6.39	2.52	91.67	6.82
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	6.34	2.35	97.92	6.38
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	6.33	1.94	95.83	2.17
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	6.32	2.48	97.92	8.51
19.	The results of RRCC's non-educational work strengthen the overall institution.	6.32	2.21	97.92	6.38
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	6.29	2.15	91.67	4.54
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	6.28	2.23	97.92	4.25
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	6.24	2.09	95.83	2.17
10.	Employee have a shared understanding of RRCC's educational goals for students.	6.23	2.31	97.92	6.38
79.	Departments/areas consciously discover from their successes and failures how to improve.	6.18	2.24	91.67	6.82
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	6.18	2.49	91.67	9.09
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	6.17	2.26	97.92	6.38
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	6.16	2.4	91.67	9.09
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.15	2.56	95.83	4.35
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	6.15	2.57	97.92	8.51
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	6.12	2.46	89.58	9.3
21.	Red Rocks CC responds rapidly to the changing needs of students.	6.09	2.19	95.83	6.52
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	6.08	2.41	97.92	8.51
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	6.07	1.96	95.83	2.17
36.	A clear understanding of RRCC's priorities guides employees in their work.	6.07	2.18	95.83	6.52
22.	Red Rocks CC measures how effectively it serves its students.	6.04	2.23	95.83	6.52
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	6.02	2.62	89.58	11.63
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	6	2.47	95.83	8.7
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	5.98	2.29	95.83	8.7
77.	Departments/areas have the data and information they need to make improvements.	5.93	2.65	91.67	11.36

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	Statement:(What is held in highest value/importance?)	Mean	Std Dev	Response Rate	% Don't Know
23.	Measured student satisfaction with RRCC improves steadily.	5.91	2.7	93.75	13.33
54.	Employees know the key measures of RRCC's success.	5.84	2.58	91.67	11.36
25.	Red Rocks CC makes improvements based on the complaints it receives.	5.8	2.59	95.83	10.87
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	5.79	2.69	89.58	13.95
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	5.74	2.55	95.83	10.87
39.	Organizational and committee structures support good decision-making.	5.7	2.48	95.83	10.87
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	5.7	2.93	91.67	15.91
47.	Student needs are identified regularly so that appropriate support services can be provided.	5.7	2.72	95.83	13.04
11.	Processes are in place to determine which new educational offerings to develop.	5.7	2.53	97.92	10.64
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	5.68	2.67	91.67	11.36
16.	People working here understand the significance of RRCC's objectives that are not directly related to educating students.	5.59	2.37	97.92	8.51
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	5.53	2.75	89.58	13.95
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	5.43	3.06	91.67	18.18
14.	Red Rocks CC identifies specific targets for improving student learning.	5.4	2.79	97.92	14.89
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	5.38	2.61	93.75	13.33
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	5.33	2.74	93.75	15.55
59.	Red Rocks CC has processes to ensure it is innovative and agile.	5.25	3.1	89.58	20.93
46.	Support services are regularly evaluated to identify improvement opportunities.	5	2.91	95.83	19.57
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	4.96	2.98	95.83	15.22
24.	Red Rocks CC maintains strong relationships with former students.	4.96	2.77	95.83	15.22
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	4.91	3.17	89.58	23.25
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	4.77	2.97	89.58	20.93

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

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
32.	Red Rocks CC trusts employees to do their work effectively.	6.2	1.96	90.66	1.72
8.	Red Rocks CC intentionally promotes excellence in teaching.	6.19	1.9	94.55	3.29
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	6.14	2.05	93.39	3.75
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.87	1.94	89.49	1.74
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	5.85	1.96	88.72	3.95
76.	Students have convenient access to the information and resources necessary to support their learning.	5.84	1.91	84.44	5.07
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	5.73	2.4	93.77	9.96
78.	Red Rocks CC actively encourages innovation.	5.6	2.03	83.27	4.21
42.	Support services harmonize with RRCC's focus on education and learning.	5.59	2.12	89.49	6.09
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	5.59	2.26	94.94	8.61
72.	It is easy for those we serve to get their questions answered.	5.57	2.06	84.82	4.59
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.57	2.25	90.66	4.29
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	5.53	2.09	94.94	6.97
35.	Red Rocks CC's core values stress the centrality of learning.	5.48	2.4	89.88	10.82
34.	Leaders communicate a clear vision for RRCC's future.	5.48	2.16	90.27	3.02
6.	When making institutional decisions, administrators consider the impact on students and learning.	5.48	1.99	94.55	4.53
33.	Employees are recognized for their contributions and accomplishments.	5.47	2.16	90.66	0.86
81.	Departments/areas work effectively as teams.	5.39	2.26	83.66	4.65
10.	Employee have a shared understanding of RRCC's educational goals for students.	5.39	1.98	94.55	4.53
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	5.34	2.1	94.16	5.37
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	5.31	2.43	85.21	10.5
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	5.3	2.22	85.21	9.59
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	5.3	2.29	86.38	6.76
40.	Leaders ensure that employees have the resources they need to do their work.	5.28	1.97	89.49	0.43
19.	The results of RRCC's non-educational work strengthen the overall institution.	5.28	2.33	93	9.62
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	5.27	2.38	85.21	9.13
55.	Departments/areas set specific targets for the goals they want to achieve.	5.25	2.21	87.94	5.75
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	5.23	2.12	85.99	1.81
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	5.23	2.29	94.16	9.5
79.	Departments/areas consciously discover from their successes and failures how to improve.	5.2	2.15	82.88	7.98
37.	Leaders empower employees by clearly delegating areas of authority.	5.14	2.09	88.72	3.07
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	5.13	2.19	93	9.21

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
75.	Enrollment processes effectively recruit and admit students.	5.11	2.35	84.05	10.19
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	5.09	2.34	91.44	9.79
57.	Departments/areas set specific targets for improving their work.	5.08	2.24	86.77	7.17
43.	Technology is up-to-date and well-supported.	5.08	2.14	89.11	2.18
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	5.08	2.34	94.94	10.65
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	5.04	2.6	82.1	15.16
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	5.03	2.31	88.72	10.53
68.	Red Rocks CC meaningfully involves its employees in institutional work.	5.02	2.2	85.21	7.76
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	5.01	2.08	87.94	4.87
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	4.99	2.04	91.05	1.71
21.	Red Rocks CC responds rapidly to the changing needs of students.	4.99	2.05	91.83	6.78
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	4.98	2.06	91.05	2.14
22.	Red Rocks CC measures how effectively it serves its students.	4.97	2.22	91.83	8.47
80.	Planning processes improve RRCC's effectiveness.	4.96	2.27	82.88	10.33
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	4.96	2.59	85.21	15.07
44.	Budgeting processes ensure resources are effectively allocated.	4.9	2.57	88.72	10.96
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	4.85	2.41	86.38	10.81
25.	Red Rocks CC makes improvements based on the complaints it receives.	4.85	2.2	91.05	9.83
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	4.82	2.47	93.39	12.5
36.	A clear understanding of RRCC's priorities guides employees in their work.	4.79	1.98	89.11	3.93
16.	People working here understand the significance of RRCC's objectives that are directly related to educating students.	4.78	2.13	93.39	7.08
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	4.78	2.13	90.27	3.45
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	4.7	2.31	88.33	12.33
77.	Departments/areas have the data and information they need to make improvements.	4.64	2.26	83.66	10.7
23.	Measured student satisfaction with RRCC improves steadily.	4.63	2.67	91.05	19.66
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	4.63	2.6	87.94	17.7
39.	Organizational and committee structures support good decision-making.	4.61	2.42	89.11	11.79
14.	Red Rocks CC identifies specific targets for improving student learning.	4.57	2.5	93.77	16.6
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	4.55	2.17	89.11	8.3
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	4.52	2.46	86.38	13.06
11.	Processes are in place to determine which new educational offerings to develop.	4.51	2.43	94.55	13.99
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	4.5	2.75	87.16	20.54
69.	The faculty and staff feel they are in a partnership with administrators.	4.49	2.18	85.99	3.62
54.	Employees know the key measures of RRCC's success.	4.44	2.38	87.94	10.62

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
74.	Communication occurs effectively up, down, and across different units of the organization.	4.37	2.09	84.05	3.24
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.3	2.43	89.11	17.03
59.	Red Rocks CC has processes to ensure it is innovative and agile.	4.26	2.58	86.77	19.73
70.	Advising processes work effectively to get students in appropriate courses and programs.	4.24	2.43	85.21	8.22
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	4.15	2.34	90.27	15.95
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	4.11	2.62	85.99	22.17
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	4.09	2.38	88.33	14.98
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	4.01	2.22	86.38	9.01
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	3.96	2.39	89.11	17.03
46.	Support services are regularly evaluated to identify improvement opportunities.	3.89	2.41	88.72	18.86
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	3.75	2.77	84.44	28.11
24.	Red Rocks CC maintains strong relationships with former students.	3.75	2.46	91.05	16.67
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	3.55	2.41	91.05	15.81
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	3.41	2.53	81.71	27.14

TABLE 8b: Performance Means by Staff Type
(Listed in order of done most well to done least well)

	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	Administrator				
32.	Red Rocks CC trusts employees to do their work effectively.	7	1.31	92	0
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	6.83	1.5	92	0
8.	Red Rocks CC intentionally promotes excellence in teaching.	6.7	1.55	92	0
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.7	1.74	92	0
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	6.7	1.4	92	0
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	6.52	1.68	92	0
6.	When making institutional decisions, administrators consider the impact on students and learning.	6.29	1.3	96	0
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	6.26	1.89	92	4.35
33.	Employees are recognized for their contributions and accomplishments.	6.22	1.62	92	0
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	6.19	1.94	84	0
19.	The results of RRCC's non-educational work strengthen the overall institution.	6.18	1.3	88	0
37.	Leaders empower employees by clearly delegating areas of authority.	6.13	1.71	92	0
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	6.09	2	92	0
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	6.04	2.13	88	0
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	6	1.88	92	0
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6	1.93	92	0
76.	Students have convenient access to the information and resources necessary to support their learning.	6	1.69	88	4.54
34.	Leaders communicate a clear vision for RRCC's future.	5.96	1.61	92	0
44.	Budgeting processes ensure resources are effectively allocated.	5.91	2.37	92	4.35
72.	It is easy for those we serve to get their questions answered.	5.91	1.81	92	0
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	5.91	1.65	92	0
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	5.78	1.76	92	0
78.	Red Rocks CC actively encourages innovation.	5.76	1.67	84	0
39.	Organizational and committee structures support good decision-making.	5.74	1.68	92	0
42.	Support services harmonize with RRCC's focus on education and learning.	5.7	1.58	92	0
68.	Red Rocks CC meaningfully involves its employees in institutional work.	5.7	1.66	92	0
40.	Leaders ensure that employees have the resources they need to do their work.	5.65	1.77	92	0
81.	Departments/areas work effectively as teams.	5.62	2.11	84	0
35.	Red Rocks CC's core values stress the centrality of learning.	5.61	1.95	92	4.35
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	5.56	1.67	92	0
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	5.56	1.85	92	4.35
25.	Red Rocks CC makes improvements based on the complaints it receives.	5.52	1.93	92	4.35
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	5.52	1.78	92	4.35
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	5.42	2.04	96	4.17
79.	Departments/areas consciously discover from their successes and failures how to improve.	5.4	2.06	80	5
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	5.39	1.73	92	0
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.39	1.62	92	0
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	5.35	2.27	92	8.7
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with	5.26	1.86	92	4.35

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	its fundamental mission, vision, and philosophy.				
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	5.22	2.17	92	4.35
80.	Planning processes improve RRCC's effectiveness.	5.19	1.78	84	4.76
57.	Departments/areas set specific targets for improving their work.	5.17	1.94	92	4.35
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	5.17	2.33	96	8.33
22.	Red Rocks CC measures how effectively it serves its students.	5.17	2.1	92	4.35
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	5.09	2.29	92	8.7
75.	Enrollment processes effectively recruit and admit students.	5.09	2.2	88	9.09
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	5	1.71	92	0
21.	Red Rocks CC responds rapidly to the changing needs of students.	5	1.73	92	0
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	4.96	2.46	92	4.35
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	4.96	2.14	92	4.35
23.	Measured student satisfaction with RRCC improves steadily.	4.96	2.67	92	17.39
10.	Employee have a shared understanding of RRCC's educational goals for students.	4.96	1.64	92	0
69.	The faculty and staff feel they are in a partnership with administrators.	4.96	1.94	92	0
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	4.87	1.77	92	4.35
55.	Departments/areas set specific targets for the goals they want to achieve.	4.83	2.01	92	4.35
16.	People working here understand the significance of RRCC's objectives that are directly related to educating students.	4.83	1.59	92	0
74.	Communication occurs effectively up, down, and across different units of the organization.	4.82	1.89	88	0
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	4.78	1.81	92	0
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	4.74	1.98	92	4.35
43.	Technology is up-to-date and well-supported.	4.7	2.01	92	0
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	4.7	2.32	92	13.04
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	4.7	1.72	92	4.35
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	4.58	2.57	96	12.5
24.	Red Rocks CC maintains strong relationships with former students.	4.48	2.27	92	0
59.	Red Rocks CC has processes to ensure it is innovative and agile.	4.48	2.33	92	13.04
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	4.48	2.04	92	4.35
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	4.43	2.15	92	8.7
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	4.43	2.21	92	8.7
11.	Processes are in place to determine which new educational offerings to develop.	4.39	2.23	92	8.7
77.	Departments/areas have the data and information they need to make improvements.	4.38	2.04	84	4.76
70.	Advising processes work effectively to get students in appropriate courses and programs.	4.35	2.19	92	0
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.26	2.09	92	13.04
36.	A clear understanding of RRCC's priorities guides employees in their work.	4.26	1.66	92	0
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	4.22	2.29	92	4.35
14.	Red Rocks CC identifies specific targets for improving student learning.	4.17	2.71	92	21.74
46.	Support services are regularly evaluated to identify improvement opportunities.	4.13	1.91	92	8.7
54.	Employees know the key measures of RRCC's success.	4	1.83	92	4.35
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	3.83	2.44	92	8.7
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	3.57	2.23	84	14.29
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	3.56	1.56	92	4.35
	Classified				
8.	Red Rocks CC intentionally promotes excellence in teaching.	6.24	2.12	93.83	6.58

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	6.07	2.19	92.59	4
32.	Red Rocks CC trusts employees to do their work effectively.	6.04	2.14	90.12	2.74
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	5.99	2.06	95.06	6.49
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	5.74	1.98	95.06	6.49
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.73	2.04	87.65	2.82
42.	Support services harmonize with RRCC's focus on education and learning.	5.65	2.08	87.65	7.04
35.	Red Rocks CC's core values stress the centrality of learning.	5.65	2.3	88.89	9.72
44.	Budgeting processes ensure resources are effectively allocated.	5.64	2.5	86.42	7.14
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	5.56	1.98	86.42	2.86
34.	Leaders communicate a clear vision for RRCC's future.	5.55	2.04	90.12	2.74
10.	Employee have a shared understanding of RRCC's educational goals for students.	5.55	2.01	93.83	5.26
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	5.55	2.27	93.83	10.53
19.	The results of RRCC's non-educational work strengthen the overall institution.	5.55	2.29	92.59	9.33
6.	When making institutional decisions, administrators consider the impact on students and learning.	5.53	2.01	95.06	5.19
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	5.48	2.02	92.59	6.67
76.	Students have convenient access to the information and resources necessary to support their learning.	5.48	2.43	79.01	10.94
78.	Red Rocks CC actively encourages innovation.	5.47	2.24	79.01	6.25
55.	Departments/areas set specific targets for the goals they want to achieve.	5.43	2.14	86.42	4.29
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	5.42	2.71	91.36	14.86
75.	Enrollment processes effectively recruit and admit students.	5.41	2.35	79.01	9.38
57.	Departments/areas set specific targets for improving their work.	5.37	2.16	83.95	5.88
22.	Red Rocks CC measures how effectively it serves its students.	5.36	2.25	91.36	8.11
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	5.34	2.08	86.42	2.86
79.	Departments/areas consciously discover from their successes and failures how to improve.	5.33	2.16	79.01	7.81
81.	Departments/areas work effectively as teams.	5.33	2.16	79.01	1.56
16.	People working here understand the significance of RRCC's objectives that are <i>not</i> directly related to educating students.	5.33	1.97	92.59	4
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	5.32	2.47	83.95	11.76
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	5.3	2.15	86.42	8.57
72.	It is easy for those we serve to get their questions answered.	5.29	2.36	80.25	7.69
40.	Leaders ensure that employees have the resources they need to do their work.	5.28	2.1	87.65	1.41
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	5.27	2.57	91.36	13.51
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	5.24	2.51	82.72	13.43
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	5.19	2.67	82.72	14.93
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	5.18	2.62	93.83	15.79
21.	Red Rocks CC responds rapidly to the changing needs of students.	5.17	2.17	91.36	8.11
80.	Planning processes improve RRCC's effectiveness.	5.16	2.44	79.01	12.5
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	5.13	2.64	82.72	13.43
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	5.09	2.44	95.06	14.29
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	5.07	2.08	90.12	1.37
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.05	2.36	88.89	6.94
33.	Employees are recognized for their contributions and accomplishments.	5.03	2.2	90.12	1.37
36.	A clear understanding of RRCC's priorities guides employees in their work.	5.03	2.06	86.42	4.29
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	5.03	2.4	86.42	12.86
43.	Technology is up-to-date and well-supported.	5	2.21	86.42	4.29

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	5	2.24	82.72	2.98
54.	Employees know the key measures of RRCC's success.	5	2.22	86.42	5.71
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	4.94	2.32	83.95	7.35
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	4.91	2.6	80.25	16.92
37.	Leaders empower employees by clearly delegating areas of authority.	4.87	1.91	85.19	2.9
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	4.86	2.81	77.78	20.63
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	4.86	2.06	90.12	1.37
39.	Organizational and committee structures support good decision-making.	4.84	2.49	87.65	12.68
77.	Departments/areas have the data and information they need to make improvements.	4.81	2.21	79.01	10.94
23.	Measured student satisfaction with RRCC improves steadily.	4.81	2.51	90.12	15.07
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.76	2.59	86.42	18.57
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	4.74	2.86	85.19	21.74
68.	Red Rocks CC meaningfully involves its employees in institutional work.	4.74	2.28	81.48	9.09
14.	Red Rocks CC identifies specific targets for improving student learning.	4.74	2.82	93.83	22.37
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	4.73	2.25	86.42	7.14
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	4.69	2.67	92.59	16
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	4.68	2.62	85.19	15.94
25.	Red Rocks CC makes improvements based on the complaints it receives.	4.66	2.31	90.12	12.33
59.	Red Rocks CC has processes to ensure it is innovative and agile.	4.62	2.65	85.19	20.29
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	4.61	2.27	88.89	4.17
11.	Processes are in place to determine which new educational offerings to develop.	4.49	2.69	93.83	21.05
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	4.46	2.44	87.65	15.49
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	4.35	2.07	83.95	5.88
70.	Advising processes work effectively to get students in appropriate courses and programs.	4.35	2.5	80.25	13.85
46.	Support services are regularly evaluated to identify improvement opportunities.	4.3	2.25	86.42	14.29
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	4.29	2.84	86.42	25.71
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	4.27	2.45	86.42	17.14
69.	The faculty and staff feel they are in a partnership with administrators.	4.27	2.11	81.48	4.54
74.	Communication occurs effectively up, down, and across different units of the organization.	4.25	2.06	79.01	3.13
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	4.22	2.51	88.89	18.05
24.	Red Rocks CC maintains strong relationships with former students.	4.22	2.41	90.12	12.33
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	4.1	2.77	83.95	26.47
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	4.09	2.38	90.12	10.96
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	3.77	2.85	80.25	30.77
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	3.34	2.56	76.54	29.03
	Full Time Faculty				
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	6.35	1.77	98.44	1.59
8.	Red Rocks CC intentionally promotes excellence in teaching.	6.29	1.59	98.44	0
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.05	1.93	98.44	1.59
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	6.03	1.76	98.44	3.17
76.	Students have convenient access to the information and resources necessary	6.02	1.86	95.31	3.28

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	to support their learning.				
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	5.95	1.94	96.88	4.84
32.	Red Rocks CC trusts employees to do their work effectively.	5.9	2.04	96.88	1.61
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	5.9	2.11	96.88	3.23
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	5.84	1.72	96.88	1.61
78.	Red Rocks CC actively encourages innovation.	5.83	1.75	93.75	1.67
81.	Departments/areas work effectively as teams.	5.77	2.1	93.75	3.33
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.71	2.08	96.88	1.61
33.	Employees are recognized for their contributions and accomplishments.	5.6	2.32	96.88	1.61
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	5.49	2.17	95.31	6.56
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	5.46	2.04	95.31	4.92
72.	It is easy for those we serve to get their questions answered.	5.46	2.05	95.31	6.56
10.	Employee have a shared understanding of RRCC's educational goals for students.	5.43	1.74	98.44	1.59
79.	Departments/areas consciously discover from their successes and failures how to improve.	5.42	1.81	93.75	3.33
42.	Support services harmonize with RRCC's focus on education and learning.	5.35	2.31	96.88	8.06
34.	Leaders communicate a clear vision for RRCC's future.	5.31	2.28	95.31	1.64
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	5.31	2.33	95.31	3.28
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	5.3	1.72	98.44	3.17
35.	Red Rocks CC's core values stress the centrality of learning.	5.25	2.71	95.31	14.75
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	5.25	2.06	98.44	6.35
6.	When making institutional decisions, administrators consider the impact on students and learning.	5.24	1.86	96.88	1.61
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	5.16	1.85	98.44	4.76
68.	Red Rocks CC meaningfully involves its employees in institutional work.	5.12	2.03	93.75	5
40.	Leaders ensure that employees have the resources they need to do their work.	5.06	2.02	96.88	0
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	5.03	2.58	93.75	10
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	5.02	2.11	96.88	6.45
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	5.01	1.86	98.44	3.17
19.	The results of RRCC's non-educational work strengthen the overall institution.	5	2.41	98.44	11.11
25.	Red Rocks CC makes improvements based on the complaints it receives.	4.94	1.96	98.44	6.35
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	4.94	2.21	98.44	3.17
21.	Red Rocks CC responds rapidly to the changing needs of students.	4.92	2.03	98.44	4.76
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	4.92	1.92	98.44	1.59
75.	Enrollment processes effectively recruit and admit students.	4.92	2.41	95.31	9.84
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	4.9	2.15	98.44	1.59
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.83	2.21	98.44	9.52
37.	Leaders empower employees by clearly delegating areas of authority.	4.82	2.47	96.88	4.84
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	4.81	2.17	98.44	1.59
55.	Departments/areas set specific targets for the goals they want to achieve.	4.79	2.22	96.88	8.06
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	4.71	2.71	90.63	17.24
36.	A clear understanding of RRCC's priorities guides employees in their work.	4.71	1.9	96.88	1.61
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	4.71	2.58	96.88	12.9
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	4.69	2.08	96.88	4.84
80.	Planning processes improve RRCC's effectiveness.	4.68	2.27	93.75	8.33

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
57.	Departments/areas set specific targets for improving their work.	4.64	2.21	95.31	6.56
44.	Budgeting processes ensure resources are effectively allocated.	4.64	2.35	96.88	6.45
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	4.63	2.43	96.88	12.9
14.	Red Rocks CC identifies specific targets for improving student learning.	4.61	2.05	96.88	6.45
43.	Technology is up-to-date and well-supported.	4.61	2.24	96.88	1.61
22.	Red Rocks CC measures how effectively it serves its students.	4.6	2.25	98.44	9.52
11.	Processes are in place to determine which new educational offerings to develop.	4.6	2.04	98.44	3.17
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	4.56	2.07	96.88	3.23
23.	Measured student satisfaction with RRCC improves steadily.	4.54	2.91	98.44	23.81
77.	Departments/areas have the data and information they need to make improvements.	4.52	2.16	95.31	4.92
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	4.5	2.09	96.88	8.06
16.	People working here understand the significance of RRCC's objectives that are <i>not</i> directly related to educating students.	4.48	2	98.44	6.35
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	4.48	2.02	96.88	4.84
54.	Employees know the key measures of RRCC's success.	4.43	2.48	96.88	9.68
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	4.38	2.73	95.31	22.95
69.	The faculty and staff feel they are in a partnership with administrators.	4.29	2.24	96.88	1.61
39.	Organizational and committee structures support good decision-making.	4.27	2.2	96.88	6.45
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	4.25	2.34	95.31	8.2
74.	Communication occurs effectively up, down, and across different units of the organization.	4.18	2.21	95.31	3.28
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	4.13	2.23	98.44	11.11
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	4.05	2.22	95.31	4.92
59.	Red Rocks CC has processes to ensure it is innovative and agile.	4.03	2.48	95.31	16.39
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	4.02	2.69	95.31	21.31
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	4	2.44	95.31	16.39
47.	Student needs are identified regularly so that appropriate support services can be provided.	3.87	2.22	96.88	14.52
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	3.82	2.13	96.88	9.68
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	3.6	2.15	96.88	12.9
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	3.44	2.64	95.31	29.51
70.	Advising processes work effectively to get students in appropriate courses and programs.	3.43	2.25	95.31	4.92
24.	Red Rocks CC maintains strong relationships with former students.	3.41	2.36	98.44	19.05
46.	Support services are regularly evaluated to identify improvement opportunities.	3.33	2.38	95.31	22.95
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	3.33	2.54	90.63	27.59
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	3.13	2.19	98.44	14.29
	Other				
42.	Support services harmonize with RRCC's focus on education and learning.	8.5	0	66.67	0
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	8.33	1.15	100	0
11.	Processes are in place to determine which new educational offerings to develop.	8	1.73	100	0
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	8	1.73	100	0
32.	Red Rocks CC trusts employees to do their work effectively.	8	1.73	100	0
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	8	1.73	100	0
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	8	1.73	100	0
59.	Red Rocks CC has processes to ensure it is innovative and agile.	8	0	66.67	0
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	7.67	1.53	100	0

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
23.	Measured student satisfaction with RRCC improves steadily.	7.5	0	66.67	0
37.	Leaders empower employees by clearly delegating areas of authority.	7.5	0	66.67	0
40.	Leaders ensure that employees have the resources they need to do their work.	7.5	0	66.67	0
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	7.5	0	66.67	0
46.	Support services are regularly evaluated to identify improvement opportunities.	7.5	0	66.67	0
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	7.5	0	66.67	0
68.	Red Rocks CC meaningfully involves its employees in institutional work.	7.5	0	66.67	0
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	7.5	0	66.67	0
55.	Departments/areas set specific targets for the goals they want to achieve.	7.5	0	66.67	0
78.	Red Rocks CC actively encourages innovation.	7.5	0	66.67	0
33.	Employees are recognized for their contributions and accomplishments.	7.33	1.53	100	0
25.	Red Rocks CC makes improvements based on the complaints it receives.	7.33	1.53	100	0
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	7	1.73	100	0
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	7	2	100	0
22.	Red Rocks CC measures how effectively it serves its students.	7	1.73	100	0
35.	Red Rocks CC's core values stress the centrality of learning.	7	1	100	0
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	7	0	66.67	0
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	7	0	66.67	0
72.	It is easy for those we serve to get their questions answered.	7	0	66.67	0
81.	Departments/areas work effectively as teams.	7	0	66.67	0
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	7	0	66.67	0
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	7	0	66.67	0
6.	When making institutional decisions, administrators consider the impact on students and learning.	7	1.73	100	0
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	7	1.73	100	0
8.	Red Rocks CC intentionally promotes excellence in teaching.	6.67	2.08	100	0
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	6.67	2.08	100	0
34.	Leaders communicate a clear vision for RRCC's future.	6.67	2.08	100	0
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	6.67	2.08	100	0
21.	Red Rocks CC responds rapidly to the changing needs of students.	6.67	1.15	100	0
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	6.5	0	66.67	0
43.	Technology is up-to-date and well-supported.	6.5	0	66.67	0
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	6.5	0	66.67	0
76.	Students have convenient access to the information and resources necessary to support their learning.	6.5	0	66.67	0
77.	Departments/areas have the data and information they need to make improvements.	6.5	0	66.67	0
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	6.33	2.31	100	0
10.	Employee have a shared understanding of RRCC's educational goals for students.	6	2.65	100	0
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	6	3	100	0
47.	Student needs are identified regularly so that appropriate support services can be provided.	6	0	66.67	0
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	6	1.73	100	0
74.	Communication occurs effectively up, down, and across different units of the organization.	6	0	66.67	0
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	6	0	66.67	0
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	6	0	66.67	0

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
57.	Departments/areas set specific targets for improving their work.	6	0	66.67	0
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	6	0	66.67	0
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	5.67	2.08	100	0
16.	People working here understand the significance of RRCC's objectives that are <i>not</i> directly related to educating students.	5.67	3.06	100	0
14.	Red Rocks CC identifies specific targets for improving student learning.	5.67	2.52	100	0
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	5.5	0	66.67	0
69.	The faculty and staff feel they are in a partnership with administrators.	5.5	0	66.67	0
80.	Planning processes improve RRCC's effectiveness.	5.5	0	66.67	0
75.	Enrollment processes effectively recruit and admit students.	5	0	66.67	0
70.	Advising processes work effectively to get students in appropriate courses and programs.	5	0	66.67	0
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	5	0	66.67	0
19.	The results of RRCC's non-educational work strengthen the overall institution.	5	4.58	100	33.33
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	5	4.58	100	33.33
24.	Red Rocks CC maintains strong relationships with former students.	5	3.61	100	0
44.	Budgeting processes ensure resources are effectively allocated.	5	0	66.67	0
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.67	4.51	100	33.33
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	4.5	0	66.67	0
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	4.5	0	66.67	0
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	4.5	0	66.67	0
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	4	0	66.67	0
54.	Employees know the key measures of RRCC's success.	4	0	66.67	0
36.	A clear understanding of RRCC's priorities guides employees in their work.	4	0	66.67	0
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	3.5	0	66.67	50
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	3.5	0	66.67	50
79.	Departments/areas consciously discover from their successes and failures how to improve.	3	0	66.67	50
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	3	0	66.67	50
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	3	0	66.67	50
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	2.5	0	66.67	50
39.	Organizational and committee structures support good decision-making.	2.5	0	66.67	50
	Part Time Faculty				
32.	Red Rocks CC trusts employees to do their work effectively.	6.38	1.77	78.79	0
76.	Students have convenient access to the information and resources necessary to support their learning.	6.17	1.17	72.73	0
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	5.93	2.02	87.88	6.9
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	5.68	2.57	93.94	9.68
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	5.67	2.56	90.91	13.33
72.	It is easy for those we serve to get their questions answered.	5.65	1.85	69.7	4.35
8.	Red Rocks CC intentionally promotes excellence in teaching.	5.64	2.14	93.94	3.23
42.	Support services harmonize with RRCC's focus on education and learning.	5.54	2.08	78.79	3.85
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	5.53	2.42	90.91	10
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	5.5	2.44	78.79	11.54
10.	Employee have a shared understanding of RRCC's educational goals for students.	5.48	1.86	93.94	3.23
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	5.46	1.53	78.79	0
43.	Technology is up-to-date and well-supported.	5.38	1.75	78.79	3.85
6.	When making institutional decisions, administrators consider the impact on	5.33	2.06	90.91	6.67

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	students and learning.				
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	5.29	1.97	72.73	8.33
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	5.26	2.18	69.7	8.7
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.19	2.12	78.79	7.69
35.	Red Rocks CC's core values stress the centrality of learning.	5.19	2.43	78.79	11.54
81.	Departments/areas work effectively as teams.	5.17	2.84	72.73	12.5
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	5.16	2.48	93.94	12.9
40.	Leaders ensure that employees have the resources they need to do their work.	5.15	1.99	78.79	0
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	5.1	2.47	90.91	13.33
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	5.04	2.14	72.73	0
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	4.97	2.22	90.91	6.67
37.	Leaders empower employees by clearly delegating areas of authority.	4.92	2.12	78.79	7.69
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	4.91	2.57	69.7	17.39
55.	Departments/areas set specific targets for the goals they want to achieve.	4.88	2.6	75.76	12
36.	A clear understanding of RRCC's priorities guides employees in their work.	4.88	2.06	78.79	7.69
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	4.85	1.93	78.79	3.85
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	4.81	2.19	78.79	3.85
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	4.8	2.23	90.91	13.33
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	4.8	2.45	75.76	12
22.	Red Rocks CC measures how effectively it serves its students.	4.78	2.38	81.82	14.81
33.	Employees are recognized for their contributions and accomplishments.	4.77	2.18	78.79	0
21.	Red Rocks CC responds rapidly to the changing needs of students.	4.74	2.19	81.82	11.11
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	4.73	2.56	90.91	16.67
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	4.67	2.56	81.82	14.81
78.	Red Rocks CC actively encourages innovation.	4.65	2.59	69.7	13.04
14.	Red Rocks CC identifies specific targets for improving student learning.	4.53	2.57	90.91	20
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	4.52	2.68	69.7	21.74
75.	Enrollment processes effectively recruit and admit students.	4.42	2.69	72.73	20.83
34.	Leaders communicate a clear vision for RRCC's future.	4.42	2.5	78.79	11.54
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	4.39	2.86	69.7	17.39
70.	Advising processes work effectively to get students in appropriate courses and programs.	4.38	2.16	72.73	8.33
80.	Planning processes improve RRCC's effectiveness.	4.35	2.99	69.7	26.09
25.	Red Rocks CC makes improvements based on the complaints it receives.	4.35	2.54	78.79	15.38
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	4.32	2.75	75.76	24
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	4.31	2.85	78.79	26.92
77.	Departments/areas have the data and information they need to make improvements.	4.3	2.91	69.7	26.09
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	4.3	2.9	69.7	26.09
57.	Departments/areas set specific targets for improving their work.	4.28	2.57	75.76	16
23.	Measured student satisfaction with RRCC improves steadily.	4.26	3.04	81.82	29.63
16.	People working here understand the significance of RRCC's objectives that are directly related to educating students.	4.23	2.67	90.91	20
19.	The results of RRCC's non-educational work strengthen the overall institution.	4.17	2.72	90.91	20
79.	Departments/areas consciously discover from their successes and failures how to improve.	4.17	2.72	69.7	21.74
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	4.13	3.05	69.7	30.43

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
11.	Processes are in place to determine which new educational offerings to develop.	4.13	2.59	93.94	22.58
39.	Organizational and committee structures support good decision-making.	4.08	3	78.79	26.92
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	4.04	2.44	78.79	11.54
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.04	2.85	78.79	23.08
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	4	3.06	75.76	32
68.	Red Rocks CC meaningfully involves its employees in institutional work.	3.96	2.84	72.73	25
69.	The faculty and staff feel they are in a partnership with administrators.	3.96	2.44	72.73	12.5
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	3.92	2.84	78.79	30.77
59.	Red Rocks CC has processes to ensure it is innovative and agile.	3.92	2.72	75.76	28
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	3.88	2.88	75.76	28
74.	Communication occurs effectively up, down, and across different units of the organization.	3.83	2.25	69.7	8.7
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	3.65	2.45	78.79	23.08
46.	Support services are regularly evaluated to identify improvement opportunities.	3.54	2.72	78.79	30.77
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	3.54	2.64	78.79	30.77
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	3.42	2.89	78.79	34.62
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	3.33	2.56	72.73	25
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	3.25	3.02	72.73	41.67
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	3.25	2.61	72.73	33.33
54.	Employees know the key measures of RRCC's success.	3.24	2.62	75.76	28
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	3.23	2.8	78.79	34.62
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	3.13	2.69	72.73	33.33
44.	Budgeting processes ensure resources are effectively allocated.	2.88	2.58	78.79	34.62
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	2.81	2.54	78.79	38.46
24.	Red Rocks CC maintains strong relationships with former students.	2.46	2.3	78.79	38.46
	Professional Technical				
41.	Appropriate maintenance ensures that both facilities and equipment can be used effectively.	6.39	1.77	95.83	2.17
32.	Red Rocks CC trusts employees to do their work effectively.	6.22	1.84	95.83	2.17
8.	Red Rocks CC intentionally promotes excellence in teaching.	6.08	1.87	97.92	4.25
55.	Departments/areas set specific targets for the goals they want to achieve.	5.95	1.99	91.67	2.27
48.	Red Rocks CC ensures that students have easy access to the people and services they require to be successful.	5.89	1.81	93.75	2.22
33.	Employees are recognized for their contributions and accomplishments.	5.89	1.89	95.83	0
34.	Leaders communicate a clear vision for RRCC's future.	5.87	2.1	95.83	2.17
76.	Students have convenient access to the information and resources necessary to support their learning.	5.84	1.57	91.67	2.27
72.	It is easy for those we serve to get their questions answered.	5.84	1.87	91.67	0
78.	Red Rocks CC actively encourages innovation.	5.8	1.79	91.67	2.27
43.	Technology is up-to-date and well-supported.	5.78	2.06	95.83	0
42.	Support services harmonize with RRCC's focus on education and learning.	5.67	2.2	95.83	6.52
13.	Red Rocks CC has processes to ensure that students are prepared for the programs and courses in which they enroll.	5.64	2.06	97.92	2.13
15.	Red Rocks CC maintains a climate that encourages students to express their ideas, even unusual or unpopular ones.	5.64	2.33	97.92	6.38
57.	Departments/areas set specific targets for improving their work.	5.59	2.27	91.67	6.82
19.	The results of RRCC's non-educational work strengthen the overall institution.	5.56	1.98	95.83	4.35
35.	Red Rocks CC's core values stress the centrality of learning.	5.54	2.4	95.83	10.87
37.	Leaders empower employees by clearly delegating areas of authority.	5.5	1.75	95.83	0
9.	Red Rocks CC makes certain that students acquire the knowledge and skills required by their academic programs before awarding them credentials.	5.49	2.72	97.92	14.89
71.	Red Rocks CC's basic education or developmental offerings effectively prepare students for courses and programs.	5.48	2.21	91.67	9.09
49.	Departments/areas can show their contribution to meeting RRCC's overall goals.	5.44	1.91	93.75	4.44

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
65.	Red Rocks CC builds effective relationships among faculty, staff, and administrators.	5.43	1.86	91.67	0
68.	Red Rocks CC meaningfully involves its employees in institutional work.	5.41	1.92	91.67	4.54
82.	Red Rocks CC builds relationships with other educational institutions and with employers that depend on the college to provide them with students and graduates.	5.39	2.26	91.67	9.09
40.	Leaders ensure that employees have the resources they need to do their work.	5.35	1.74	95.83	0
75.	Enrollment processes effectively recruit and admit students.	5.33	2.2	89.58	6.98
30.	Red Rocks CC's hiring processes make certain the people it employs possess necessary credentials, skills, and values.	5.3	2.52	95.83	4.35
5.	Student Services departments/areas provide programs and services that complement RRCC's academic curricula.	5.28	2.62	97.92	14.89
6.	When making institutional decisions, administrators consider the impact on students and learning.	5.28	2.29	97.92	8.51
64.	Red Rocks CC builds relationships with the institutions and organizations from which its students come.	5.27	2.25	91.67	9.09
79.	Departments/areas consciously discover from their successes and failures how to improve.	5.27	2.14	91.67	6.82
12.	Red Rocks CC regularly evaluates the effectiveness and relevance of its courses and programs.	5.25	2.2	97.92	8.51
80.	Planning processes improve RRCC's effectiveness.	5.23	1.81	89.58	4.65
17.	Red Rocks CC's non-educational activities and objectives harmonize or fit with its fundamental mission, vision, and philosophy.	5.18	2.41	93.75	11.11
10.	Employee have a shared understanding of RRCC's educational goals for students.	5.17	2.42	97.92	10.64
53.	Employees have access to the data and information that they need to improve the quality of the work they do.	5.16	2.03	91.67	6.82
67.	Red Rocks CC creates and builds relationships with external organizations that provide services to our students.	5.16	2.13	91.67	6.82
63.	Red Rocks CC encourages its employees to collaborate with others on new projects.	5.11	2.28	91.67	9.09
7.	Red Rocks CC clearly communicates its learning expectations to both current and prospective students.	5.11	2.26	97.92	10.64
69.	The faculty and staff feel they are in a partnership with administrators.	5.09	2.13	91.67	2.27
56.	Red Rocks CC has well-understood strategies to ensure it will continue to be effective in the future.	5.05	2.31	87.5	9.52
18.	Red Rocks CC regularly solicits feedback to improve offerings and services to the communities it serves.	5.04	2.35	97.92	8.51
29.	Evaluations regularly provide employees with concrete feedback on ways to improve.	5.04	1.96	95.83	2.17
70.	Advising processes work effectively to get students in appropriate courses and programs.	5.02	2.66	91.67	9.09
4.	Red Rocks CC uses student assessment results to improve teaching and learning.	4.98	2.62	97.92	14.89
81.	Departments/areas work effectively as teams.	4.89	2.29	91.67	9.09
50.	Red Rocks CC regularly measures its progress toward achieving its goals.	4.89	2.29	91.67	11.36
66.	Red Rocks CC's key partnerships with other institutions and organizations are well-known.	4.84	2.52	89.58	11.63
25.	Red Rocks CC makes improvements based on the complaints it receives.	4.83	2.19	95.83	10.87
20.	Red Rocks CC carefully defines and analyzes the unique needs of different groups of people it might serve.	4.82	2.48	93.75	11.11
21.	Red Rocks CC responds rapidly to the changing needs of students.	4.8	2.01	95.83	8.7
36.	A clear understanding of RRCC's priorities guides employees in their work.	4.78	2.09	95.83	6.52
74.	Communication occurs effectively up, down, and across different units of the organization.	4.77	1.94	91.67	2.27
28.	Red Rocks CC makes certain that employees get the training and professional development their work requires.	4.76	2.04	95.83	2.17
44.	Budgeting processes ensure resources are effectively allocated.	4.75	2.47	93.75	13.33
77.	Departments/areas have the data and information they need to make improvements.	4.75	2.27	91.67	13.64
22.	Red Rocks CC measures how effectively it serves its students.	4.74	2.04	95.83	6.52
31.	Red Rocks CC seeks out the views of employees on ways to improve operations and performance.	4.73	1.71	93.75	2.22
60.	Red Rocks CC allocates resources effectively in support of its plans and future goals.	4.72	2.28	89.58	13.95
58.	Red Rocks CC compares its own performance with that of other higher education institutions.	4.64	2.82	91.67	20.45
16.	People working here understand the significance of RRCC's objectives that	4.59	2.25	95.83	8.7

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	Statement:(What is done well and not so well?)	Mean	Std Dev	Response Rate	% Don't Know
	are <i>not</i> directly related to educating students.				
45.	Red Rocks CC effectively identifies the support service needs of its employees, units, and departments/areas.	4.56	2.25	95.83	10.87
52.	Red Rocks CC regularly assesses whether students achieve program and course goals.	4.54	2.71	91.67	18.18
39.	Organizational and committee structures support good decision-making.	4.51	2.39	93.75	13.33
61.	Red Rocks CC measures its progress in accomplishing institutional strategies.	4.51	2.47	89.58	16.28
11.	Processes are in place to determine which new educational offerings to develop.	4.51	2.44	97.92	14.89
54.	Employees know the key measures of RRCC's success.	4.48	2.44	91.67	13.64
51.	The processes for gathering and analyzing data serve the needs of employees and departments/areas effectively.	4.48	2.37	91.67	13.64
23.	Measured student satisfaction with RRCC improves steadily.	4.41	2.39	95.83	17.39
14.	Red Rocks CC identifies specific targets for improving student learning.	4.4	2.41	97.92	17.02
47.	Student needs are identified regularly so that appropriate support services can be provided.	4.26	2.35	95.83	17.39
38.	Red Rocks CC analyzes the effectiveness of its decision-making processes.	4.13	2.46	93.75	17.78
62.	Employees share a vision of what RRCC will be like in the next 5-10 years.	4.04	2.5	91.67	13.64
26.	Red Rocks CC has effective processes to use the feedback it gets from its students and its other stakeholders.	4.02	2.34	93.75	17.78
46.	Support services are regularly evaluated to identify improvement opportunities.	3.96	2.55	95.83	19.57
59.	Red Rocks CC has processes to ensure it is innovative and agile.	3.93	2.6	89.58	23.25
24.	Red Rocks CC maintains strong relationships with former students.	3.76	2.56	95.83	17.39
83.	Red Rocks CC regularly collects and analyzes measures of effectiveness in building collaborative relationships across departments/areas.	3.67	2.63	89.58	25.58
73.	Red Rocks CC analyzes demographic and other trends as it looks at its own workforce needs over the next decade.	3.58	2.93	89.58	30.23
27.	Red Rocks CC regularly evaluates the effectiveness of human resource and personnel processes.	3.19	2.27	95.83	17.39