Category Five – Knowledge Management and Resource Stewardship

Question 1 – What kinds of improvements in the college physical plant and grounds would enhance the student experience?

1. More outdoor seating space
2. Have more places to sit and maybe outdoor physical activities
3. Fix the PTK flower bed
4. Get rid of smoking in the outdoor corridors
5. Designate a employee parking area
6. Improve the cafeteria and most definitely include a patio with umbrellas outside.
7. More classrooms
8. Cleaner bathrooms
9. Consistent heating and cooling
10. Increased study space
11. Signage and way-finding could be improved
12. Athletic facilities
13. More paved parking. More Garage and service area for Police, EMS and Fire.
14. Permanent replacement for Temporary Classrooms. The temporary buildings are becoming a hazard.
15. In some of the classrooms, there is something in the air that causes me to start to sneeze and cough. It is also so cold that I have to bring a sweatshirt and my nose starts to run. So, better balance in the HVAC system.
16. Better control of the prairie dogs for the grounds.
17. I would like to see each department have their own area. For example the math (or English) department classrooms, faculty offices, adjunct office, and tutors should all be together. Ideally, the supervisor for those employees would be in the same area. It's hard to have a team that's spread all over the campus.
18. More visual art throughout the building
19. More and faster internet connection
20. A significant update of the interior of the campus buildings - the facilities are starting to show their age. Classroom doors with RFID access; new desks and chairs - especially in the student lounge/study areas (some of the couches are really gross and shabby looking). New carpet. Many of the wall displays have been up for years - would be nice to see more current student/faculty projects, and take down stuff that is old.
21. Paving the dirt parking areas past the south forty road
22. The grounds are not well groomed. Weeds, brown grass, etc.
23. Improved fitness center! Glad you're working on that.
24. School needs to be more ADA compliant, ramps and elevators
25. Regulating and enforcing no smoking zones.
26. Healthier and expanded food options, particularly evenings and weekends.
27. More comfortable nooks for sitting and talking. More of those charging stations for personal electronic devices.

28. Less distracting noises - beeping/various alarms, construction/leaf blowing noises while classes are in session.
29. For Annex 1a, obviously I'm referring to the sculpture class room, it would be nice to have running water and facilities that would be more suited to a sculpture studio. This would mean, better ventilation, an ability to have 220 to have a larger compressor for pneumatic hammers, grinders, etc...It would be possible to retrofit the existing annex, knock out a wall, raise the ceilings a bit, get more power, get water, install some good ventilation systems. A challenge with sculpture is that it is not compatible with other disciplines in terms of space, it is messy, dusty, noisy, destructive and doesn't work well with ceramics, jewelry, painting or drawing studios.
30. A better path walking down to the Water Quality building and a shuttle running from the bus stop up to the main building.
31. A bridge that connects the light rail station to the college.
32. Remodeled bathrooms
33. Put the disc golf course back on the Lakewood campus, it was very relaxing to go throw on lunch break.
34. A new mezzanine in the carpentry/plumbing lab.
35. We have had issues with heating and air-conditioning in the library, also some problems with the overhead lighting.
36. Fix the hallways with misaligned pictures and tiles missing from the ceilings.
37. Update the Lakewood campus to the 21st century. The furniture badly needs replaced, the science labs are stuck in the 1970's, the bathrooms are circa 1982. Compared to other facilities at other community colleges in the CCCS system we are far, far behind. If you want to attract more students you need nice, modern spaces.
38. More outdoor seating. Bring the disc golf course back. Smoke free campus.
39. Re-configure offices. We have too many services and not enough offices. Financial Aid should be in the main hallway not hidden behind records. We have a beautiful view of the mountains and it's covered up by cubes and offices. Let the students have that well-lit space. New HVAC system. The building is either extremely hot or cold everywhere you go. Tear down the "temporary" buildings behind the wood shop. Clean up the sculpture lab and ceramics trash out by the theater exit. Provide more quiet study space for students.
40. More paths and encouragement of walking.
41. More lighting in the evening
42. Updating the decor and making things fresh. Use student art, photography etc... and display in a modern fashion. We are doing a great job of updating technology in rooms. Continue to do that, but also update the decor. We have many talented students and could incorporate their talents in the decor.
43. Innovative classroom technology. We need to upgrade each and every classroom to make them "smart" environments.
44. Non smoking policies and areas. Updated entry way into the grand foyer. Update offices, classrooms, study areas, etc. to be energy efficient. Clean the air vents.
45. Healthier food

46. Quality air check for all offices and the campus in general
47. Reliable A/C in the construction building
48. We need (assuming we don't have one - it doesn't appear as if we do) a future looking site plan. The environmental science building is a prime example of poor site planning - it sits harshly on the landscape, is dominated by its parking lot and is terrible generic in architecture.
49. A real student union. Better cafeteria food. We should offer food for vegans and vegetarians like all CU Boulder.
50. Redo the school map. Some of the class rooms are incredibly hard to find even for the experienced staff members.
51. A larger investment in renewable energy on campus. I think we should find an investor to help build a solar panel covered area in one of the parking lots.
52. Restrooms in Arvada Campus need immediate attention. More staff or better attention to detail is required for lockable stalls, regularly and consistent cleanliness
53. Parking structure would be nice. Also, paved walkways from the ETC building to main campus would be great since that is a shorter walk for students taking light rail. Could we keep the community room and other public forums up to date? There are stains on the walls and its embarrassing to bring guests in. We need better mixed use spaces across campus where students/faculty can collaborate and congregate. It would be really great to have the fire science building connected to the west end by a covered path. Make a physical multicultural center so students who otherwise would feel unsafe to express their cultures can have a place to be themselves. The GLBT center is a good start, but what about African American, Hispanic, and Middle Eastern students? They generally have different cultural needs than the typical RRCC student and would benefit from having an anchoring place. Make some rooms for mothers and their children across campus and increase the all-gender restroom rate across campus. Revise the campus landscaping to fit our actual environmental ecology. It's beautiful here, why not celebrate it? LEED Certify all of the buildings.
54. Update the furniture.
55. Better lighting in the classrooms.
56. Why is the community room in the basement? Seriously, we invite prospective students, community members, outside groups to our campus and send them to the basement. We should have a welcoming, multi functional space in a prominent location (i.e. CCD Confluence Building).
57. Do larger more meaningful updates rather than quick fixes and continually shuffling.
58. A student union with multiple options for food and outside services so students don't have to leave.
59. I would like to see more common areas where students can congregate and collaborate--like an outside commons area.
60. A better walkway from the light rail to the upper and lower campus buildings so that students and staff can travel safely to and from these locations. It's scary down there right now!
61. Also, more couches and some study pods would be awesome. "
62. Having the financial aid office out with admissions and the cashier's office.
63. Providing more parking for students.

64. There need to be lights between the campus buildings on the Lakewood campus and down to the light rail. There aren't any lights between the ETC Building and the main campus... some students walk at night after evening classes.
65. Green area for students/staff to visit to meditate or reconnect with nature since studies show that greenery reduces stress.
66. Security cameras, protective glass at the Cashier's stations
67. The school is woefully deficient in security measures. Cameras should be put in the school and parking lots.
68. Since we have a Solar Energy program, I would like to see more of the college's electricity come from solar. I realize the panels are expensive, but the labor would be minimal (student internships) and there are grants available for such projects. The Federal Center has carports in some of their parking lots that have solar panels on top, serving two purposes--shade for cars and electricity.
69. I would like to see more xeriscaping. The area west of the Children's Center play area is a wonderful addition and we can do more. Water is only going to become more scarce and expensive as the Front Range continues to grow, and RRCC can be a leader in managing its water use.
70. The college could do more with composting and food production. Food scraps from the cafeteria could be composted, and the garden near the kiln (outside the doors leading to the theater on the north side) could be completed. (It has a basic structure but needs fencing).
71. I know the response is going to be, ""How are we going to pay for this?"" and ""Who will do the work?"", but I want to remind you that we are an educational institution with a vast amount of intellectual resources (an alternative energy program, water quality management program, biology classes, business students, internships, partnerships with the community, grant writers). If Whole Foods can compost their food, (http://www.greenbiz.com/blog/2012/04/20/whole-foods-mgm-bofa-composting) why not RRCC? If the Federal Center can produce 22% of its electricity using solar (http://www.gsa.gov/portal/mediaId/156063/fileName/GoGreen_508_15-0701.action) why not RRCC?

Question 2 – What can we do to make the Business Services department more operationally efficient?

1. Having a full time admin support when coming into business services, it would make them more secure when they would know who was coming and going.
2. Quicker response times.
3. Make it clear where you need to go to get help with financial issues.
4. Give them more space.
5. Make the forms more user friendly.
6. Less processing time.
7. Send faculty mail to them and if it involves their dept. we will forward it along.
8. Align procedures more closely with the needs of departments and seek input from multiple levels of staff needs.
9. Let everyone meet the staff
10. Quicker responses to requests for PO's

11. Easy computer access.
12. Better phone service. The telephone system is a bottleneck.
13. One contact person.
14. More time allowed for p-card statements due date
15. Flow chart showing steps for each procedure
16. One contact person.
17. Post short video tutorials for some of these processes online for those of us who do not submit these forms often.
18. Have all forms available as fill-in on-line.
19. Hire more people to get the work done in a timely manner; let other departments know when their busy time is so people will get stuff turned in and leave them alone to get year- end stuff done
20. Make their webpage easier to find (not in A to Z).
21. Have everyone in Biz services job shadow different instructional areas for a day or two, even areas they don't think they have anything to do with.
22. Timeliness in mileage reimbursement would be helpful. Would direct deposit of mileage ever be feasible?
23. Help employees understand budget process better
24. Better online functionality in financial processes. This could be as simple as being able to give approval for an IDI or other expense electronically. I would also like to see invoices come with better reporting. In particular, the payroll reports are confusing and difficult to read.
25. Create a standards list/portal of small items powerstrips keyboards, mice, etc for quick and common purchases.
26. It would be nice to have flow charts showing processed and an online handbook of common policies and procedures. Why do I need to ask someone and interrupt them every time I interact with this department instead of just referencing their website for clear instructions and expectations? Other issues include the temperament of the department--which can be very hot and cold--a kind of subjective relationship management leads to inefficiency in and of itself.
27. Less time between submitting a time sheet and getting paid
28. Design/Build another classroom building, (Sciences and Arts Classroom) and move business services to the technical building along with Childcare Innovations, and convert the spaces to classrooms and new student engagement program space. Or develop a partnership with the Mall or an office building on Union, and move Business Services to an off-campus Administrative facility, inclusive of HR Suite and training space, etc.
29. Development of in-house expertise to run some of the reports that are available in Cognos.

Question 3 – How could an information and data repository help you to help students succeed? What features of such a repository would make it easier for you to use?

1. Accessibility, intuitive user friendly data
2. It would be good for the students to have a place to voice their concerns and questions. I don't think there's currently a place to do that.
3. COGNOS reports for address, for classes, for other options
4. Make it very user friendly.
5. Maybe a repository of class syllabi which would help students to plan their schedules and not do so much adding and dropping the first week of classes.
6. Accurate aggregate data is essential to goal setting and planning. This data should be intuitive, accurate and user friendly.
7. A list that is common search word cross referenced. Many times I can't figure out what the information is under.
8. Make the fox FAQ more flexible. Add a search feature.
9. A repository to share course materials between department faculty would be useful.
10. I am not certain that that would be extremely helpful to the majority of my students. but I can see how it would be helpful to a lot of students. For me simply having a fully stocked library would be helpful. Because of spatial limitations a virtual library could be very helpful, and if the data repository were setup like a virtual library that would make it easier to use. I may not understand the question.
11. Provide students with concrete ideas. Fast access to relevant information
12. shared information around student success, teaching ideas (active learning), knowledge of what different departments are doing
13. One area access, simplicity
14. Great reservoir of info
15. need something easy for students to use - not too many buttons and strings to get from one thing to another.
16. I don't know what exactly that is. It would be nice if I didn't have to have 30 D2L pages from past semesters, but could deposit all course content in a central location and then just drag and drop into my various D2L pages. But I'd need more explanation as to what an information and data repository is before I could say whether or not it would be helpful for students.
17. Can a repository be created that makes it easier to track FTE, enrollment, and other like information? The current reports in the portal are not easy to read, and are not updated for faculty to access (most current data is two years old)
18. Can a repository be created to share different kinds of classroom assessment techniques (CATs) for faculty to access? Also discipline specific content for faculty to draw from for prepping instruction.
19. Availability of institutional research
20. Ease of access to booking rooms (not sure if Ad Astra is as user friendly as it is intended to be.)
21. There should be a central document/page that lists all the resources for students and faculty. New faculty have a really hard time finding out what is available.
22. Student success rate by types of subject and type of class by semester (institutional research), easy to read cross-tabs etc.

23. It would be nice to make resources that I use semester after semester available to the students without me having to re post each semester
24. What sort of info and data? Key word search ability to be able to quickly find things would be crucial; info kept more up-to-date on the web; more "ask the fox" type resources
25. It's not really a matter of student success, it is a matter of instructional effectiveness. Data is important for me to see whether or not the students are comprehending the material. I look at the pre and post knowledge, and it allows me to determine what I as an instructor need to improve.
26. Access to equations associated with proving that 12 students is the enrollment that is considered full-class
27. High level of search ability. It also needs to be well organized.
28. Data related to the classes to look at the most current information, share it with faculty on time to be applied and use in their classes
29. It would make it easier to retain knowledge from departing employees to pass on to incoming employees.
30. Accessible on and off campus.
31. Make it operate like an already successful web service such as eBay, Amazon or Wikipedia
32. I wish we had a repository for all of our processes on campus, so that if a student has a particular need, I could do a better job of describing the process for fulfilling their request instead of always having to bring them to another department.
33. The repository should be discipline/division specific and focus on teaching and learning.
34. Being able to see student performance in other classes might be beneficial to see if any issues are systemic or local to the class. Something we could access easily through D2L or the portal.
35. I wish we had a repository for all of our processes on campus, so that if a student has a particular need, I could do a better job of describing the process for fulfilling their request instead of always having to bring them to another department.
36. Any central repository of learning resources would contribute greatly to student completion & retention. An "official" collection of learning materials will also lend credibility to the institution as a whole and empower instructors to share class materials across sections, and even schools.
37. Something along the lines of how well our students do when they transfer and also employment data for our students in technical programs such as construction, EMT etc.
38. Seeing trends with students, and seeing the types of students who utilize our resources. Determining students that need additional support, and also being closer to determining the students who don't use our resources who we need to reach out to.
39. it depends on the training we receive
40. department specific information
41. I can do a few things on Banner-- mostly checking student addresses and removing library holds, but don't use it for anything else. Something less complicated would be good... Maybe also something that could work without system in the Library, so our info on their fines and contact date would be up to date.
42. I guess it depends on the data being collected. There are always ways to use information especially if we take survey information from students on a regular basis.
43. So I could avoid having to deal with IR and long turn-around time. Retention rates, enrollment stats, that I could run my own reports without having to know COGNOS.

44. More effective way of tracking career services student meetings other then Banner.
45. Advisor and career counseling intake and assessment - perhaps via text.
46. Just a user friendly repository that would include, contact information, transcripts, advising plan, basically a one stop shop degree works. Maybe I just don't know how to use degree works effectively enough.
47. More computers available for students to use for informational purposes. Align the information with what is written in the student schedule, student handbook and catalog. Train employees concerning the information given to students.
48. An information and data repository would be extremely valuable. The ability to make data driven decisions is instrumental in helping students to be successful. The most important feature is the ability to query on multiple variables.
49. Quick and easy access to information to advise students in a timely fashion.
50. This would need to be easy to find and easy to use. It should also be modeled after something like Face book rather than just a boring Web site.
51. It would need to be big enough for us to use. I asked for ten TB a year or two ago and got laughed at. We should have at least half a Petabyte for an institution this large.
52. Anonymous student survey regarding individual obstacles to education
53. Employment statistics for students (healthcare, etc)
54. Faster computers and Internet speed.
55. Having information (basic course and curriculum info) available on ever computer on campus would make it easier for success personnel to help students with decisions about their careers at school. For basic information (READ ONLY) make the access simple.
56. I am not sure what this means. What kind of information or data?
57. The systems like SharePoint or from EMC require staffing and complete buy in across the organization. Aligning the business processes with the system is key - a business automation/analyst/project manager should help answer this question.
58. Required trainings for better understanding.
59. The college lacks in data-informed decision making. "Why are we doing this?" is not asked with intent for a data-driven response, but an expected crisis-response to meet smaller population needs. It will take a few hard years to make this cultural shift. Data-driven decision-making would help students succeed because it would allow funds to follow real, researched and anticipated needs. DDDM allows departments to adapt to trends instead of just react to subjective perceptions.
60. Define templates for assessment that are linked to college, program, course goals and outcomes. Define curriculum maps so that we know where common learning outcomes are taught and assessed. An actual process for program review that helps determine if a program should be continued, updated, or eliminated.
61. Create and build a shared database where "best practices" and ideas can be stored. Then, these should be communicated quarterly and assigned champion projects for those that are worthwhile.
62. More comments/notes about students and their previous interactions with faculty/staff so we know what these students have been told and how the interactions went each time (is this a problem student we need to be extra careful and specific with, or someone who seems to follow the system well?)

63. I think the website is already a perfect repository as far as a general and well-known location for information however, it is extremely difficult to search something and the main page is not very user friendly. For example, we get tons of calls regarding ordering transcripts in the call center - which means that it is not intuitive where to find that ordering system on the website. I also think that the student portal is great but there is an OVERLOAD of information. For example, cafeteria hours and other random things aren't relevant information specifically for the student. That is what the portal should be used for - specific student account information and it should stream-lined so students understand what they are seeing.

64. A repository would give a greater overview of a student's history of academic achievement, allowing for continuity of support from class to class and from program to program. Without this continuity, it's like calling in to a customer support helpline, having your call transferred multiple times, and having to explain your issue from the beginning to each person after the call transfers.

65. Better budgeting/tracking tools; information in one place, as opposed to the Rock, INB, etc. I know we are sort of working the best we can with the tools we have, but a successful repository would be one-stop shopping.

66. Best practices

67. one place directory of who to contact for what in what situation

68. database of students by major with real contact info

69. The student would feel they could say what they really need in their language and once the information is processed we can suggest to them what they will need to begin their plan

70. Do we have a data repository? If so, we need to communicate these various repositories better. Communication is the key! Students communicate better than we do because they Tweet, Facebook, snapchat, yikyak...you name it. What I don't think they do is visit our website enough. All the resources they should need to contribute to their success are there for them.

71. Right now there are many information silos...so it is not always clear where to go for information. An answer can generally be found, but the process can often be time consuming and cumbersome.

72. Search by interest: veterans, lgbtq, clubs,

73. Information and Data repository would enhance the learning and the faculty learning communities. Greater student access to data and devices and devices, computers in hallways, etc.

74. Support for students studying on campus and work at home.

75. Would make it easier for us to share best practices.

76. Have an Intranet--easy log in

77. A data repository would go a long way in improving long term planning. It is difficult to make informed decisions when you don't have the infrastructure to collect the data that is at the foundation of quality decisions.

Question 4 – How can we improve the planning and budgeting process?

1. Have more input from direct employees
2. Ask for input from all employees including lower level employees
3. Move money not spent in specific depts to others that need money, or split more evenly. Just because a dept has not used travel expenses before does not mean they should not be allow to go somewhere when the situation arises. Especially if other depts of a similar business type have 3x the amount in their budget.
4. I don't know how the planning and budget process works
5. More budget training
6. Hire more efficient people to help out.
7. Make it user friendly.
8. Train people about what it is and how to use it. Provide support
9. Involve leads more in the planning of their yearly operating budgets.
10. Less reliance on year-end spending levels, more focus on collegiate areas of need and underperformance. Analyze departmental use of non-essential resources (student workers, furniture purchases, etc.) allow more access to these 'luxuries' to underperforming departments.
11. Simplify. I would rather like to know what is in my total budget in addition to what is available as of the current semesters student fees on the summary sent out
12. We have a difficult time knowing our actual budget
13. I am not familiar with the planning budgeting process yet.
14. Involve department chairs more.
15. Make it more available to see
16. Involve faculty input so money is being spent in areas we feel would be helpful.
17. Align everyone behind a set of common principles
18. Tell us who makes what decisions and why I have so many Orgs?
19. I would like to be more involved in budgeting for my two org units, but the trainings are sporadic and difficult for me to fit into my schedule. If I had a real credit release for being an org owner (I receive 2 releases for running two org units!), then I would have more time to get more informed about budgeting and planning, but it's really tough due to time constraints. I have to trust that someone has by org's interests at heart during the planning and budgeting process.
20. Communicate deadlines with faculty program leads so if changes want to be made with the dean, they can happen in a more timely manner. This can be done via sharing with dept chairs/program leads by email or meeting.
21. Make it more transparent. Explain how money is allocated and why cuts are needed where they're made.
22. Work with faculty more directly.
23. Seeking more input from departments.
24. I think the budget planning has been exceptional and so no need to mess with it. As far planning, as long as constituency groups are represented, that should be good. Perhaps being sure to have the input of the employees and not just the supervisors.

25. Monthly meetings with Debby going over my org codes has helped me to learn and we've discovered and resolved inaccuracies sooner rather than later so the year end activities aren't so overwhelming.

26. Budget more funding for attending conferences

27. Give Deb S. a few student employees she can train to do one on one budget training for employees.

28. I think that more of an opportunity to create and justify budgets instead of relying on the assumption that they will stay the same from year to year. Area budgets should also be evaluated for how they fulfill college goals, maintenance, and everyday operations, with additional funds set aside for new and innovative programs. Overall, though, I understand the difficulty of determining how money is spent and where to prioritize spending, and so I defer to the experts on the best way to approach this.

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31. Budgets seem to be developed at the 'last minute' and are often frustrating/out of control for department directors. Any effort to start the process earlier, and as more of a conversation, would help greatly.

32. There seems to be very little input from staff on what should be considered for budgets. The budget process seems to operate in a vacuum and it seems the process is not very transparent until the budgets are released. Include input from lower level staff as well as they have a pulse of needs that may not be considered at the higher levels of administration.

33. Set college wide goals for unencumbered funds. We could vote on the goals and majority wins and the unencumbered funds would be used for the winning project.

34. Give employees clear access to understand where and why money is being allocated to a certain area of the college.

35. I think it would be helpful for each department lead to have a quick five minute budget meeting with a representative from Business Services. Just a simple check-in meeting would go a very long way for people to feel empowered.

36. Make a clear process for departments to justify their budgets and plan based on their budgets. Responsibility-Centered Management might be a good start.

37. Connect planning to budgeting. Planning should include budget needs in order to successfully implement the plan. Finish plans and communicate them frequently.

38. Identify where RRCC spends compared to other community colleges. Why do we have fewer personnel in many areas compared to other colleges? I would suggest we have so many small programs that we are not efficiently using our human capital

39. I like what was implemented last year, with more or less a budget request form then meeting with the affected VP's to prioritize those projects that most closely align with the college's mission and vision

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42. If we are cutting expenses, tell us where and why those places

43. By listening to department heads, understanding the pattern of our society today and providing for the needs of our faculty/staff student population. Safety and Security seem to be at the top of most student faculty staff conversations today. We or the planning and budget people seem to have forgotten that funds need to be routed to ensure these areas.

44. Once a department has gone through the planning and budgeting process, it would be nice to be officially informed that the budget was reduced, rather than find it out when it populates in Banner.

45. Less redundancy between departments. Training and transparency around how the budget works, who reports to who and why there is so much paper work and time needed. It would also be helpful to understand the limitations of how one can spend. I could better serve my students if I could act quickly instead of waiting on paper work. I lack confidence in my ability to be effective because I lack knowledge and ability around budgeting.

46. The new open and inclusive process is greatly appreciated.

47. Involvement in planning process earlier with goals and objectives!!!

48. More transparency and longer lead time for submitting budget proposals.