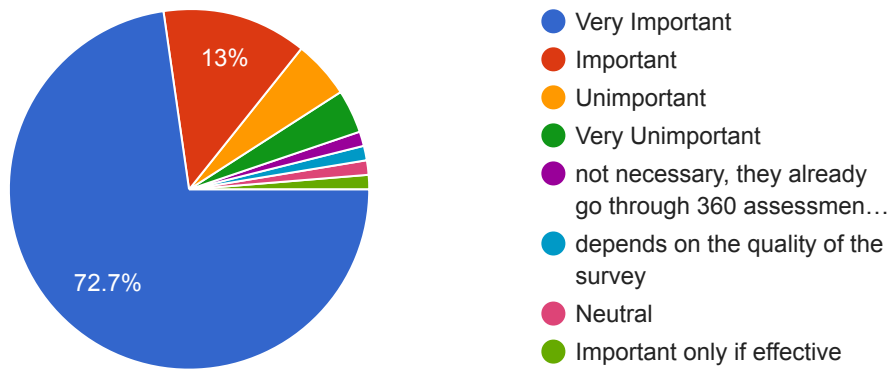


ALFS Feedback System and Survey Evaluation

77 responses

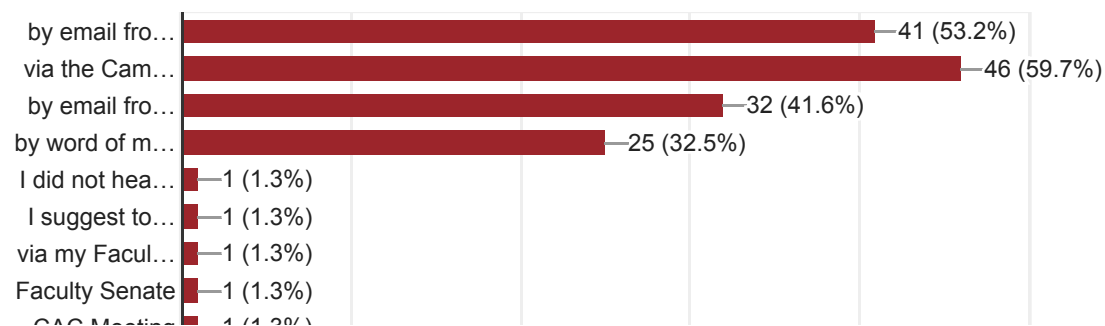
In your opinion, how important is it to have a comprehensive Administrative Leadership Feedback System on our campus?

77 responses



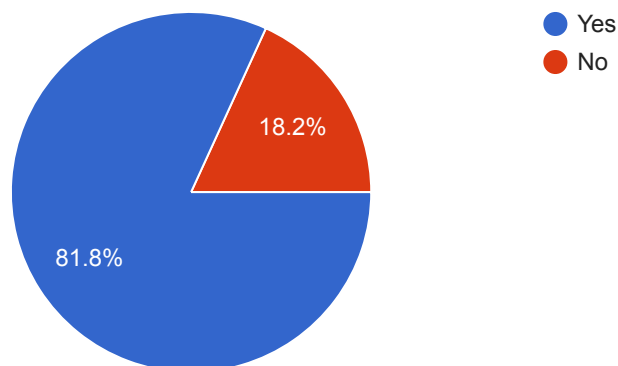
How did you hear about the Administrative Leadership Feedback Survey and/or the Annual Update Presentation? Please check all that apply.

77 responses



Did you participate in the Admin. Leadership Feedback Survey?

77 responses



If not, why not?

15 responses

I was busy and the deadline slipped past me unnoticed.

I am a person who believe in offering feedback face-to-face, so answering a survey did not appeal to me.

I wasn't sure how the tool worked to ensure confidentiality and anonymity

I forgot to put the due date in my calendar

There is the official evaluation survey and the ALFs isn't relevant.

ran out of time

Too early for feedback on admin.

But only for one admin because I do not work closely with most of them

I was fearful that my identity would be known.

was not aware of it. I probably missed it.

The process would not allow me to save comments I started and then to return to the survey at a more convenient time.

I tried but the system froze and I didn't have time to try again.

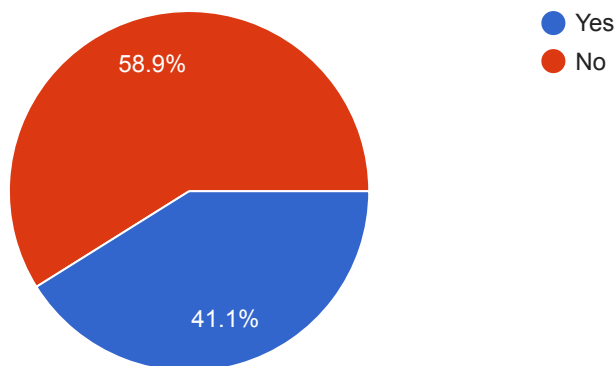
I was away and missed the deadline.

No confidence that it will effect change.

not sure if I did

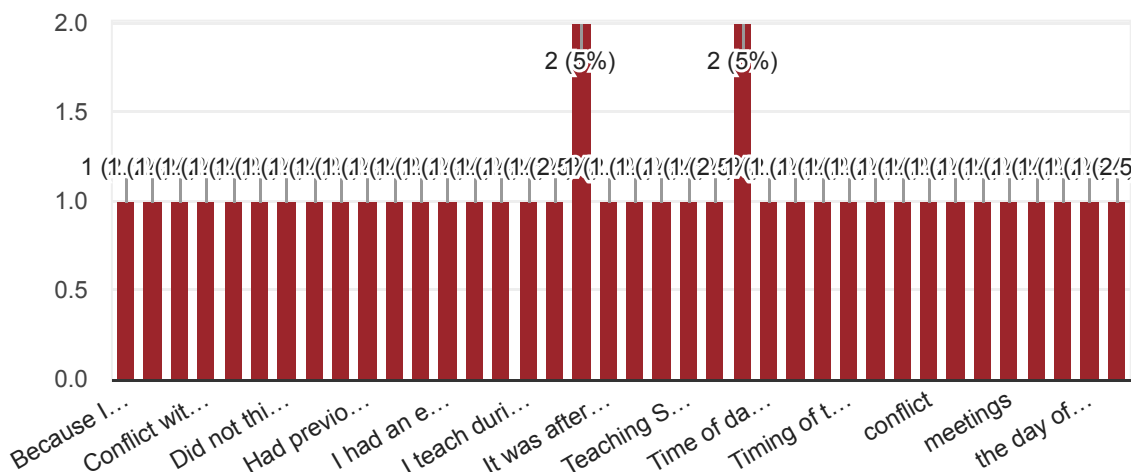
Did you attend the ALFS Annual Update Presentation?

73 responses



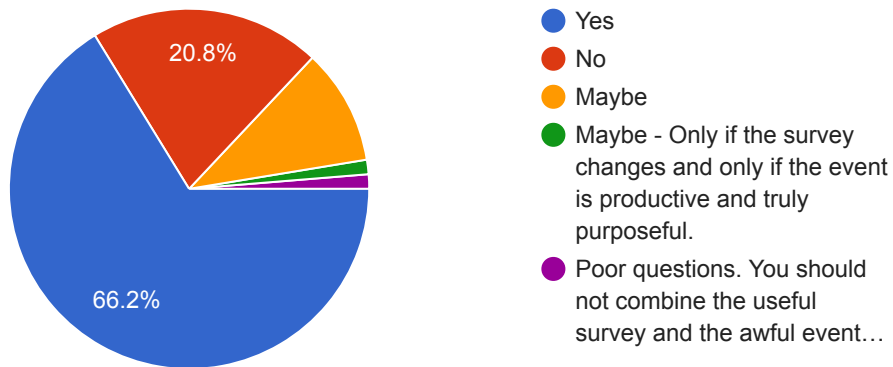
If not, why not?

40 responses



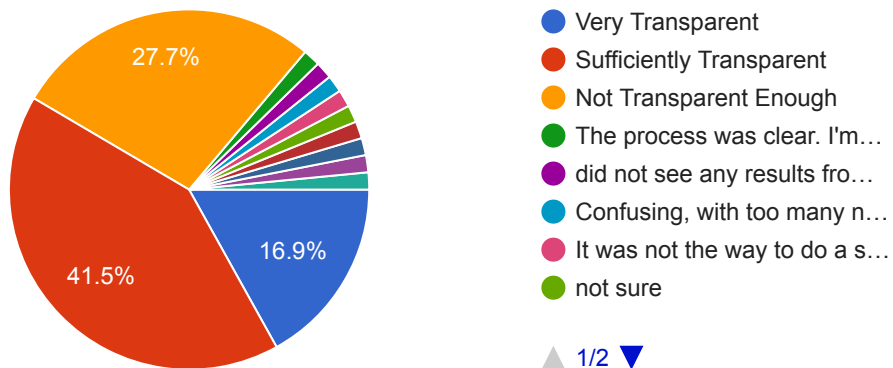
Do you anticipate that you will participate in the Feedback Survey and/or attend the Annual Update Event next year?

77 responses



In your opinion, how transparent was the ALFS process, including the communications, the Prezi, the Feedback Survey, and the Annual Update Event?

65 responses



Comments and/or suggestions regarding the Admin. Leadership Feedback System:

42 responses

The items shared at the Update Event should be made public to all, not just to those who attended. Perhaps recording the event and putting it online so that everyone can view the feedback.

Much like the faculty tenure and promotion process, it would be helpful to have general guidelines and criteria for our admin team to respond to. This could help focus the survey questions and subsequent share-out. A written component, shared with the campus, would also be helpful. I don't know that I will remember correctly what was said at the shareout -- and the written record helps to give transparency and stability to the process. It can also be distributed widely to the college after the in-person shareout session for those who cannot make the session, teach during the shareout or from afar, etc. It can also be used as a basis of reflection and update

from year to year.

Have it open all the time, in a manner analogous to a suggestion box, for comments and opinions regarding current events. Annual feedback requires one to remember things that may have occurred months ago.

Limit the open ended questions and try to encourage POSITIVE feedback

The process in which the committee advertised and encouraged participation was well done. There were colleagues who had concerns about protection of identity due to some glitches in doing the survey in more than one sitting.

Based on the ALF presentation it is very questionable about why the ALF exist. Did not see any benefit from the presentation, I only learned how negative our campus can be toward anyone, even administration.

Thank you for creating this and allowing us this opportunity to have our voices heard.

One of the things going forward that I would really like to see address is: Setting the tone of being civil, professional, kind, respectful, and caring. I'd also like to see a statement on "Admin. has the right to not address any uncivil, mean, unprofessional, unkind, uncaring, and disrespectful comment." I'd like the committee to look into survey data tools that can filter out such unproductive, useless comments. Finally, I'd like to see a survey that is not anonymous. I'd like to see if Admin. would receive constructive feedback.

Great start but how will the leaders improve. What are their plans?

The overall impression I got from the event was that the administrators are inexperienced in receiving negative feedback. Faculty has to go through the annual contract renewal or T/P with layers feedback from their superiors. Sometimes, these feedback can also be out of context and hurtful, demonstrating a lack of understanding of a faculty's work. As faculty, what we learned from the process was to use our responses as an opportunity to demonstrate our professionalism.

At the annual update, I saw most administrators were at a shocking stage and used much of their time during the event to process their raw emotions. I have empathy for their feelings, but was also looking up to them as leaders to use this opportunity to leverage their leadership qualities that are beyond personal anger, hurt or defensiveness.

I hope as a result of the ALFS, administrators can have a better appreciation of what faculty have to go through year after year and a deeper compassion for themselves and others, and become inspired to use their managerial power to lead our campus to a culture of equality and humility: Here are some recommendations:

1. Remind the survey takers to keep comments professional, and that personal attacks are not accepted.
2. Define roles of each administrator in the survey
3. Survey results should be shared prior to the event, so we can focus on the solutions at the annual update.
4. Provide coach sessions for the administrators on how to take ownership of their leadership and respond to negative comments professionally.
5. Establish a clear structure at the Annual Update, so everyone can focus on the survey results and resolutions.
6. The allocated time was not long enough. Perhaps break it into two or three sessions would help.

Again, did not attend the event but maybe need a reminder to keep survey answers on a professional level, not a personal one.

Honestly, it is easy for someone to lie and provide false info on the survey and easy for one person to give many

survey answers so I question the reasoning behind not limiting it to user or IP. The fact some people voiced such complaints proves there are people not satisfied with admin but what happens after? How can they address or communicate with those people to work towards some sort of resolution? Does this create suspicion and distrust with admin but also among faculty and units?

1). While I am very sorry that there are some unhinged and mean spirited faculty members, I do not want or expect to hear personal tales of woe and specific examples. That goes beyond the professional and into the lurid. As a non-crazy faculty member, I suggest that you drop all of the crazy questions and just focus on responding to the constructive criticism.

2. What was lost for some of our administrative members was that they were so busy talking about their defensiveness in the face of these add comments that they totally failed to provide a comprehensive picture going forward of what they are going to do. Still don't know what Brenda and Carol are going to do to highlight their achievements and ensure that people understand what they do, for example. And for all Ryan's breast-beating about how he was going to be a better communicator, ironically, as a number of us were trying to leave campus that evening, the parking lot A gate was shut, four hours before schedule, with no signs posted, no email sent out, and nothing in the bulletin. WALK THE WALK, Bryan.

People shouldn't use the fact that they got some scummy comments from telling us, in a detailed manner, how they were going to fix things. This event should have had more of a future-focus.

3. There needs to have been a better plan, and a better timer. The original email that was sent out said the meeting was 430 to 530. Apparently when people signed up through the Eventbrite, the period was change from 430 to 6, which many people did not notice. The event actually went on till almost 7. People had to leave because they only blocked out certain amount of time, so they missed the very people they had come to hear. I suggest that each administrator be limited to 5-7 minutes, that this be timed, and that they be made to rehearse it at least once before another administrative member to take out the inappropriate things and focus on the constructive things.

It would be more transparent if feedback about administrators were shared across the campus.

I think advocating for having the 360 feedback survey distributed campus-wide would be a better use of time than continuing to put effort into a separate process that had so little in the way of useful outcomes.

It is important to be able to have the campus assess its leadership. But as a personnel process, this was a catastrophe. It is cruel to have anyone subjected to mean-spirited comments and have them stand up before onlookers and discuss the feedback. There is nothing I know in our personnel feedback systems, from staff to faculty, that asks for this. At worst, faculty have a highly confidential process of review and the reviews are not made public. Student evaluations of faculty work are not aired in public. Any Human Resources specialist would balk at how this was done.

Campus should be reminded that this is their opportunity to provide constructive feedback and/or suggestions for improving the campus operation.

From what I heard, it needed a facilitator. Also, for those who could not make it, something written down on paper from each administrator regarding themes (positive and negative) and future plans to address concerns, etc. to make it more meaningful. Maybe rules set forth about constructive feedback only?

I think it would benefit by better (not necessarily more) marketing. I get so many daily emails about initiatives, plans, meetings etc. that I have to decide where to put my time/energy. I don't think I was aware of how important this one was.

It is not an effective way to improve the campus. In fact, it was demoralizing and destructive.

Administrators need to make clear how they will address the areas they received low marks on in hard copy distributed to all faculty and staff so that we can keep track of whether they are making the changes and whether or not the changes are effective in the next survey. Without this information, the evaluation is useless. Evaluations should not just be a yearly exercise, but we should be evaluating on an ongoing basis. In tenure and promotion dossiers we have to address the comments (areas that need improvement) from previous reviews/reviewers in the current dossier and show how we have addressed these concerns and with what results. Administration should have to do the same.

results. Administration should have to do the same.

It should have been clearer what and how data would be shared.

rewrite the survey - ask questions such as what did you expect the administration to do, did you tell your administrator, what was the outcome.

The ALF system provides opportunity for all campus constituents to provide feedback to administration which is its strength. The process itself seemed to work well for the first round. I think it may be helpful to provide more structure or parameters around the information that administrators are expected to address in the annual update/shareout (ie. overall statistics/results, strengths, areas of concern/that need improvement, strategies to address areas of concern and plan of action for the upcoming year). This would provide consistency between the administrator's presentations. I also feel there wasn't sufficient time for each administrator to do a thorough job of covering all of these topic areas. The time should be expanded -- if its too much to do all at once, a possibility would be to separate the presentations (ie. 1) Chancellor, VCs, Chancellor's asst. 2) Deans). It also be nice to have a written document from each administrator that can be referred to regarding their overall presentation, including an action plan for the upcoming year. People who were unable to attend the presentation would also have something to review.

Did not appreciate the query regarding the relationship between the the Admin and person answering the survey. I know many people purposefully answered incorrectly.

I thought there was a clear process set up for discussion of results. It seemed that was changed, perhaps because the results were not what was expected and/or too harsh in the opinion of some. The changes fed the cynicism that is so deeply wrought into the fabric of KCC's campus culture. Rather than prompting a face saving event that deflected the harshness of comments back on survey participants, we should have an honest discussion of why feedback was so negative and so harshly expressed. In my opinion, the harshness of some responses reflected the fact that people are in pain and frustrated, and feel this is the only way the strength of their opinion about what is wrong with KCC culture and how the campus is/has been led can be heard.

Sorry, but it was awful. The post-survey session reminded me vividly of Communist party struggle sessions where members were forced to brow-beat themselves and recant. It was ugly. To see a system which made our administrations literally cry was painful and not helpful to campus growth and healing. The mean-spirited comments should not have been shared. There was too much focus on the viciousness of a few (I hope) people, and not enough on what the administrators were going to do to address rightful concerns going forward. I guess it's good for administrators to see how the faculty and staff think of them, because clearly some of them are blind to how their behavior appears and have no clue on how to improve going forward. For example, Brian spent a lot of time being hurt and talking about his father's three rules for something or other, and spent zero time addressing specifics about how his email and workload would be shared and handled if another health issue arose as it did last year. I would like to see a system in which each administrator chose one or more aspects to work on in the coming year and provided specifics on how they would address it, similar to the ARPDs. A group cry and a hug is something I would probably skip.

I heard rumors that some of the feedback was cruel and were personal attacks rather than constructive criticism. Perhaps there should be a reminder when folks fill out the survey to focus on constructive criticism (so folks don't think this is a free for all to demean a person they personally dislike)

The feedback should be made public or accountable as our ecafe evaluation results are for tenure and promotion.

It is a system that is much needed, but major changes need to be made to the survey (e.g., better survey questions - ones that get to the qualifications of Admin.).

The ALFS should be managed, executed and tabulated By OFIE.

I really don't have much to say about this since it was new, but I heard some good things (i.e., sharing of Admin.) and not so good things (i.e., Admin. didn't share everything).

That wasn't a survey, it was a rude and disrespectful way for the detractors on campus to make hateful

comments. It was not a constructive use of a survey nor the type of communication that should be allowed. I would boycott and encourage others to do the same to the next "survey" if it is done the same way. Otherwise, have all faculty and department chairs do something similar - standup and review their evaluation comments in public.

One of the administrators based her entire assessment on one comment she claimed was made unfairly against her. She spent 25 minutes talking about herself. I would liked to have seen that comment which the admin turned into a "feel pity for me" session, which she dramatically ended up crying. Several faculty walked out and proclaimed the theatrics unprofessional.

No summary of communication of the survey results or the annual update meeting event if did not attend meeting

I heard it said that faculty/staff did not honestly state their position with the college for fear of reprisals. And, faculty/staff wrote in an artificial tone in order not to be identified. I sensed the process did not encourage honesty.

It's a Catch 22; for the Administrator I work with most closely, I didn't want them to suspect it was me providing the feedback. It prevented me from being totally honest in my responses.

I only heard but some responded to the surveys well but some did not. Having an opportunity to communicate is very important too. Wish out deparment does this with our leadership. We fill out a survey but no response at all.

Insist that administrators stick to their performance measures and to address how they hope to correct their shortcomings based on the survey feedback.

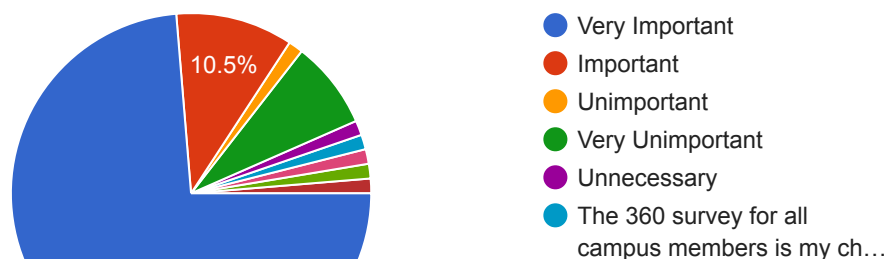
It should have been addressed at convocation perhaps? I wanted to attend the update in the spring but I was really busy and burnt out! I heard it was quite brutal though, which made me sad.

This is essential and valuable, thank you for doing this.

don't have our responses tie back to our units or positions. for admin services, you should let the responder choose which office they have the issues with.

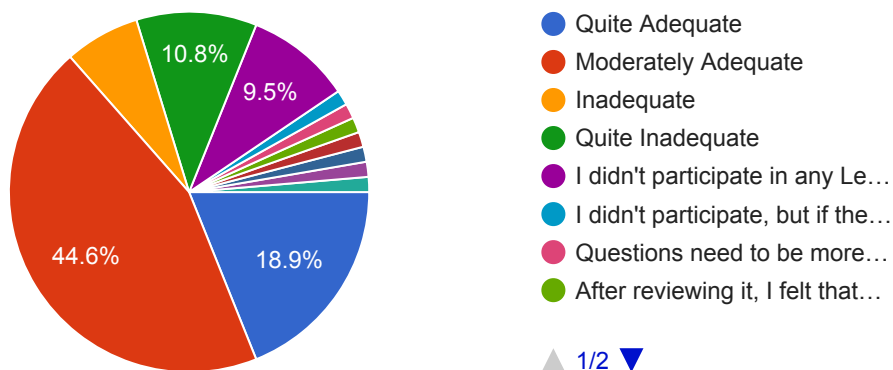
In your opinion, how important is it that the entire campus community have an annual opportunity to fill out leadership surveys?

76 responses



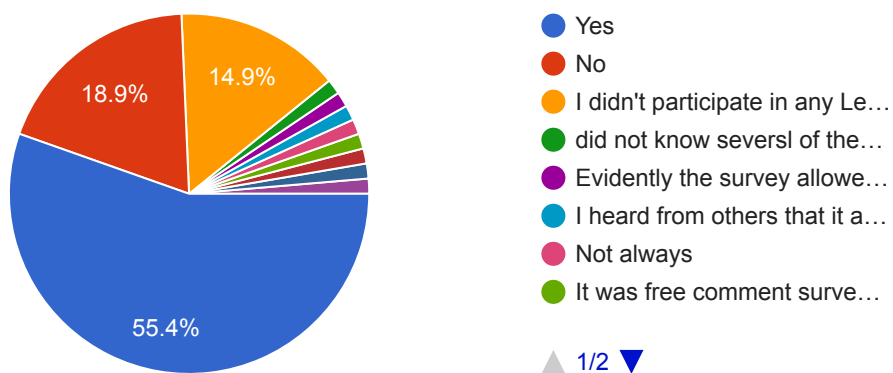
In your opinion, how adequate were the Feedback Survey questions?

74 responses



Did the Feedback Survey allow sufficient opportunity for you to express concerns?

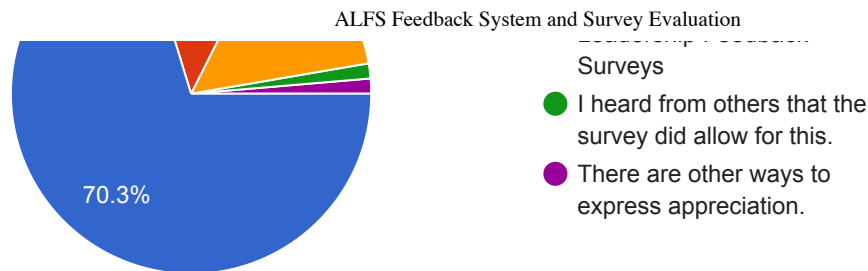
74 responses



Did the Feedback Survey allow sufficient opportunity for you to express appreciation?

74 responses





Comments and/or suggestions regarding the Admin. Leadership Feedback Survey:

45 responses

Thank you for allowing ALL faculty a voice to air their concerns. They must be heard for the campus to heal.

There is a large gap between "not effective" and "effective"--was hoping there would be another middle ground--"somewhat effective" perhaps?

There were maybe 40 or so people at the Annual Update Event. In a subsequent discussion, it was suggested that besides the Annual Update Event, the Leadership may want to do a smaller version of this Event at the different departments just sharing how they are planning to address the major concerns.

The update event was quite shocking. I didn't expect such negative, dark comments from my peers. I don't have the answer, but somehow we need to encourage much more positive feedback. I'm ashamed to work with individuals that think attacking people is a way to encourage change.

Perhaps there should be a reminder for people to be professional and to not make personal attacks on the evaluatees.

I attended the 5/5 presentation. What I expected was a summary from each administrator with a indication of areas they are doing well, areas of concern, and what each would be doing to address these areas. While I had sympathy for the callous and hateful remarks shared by some of the team, I felt that it detracted and in some cases served as a smokescreen for an honest appraisal. I'm sure that each administrator got a mixture of positive, critical, constructive and hateful comments. Too much emphasis was placed on the last area by some. Also, some cohesiveness in presenting would have been appreciated, some gave PowerPoint's, some just talked off the cuff and appeared ill prepared.

My suggestion going forward is that the eval results be shared with the campus community. If this had been done ahead of time of the 5/5 presentation, I truly believe we would have had a much more productive event. If we had seen some of the ridiculous and hateful comments prior, most of us would have given it little credence, and we could indeed focus on areas that were legitimate concerns. My recommendation is that each administrator do a summary sheet of their results, along with how they plan to address recurring concerns, which would be shared with the campus.

The intent may have been great. To have a survey where our administrators could learn from what our campus needs/wants.

I am shocked and appalled by what the survey brought forward from our campus. It was nearly impossible to look past the hurtful and negative comments and see an "actionable" plan for improvement from admin. I hope to never be a part the ALF presentation that took place, it has no place on our campus. I truly feel bad for our admin who had to sit with those comments for over 3-4 weeks and then respond to the campus about why they are supposed to improve. Like myself and others in the audience, we felt a range of emotions from being hurt, sad, angry and embarrassed that our own colleagues would take the time to provide such comments

hurt, sad, angry and embarrassed that our own colleagues would take the time to provide such comments.

The event made it very clear that our campus is still quite hostile and many of our colleagues behave in very unprofessional ways.

I would like to have the opportunity to evaluate our admin, however this past ALF was a complete waste of time and resources for everyone involved. Before we even attempt to this again we need treat others in a professional manner. This was not a professional manner.

Thank you!

I believe that when we establish a culture of civility and respect, then and only then, the ALFS will work optimally. I look forward to a revised version and process moving into the next year.

Again, I'd like to thank the committee for all their hard work and commitment to making this become a reality on our campus.

Need a mechanism to monitor if they are making changes. People need to give them concrete examples of how to improve.

Thank you so much Leigh and your team's tireless pursuing to make this happen. It is absolutely the first step for a possible cultural shift. KCC has been managed too long without a fair feedback system from the campus, causing gaps in communication and decision making process. The implementation of ALF system is much appreciated.

It was very apparent that many respondents viewed the survey as a means to personally attack the administrators. While I recognize that much effort was put into designing and conducting this survey with good intent, the outcome clearly did not fulfill its intended purpose. First, the percentage of respondents was so small no fair conclusions can be drawn from the survey. Second, many of the responses were personal opinions and attacks and of no constructive use to the college. Lastly, although the open forum was intended as a "constructive" exercise, it was clearly a public shaming of our administrators. I strongly believe that this survey should be discontinued. I do not know of any other organization or business that conducts such "free for all" surveys of their executives or any of their employees for that matter. It only serves to demean our administrators and diminish the campus's respect for our leaders which ultimately hurts our college. The administrators are already assessed by their peers and staff via annual 360 assessments so there is no purpose for the ALFS survey.

Confidence questions regarding our confidence in our leaders. Option to give our name. Option to give our name but not tied to our answers. Option to give our name but not included on report outs to campus.

Same as above. Less confessional, more professional.

Although it is certainly not the role of this committee, I believe the next step is to make administrators accountable for what is shared in the feedback. This could start with more transparency of results and administrator's response in a professional and formal venue.

A catastrophe and useless. Evaluation and feedback and transparency are good goals. This process was shameful.

It only makes sense if could see the overall results. Otherwise, how do we know what the issues are and if they have been addressed?

more visibility - different marketing

A different approach to creating transparency and communication on campus must be explored. This was an inappropriate and unprofessional process.

This survey focused on only the negatives of the admin and was not about understanding anything positive. It

was a poorly done survey that was not objective and was aimed at casting everyone including the survey leaders in a bad light.

The time/date for the presentation was very inconvenient

rewrite the survey with outcomes

The survey items included areas that I was unable to answer (ie. questions about budget). That may have been a deterrent for some who were contemplating whether or not to complete the survey. I'm wondering how these questions compare to the 360 eval. Would be interesting to compare the two. Would've been good to have a copy of the questions as a reference in order to provide better feedback as I'm already having difficulty remembering the individual questions/sections.

Unfortunately, I do not have faith that anything will be done to correct some of the deficiencies. These surveys are only valuable if something is done, and like all 360's, nothing, absolutely nothing, changes.

The Admin feedback presentations were inconsistent, and one in particular was very unprofessional. Overall, the Admins were stiff, and not transparent. The only Admins who attempted transparency were the Interim Chancellor and the Health Education Dean. All others were "smoke screens". The Dean for Continuing Education was way out of line – presentation had nothing to do with her performance as a College Admin. The respondents to her survey was low – in the 30's – but she did not address how she would improve her performance. Too much drama in her presentation, uncharacteristic of a Dean!

The issue is a gap between what administration has believed the campus culture is and what faculty and staff have experienced it to be. Admin lives in a bubble of its own making and the dismissal of the former chancellor did not change that. Instead of seeing that event as an opportunity for fundamental change on the campus, the leadership decided it best to pursue the status quo. Comments that seemed mean and too personal, imo resulted from the frustration and pain of staff and faculty who for too long have not been heard and who have had their concerns dismissed. Perhaps leadership suffers from the fallacy that results from thinking that good relationships with SOME faculty and staff equates with good relations with ALL faculty and staff. It was suggested early to the IC to have an open forum on campus culture, one that could communicate in a non threatening way how the faculty/staff experienced it, but the preference was for games, sweet eats and stroking fests. i'm not sure the survey needs improvement. The issue is whether those who we are its subjects really want to hear what staff/faculty have to say. Their defensiveness communicates they prefer their bubble. That's a personality issue and not an issue of the survey.

Concerning the live event, there should've been a time keeper to make sure each leader who spoke didn't run over.

I did express appreciation for a number of admins. Perhaps the survey could be restructured to encourage people to reflect on and share the positive things before they share the negative things, just to make people stop and think and not just spit venom. Some of those comments made me embarrassed for the faculty.

Just as faculty have to write up their evaluations and reflect on the assessment cycle and improvements made for tenure and promotion, I would prefer if admin would also write a review of their accomplishments for a period (3-5 years?), and reflect on the annual feedback received and how they used the feedback to improve. This could be done every 3-5 years and submitted to the entire faculty/staff. Another option would be for each admin to present this information orally...but putting it in writing would be preferable.

Some questions did not apply to certain individuals well in their capacity at the institution (e.g. questions for Joanne Whitaker who is an administrative assistant). Please try to tailor it to each individual and their functions to be fair.

Want to know if there are any changes or what is their plan of action to improve.

I didn't want to complete the ALFS survey because I felt that things went downhill fast after Leon left. Leon's leadership was ineffective so the VNC was important, but the new leadership have not shown anything that gives me reason that things will be different. In fact in my opinion things are worse.

Vern encouraged me to complete the survey and to do this one. I don't have any faith in our current leadership, especially as a faculty. The appointed interim VCAA is just not able to run academic affairs; and the the interim chancellor allows her to continue. So, I have lost any hope in our system. But, Vern (who I trust) believes that good change will come. We just have to be patient and give people chance. I am not as positive or as patient as her. But, if Vern thinks so I will continue to have a glimmer of hope and pray that she is right.

My dept. said that they think the chancellor's interview process will start soon and that the VCAA one will be after. Maybe there is hope after all. I see this as a way for KCC to really have change, a new beginning with new leaders.

Let it be run by OFIE

In order for me to participate, I would need to feel "protected." When we did the VNC, Vern made sure that the system was ultimately safe and even then I didn't feel comfortable. Vern encouraged me and my colleague to complete this form. I wasn't going to but Vern said my voice is important. I am not sure if a process/system like this is going to change our campus climate/culture. I don't trust Admin. I know Vern is hopeful and says things will change for the positive but I don't believe it will. Vern has always helped me and has been right about a lot things regarding our college and our campus, but as much as I want to believe, too much has happened to make me think that things will ever change. Maybe having a system like this will make a difference, I don't know.

The Admin presentations were unevenly presented. Could there be guidelines, or maybe a template for presentation? Data is a good start. More emphasis should be given to the weakness of an Admin as cited in the survey, to how the Admin is going to work on showing improvement in that cited area.

This process turned out to be a shaming. It was used as an opportunity by some to make unproductive disparaging comments on a very personal level. This should not be allowed to happen again. There are many other opportunities and mechanisms for individuals to work with administration. We are supposed to be professionals. Let's act like it.

I did not get to rate all the administrators due to time/response deadlines. Also--did not know of several programs/administrators and purposes/interaction of groups so did not have feedback and chose not to do survey(s). I think this shows that not everyone on campus knows and understands many of the administrative tasks or functions of groups/committees that operate at KCC.

The survey results were not professionally presented at all. I was stunned and embarrassed for the dean who cried and offered nothing about her administrative performance. It was very uncomfortable to see her consoled because it sent the message that her dramatic display of emotion was acceptable. That dean should have been taken outside.

There needs to be more survey questions that allow us to answer/rate the Administrator without having to write too much in the Comments section. Thank you.

I wish I were at the response session. I am sure there are different side of stories.

It would be interesting if a neutral office (OFIE?) could tabulate survey results so Admins, during their public update, would address the data presented. The presentations by Admins were uneven. Several were smokescreens, not addressing anything about performance on the job.

Personal attacks and unprofessional comments should be banned, deleted.

I look forward to more of them, for all of us to keep improving.

May need to write more questions to make it easier for people to respond. I don't like writing lengthy comments, especially when they are negative.

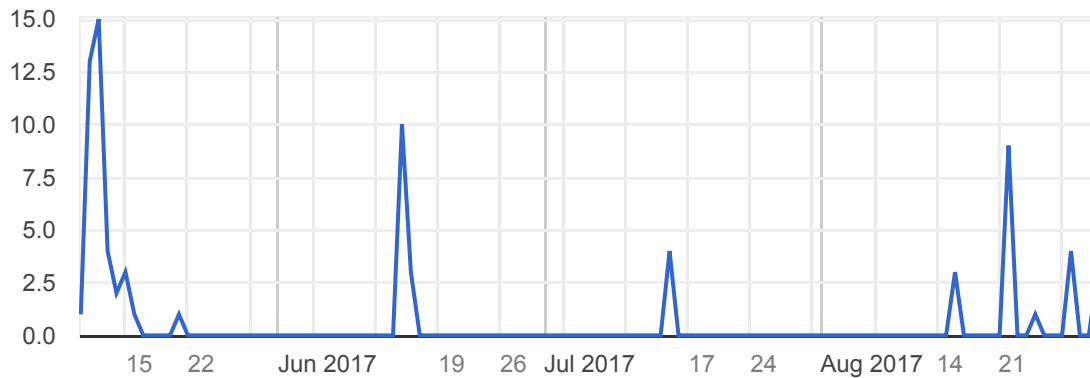
My comments concern the Annual Update Event, which I believe was held in May. I thought that the share out

my comments concern the Annual Update Event, which I believe was held in May. I thought that the share-out was quite honest yet also a little disturbing because of the focus on the negative comments (someone may have a different perspective). I truly felt empathy for those who dealt with comments that were unprofessional and unsubstantiated. Such comments came from people whose systemic unhappiness needed an outlet, and I hope that the administrators recognize this. Some of the administrators bared their soul, which on one hand was truly transparent and on the other a little unsettling.

Also, it would have been helpful to have some type of time management so that everyone could have a relatively equal amount of time to share, but of course this is a sensitive issue, especially when one is baring one's soul.

Thank you for this opportunity.

Number of daily responses



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