

Board of Education / College President Survey

The Board of Education and President are currently undergoing their annual evaluations. Their regular evaluation processes include asking representatives of work groups who regularly observe or interact with them to complete a survey. In order to provide all faculty members an opportunity to offer their observations and insights, we are providing this survey. We will provide the aggregate results of the survey to the Board and President Spilde, and will post them publicly. Individual responses will be anonymous, of course. Please submit a completed survey by 2 p.m. Wednesday, June 10th if possible so that initial results can be presented to the Board at its meeting Wednesday evening; you may submit a survey after that instead. Please feel free to skip any question that you wish.

1. LCC Faculty Status

Contracted	72.3%	(60)
Part-time	26.5%	(22)
TOTAL	98.8%	82 (83)

2. LCC department/division (small departments not included here in order to protect anonymity; please use 'Other')

Academic Learning Skills	3.6%	(3)
Adult Basic and Secondary Education	6.0%	(5)
Advanced Technology	3.6%	(3)
Art and Applied Design	6.0%	(5)
Business	4.8%	(4)
Child & Family Education		(0)
Computer Information Technology	4.8%	(4)
Cooperative Education		(0)
Counseling	4.8%	(4)
Culinary Arts and Hospitality Management	2.4%	(2)
English as a Second Language	2.4%	(2)
Flight Technology		(0)
Health and Physical Education	4.8%	(4)
Health Professions	7.2%	(6)
Language, Literature, and Communication	10.8%	(9)
Library	1.2%	(1)
Mathematics	3.6%	(3)

Media Arts and Technology		(0)
Multicultural Center		(0)
Music, Dance and Theatre Arts	1.2%	(1)
Science	8.4%	(7)
Social Science	15.7%	(13)
Student and Employee Health Clinic		(0)
Other	8.4%	(7)
TOTAL	100.0%	83 (83)

3. How many years have you worked at LCC?

Three or less	7.2%	(6)
Four to eight	21.7%	(18)
Nine to 12	22.9%	(19)
More than 12	47.0%	(39)
TOTAL	98.8%	82 (83)

4. In general, how well do you think the President is completing her responsibilities?

Excellent	8.4%	(7)
Very Good	18.1%	(15)
Good	25.3%	(21)
Needs improvement	30.1%	(25)
Unsatisfactory	18.1%	(15)
TOTAL	100.0%	83 (83)

5. Please rank the President on Leadership & Direction

Excellent	8.4%	(7)
Very Good	13.3%	(11)
Good	24.1%	(20)
Needs Improvement	27.7%	(23)
Unsatisfactory	22.9%	(19)
Not Observed	2.4%	(2)
TOTAL	98.8%	82 (83)

6. Please rank the President on Educational Outcomes

Excellent	8.4%	(7)
Very Good	20.5%	(17)
Good	26.5%	(22)
Needs Improvement	30.1%	(25)
Unsatisfactory	9.6%	(8)
Not Observed	3.6%	(3)
TOTAL	98.8%	82 (83)

7. Please rank the President on Financial Management

Excellent	6.0%	(5)
Very Good	3.6%	(3)
Good	18.1%	(15)
Needs Improvement	28.9%	(24)
Unsatisfactory	41.0%	(34)
Not Observed	1.2%	(1)

TOTAL**98.8%** **82 (83)**

8. Please rank the President on Staff Management/Supervision

Excellent	7.2%	(6)
Very Good	8.4%	(7)
Good	15.7%	(13)
Needs Improvement	22.9%	(19)
Unsatisfactory	30.1%	(25)
Not Observed	15.7%	(13)

TOTAL**100.0%** **83 (83)**

9. Please rank the President on Communication

Excellent	9.6%	(8)
Very Good	19.3%	(16)
Good	32.5%	(27)
Needs Improvement	20.5%	(17)
Unsatisfactory	18.1%	(15)
Not Observed		(0)

TOTAL**100.0%** **83 (83)**

10. Please rank the President on Decision-Making / Governance

Excellent	4.8%	(4)
Very Good	9.6%	(8)
Good	21.7%	(18)
Needs Improvement	28.9%	(24)
Unsatisfactory	31.3%	(26)
Not Observed	3.6%	(3)

TOTAL**100.0%** **83 (83)**

11. Please list the Presidents Strengths**# Response**

1 1) Very personable 2) Great communication skills 3) Good sense of humor 4) Strong political awareness

1 Active listening skills, community contacts, overall expressed values, hard working and committed to College.

1 approachable, keeps Lane in national arena, shameless fundraising efforts, sensitive

to diversity issues, expresses self clearly, understands leadership, has integrity, uses humor appropriately.

1 Charisma, apparent sincerity

1 charming multitasking people skills articulate

1 Clarity in communications and decision-making

1 Communicating the administration's interests; intelligence

1 COMMUNICATIONS, CONCERN FOR STUDENTS

1 Communicator, visionary, advocacy

1 Diplomacy, Captaining a sinking ship

1 Does a fair job in Salem for the college

1 Enjoys good relationship with the community

1 Fairly good public relations.

1 Good at communicating with outside groups and representing the college interests.

1 Good public speaker. Seems sincere.

1 Good speaker, advocates well in Salem

1 Hard-working Community-involved Tireless fund-raiser Friendly/approachable
Down-to-earth Sustainability-focused - YES! Long-term goal setting

1 Has a strong combination of "head" and "heart". I believe that the challenges that we have faced at Lane over the last few years would have torn the college apart without Mary's leadership. She is the best president the college has ever had.

1 Has brought some good people on board (Sonya and Don).

1 I believe she is collaborative and I see this as a strength.

1 I think that she is hands on and appreciates and cares for the well-being of LCC faculty and staff members.

1 In person she is very supportive, but that support does not follow through. She is very good at saying the right thing at the right time.

1 Intelligent Capable Wise Hospitable Personable Works Hard!!!! Honorable

1 Mary represents Lane well to the local business community.

1 Mary Spilde is a warm, eloquent and very competent administrator. She manages the challenging economic situation with great ability. I am impressed that LCC is fairing as well as we are with new construction through a successful bond level during an economic downturn. We have people coming from across the country to study at LCC.

1 Newsletter publications and town hall meetings allow for feelings of accessibility to college administration.

1 Not Observed, except as a politician serving herself.

1 Personable, before she was president seemed to take an actual interest in people

1 personable, caring

1 Personable. Represents LCC well to the community (local and state-wide).

1 personal, approachable, deals with problems directly

1 Political savvy Self-preservation

1 Pres. Spilde has strong leadership skills. She can be an inspiring, motivating, and unifying leader. Unfortunately in the last several years she has not achieved her potential in this area. Pres, Spilde came into her position with a strong background in

promoting instructional excellence. Unfortunately, in the last few years she is overseeing and implementing a consistent decay in instructional quality on campus.

- 1 Presence on campus, in public and her accessibility. Professional, interested, cordial demeanor. Very approachable, VERY dedicated to the College and it's improvement.
- 1 President Spilde continues to demonstrate the "personal touch". She is friendly, cares about individuals, and always has a message of hope.
- 1 She dresses nicely
- 1 She has a way to make people believe her misrepresentations
- 1 She is a congenial person with excellent communication skills.
- 1 She is a good figure head in the community
- 1 She is a great public speaker and a strong lobbying presence at the capital. She is also very personable and remembers those she meets. She cares for students.
- 1 She is admired in the larger community as a communicator, which sometimes translates into support for Lane.
- 1 She is in a very difficult position in attempting to run a college with extremely limited funding. The fact that our doors are still open is an accomplishment.
- 1 She is very intelligent and works hard. I appreciate her willingness to listen and progress the college. She sets impressive goals and meets them.
- 1 She presents well to the legislators and fights hard to acquire finances for the college
- 1 She's intelligent and very strong willed.
- 1 Spilde is an excellent public speaker and does a great job of creating community and board support. She is wonderful at schmoozing and representing us locally and nationally. she is a powerful voice for CCs.
- 1 Still has that "cute" Scottish accent that serves her so well in PR. She was pretty good at phone-banking for the bond.
- 1 Strengths: Very personable, friendly, open and humble. A real intellectual scholar.
- 1 The president is good at getting money for pet projects while some of us still teach with a chalkboard & overhead.
- 1 Visibility during difficult financial times.
- 1 Wonderful person, attends events and interacts collegially. Does great speeches, and really, I believe, has tried from day 1 to pull us out of our financial mess. She cares.

12. Please list the President's Weaknesses

Response

- 1 1) Has not successfully established financial sustainability.
- 1 Availability
- 1 budgeting, working with faculty, Thinking FT faculty are losers when we all help make LCC what it is by spending innumerable hours to make the school what it is..
- 1 choosing illusory change over real change the appearance of a concern for diversity over an actual commitment to value and support diversity unwillingness to change strategy use of human resources director as union-buster instead of as a person to maximize the potential and welfare of the human resources under the college's employ Refusal to admit that the college could be wrong, unless faced with a lawsuit

- 1 Contract negotiation. It is ridiculous that faculty contracts take so long to settle. It is also unfair that faculty will have to take furlough days.
- 1 Decision making in disregard of the governance structure.
- 1 Equity
- 1 Financial management/decision making.
- 1 Fiscal management and accountability needs greater attention. Perhaps in hiring the "right" people? Clearer vision needed for sustained enrollment, getting assistance to growth areas. Greater need for holding managers, deans, etc., accountable for their actions AND their inactions.
- 1 From my observations, Mary's leadership style is micromanagement. The Executive Team has little room to make independent decisions. The Deans have no room due to the pressure exerted through the chain of command. I have not gotten the feeling that I am respected as an instructor. There is no more pride in being a Vanguard community college, no promotion of the strength of our faculty and programs.
- 1 Funding for departments and programs does not come across as systematic or transparent
- 1 Has practiced a divide and conquer strategy for years. Behaves more like a CEO loyal to her Executive Team than a true college president who, as such, should be the leader of all employee groups.
- 1 Has selected fairly weak people for critical positions, appears to prefer those who agree with her rather than those who suggest alternative solutions.
- 1 Hiring and holding administrators accountable; keeps managers in positions they have no business being in. Doesn't respect the role of faculty in a college, believes 'managers' should run the college. Promotes managers with no competitive searches. Turning the faculty into a part-time faculty. Manipulates the budget process (and board) to achieve her desired outcomes.
- 1 Hiring new administrative positions is not appropriate in these times when teaching and other staff are being cut. The Cottage Grove and Florence Campuses need to be supported further, not cut. They need to be open during the summer to serve their communities.
- 1 Honestly, my biggest complaint is that I do not believe the administration really respects faculty work. More and more, decisions are made unilaterally and handed down to us, oftentimes with little or no faculty input (but with the pretense of faculty involvement). I do not trust the administration to be ethical in their negotiations with the union nor in their treatment of faculty concerns within departments/divisions. Overall, these are bleak times at LCC, and not just because of the economy
- 1 I believe she lies and manipulate and obscures facts to pit one group against another, creating in-fighting and disarray in order to further her agendas.
- 1 I can't really think of any.
- 1 I do not trust the president's vision for the future. I, as a part-timer feel who has been here for over five years, feels as if there is going to be very little chance that I will ever have a full time position. Even though I love to teach, this leads to a lack of morale for many of the part-timers. I have a Master's degree, but was it worth it? I'm not sure. It always comes back to the money, but since the administration is very rarely completely transparent, I do not trust them.
- 1 I don't know any.
- 1 I feel President Spidle has not met the major needs of the college at "home". She is

not around campus much and personally I feel she has lost contact with those who are working with the students. She rules with her administrative staff with an upper hand with not much flexibility and support. I feel she has not run the college budget well. I will share in the next line my thoughts about this.

1 I understand the financial reality of the times and realize that the President must make tough decisions. I also appreciate an executive that is willing to make tough decisions, and that some of those decisions will not be received favorably by all. But often the rationale for those decisions is not provided, obscuring the options that were available. I feel that the result of tough decisions would be more palatable if the decision making process were more transparent.

1 I wish that she would straighten out some of the craziness that happens here. Just put her foot down to some of the weird tangents that occur.

1 inability to deal with the fiscal situation so that we can move forward--crisis mode for this many years is TOO many.

1 Inability to hire a qualified set of administrators to work with her. Unwilling to think or consider new/different ways of doing business. Unable to budget transparently, effectively, cooperatively, or successfully. Unable to communicate honestly or effectively with faculty or staff. Blind to huge morale problem on campus. Out of touch and understanding re. student population on campus now: large nos. of students here only to earn paycheck--no interest in learning. Unable to hire effective middle managers: division deans. Unwilling to bargain respectfully with unions/faculty/staff. Not qualified to hold her current position.

1 Ineffective financial management, uncreative problem-solver, has hired ineffective subordinates with low communication competence in HR, Budget, and VP of Instruction. Out of touch or unfazed by pernicious campus climate, with loss of trust among faculty and classified staff. Appears more concerned with image outside the college than effective functioning of the college. Appears to have distorted (positive) perception of her leadership skill.

1 isolated in a bubble of loyalty and adoration vindictive poor judgement of mid-level managers, whom she mentors top-down mentality, poorly self-assessed low level of numerical/analytical skills

1 Keeps/rewards poor managers Covers problems rather than exposing and fixing them For example, our counseling and advising department consistently makes decisions based on staff preferences, rather than serving the true needs of students. Requiring an in-person visit to a unavailable advisors to be cleared for early registration is a make-work job for Lane employees AND a disservice to students. Also, take a look at the student intake/drop in advising logs and see which employees are productive and which are not. Management's allocation of personnel resources is criminal. We continue to take student money and raise student costs, but do not provide accurate or helpful information. Moreover, Lane continues to erect new, erratic, and illogical hurdles to student acceptance into some professional technical programs, while creating dubious certificate programs with questionable outcomes to entice other prospective students.

1 Kept Marie Matson on as VP.

1 Lack of awareness about the reasons the ship's sinking

1 Lack of understanding of what goes on around her. Doesn't share decision making: dictatorship. Is disrespectful and disdainful, of employees. Violates contracts.

1 Lives at the highest level of the organization and has the ivory-tower perspective

(don't know how she can help this) Adversarial relationship with unions (feels like from where I sit) Organization seems unduly rigid at times; people don't take risks

1 no leadership, wants to micro manage, cannot hire capable people

1 Pick from list above.

1 poor management skills, lack of budget understanding or willingness to listen to other perspectives, ideas

1 Pres. Spilde has become a disconnected from the life and functions on campus. She has become dependent upon a few administrators who have narrow perspectives, little experience in their own areas, and no commitment to promoting the college's instructional mission. Thus, she is not effectively leading the college in pursuing its instructional mission. Pres. Spilde has avoided managing the college's budget from a strategic perspective. She has pursued a path that freezes in the status quo, maintaining inefficient and costly programs while restricting income generating programs. President Spilde is overseeing the continual decay of the instructional division of the college as support is cut in the primary income generating divisions of the college which also account for the core mission of the college. Under Pres. Spilde the employee base of the college has been undermined, over-stretched, and discounted. The operational costs of the college continue rise while the income generating side dwindles, increasing the burden on instructional faculty to carry the college's deficits. Pres. Spilde is not effectively overseeing all levels of the college's management team. Many manager's are afraid to act without direct order's from above. While many waste valuable time in endless meetings, intended to create a perception and record of performance, rather than actually exercising responsible managerial leadership to meet the various challenges the college and each division faces. Pres. Spilde is overseeing the development of a dysfunctional governance system where the management role is clearly and consistently to obstruct the effective functioning of the system. Managers consistently avoid direct and collaborative procedures to problem solving and develop obscure, byzantine work-arounds to avoid transparency and responsibility.

1 President Spilde is a micro-manager, unable to give up any decision making ability and thus making a mockery of the shared governance system. She lacks a clear, strategic vision to get the college back on its feet. The current financial situation is being used as an excuse for mismanagement which has taken place over much of my career.

1 Sets the tone for faculty & staff being "underlings": calling administrative personnel "managers" and "management", "executive dean". Sorry, in education, faculty, staff and administrators should be on equal level. Their jobs are different, not heierarchical. The heierarchy that has been created is disrespectful. In addition, the remodelling that takes place repeatedly in the Administrative building is unnecessary, and should not take place until other buildings have had the opportunity to upgrade. I have worked for many years here and have only every had second had furniture, not enough supplies, etc. Seeing remodelling going on there just points out the inequity.

1 She has lost the trust of many faculty, as promises to return monies to them, given by the faculty to avoid lay-offs, have been ignored after state budget monies have come in higher than expected. Numbers that are presented by her often seem to skew the picture (in order to get faculty compliance) and do not correspond to the numbers presented by the faculty union.

1 She is a control freak who is disrespectful to employees and has lost touch with what quality education means and how to achieve it.

1 She is the poorest president we have had in many years

1 She needs to cut programs that are expensive. We can't handle what we have. We are being squeezed beyond belief. The hours she works and we work and are expected to work is ridiculous and now we get a pay cut? We work in a toxic environment and she is setting the example. We need some huge cultural shifts for LCC to survive.

1 Some important things for the college and students is being held up

1 Surround herself with people who are weak in educational experience and people who do not challenge her on decisions. She shuffles management often resulting in unclear roles within management plus faculty members are unable to keep up with who to approach for problem solving. Hierarchical musical chairs.

1 The college has been in a financial crisis since 2001 and she has been unable to put the college on a sound financial footing.

1 There seems to be very little support or leadership in support of the students. Administration appears to be in the college to support themselves rather than finding solutions to the budget problems in order to support the students.

1 Too controlling, doesn't understand the value of shared governance and of encouraging initiative. Seems to feel threatened by creativity and initiative in others. Could have developed a powerful engine of innovation and good will. Encourages secrecy in decision-making.

1 too generous with faculty compensation - the contract a couple of years ago that contained an incentive to move to a unified salary scale that everyone could eventually achieve the top step was not a wise decision. The old 3-tiered system was fairer because people had to earn level changes through professional development.

1 Top down management style. Reliance on closed executive circle to manage the College.

1 Trusts certain individuals who are less ethical Means well, says the right things, follow-through is slow or non-existent Overwhelmed

1 unable to provide budget information

1 understanding the day to day nature of the work we do

1 Where I have listed above "not observed" (Leadership & Direction, Educational Outcomes, Decision-Making & Governance), it is not because I haven't had opportunity to observe those situations, it is that I have yet to see President Spilde actually making decisions, governing, or contributing to educational outcomes. My impression is that she has become a figure-head whose main duty is to wine & dine big wigs and to vacation. I would love to see evidence of some actual leadership.

1 Wish she was a billionaire

13. What would you like to see the President do differently in the future?

Response

1 1) Promote and advocate the most fundamental elements in team building, respect and trust. 2) Put more focus on the quality of education that Lane can provide. 3) Lay out a clear path for the future for Lane as an educational institution. 4) Promote excellence. 5) Enhance pride of all people who work at Lane.

1 2) Generate a long term plan for fiscal stability.

1 Actually make LCC a STUDENT-CENTERED organization. Support the front-line

employees who actually provide services and classes to students. Commit to a way of staffing that doesn't burn everyone out.

1 Aggressively attend to the points in #12. Fiscal oversight is especially critical in these economic times.

1 Authorize those in positions of responsibility to make decisions, trusting that they will do their best work. Develop a long-term plan for maintaining the colleges operations, rather than a piece-meal, patch and fix approach. Failing this, she should resign.

1 Be more decisive and let things progress

1 Become more transparent with the dealings of the administration. Treat faculty and classified with more respect.

1 Better communication with the campus

1 Broadly empower faculty and classified staff in decision-making. Time to ditch the top-down autocratic leadership style.

1 Budget out 5 years so the college is moving toward a sound financial footing

1 Can Mary informally frequent places on campus where the rest of us are working? That would be a really good thing. Otherwise, I feel she's a very good president! Probably over-worked (no, certainly), like everyone else.

1 Change the titles of managers to what they are: administrators. Try to equalize the three groups of employees and encourage us all to work for the good of each other, as all are necessary. Require all "managers" to actually sit in the classroom for more than 15 minutes every 5 years to see what is actually being done. Find a way to change our growing image of "education for poverty part-time teaching jobs". Students are watching that we are hiring only part-time instructors, and saying "Why should I get a degree if I can't get a full-time job?" We are modeling a career that is becoming scarce.

1 Communicate more with faculty.

1 Concentrate on acquiring resources so employees can do the work of the college. Stop meddling in non-administrative matters.

1 Creating more of an entrepreneurial focus for the college

1 Cut programs. Quit working so many hours and expect us to do the same. Be available and on campus much more. We hardly see her. It feels as if the VP is running the campus.

1 Do not communicate with the faculty directly regarding contract negotiations. The feels unethical to me.

1 Eliminate ALL of the weaknesses above or RESIGN!

1 Find a way to manage the college more effectively without burning out herself or the those that work at the college. If she needs to make stronger decision about program cuts to actually "maintain" some moral and stability then I think she needs to stand up and make some tough choices. I honor her for trying, but 10 years of a financial crisis is to much. We cannot meet the needs of the community if they are not going to support us, so we need to evaluate what Lane can be good at within a reasonable workload for everyone. When the staff are stressed, it creates an environment for stress on the students, families, community, etc. We start fighting against each other and that is not healthy. We need her leadership here on campus to help find the balance. Sonya is pretty much running the show right now and she is exhausted as well. They both are making decisions on the fly, in other meeting, when their

attention is not focused on the issue at hand. This is not an effective way to run an institution in my opinion.

1 Focus on education at the college. Regain the trust of faculty. Have a transparent budget process because it can be done and it is the right thing to do. Treat faculty with respect in their capacity to understand budget issues.

1 Focus on our at risk students and make sure adults can complete a degree while still working or raising children. Add more community education classes to engage the local community. Our funding has dropped as people have stopped taking classes at lane for personal enrichment.

1 Go directly to department meetings as a follow up to initiatives such as "Instructional ReDesign" so they are less likely to falter and so there can be interaction with the President about the rationale and merit of initiatives

1 have a better budget system

1 Help create a less hostile environment with faculty.

1 Help institute a shared governance system that is not an illusion of sharing, without the reality of sharing governance. Commit to a college based upon full-time faculty as the basis for quality education. Institute a multi year Budget planning process that is not dominated by a single perspective set forth by high level administrators.

1 Honestly share governance/power instead of just pretending to.

1 I am happy with all I see.

1 I would like a little respect.

1 I would like to see Mary do two things: 1. Come to classrooms and talk to students and instructors. Observe what we do. Make it a focus to promote the quality of Lane's instruction back to what it was in the mid 1990s. 2. Allow other people to make decisions.

1 I would like to see Pres. Spilde play an active public role on campus, making her presence and leadership felt in all important areas of the college. I would like Pres. Spilde to exert inspiring, motivating, and unifying leadership on campus to rally staff around real, long term solutions to problems facing the college. I would like Pres. Spilde to publicly and enthusiastically state her support for and confidence in the LCC faculty, the college's instructional mission. I would especially like to hear her public thanks for the sacrifices from faculty that continue to keep the college afloat in times of cut-backs. I would like Pres. Spilde to make the hard decisions of cutting programs that can no longer be supported due to their high relative costs and narrow range of benefits. I would like to Pres Spilde lead a budget process that projects a strategic vision of where the college needs to be in 5 years and identifies the sources of support to achieve that vision. I would like Pres. Spilde to lead the re-capitalization of the instructional divisions, staff, and faculty including the return to hiring fulltime faculty members. I would like Pres. Spilde to cut operational expenses, and limit all expansions to areas that have full, secure operational funding before they are approved. I would like Pres. Spilde to gather a competent, collaborative, and cooperative management team which is empowered to help her lead the college with solicited support from faculty and staff. I would like Pres. Spilde to hold her management team to result oriented standards of performance.

1 I would prefer less polish and more substance related directly towards our students. Our students come from all areas, and they are not just young high school graduates who are using lane as a stepping stone to a four-year college.

1 Include faculty in decision making

1 Less is more when using quotes and poems at inservice.

1 Make true cuts when necessary End the "shared governance", governance councils fiasco... it's going on 4 or 5 years and it's embarrassing Avoid cowardly "across the board" reductions, which only reduces productive and under-productive departments equally Reform Lane "reform" - to make something better by removing its flaws

1 More transparency.

1 move on to her next job give up decision-making authority to those better able to make the decisions

1 Nip the weirdness in the bud. We are a business and need to act like it.

1 Please try to get more clear and timely budget details out to faculty and LCCEA so we all can work collaboratively on budget decisions. Somehow get full time vacancies refilled both at the faculty, classified, and instructional support levels.

1 Quit.

1 Re-institute shared governance, encourage the development of valid charters for various divisions or other parts of the college. Open the budget process and make it transparent.

1 resign

1 Respect the faculty, require administrators to honor the governance system, put integrity into the budget process, open the books to all, provide searches for all interim manager positions...

1 retire

1 Review how the college was presented to the community in the beginning - in order to get community support. The president seems to want the college to act more as a prep school, and less as the professional / technical program option it was first presented as. Since we are now very close to tuition and fee costs of the 4 year colleges in our area, students on the path of a 4 yr degree still have options available to them at much the same cost. However, students desiring a different path are in jeopardy of losing this option.

1 Revise the governance system, which appears to be broken. Only a few of the councils are not dysfunctional. One continuing challenge: when councils are composed of representatives of bargaining units, every conversation becomes a negotiation. Nothing gets done in a timely way!

1 She must pay more attention to the satellite campuses because we have a spread out district and we provide educational opportunities for all people in this district.

1 Support faculty and administration equally

1 Support more full time instructors and move away from the practice of hiring part-time instructors or leaving positions vacant.

1 Take more risks. Break out of the box, even more. Get a staff that will call even your own BS. Hire more new, young blood. Find ways to fire or retire the 50% of faculty and staff that are too complacent to work hard. LCC should be thriving.

1 Take the College mission statement seriously, take action Have an ethics code for instructors and staff that is enforceable Really promote diversity rather than talk about it That is, solve the diversity issues that plague this campus. Truly enforce the good policies and standards that exist.

1 This whole hassle about replacing the VP for student affairs, but not faculty

members, and furlough days not taken by admin. shows we have some problems. People have been writing in and saying they need a replacement but we also need replacement of faculty members, contracted ones to do dept. business. Fewer and fewer of us to do more and more. Now we cannot even pay pt to come to dept meetings. Who are we fooling that we can help students with this model?

1 View all employees as teammates, rather than as adversaries. We work here because we WANT to. Help us to work in a supportive healthy environment where we feel respected and supported, so that we can more easily respect and support each other. Lead by example. Have your administration be responsive in the face of challenges, rather than getting silent or assuming a defensive posture.

1 Work with the union to restore the democratic language in the contract and implement that language. Support the leadership and knowledge of the faculty.

14. Other comments regarding the College President:

Response

1 Has lost the 'touch' with the folks in the field.

1 I am amazed at how much she knows professionally about individual faculty members.

1 i am inspired by mary's ability to stay with lane through such difficult times

1 I believe that Mary Spilde is a thoughtful, insightful leader. I believe she needs greater support in building a team that will redefine and adhere to standard accounting practices, as well as to College policies and regulations.

1 I do not believe that the college president has a realistic assessment of her abilities or capabilities. She fails to understand or acknowledge that public opinion and faculty/staff opinion of her effectiveness to govern LCC has fallen to an all-time low!

1 I DO NOT TRUST HER!

1 I know that this is a hard economic climate. I don't know that anyone would be perceived in a highly positive light given the years of cuts we've seen in the 8 years I've been here. I think it is amazing how positively she is seen despite the cuts.

1 I like how she is present at a lot of functions that I didn't expect to see her at, which was nice and supportive

1 I love her. She's doing the best job she can with what she has to work with.

1 I think it is unfortunate that the college has not publicly addressed three of areas of long-range planning that I feel are important to the long term health and stability of the institution. I think that it should be the President and Board's responsibility to work towards these. 1)The full-time/part-time faculty ratio is not good. It does not seem like a sustainable future for the college to increase program sizes (e.g. huge increase in science students this past year) without also addressing how to increase the number of full-time faculty. I hear "it costs too much to hire full-time faculty". However, I do not think that these accounting figures include the time that it takes administrative staff to support 40+ part time faculty, the times for creating a teaching schedule, the time for creating an accurate seniority grid, or the time that full-time faculty have to take to mentor and ever changing group of part-time faculty. 2) The physical structure of the campus specifically the south parking lot is just plain ugly. Why oh why doesn't anyone plant trees in that parking lot and make it a welcoming environment. There are other beautiful areas on the interior. However, for many drivers the south parking lot is the first view they have of the college. 40+ years this

college has been in the same spot and less than a dozen trees are in the parkways. This may seem like a small complaint, but I have talked to numerous people who have been influenced by this ugly parking lot in forming an opinion of the college. 3) Faculty morale across campus seems really low! I think that it has decreased during each of the 6 years that I have taught at LCC. My evidence for this is the fiery venom which faculty use when responding to faculty-wide emails. These are not happy people. Unhappy faculty outside of the classroom create unhappy faculty inside the classroom. Students pick up on this...which in turn creates unhappy students. That's not a sustainable cycle. A few years ago, I remember hearing at a fall retreat about college restructuring. I must admit that while I haven't been following this progress closely, I haven't seen any changes that would lead me to think that radical changes have taken place at the college to address its own long term health and stability. Sometimes LCC feels like many of our students. By that I mean students who don't see that they can succeed in the world. Students who think of themselves as only "community college" students. Students who just don't think they are as good as that big university down the road. If this feeling continues to be generated by faculty, staff, and administrators across campus, I believe that it will continually negatively impact the long term health of the college. I enjoy teaching at LCC. I like my students. I like the material. However, I find that anytime I have to go beyond my safe teaching world and interact beyond the classroom, I leave campus having had a negative experience. We should be better than that.

1 I think we are incredibly fortunate to have a person of her caliber in the administration of LCC.

1 I understand that she has a difficult job to do.

1 I want to share a thought. Imagine we have a football team that has many strong leaders and players. The coach has had a successful time in the past, but the last 10 years they have had a losing season. Would you want to keep the coach? Sometimes even the best players need to be let go because they can't seem to build moral or unity within the team. Fans begin to lose interest, negativity begins to take over the atmosphere of the team and finger pointing becomes the way of communication. I feel as an organization we need to come together as a team and create unity within all of aspects of the organization. I am not saying that President Spidle should be fired, what I am saying is, it takes a leader/coach to be there, to bring the best out in every individual on the team. When that coach isn't playing in the game where the team exists it creates a sense of blame and not wanting to be involved. I want this team to succeed. I feel we have lost the support of the public because we are always losing or needing something. Let's find a balance and get the team back on a winning season, even if that means we have to let some of the greatest players/programs go or we find a way to support them better so they can improve and become more successful. Life isn't always about money. It is just like our incomes right now. We are going to lose money next year, what do we do? We cut something out of our budget because we don't have the luxury of having money to do it anymore. It is the same here. Why are we trying to hang on to so much when we don't have the means to support it. Find a budget that works and let's start looking at ways to cut without asking more of the staff and students to hold the burden.

1 I would like to see a vote of no confidence. I do not believe she has the skills necessary to lead the college financially.

1 If this is leadership, I can do without. An argument for full time management is we need people around to provide continuity, that clearly understand the mission and

current abilities of the college, and are able to develop, communicate and make those who work for them believe in a vision for the future. I see little meaningful evidence of the above.

1 If you use the same powerpoint to address the staff at the beginning of next year, it will be a sign that things are utterly hopeless...

1 Mary is an outstanding leader. She is informed on best practices of leadership.

1 Mary Spilde is a dynamic, amazing, ethical individual. Some of those around her also fit that criteria. Others around her are just plain dangerous and have no ethics or integrity. They not only do not enforce the Boards policies and standards, they promote just the opposite. The problem is, Mary can only make decisions based upon the information she is given. She is not always given open, honest, unbiased information. The problem is, policies are not set up to allow that kind of information to reach her. Some people are doing all that they can to be sure that this never changes. Problem is, the truth will always come out in time, one way or another. Wouldn't it make more sense to have policies designed to get to the truth in the first place? If people are allowed to "get away with" breaking the rules they tend to escalate. Sadly, one bad apple can spoil a whole bunch. Not to mention a whole department, and eventually taint the College as well. There has to be a better way.

1 Mary's done a very good job compared to other presidents we've had.

1 Needs to let go of the "extras" like being part of Innovation League, etc. We can't afford those right now. They make the institution look good from the outside, but don't do much to keep things running.

1 Not replacing staff as they retire is a mistake. A controlled consolidation of resources will not be attained through the happenstance of random retirement. We should be applying more intelligence to which positions are being eliminated.

1 remove lcc from league of innovation so we have a manager on site to deal with college. great for travel, networking and building future consulting business but does the college little good

1 She is excellent communicator but shades key information to shape decisions.

1 She needs to be more on-top of the finances. Each year we go through financial problems regardless of state funding.

1 She needs to stop people who think and say FT are losers. Terrible for morale.

1 She, like our union president does not provide us with adequate information in a timely manner or listen to what we have to say about our work lives.

1 Thanks for all you do for the community and students!

1 The campus climate has becoming increasingly negative, hostile, and adversarial. We need to see Mary once again as an agent of change, willing to take risks, do something different, be more open, and leave behind the perception of back-room deals and dirty politics we thought she could fix when she came.

1 The college has a mission statement, but it is very unclear in which direction that the president would like the college to move. If we cannot provide quality education for everything, what areas is the college willing to support?

1 The failure of the president is in part a responsibility of the faculty, who have been effectively intimidated, bought off, beguiled, coopted, and over-worked to offer the sharp public criticism and vision that would turn the college around.

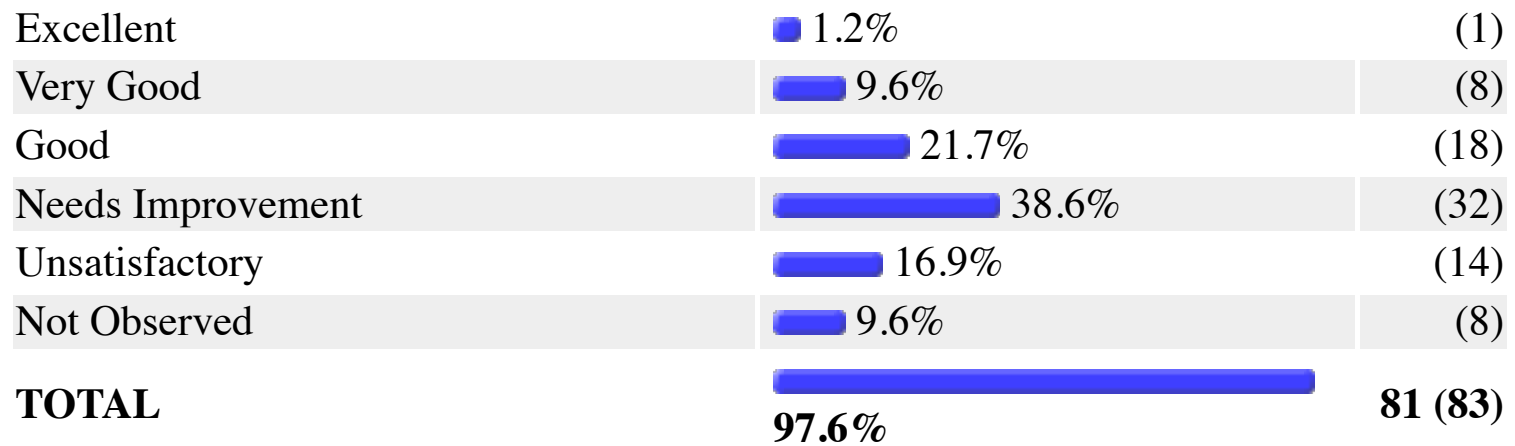
1 The president delegates everything of direct consequence to students and their learning to others... and then remains distant to it's implementation For example, if

we are going to push for online classes, put the funding and personnel in place to support it. Moreover, take steps to guarantee quality. Do not allow incompetent, technophobe, or poor classroom instructors to teach online classes.

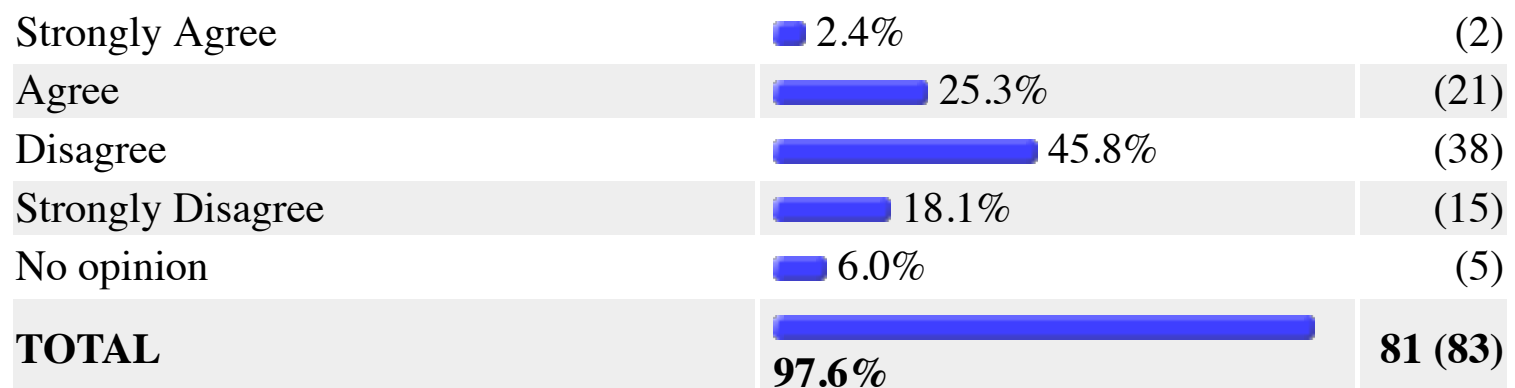
1 The whole power hierarchy is dysfunctional. We need a ssystem where those actually involved in the teaching/learning process make the decisions, and the administration sticks to acting as an interface with the larger community.

1 We are lucky to have Mary as our president and I wish that her critics would be a little more realistic when they attack her and realize that she is doing her best for the college.

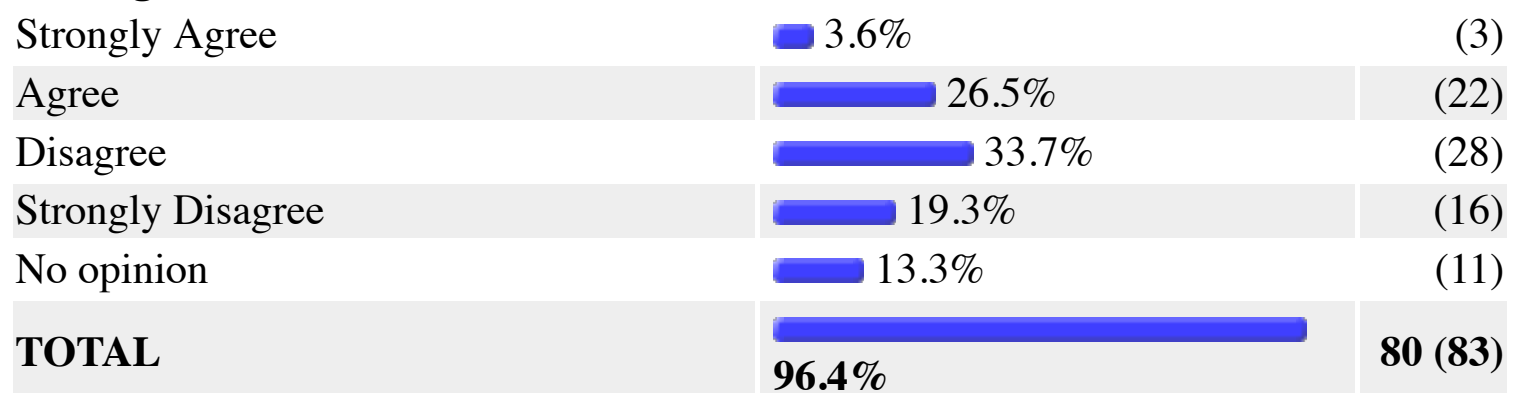
15. In general, how well do you think the Board of Education is completing its responsibilities?



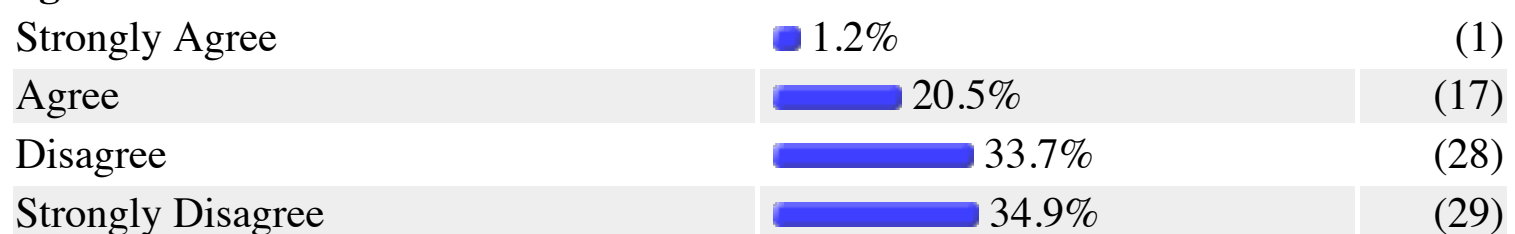
16. The Lane Board of Education has fulfilled its responsibilities to ensure that the institution is well managed.



17. The Lane Board of Education has fulfilled its responsibilities to establish policy and set strategic direction.



18. The Lane Board of Education has fulfilled its responsibilities regarding the college budget.



No opinion	8.4%	(7)
TOTAL	98.8%	82 (83)

19. The Lane Board of Education has fulfilled its responsibilities to oversee the educational program.

Strongly Agree	3.6%	(3)
Agree	33.7%	(28)
Disagree	25.3%	(21)
Strongly Disagree	22.9%	(19)
No opinion	10.8%	(9)
TOTAL	96.4%	80 (83)

20. The Lane Board of Education has fulfilled its responsibilities to approve long range goals.

Strongly Agree	2.4%	(2)
Agree	25.3%	(21)
Disagree	28.9%	(24)
Strongly Disagree	19.3%	(16)
No opinion	19.3%	(16)
TOTAL	95.2%	79 (83)

21. The Lane Board of Education has fulfilled its responsibilities to serve as a bridge between the community and the college and advocate for the college.

Strongly Agree	4.8%	(4)
Agree	42.2%	(35)
Disagree	22.9%	(19)
Strongly Disagree	15.7%	(13)
No opinion	12.0%	(10)
TOTAL	97.6%	81 (83)

22. What do you think are the Board's greatest strengths?

Response

- 1 advocating for the college, communicating with the community
- 1 Appreciation of LCC and all that it does in the community.
- 1 Board members TRY to do their jobs as best they can
- 1 Community connections and advocacy for the college.
- 1 concern for students, concern for a healthy LCC
- 1 Consumption levels
- 1 Crafting an effective community image.
- 1 Don't know much about the Board.
- 1 Don't know. Never see them.
- 1 Effective use of time. Allow time for input during board meetings.

- 1 elected by the public
- 1 Elected officials resulting in multiple perspectives on the Board.
- 1 good "club " like atmosphere
- 1 Good question
- 1 Having recently attended a number of board meetings, I cannot think of a single strength among the board, collectively or individually.
- 1 I do not see any strengths on the current Board.
- 1 I think the Board does a great job of supporting academic programs and writing policy that fits a "democratic" process.
- 1 It's diverse membership.
- 1 Just willingness to serve in a volunteer position in times like these is commendable.
- 1 Not observed.
- 1 Suzy Johnson is a definite asset. They have confidence in the college President.
- 1 The ability to agree with anything Mary says
- 1 The diversity on the board and their willingness to listen to everyone.
- 1 They could do great things, if they choose to.
- 1 They could have the ear of the public if they wanted it.
- 1 They do care
- 1 They listen. They have the College's best interests at heart They care about Lane and the students
- 1 We are very fortunate to have a competent and active Board that work well together and contribute to the welfare of the college in many ways.

23. What do you think are the Board's greatest weaknesses?

Response

- 1 A willingness to move in the direction of less full-time and more part-time faculty. This movement provides less continuity in departments, less availability of faculty to participate in college governance, and less availability of faculty to the students and other instructors. Bottom line - it is not good for the college - and thus not good for the students.
- 1 Agreeing with anything Mary says
- 1 Complete failure to engage the local community as demonstrated by the failure of funding.
- 1 Continuing to balance the budget on the backs of employees, classified and faculty.
- 1 Continuing with an ineffective leadership structure at the college.
- 1 Does not ask hard questions about budget, and, in fact, appear clueless about how to evaluate the budget. Comments in Board meetings from specific board members reveal that they do not understand some basics of how the college works.
- 1 Don't know. Never see them.
- 1 Failure to obtain necessary funds. Failure to supervise the administration. Failure to organize college administration in a way that puts decision making in the hands of those who will make learning-centered decisions.
- 1 I don't know of any.
- 1 I have not seen this board legitimately question or debate an issue brought before it in years. They do not seem to do the research into the issues of the college and are

therefore uniformed. By routinely taking the information given to them from the administration at face value without question, they have in fact become a rubber stamp for all of the administration's actions and policies. I believe it is a board member's responsibility to get involved, be informed and take a stand on some issues. It is not enough to simply use this position as a resume booster or a way to fill your retirement.

1 I sometimes feel as if the board is uncritically a fan of Pres. Spilde and does not seriously entertain faculty concerns.

1 I think the board needs to make tough decisions about the budget and direction of the college right now. As stated earlier I think we need to "cut" something out to meet the needs of the "family" budget. In a time we are all cutting, why are we trying so hard to hang onto everything? Every person in this country is giving up things that are important to them because they can't afford it. They are pulling together to support one another in difficult times. It is time to live in a realistic budget and make cuts if we need them.

1 I was under the impression that the board's only duty is to rubber-stamp the president's agenda and at that, they do fabulously. Although they often take the faculty union a tad too seriously.

1 I'm worried about the new board members. I hope that an adversarial relationship does not develop.

1 isolated lack of budgetary tools infatuation with the president lack of vision informed by what is happening at the college

1 It's very difficult no matter the abilities and intent to fulfill their role given their lack of knowledge of the college and the ability of the administration to manipulate them. The Board needs to rely more on the faculty and less on the admin.

1 lack of strong fiscal management skills too great a dependence on many

1 More outreach to the public and, especially the members representing satellite campuses (Cottage Grove and Florence) must work harder to keep these campuses viable and open all terms, including the summers. More public involvement and publicity in local communities for the work the Board does and need for public input.

1 Not being allowed to know the details about the finances of the college. It appears that the board is being spoon-fed information. It is very difficult for them to make decisions when they do not know all the facts.

1 Not demanding more clarity in budget issues.

1 Not enough space here...

1 Not understanding enough about how the college works & what the jobs and programs entail. Not asking enough questions, perhaps because they don't know enough to ask the right ones. Being unrealistic in their budget decisions (the track?) Being too influenced by emotional and political pleas, and not enough by sound logic

1 Seem to lack a collective vision of the college as a vibrant community, successful educationally and financially that can serve as a model in the larger community of success and of compassion in human interactions.

1 The Board consistently gives the president glowing reviews, yet the college climate continues to degrade and staff morale is at the lowest I've seen in my entire 14 years at the college.

- 1 The Board is passive and relies far too heavily on the President and her Administration for information about the College and perspectives about where the College should be heading.
- 1 The current Board exerts no independent oversight of the President's responsibilities or performance. The current Board has no understanding of the state of instruction on campus. The current Board has no independent understanding of the state of management on campus. The current Board has no understanding of the state of morale on campus.
- 1 The lack of a cohesive future vision for the College. Goals!
- 1 The lack of clarity and problem solving on the college budget problem
- 1 They do not understand or try to understand the college budget. They do not ask tough questions of Mary or meet regularly with faculty groups.
- 1 They don't see what goes on here every day They are easily swayed by the smoke and mirrors and red herrings that often fly about the boardroom
- 1 They have approved some health benefits that are not wise considering those benefits are paid for by the general public. Although I believe massage is needed for some medical conditions, I believe it should be prescribed by a physician. When we were with Pacific Source massage was covered without a prescription and this benefit probably continues for managers and support staff.
- 1 very little knowledge of the real lcc---get out of the presidents shadow and ask a few questions
- 1 We need to make program cuts - cut the expensive programs. We are stretched way to then. They need to do a better job managing the budget. How many more hits can we take?
- 1 ♦ Their complete lack of understanding about the educational needs facing LCC and the importance of change based on the current student population. ♦ Total lack of transparency in the budget and budgeting process. ♦ Total lack of creative thinking about any issue facing the college. ♦ Serious lack of diversity in the board makeup.

24. In what ways could the Board improve its effectiveness?

Response

- 1 Abolish it and start over.
- 1 Ask for budget transparency so that the budget can be precisely followed rather than explained by "an insider" . For example: To suggest that the Cottage Grove Campus (an entire branch of the college) has no cost attached while those costs are being delegated to other programs is a problem. Understand that program data is collected very selectively to show trends.
- 1 Ask for honest, true feedback from employees. Use the web-based tools that have been available for YEARS to gather this feedback. Yes, you will have to allow for anonymity in order to get blunt honesty. Moreover, you must promise, at the start, to reveal ALL the feedback in a public manner, as all publicly funded institutions should do. Staff are too often used to college "surveys" which require input, but that input often falls into a black hole, where it is adapted, twisted, or ignored altogether. If done correctly, it will reveal an ugly picture, and a more complete accounting than has ever been given before, but it will aid in a true attempt at recovery for the college. The time for glossing over Lane's problems needs to stop.

1 Ask more questions about the budget numbers. Listen to other people who question the budget numbers.

1 Board members could exert independence in the gathering of multiple viewpoints on the issues before the board by: 1. visiting the campus and talking to students, staff, and faculty. 2. hold individual office hours on campus before Board meetings to solicit input from students, staff, and faculty. The Board can make themselves individually competent in all areas of the college which are before them in a manner that does not rely entirely upon the President's or the administration's own reports. The Board could recognize that they have a public responsibility to the college that goes beyond merely supporting the President, and in the normal course of duty will occasionally require challenging or re-directing the President in her approaches or priorities.

1 by resigning

1 Communicate with faculty and staff. Conduct a thorough, objective review of the work of all administrators

1 Create more avenues for Employee groups to provide information and perspective to the Board. Set more active mandates for the College including a) the College be at least 75% FTE full-time faculty, and b) that a true shared governance system be established. Insure that the College has a more transparent budget process. Currently all budget, and most other information, is filtered through the Administration before it is released to the Board and employee groups. This limits true participation in decision making.

1 Difficult to say as we would need a certain level of fiscal and managerial competence in those who run for office and have the capacity to get elected. Being nice and being positive and "pro-college" is not the solution to every problem. The Board must hold the president more accountable for the fiscal errors of the past several years. They should not fear being on the president's bad side and should, in short, exercise a little intellectual honesty.

1 Get an outside independent neutral reviewer to conduct a thorough investigation of the college's budget including; the mysterious deficits, the reasons for lack of transparency, the reasons for why there is always lack of agreement amongst all stake holders, and make the information public.

1 Get more involved with compensation and benefit issues with the tax payer in mind.

1 Get off their collective behinds, roll up their sleeves, and get to work getting LCC adequate funding. Assuring that LCC makes classes available to older students with jobs and children - night classes for example.

1 Get out more, have meetings with faculty and staff without administration manipulation, visit classrooms, take a class, challenge the administration's arguments and data more.

1 get stronger outside help with financial planning

1 Go to classes and observe students and teachers doing (or not!) their jobs. Get on the street and ask the people what would get them to go to Lane. Go to the UO and ask how we can more effectively articulate with them; this would get them to look at us more as a feeder school, helping students to get ready for successful transfer. Every board member MUST understand and question budget issues, but remember that everything must be for the good of the students; if it isn't good for them, it isn't good for the school.

- 1 Greater oversight of the College's operations is important in these times.
- 1 Have more details about the inner workings on the college and helping set a direction for the college.
- 1 Help make sure that the budget is transparent.
- 1 I don't think we can blame the Board. I think we need better ways to protect individuals so that they feel that they can go directly to the Board with their issues without fear of retaliation. That atmosphere does not exist at Lane.
- 1 Listen to faculty; solicit faculty input on important issues.
- 1 Make tougher decisions on the way the college is running regarding academic instruction and budgetary issues.
- 1 Meet more frequently, or have data collection subcommittee meetings
- 1 Meet regularly with employee groups to hear what we have to say and have the sessions be problem solving sessions
- 1 More hours in a day?
- 1 More meetings with public input, and then act on that input.
- 1 Open the budget process and encourage involvement by other knowledgeable people, such as many faculty members. Encourage and SUPPORT creativity and innovation.
- 1 Pay attention?
- 1 regular communication with the faculty get adequate analytical tools to make meaning of financial data for strategic planning empower employees
- 1 Take a step back and truly observe how the college is operating. Ask the hard questions - why can't the college get on a sound financial footing???
- 1 ♦ Consider new ways of budgeting transparently ♦ Learn about their constituents: students, staff, faculty and the problems facing those groups.

25. Other comments regarding the Board of Education:

Response

- 1 Be more visible - I rarely see ALL Board members at College events. When members are present, some can be quite political rather than diplomatic. Listen more than talking.
- 1 I am just not that familiar with the process of their governance.
- 1 I am sorry to say that I have little knowledge of LCC's board. I will need to pay closer attention.
- 1 I am thankful to them all.
- 1 I feel somewhat removed from the board. I hope that they will get about campus and see what is going on for themselves.
- 1 I have always found the board members to be very open and willing to discuss issues.
- 1 I think it is unfortunate that the college has not publicly addressed three of areas of long-range planning that I feel are important to the long term health and stability of the institution. I think that it should be the President and Board's responsibility to work towards these. 1)The full-time/part-time faculty ratio is not good. It does not seem like a sustainable future for the college to increase program sizes (e.g. huge increase in science students this past year) without also addressing how to increase

the number of full-time faculty. I hear "it costs too much to hire full-time faculty". However, I do not think that these accounting figures include the time that it takes administrative staff to support 40+ part time faculty, the times for creating a teaching schedule, the time for creating an accurate seniority grid, or the time that full-time faculty have to take to mentor and ever changing group of part-time faculty. 2) The physical structure of the campus specifically the south parking lot is just plain ugly. Why oh why doesn't anyone plant trees in that parking lot and make it a welcoming environment. There are other beautiful areas on the interior. However, for many drivers the south parking lot is the first view they have of the college. 40+ years this college has been in the same spot and less than a dozen trees are in the parkways. This may seem like a small complaint, but I have talked to numerous people who have been influenced by this ugly parking lot in forming an opinion of the college. 3) Faculty morale across campus seems really low! I think that is has decreased during each of the 6 years that I have taught at LCC. My evidence for this is the firey venom which faculty use when responding to faculty-wide emails. These are not happy people. Unhappy faculty outside of the classroom create unhappy faculty inside the classroom. Students pick up on this...which in turn creates unhappy students. That's not a sustainable cycle. A few years ago, I remember hearing at a fall retreat about college restructuring. I must admit that while I haven't been following this progress closely, I haven't seen any changes that would lead me to think that radical changes have taken place at the college to address its own long term health and stability. Sometimes LCC feels like many of our students. By that I mean students who don't see that they can succeed in the world. Students who think of themselves as only "community college" students. Students who just don't think they are as good as that big university down the road. If this feeling continues to be generated by faculty, staff, and administrators across campus, I believe that it will continually negatively impact the long term health of the college. I enjoy teaching at LCC. I like my students. I like the material. However, I find that anytime I have to go beyond my safe teaching world and interact beyond the classroom, I leave campus having had a negative experience. We should be better than that.

- 1 I think the Board has done, and is doing an outstanding job. We are currently in the midst of a time that is trying for everyone. The problem is the Board can only make decisions based on the information it is given. Sometimes that information is not as accurate, honest or "clean" as it could be.
- 1 Overcoming the isolation of the Board is , in part, a failure of employee groups to make the connection with them.
- 1 There are sources of information beyond the President's press releases.
- 1 They need to be more fully informed and meet with employees as least as often as they met with Mary.
- 1 Too bad I can't vote in Lane county

[Go back to Management Interface](#)

Powered By phpESP, v(2.1.4)