

LCC President, Board of Education, Administration Evaluation

Spring 2015

The Board of Education and President undergo annual evaluations. In the past, their evaluation processes included asking a small sample of people that regularly observe or interact with them to complete a survey; however, in recent years they stopped providing employees this opportunity. In order to provide ALL faculty members an opportunity to offer their evaluations of the Administration and the Board, we are providing you this survey. Individual responses will be anonymous. Please submit a completed survey by June 5th; you may submit a survey after that, but results will start to be reviewed after the fifth. Please feel free to skip any question that you wish. You may increase the size of essay text boxes by dragging the lower right hand corner with your mouse.

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

Excellent	9.5%	(11)
Very Good	5.2%	(6)
Good	12.9%	(15)
Needs improvement	36.2%	(42)
Unsatisfactory	34.5%	(40)
TOTAL	98.3%	114 (116)

2. Please rank the President on Leadership & Direction

Excellent	6.9%	(8)
Very Good	7.8%	(9)
Good	12.1%	(14)
Needs Improvement	25.9%	(30)
Unsatisfactory	44.0%	(51)
Not Observed	2.6%	(3)
TOTAL	99.1%	115 (116)

3. Please rank the President on Educational Outcomes

Excellent	7.8%	(9)
Very Good	8.6%	(10)
Good	14.7%	(17)
Needs Improvement	31.9%	(37)

Unsatisfactory	27.6%	(32)
Not Observed	6.9%	(8)
TOTAL	97.4%	113 (116)

4. Please rank the President on Financial Management

Excellent	6.9%	(8)
Very Good	5.2%	(6)
Good	6.9%	(8)
Needs Improvement	30.2%	(35)
Unsatisfactory	46.6%	(54)
Not Observed	4.3%	(5)
TOTAL	100.0%	116 (116)

5. Please rank the President on Staff Management/Supervision

Excellent	4.3%	(5)
Very Good	6.0%	(7)
Good	11.2%	(13)
Needs Improvement	26.7%	(31)
Unsatisfactory	31.0%	(36)
Not Observed	19.0%	(22)
TOTAL	98.3%	114 (116)

6. Please rank the President on Communication

Excellent	6.9%	(8)
Very Good	8.6%	(10)
Good	12.1%	(14)
Needs Improvement	32.8%	(38)
Unsatisfactory	38.8%	(45)
Not Observed		(0)
TOTAL	99.1%	115 (116)

7. Please rank the President on Decision-Making / Shared Governance

Excellent	6.0%	(7)
Very Good	5.2%	(6)
Good	4.3%	(5)
Needs Improvement	24.1%	(28)
Unsatisfactory	56.0%	(65)
Not Observed	3.4%	(4)
TOTAL	99.1%	115 (116)

8. Please list the Presidents Strengths

Response

- 1 A personal strong commitment to the college and the community.
- 1 Advocacy with government [Salem]
- 1 Been at the college a long time? This could be a weakness too.
- 1 Enthusiasm; positive attitude; articulate spokesperson for LCC in local news media
- 1 friendly
- 1 Friendly, personable, knowledgeable, an advocate for LCC at the legislature, involved a many committees outside LCC.
- 1 Good advocate for the college on state and national level.
- 1 good at remembering people's names, good politician and promoting Lane in the community the state and nation. Not sure if, or how, that benefits our college. She did do some good at the state level on the education task force of Gov Kitzhaber and she spoke up on behalf of LCC
- 1 Good public image.
- 1 Good public speaker
- 1 Great personality. Talks about values I share.
- 1 hard working charismatic networked smart
- 1 Hypocrisy
- 1 I am not aware of any at this time.
- 1 I appreciate the fact that President Spilde is so active and involved in the educational community. I appreciate her vision for what LCC can be. I appreciate her ability to deal with all the crap that comes her way because of a disagreeable union.
- 1 I believe she is intelligent and truly believes in Lane. She has been a staunch supporter and advocate for Lane at the State level.
- 1 I find her open and collaborative
- 1 Inspiration, dedication, commitment, leadership, vision.
- 1 Intelligent and sociable
- 1 Intelligent, informed, focused on the long term interests of the college.
- 1 Intelligent, thoughtful, gracious,
- 1 Keeping the board in the dark and gaining their votes
- 1 Mary has done an incredible job of advocating for the college both locally and nationally. She has an incredible passion for education and assisting those wanting to further their education. She is a true leader, rising above the adversity when things get tough. She has kept positions when other colleges were cutting. She has a true desire and does know each person on campus and will willingly and openly share her thoughts and ideas with others. She is progressive and inspirational as a leader.
- 1 Mary is excellent at focusing on the numbers and keeping the college financially healthy. I appreciate how she excels at this core presidential responsibility. Her strength is dialectic arguments (reasoning based on logic and the numbers). Her weakness is rhetoric (reasoning based on emotional appears and people's feelings). Should I only get a President with one, I would of course prefer a President who excels at the dialectic. The bottom line is about numbers and money and success rates. However, Mary could benefit from more delegation to compensate for her personal lack of rhetoric skill. Sometimes the Administration needs to make unpopular decisions. That is part of their job. I am okay with that. But the sad reality is that "unpopular" is much more about the rhetoric than the dialectic. The college's

recent morale issues speak more about a failure of rhetoric than a failure of sound decision-making or logical reasoning. (Jim Salt similarly is skilled in dialectic but lousy with rhetoric. Mary has no excuse for being less popular than Jim, who lacks her resources for rhetorical delegation.)

1 Mary is good with trying to get funding from government. She has brought recognition to the college with her visibility and participation across the county.

1 Ms. Spilde has worked very hard for Lane CC, as well as community colleges across the nation. I am proud to have her as our President.

1 Nicely written emails

1 None found or observed, she is good at finding poetry for the inservice day addresses. And also making up false statistics to present to the board of education is one of her strengths.

1 None of which I am aware.

1 None that I have seen

1 None, other than the strength she demonstrates in manipulating the Board of Education and fostering a toxic work environment in which her subordinates, including administrators and managers, likely feel powerless and are unable to act with integrity for fear of retaliation.

1 None.

1 Only self-serving ones, like her ability to charm Board members into thinking she's competent and fair, and into paying her far more than a college president should be paid, including receiving \$18,000 a year for 'computer, cell, and phone service', and being paid 13 months a year, a practice that got the Lane County administrator fired.

1 organization, speech writing, her national visibility thus, LCC's national visibility

1 personable intelligent articulate

1 Personable, articulate, sincere

1 Portraying herself as the Dean of a University.

1 President does the job she was hired to do and works within the parameters set forth by the Board.

1 President Spilde is accessible. She always makes herself available to me when I request time. She models excellent situational leadership skills. She is also a positive person. I appreciate how she exudes positivity and enthusiasm in the most difficult of times. She is not mean-spirited by nature. She surrounds herself with good, hard-working, intelligent people. Her focus on diversity and sustainability are laudable. She has brought the College to national attention during her tenure for a number of reasons.

1 President Spilde is good at addressing real issues and coming up with real solutions, even if they might not be the best solutions. They are solutions.

1 President Spilde is well-respected and advocates for state-wide changes in improving community college funding. She is visible on legislative advisory committees and provides timely communication to the college on her efforts and how these connect to our work at Lane. The progress and completion of the Downtown Center was truly impressive and serves the community, our students, and provides direct stimulus to our economy

1 President Spilde's personality and ability to engage people on a personal level. She uses all assets and leverage to control people surrounding her.

1 President Spilde's strengths include: * Thoughtful consideration of all possible options * Openness to talk and listen to everyone * Ability to confidently lead, even in difficult times * Ability to take the high road and not stoop to the level of petty complaining * Big picture perspective and work she does at the state and national level * Experience * Commitment to making Lane an amazing place * Her presence on campus and in the community

1 Public and government profile benefits this College

1 Public relations, Self promotion, and driving a specific agenda.

1 She can certainly influence people close to her.

1 She has a good "public" face that allows her to navigate local and state conversations.

1 She has been a good spokesperson for Lane, and responds to public perceptions of weakness in the institution. She is a great cheerleader for Lane.

1 She is a wonderful speaker and is a sophisticated presence in our community which gives our school a good reputation and view from outside the community.

1 She is an eloquent speaker.

1 She is very good at getting what she wants.

1 She knows how to work the community to her advantage.

1 She remembers everyone's names.

1 She represents herself well.

1 She seems to care about diversity

1 Supporting faculty growth

1 Supports Community Colleges well to the Public Does well lobbying on our behalf to the state

1 Sustainability initiatives; making the campus more beautiful with art and improved buildings; marketing the college; public speaking

1 Tenacious. Logical. Hard working. Involved in the Community Committed to student success.

1 The college president seems to represent the interests of the college well at the state level in Salem.

1 The President has strong vision for the college.

1 The President is an excellent speaker. She has a combination of local, state-wide, and national focus. She has consistently shown concern for faculty, staff, and students. She is very courteous and approachable.

1 The president is kind and generous. She has numerous accolades and is a very skilled orator. She's let the college through many challenging situations. I just think she's hit her limit.

1 travel

1 Very well spoken. Seems to be involved.

1 Vision Communication

1 Vision, strength, courage

1 Well connected with key partners in government in Eugene/Lane County, Salem and DC. Spilde has bold ideas and is assertive.

1 well spoken, clear, makes difficult decisions and does not falter,

9. Please list the President's Weaknesses

Response

1 "one percenter" profit driven detached

1 *Monitoring the financial situation of the college. It was allowed to go unchecked for way too long, and it has cost students, faculty and the community a huge price. Faculty that I speak to from other colleges have come through the recession in much better shape, even without cutting faculty and programs. *Communication with divisions throughout the college is lacking. Not once did she attend any of the meetings when building 4 was closing, putting multiple programs in crisis. She also responded to NO communications from HP faculty during this time. It did not go unnoticed.

1 A CEO, not an educational leader, or leader in any sense

1 Although I'm sure she has weaknesses, I prefer to focus on President Spilde's strengths.

1 Arrogant. Decaying public image.

1 Can come across as abrasive and secretive in decisions leaving out faculty. Tends to butt heads with Union representatives of faculty. As a part-time faculty who teaches 5 courses a year, I am left out in the cold as are most part-time faculty: visible in the classroom but invisible when it comes to governance and consideration for benefits.

1 Communication with faculty and staff...though I have the same problem with the union.

1 Communication, respect for shared governance system, decision making process for program cuts

1 Constantly resorting to the "state divestment" red herring instead of addressing the millions wasted annually in the yearly allocation.

1 Cut off from Faculty and the needs of students.

1 Divisiveness campus-wide...how can it be addressed through engagement, not engagement? So tired of the internal conflict, it distracts us from our primary work.

1 Does not seem to understand what shared governance is or how it works--at all.

1 Focus on authority and national ambitions have prevented her from understanding the work of many initiatives on campus. It also appears that she does not appreciate competition in the administration, nor does she tolerate well diversity in viewpoints. I consider this a self-inhibiting trait.

1 Gets angry too quickly and sometimes acts immaturely. Will not hire administrators with capability to run a college, we have just been floundering for several years now. If you have personnel problems it is because of management problems!

1 Hostility towards the union, mismanagement of the Colleges financial resources, inefficient and bloated management, misplaced educational priorities. A complete lack of respect and understanding of the advanced tech and trade programs offered by the college. Completely ignorant of the importance of LCC to the local and state economies.

1 Hypocrisy

1 I am not sure if this is the [resent or other administration, but it seems like more top down decisions are being made. For example, the growth of the International program and department and the recent cuts. The first was decided without any input from faculty and staff, and when the new Dean was hired there were some very inconsiderate moves made in regards to office space, and construction that did not

show respect for part time faculty. This was when Sonya Cristian was vice - president. This left some residual resentment in the ESL department. Also, insufficient planning for growth was made, ESL did not hire enough staff or faculty before we started to recruit (because we could not get budget authorization) but international continued to recruit heavily and the program doubled with fewer staff and a faculty than before the growth working. This created a huge workload stress on all faculty and staff. As International grew, it moved into spaces that were classrooms and reduced the number of offices for ESL faculty, More teachers, fewer offices, more students, fewer staff to enroll etc...All of these decisions were made without significant input from contract and part time faculty affected by the changes. Second, the recent cuts in programs was done very sloppily and without clear communication to faculty across the campus. More information is better than less, and I am worried that information is withheld purposely to avoid an outcry or resistance.

1 I believe she has totally alienated the faculty and continues to foster an "us versus them" mentality instead of encouraging collaboration and shared governance.

1 I do not feel the President is making decisions based on accurate information. We have been asked to cut classes and cut back on programs without being asked about the cost/losses those cuts would cause. The budget process is being done in a smart way and staff and faculty have not been supported nor their expertise and knowledge respected.

1 I don't see any

1 I feel President Spilde is relatively invisible when it comes to championing efforts and resources toward student learning. We rarely receive any communication that supports a culture of Lane as a learning college, or any strategic goals or directions around learning. Metrics such as completion, enrollment, and cost/FTE dominate the conversations, and in effect, lead to demean the reason we come to work - to support student learning using best practices in our respective disciplines, across disciplines, and in the co-curriculum. Effective presidents should spend 50% or more of their time directly engaged in activities and outcomes around student learning (Aspen Institute, 2014). A strong leader for quality teaching and learning will look for all possible ways to support faculty and set standards for excellence across the college that are connected intimately and explicitly with our charge to the public to provide quality higher education.

1 I feel that she has several blind-spots regarding many in her administrative team. Her decision to re appoint Don McNair after his retirement and to give him power and influence over budget matters was and is a huge mistake.

1 I feel there could be more open communication and transparency with the college happenings. I feel the unions have created some barriers that make it difficult as well. Our union leadership has not been supportive of her and often this has caused many issues to be more counter-productive than productive. I have witnessed control at times of her staff members and with issues that I have felt could have been addressed differently. With that said, she is the college president and not all her decisions will please everyone. I feel the biggest issue currently is the poorly executed governance system, lack of getting faculty involvement in decision making processes, lack of transparency with the budget and using personal power to persuade others.

1 I have been shocked by President Spilde's communications (and lack of) with faculty and the LCCEA. I understand that union/administration relations have been difficult in the past, but Spilde's communications with faculty and the LCCEA this past year

is inexcusable.

1 I wish that she would just move ahead and complete her vision. Wading through the union crap takes too much of her time.

1 Inability to address the truth of the rank and file

1 Ineffective leadership in financial, pedagogical, human resource management. Appears to be taking a hands-off approach and not holding key personnel accountable.

1 It appears that there is a lack of confidence in her relationships with the staff, programs and especially the unions.

1 Just wish for more attention to faculty input in making decisions about programs (re: recent cuts)

1 Lack of communication, lack of transparency, non-participatory decision making.

1 Lack of honesty.

1 Lack of willingness to use democratic processes. Uncaring attitude toward students.

1 Lacking in all the following areas: collaboration, honesty, integrity, shared decision making,

1 Less of a willingness to have shared governance than previous presidents

1 Mary pretends to be open and participatory, and yet is the most controlling and top-down college administrator I have ever witnessed. She also is vindictive, small minded, and anti-faculty. She hires weak, dependent administrators who will be loyal to her, in exchange for her protection of them, resulting in incompetent 'managers' who won't stand up to her, and often who won't even think for themselves. Finally, her abandonment of her job, which she tried to cover by calling herself an "external president", whatever that is supposed to mean, was okay when we had a strong and smart Vice President, but with an interim VP chosen solely by Mary with no input from anyone else, who is controlled closely by Mary, we now have the worst of both worlds: a President who prefers to spend her time gallivanting around the country while being a control freak at the college. She also

1 Most of our problems result from an emphasis on theory x, command and control, and an aristocracy method of leadership. A servant leadership model that attempted to nourish employees would help employees to nourish students.

1 Needs to be more staff and budget minded.

1 Needs to control her speech. Cannot attend a meeting and call "bull poop" then to leave the room without presenting any actual data.

1 No real leadership shown. She treats faculty like second-class citizens.

1 Not aware of them :-)

1 Poor job of cooperating with union representatives; poor job of communicating with faculty; occasionally disrespectful and disingenuous communication with faculty and community

1 President lacks the ability to: engage in shared decision making, collaborate, understand or consider issues from multiple perspectives, operate in an honest, forthright manner, demonstrate integrity, and avoid vindictive behavior.

1 President Spilde avoids transparency.

1 President Spilde needs to figure out a way to get people to communicate better. The top-down communication method does not seem to work. Even if President Spilde shares information that should go to faculty with deans directly over those faculty

the message does not always make it to the desired destination.

1 Rushing through decisions. Not fully listening to all stakeholders.

1 secretive, non-inclusive.

1 see above

1 Shared governance and listening

1 She does not demonstrate leadership qualities. Under her administration, enrollment has declined, many of my colleagues are losing their jobs and I am also losing my job.

1 She has failed with other administrators to explain the recent program cuts in any intelligible way.

1 She is generally two-faced and there is no transparency

1 She is not influencing those not close to her.

1 She seems not to make decisions that are in alignment with Lane's mission, strategic directions, values, and CLOS. She also doesn't seem to fully understand the need for true diversity and inclusion on campus.

1 She seems to be stubborn. Once she has made her mind up about something she will not listen to ANY other options. This is hurting Lane Community College!

1 She seems to have a top-down managerialist orientation.

1 She should probably take after the LCCEA and send tons of e-mails to her fellow administrators demonizing the "other side" and their poor leadership. She could whip a few of those administrators into a frenzy, while alienating the other administrators who are quite content with the performance of their faculty. She should write more letters to the Register Guard on behalf of the LCC Administration questioning the effectiveness of her faculty, misrepresenting the opinions of many of the administrators in the process.

1 She uses unethical means to achieve her ends.

1 surrounds herself with flunkies (VPs) and thus never sees reality

1 surrounds herself with people who support her; lacks vision for the college; tunnel-vision; doesn't take criticism well (takes it personally); defensive personality

1 The college president is out of touch with what's going on at the ground level. The college president resides in an insular circle of like-minded individuals and seems to like to surround herself with yes-people. She also seems to have her mind made up before even hearing other perspectives.

1 The president does not have the ability to lead the college and the board should replace the entire administration

1 The president trusts the members of the executive team way too much. Needs to talk to faculty.

1 The unfortunate disconnect between the administration and association has gotten so bad that the publicly displayed vitriol demeans her standing in her office as President, I believe. The President should stay above the fray. I don't think that transparency has been evident, either, in some of the tough decisions that the college has had to make recently.

1 Too many interim positions causes President to do work that others would normally do. Interim positions parrot the thinking and voice of the President.

1 Too removed from rank and file members of college community

1 Too tolerant of negative commentary.

1 Top down management style. No honest commitment to shared governance.

1 Total disregard for what the tax payer's built this school for.

1 Tunnel vision or maybe no vision (at least that she has shared with us)-- and that is what concerns me. Is her vision something she is afraid to share with us because of how she thinks we will react to it? Is her long term plan to dismantle Lane as we know it? Rigid, top-down management style. Has a rubber-stamp Board of Education (at least a majority of the board members fit into this category).

1 Tunnel vision, narrow minded, doesn't seem open to input from others

1 unknown

1 Unwillingness to use resources (faculty, classified staff, students, and the public)) available to resolve difficult issues.

1 Very poorly skilled in creating a functional organization in which buy-in, trust, and good morale are common experiences. In particularly, the handling of several volatile issues in the past 9 months in which the President was either silent, appeared to stone wall, or had subordinates fail to facilitate communications, suggests a lack of awareness or concern about the "grass roots" among faculty and esp. adjuncts.

1 Well cutting programs without looking at all the facts presented by both sides. Eliminating faculty steps during the peak of 08 and on, while also boasting how much profit the school is making is terrible. Dragging her feet about faculty contracts. Turning this school that was based and started on trades into a liberal arts transfer college to feed the UofO. I could go on.. she could just retire with all the money she makes here and the benefits and make many of us Happy.

1 Where is she? I never see her on campus.

1 While promoting shared governance inclusiveness and transparency, President Spilde chooses to govern in a top down-input only model. The faculty, managers and staff are largely dismissed in their opinions and opportunities for real input and collaboration are rare. There are few issues or processes which the president doesn't have control of even to the extent of micro-managing her own administration.

1 Would love to see the president out and about on the campus

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

Response

1 *Rectify the weaknesses mentioned above. *Support professional/technical programs more, as they offer opportunities for the non-traditional student, support the community, and provide options not offered at U of O. *Be open and transparent in regards to funding. It is very frustrating to see different sets of figures and interpretations from the administration and the faculty union. It is also hard to see faculty and program cuts, or COLA steps that are too minimal to keep up, when we can see the raises, benefits, and benefit conversions that are offered to the president during the same periods.

1 Address poor morale. This is not easy, but start acknowledging it. The adjuncts and FT faculty in my department are demoralized. A number of them are in a state of despair. Others feel the only "saving grace" is the students, but they have very negative feelings about the college. There is an atmosphere of negligence and the perception that only executive administration "matter" and that the "student mission"

is used like a nationalist flag to justify a variety of draconian policies carried out in a Machiavellian fashion. This is extremely small: but a year ago a water fountain on the 4th floor of Center stopped working. For a while there was signage indicating it would be fixed. Then the signage went away. Then it was just covered with plastic and left unprepared. There was no other convenient, public source of water for those of us in that part of the building. A tiny, but telling detail about "how things are" and the basis for a perception of neglect.

- 1 Allow real input from staff. This is Eugene isn't it.
- 1 Allow true shared governance to work here at LCC. Have all stakeholders be involved in decision-making, not just the "input" only model that she seems to prefer.
- 1 As a part-time instructor, I never know what or if I am teaching until late in the term. If we don't get summer classes then we can not receive unemployment funds which puts us all in a bad place financially. This term I teach 3 classes, 5 days a week. After calculating the time spent working I am making about \$10/hour with a masters degree. So... how am I expected to the tell students to obtain a degree and get a family wage job when the college cant even provide that for me?
- 1 Attend the open forums more...be willing to allow the board to question administration.
- 1 Be a leader that listens, that weighs and analyzes information that is presented to her. Be a leader who articulates clearly her positions and reasoning behind her actions. Be a leader who is not afraid to hire, and pay, for genuinely qualified people who will not be yes people under her. Is she afraid to hire someone smarter than herself who may promote open discussions and challenge her? The best ideas come from this kind of environment--we do not have that here.
- 1 Be more of a team player and be more open minded, listen to the community we are after all a COMMUNITY COLLEGE!
- 1 Be more open and transparent in communication to faculty. Reach out to part-time faculty and push for more respect and recognition of the fact that part-time faculty are the "new majority" in teaching and consider being a champion for our rights and benefits: our union, administration and full time faculty see us as dispensable: our students on the other hand often who really matter see us otherwise.
- 1 Be more transparent.
- 1 Be stronger in dealing with the union.
- 1 Be visible, honest
- 1 better communication with all employees transparency listening to others
- 1 Conduct national searches and hire full-time administration staff. All these hires to think for themselves and use their own voice.
- 1 Connect with the programs on a more personally on a day to day basis.
- 1 create open dialogue with college faculty and staff.
- 1 Cutting programs is not how you manage a budget. Especially programs that graduate students that the community needs and hires, therefore they pay back their student loans and are productive members of society.
- 1 Do not engage with union president, no matter how much he provokes. I do not hold the same confidence for our current management as I do the presidents. I would like to see more visionaries, those who truly embody the best in their field, less reactionary.

1 Do the same amount of work with fewer staff.

1 Don't get into a tussle with the faculty. I would like the president to know that we need all the health occupation professional education programs fully supported with faculty and funds to allow students to complete associate degree programs. 80 applicants to the PTA program this year and a fraction of these students could get in....Spending thousands of dollars to get into a very viable professional training program and can't get in. RC also needs a group of students each year....likely to fold soon if the continuous enrollment annually is not turned around. These are the programs the state needs to meet its 2 40 40 initiative. MOA is a program for the low income woman who needs a step up out of poverty. I am very disappointed LCC does not have the ability to support this program. The same goes for the auto body paint program. Job training for the low income male is essential. Auto body interests them and creates an opportunity for their families to get out of poverty. Lane has to have programs for 1st generation college students...

1 Don't take the bait - and be more transparent.

1 Engage faculty more in all decision, send out more communications about decisions and listen to faculty and the union before big decision are made. Not engage in bad behavior when communicating with union...that goes both ways. a more civil dialogue on both ends would help a lot.

1 Feedback from faculty taken into account

1 Foster a college culture in which faculty expertise and leadership is valued and utilized to move the college forward.

1 Greater honesty and less defensiveness in her communications with faculty

1 Hire more deans that care about communicating with their faculty or replace deans with department chairs who care more.

1 I don't think President Spilde needs to do anything different.

1 I recommend she resign.

1 I want Spilde to resign. I have lost all faith in her desire to operate in good faith with faculty, staff, students and the community on LCC's behalf. I never expected to become so dissatisfied with President Spilde. In the past, I believed that Spilde did the best she could with the college's strengths and weaknesses. In the past year, it has become increasingly obvious that President Spilde is more concerned with "winning" matches than operating in good faith on LCC's behalf.

1 I wish the world was a logical and sensible place. Too often Mary treats it that way. With the Administration, she needs to work on students and employees having enthusiasm, hope, and drive. Her focus on the numbers and facts is commendable, but not attractive. People need what is attractive (whether or not it is logical or sensible) as much or more than sound facts and numbers. If everyone LOVED the college, and it was losing money, some donors would appear to save it financially. But if no one trusts the college for employee happiness or student success, the most balanced budget will not ensure a healthy future.

1 I would hope she would continue to support programs that are not just pre-university programs, but programs that are necessary to a healthy job climate in the community.

1 I would like the president to be willing to learn from all work groups on campus. She cannot and does not know it all and does not avail herself of contact with those outside building 2.

1 I would like to see a real and comprehensive review of the college governance

system. One which includes opportunities for faculty and staff leadership, and takes advantage of the best thinking of all contributors to the college. This review and revision has been called for in the recent accreditation summary, and the college should begin the process of rebuilding based on living out its core values, not wearing them on its shirtsleeves.

1 I would like to see her focus on supporting faculty and staff rather than appeasing administrators, as the former have a far greater impact on student success here at Lane. To whatever extent possible, I would like to see her minimize superfluous administrative positions and work to prevent the proliferation of part-time faculty hiring at the expense of full-time faculty positions.

1 I would like to see her resign.

1 I would like to see our president actively listen to all and put students and staff first.

1 I would like to see the college president step outside of her insular circle and reconnect with staff and students at the ground level. As I understand it, she had that kind of connection when she was a VP.

1 I would like to see the process for Management Evaluations improved. Feedback given regarding management apparently ends up in a black hole.

1 I'd like her to feel the support of the LCC community.

1 Improved communication.

1 Increase enrollment, compensate staff more fairly, pay the administration less, instead of expensive construction try lowering class sizes and keeping teachers working.

1 It would be helpful fo the College at large if the President resigned.

1 Learn about shared governance, and then implement it. --And in a shared way, not unilaterally.

1 Leave.

1 Listen more carefully to the needs of students and faculty, especially those of color, and make decisions more in alignment with Lane's mission, strategic directions, values, and CLOs

1 Make a concerted effort to return the shared governance initiatives under Jerry Moskus' leadership

1 Make an honest commitment to a substantially full time faculty by filling vacancies created by retirements. This means openings created by past retirement and retirements that are happening now. The transition to a substantially part-time faculty has eroded the quality of the College as an institution.

1 More open communication. More of a pulse of what is happening on campus verses all the focus being at the state or national level Get faculty at the table to assist with program, curriculum and educational changes Change up the governance system, the same influencial people are on all the higher decision making committees. We need more diverse voices and opinions. Work more closely with unions and HR to develop strong and meaningful relationships that will benefit all, not just a few. Be more transparent with the budget

1 Move on to a career in politics.

1 Never mention her spa visits again. As part time faculty who is barely scratching out a living, to hear about her annual visits to the Red Door or wherever is insulting and demoralizing.

1 Not rush through decisions. Give all stakeholders a medium to communicate concerns through. Why not a blog?

1 Nothing

1 Nothing. She should resign or be replaced.

1 Only accept increases in wages and benefits that are in line with the other employees of the college.

1 Practice transparency in all affairs and finances and teach the admin team the same

1 Priority is to hold management personnel accountable for their tasks and to perform those tasks according to College governance criteria.

1 Reduce self righteousness

1 Remove the arrogant element from employee pool. Faculty and Classified employees are constantly bombarded with aggressive dialog caused by a few rude poeple.

3 resign

2 retire

1 Retire, ASAP.

1 return to her enthusiastic, hopeful self

1 See # 9

1 share authority for decision-making; consider faculty and classified staff experts in their respective areas; include wider range of voices in decision-making processes; choose more visionary executives (not enough real distributed leadership)

1 Shared governance needs to be taken seriously. Faculty and staff input needs to be accepted rather than heard but ignored.

1 Stand behind meaningful shared governance. Encourage and facilitate stakeholder involvement in determining the future of Lane. Enthusiastically invite stakeholders to create possibilities for Lane and to investigate these possibilities wholeheartedly and without bias toward a preconceived notion of how things will be. Pay serious attention to reasonable alternatives to "how things should be" and willingly accept them into the arena of possibilities for choice with free and open discussion among all stakeholders informing the decision making process.

1 Stand with and advocate for students, faculty and programs regardless of popular views from the business community and business biased board members.

1 Step down.

1 Stop acting as if everything is fine, face the fact that the course taken to close down LCC programs will not do what she and Admin predicted, and undo the damage that has been done.

1 Stop treating faculty members as "the enemy."

1 Support the employees - all of them - not just the full time contracted staff. She also is in charge of managing the part time staff numbers - if there too many, do the right thing and lay some off so they can get unemployment benefits. Don't just cut back hours so that there are employees with advanced degrees that have to rely on public support to get by.

1 Take less "bull poop" from the LCCEA.

1 Take the notion that there are "Aspiring Leaders" on campus and begin to visibly and authentically, work directly with faculty and staff who can and should lead the college. Get some "boots on the ground", come to department meetings, host open

forums, or provide other means to truly listen to the amazing host of talent and expertise at LCC, particularly in the classroom. I'd also like to see a more consistent pattern of recruiting leadership. The use of "interim" is highly abused, and there is a level of nepotism that comes with appointing from within. Specifically, I'd like to see the college be strategic and visible in recruiting a Vice President of Academic and Student Affairs, and an Executive Dean of Career and Technical Education who is visionary and has a history of providing robust direct instruction in higher education, especially in the community colleges.

1 Talk with faculty more, check out the truth of the harassment, retaliation that is going on here at lane.

1 The President should have to teach a course at Lane every academic year.

1 There needs to be a consideration of the cost of management, non-FTE generating programs and return real management abilities and responsibilities to the actual department deans. The number of administrative personnel has become far too heavy in the organization and cost. I would like us to return to a dual purpose college and not keep moving towards a transfer college. The core to the foundation of Lane was the Professional/Technical programs that provided mostly blue collar professional training and education. A proper appreciation of both is very important.

1 To make recommendations and decisions based on the information available from those who know their students and their programs the best. To not expect folks to engage in processes when they have recently been disrespected and/or belittled. Our moral and self-worth is at an all time low, why would I want to give more or do more?

1 We need a shared vision at this college, not just talking about it.

1 Work collaboratively with faculty and staff.

11. Other comments regarding the College President:

Response

1 Allow part-time faculty to be paid to do the 15% of college duties that the full timers are being paid for but clearly NOT doing. There are 3 full time instructors in my department- however only ONE of them is present in the building, while I haven't seen the other 2 in over 6 months! While myself and another part-time instructor are here working with students and putting in many hours of work. Offices with windows are sitting open while the rest of us are sharing offices that are smaller than most peoples closets. I would LOVE to teach here full time. I am very passionate about what I do here.

1 Booo!

1 Egotism does not allow her to assess herself correctly. This first came to my attention when for several months the Lane web page opened to a photo of her! STUDENTS should always be featured on that page. It was poor judgment and inflated self image that influenced her judgment, I fear.

1 Frustrated

1 Her job is not enviable, and I believe she generally does an excellent job of managing the competing/conflicting needs of administrators and faculty; I believe she has the best of intentions for this institution, but a different vision of what the institution is at present and should become than many faculty members do.

1 I believe that President Spilde does an amazing job, given the difficult nature of leading a community college through the challenges that face higher education today.

She clearly has a strong commitment to Lane and focuses on what is best for Lane students.

1 I do really appreciate the hard work that she does for the college.

1 I don't even know where to start right now. I'm embarrassed at the public's view of our college right now. Students are asking me if their program of choice is going to be around next year, not just MOA, but other Health Professions programs. I can not say "Yes", because I don't think good decisions are being made.

1 I think she is fabulous. She is one of the main reasons I have chosen and continue to choose to teach to LCC.

1 I think the College is ready for new leadership, and none of the current execs seem anywhere near up to the task. Feels like a closed cabal with little vision about new programs, new ways of thinking. Too much entrenchment College-wide from bottom to top.

1 I'm incredibly disappointed and uncomfortable in the current environment in which decisions can be made based on reasons that cannot be defended and don't have to be defended.

1 In general, holds the students well-being as her main priority.

1 It is distressing to feel that she does not "have our back." I feel that she is already planning her retirement and has lost energy and interest in our school.

1 It is unbelievable that Mary would attempt to shut down 3 programs with so little evidence. That fact that she was unwilling to discuss facts and options during the process was unconscionable.

1 Keep up the fight in Salem and Washington DC

1 LCC's reputation in the community is suffering due to decisions and actions made over the last few years. Now when I am out in public and someone asks where I work and I say LCC their expression tells it all. And it isn't good!

1 Love you, Mary.

1 Mary has done amazing things for this college in her years of being a president. She has gotten many new remodels and developments when money has been short. She is very personable, well respected in the community and has been willing to advocate and "beg" for money to allow us as staff to keep our jobs. The growth in the foundation has assisted with student scholarships and upgrades. I appreciate and honor Mary for all the work she has done for this college!!

1 Mary Spilde is a leader: I applaud her for her vision, creativity and dedication to the arts. I admire her tenacity.

2 None.

1 President Spilde isn't decorated as a higher ed administrator because she has a nice smile and a warm handshake. She's earned it. Take your witchhunt elsewhere.

1 retire

1 She has a very difficult job to do, and I am sure there is no way that everyone is going to be happy. I can only speak to the areas of her position that I am aware of here. I know there are plenty of responsibilities on her plate that she handles well enough for me not to even be aware of them.

1 She is incapable of admitting fault, even when she is demonstrably wrong

1 She long ago lost any legitimacy she may have been able to attain at the college. She tells people that her primary criterion in hiring administrators is loyalty to her; it's

difficult to think of a greater violation of the responsibilities of a college president.

1 She needs to be able to do her job.

1 She needs to help those new hires (administrative) to figure out how to get along with staff.

1 She's past her expiration date.

1 Thank you for your work.

1 thank you Mary!

1 The college has been on a down hill spiral ever since she has been in charge and it is nearing the bottom. I have never seen morel as low as it is now. This was a great place to work but not any more

1 The College President's egregious behavior and inordinate / inappropriate compensation package far exceed that of Liane Richardson, former Lane County Adminsitrator who was fired by unanimous vote.

1 The confidence level among staff is the lowest I have ever seen it.

1 The President is too concerned about image and not so much about substance. I would like to see real progress and engagement on what we talk about.

1 The recent faculty council forum is a good example of the problems on this campus. Staff all spoke from the heart and from what I could see spontaneously (with the possible exception of union leadership). By contrast, Mary Spilde closed that meeting out with several pages of prepared materials. How can you engage with people in a back and forth exchange of ideas and perspectives if you come with an already scripted reply. The answer is that you can't, which is why the input model of governance on this campus is not only too limited but also insincere and disingenuous.

1 Time to go

1 To be fair, I don't believe the President alone is to blame, but she does hold the responsibility for failing to address the miserable morale and the underlying causes for it. Her communication skills are good, when she chooses to use them, but the actions of the administration, and particularly the tone it has set, has created wide distrust, which she has failed to address (in fact, she appears bewildered when confronted by it).

1 You are a role model for me, please do not let the confrontational personalities, always the loudest, derail us from our mission.

12. In general, how much confidence do you have in the Administration and the direction it is taking our college?

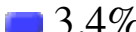
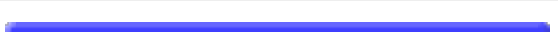
A great deal	8.6%	(10)
Some	20.7%	(24)
Very little	49.1%	(57)
None	21.6%	(25)
TOTAL	100.0%	116 (116)

13. In general, how much confidence do you have in the Board of Education and the direction it is taking our college?

A great deal	6.9%	(8)
Some	22.4%	(26)
Very little	44.0%	(51)

None	 25.9%	(30)
TOTAL	 99.1%	115 (116)

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

Excellent	 1.7%	(2)
Very Good	 8.6%	(10)
Good	 3.4%	(4)
Needs Improvement	 36.2%	(42)
Unsatisfactory	 42.2%	(49)
No opinion / Not observed	 6.0%	(7)
TOTAL	 98.3%	114 (116)

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

Strongly Agree	 2.6%	(3)
Agree	 12.1%	(14)
Disagree	 34.5%	(40)
Strongly Disagree	 40.5%	(47)
No opinion / Not observed	 8.6%	(10)
TOTAL	 98.3%	114 (116)

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

Strongly Agree	 4.3%	(5)
Agree	 15.5%	(18)
Disagree	 31.0%	(36)
Strongly Disagree	 28.4%	(33)
No opinion / Not observed	 18.1%	(21)
TOTAL	 97.4%	113 (116)

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

Strongly Agree	 5.2%	(6)
Agree	 7.8%	(9)
Disagree	 32.8%	(38)
Strongly Disagree	 42.2%	(49)
No opinion / Not observed	 11.2%	(13)
TOTAL	 99.1%	115 (116)

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

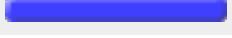
Strongly Agree	 4.3%	(5)
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Agree	 8.6%	(10)
Disagree	 38.8%	(45)
Strongly Disagree	 31.9%	(37)
No opinion / Not observed	 14.7%	(17)
TOTAL	 98.3%	114 (116)

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

Strongly Agree	 3.4%	(4)
Agree	 12.1%	(14)
Disagree	 32.8%	(38)
Strongly Disagree	 26.7%	(31)
No opinion / Not observed	 21.6%	(25)
TOTAL	 96.6%	112 (116)

20. 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	 3.4%	(4)
Agree	 10.3%	(12)
Disagree	 33.6%	(39)
Strongly Disagree	 37.9%	(44)
No opinion / Not observed	 10.3%	(12)
TOTAL	 95.7%	111 (116)

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

Response

1 ???not sure

1 Administrative duty

1 Blowing smoke

1 Diverse group of voices. Has a true compassion and heart to try to understand the issues.

1 Diverse representation for these parts. They seem to have a good deal of balance of opinion among their membership. Many votes are not unianimous.

1 good cross representation

1 I appreciate the vision that the Board has and their ability to put up with the crap from the Union.

1 I believe they care about our students.

1 I do not know enough about the Board to evaluate this. However, the Board should hold the President accountable for the poor relationship between administration and faculty (at least in my division). My perception is they are not addressing this serious problem.

1 I don't see many strengths on the Board.

1 I don't think I've really observed anything from the board that I would view as a strength.

1 I think the Board's greatest strengths are: * their ability to carefully consider all possible options and make informed decisions * their willingness to hear everyone's perspectives * their thoughtfulness with keeping Lane's best interests and the best interests of students in mind

1 It has a couple of members who look for facts and ask for clarification, and believe in the staff and faculty.

1 Matt Keating and Bob Ackerman are the only strengths among current Board members.

1 Most members do what they are told.

1 None observed

1 None.

1 not sure there are strengths

1 Rubber-stamping Administration proposals

1 Saying yes to the President

1 Strong diversity of members and alliance with key business partners in the Lane service area.

1 The Board represents a wide array of voices and perspectives from the community.

1 The board seems to approach the college without a preset agenda, which I think is generally a good thing.

1 Their willingness to give students and the community space to speak in meetings.

1 There are board members who are willing to challenge the status quo and not simply put a "rubber stamp" on proposals. The members of the Board are volunteers and are giving of their time freely.

1 There are none.

1 There are only two board members that even care what goes on

1 There are two Board members that still care about this college and it's programs.

1 They are key to overseeing the Presidents role and hold her accountable.

1 They are willing volunteers who are prominent in the community and present as a group who is authentically interested in Lane's students and Lane stakeholders

1 They at least seem to listen to stakeholder concerns.

1 They care about the college.

1 They follow direction from the college president.

1 They meet regularly and volunteer their time.

1 They meet together regularly and make decisions.

1 They show up and are engaged at Board meetings I've attended. I've had some good one-on-ones with Board members

1 They show up.

1 They went out into the community to gather input from the community, though I'm not sure what is to be done with the information.

1 They work very well with the current administration.

1 Well informed

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

Response

1 Accepting the administrations budget analysis without questioning the underlying assumptions or the accuracy of the data.

1 Although I'm sure the Board has weaknesses, I prefer to focus on their strengths.

1 Always saying yes to the President

1 Bowing to the administration instead of providing true oversight.

1 Budget development, listening to the public employers, no taking a stand to assess programs and develop a plan after assessment has been completed that is fact based.

1 Communication especially with p/t faculty who are the backbone to Lane and who are the silent majority without representation.

1 Disconnection with the college as experienced by the general run of students and faculty.

1 Forgetting the tax payers built this school for a purpose.

1 From what I can tell, the Lane Board of Education has done little or nothing to fulfill its responsibilities to serve as a bridge between the community and the college and advocate for the college out among the community.

1 I don't know if it's problem of representation or the backgrounds / experience / perspectives of members, but in my teaching for 5 years at LCC, there is very, very poor support for our most fragile students. This is reflected in our completion rates. Adjunct teachers, who pour their time into helping students, are the main "resource" for helping acculturate students and help through myriad difficulties that impact their continuation in a class and, more broadly, in school. The President and Board have not recognized the need for a "triage" approach to provide support to at-risk or fragile students so that they are more likely to continue. Instead, the institutional and program "work" of student support is mainly displaced onto the instructors who have contact with the students and "care." On top of that, the vast amounts of time we spend working with students outside of class, meeting with them, attempting to address there numerous skills deficits and lack of acculturation into college, is mostly uncompensated and unacknowledged; acknowledging (and not patronizing) would be a healthy first step, but I have yet to hear this topic emerge from either the Present or Board.

1 I wish that they would ignore the outrageous things that the Union demands and just go on with the business of governing.

1 It appears to generally support the management of the college and less for the classified and faculty of the college. The data used for economic and other issues appears to be in conflict with other sources,as evidenced by the accreditation reviews.

1 It only listens to the administration and not to the faculty. It relies on the administration for accurate information, and doesn't get that, but turns a blind eye.

1 Majority seem to lack the willingness or ability to engage in critical analysis. Some board members seem terribly out of touch with the lives and experiences of Lane Community College students. Some board members are ready to simply sign off on any proposal brought by college administrators. Some board members perpetuate a culture of secrecy and terrible dysfunction, which, ultimately is costly to the college both in the translation of real dollars as well as low morale. Some Board members say one thing, and do another--duplicitous and unethical.

1 Members are swayed only by information given them by the college's administration

and do not consider input from faculty, students, or community members.

1 Most members do what they are told.

1 Needs to do more research on issues at the campus level. Needs to keep a professional relationship with the college president so there is no influential decision making process. Needs to get more involved on campus: talk to staff and students to really understand the issues and needs of the college.

1 No opinion.

1 Not being generally knowledgeable in education. Not being willing, or able, to learn, research and analyze issues put before them. Some on the board have too big an ego for them to be able to see beyond that.

1 Not fully listening to the community. Making rushed and uninformed decisions.

1 Not giving enough regard to the input of faculty and community stake holders regarding program cuts

1 Not listening to the community that they represent!

1 Putting up with the union barriers that purposely slow down cultural competency efforts.

1 Rubber-stamping Administration proposals. Nepotism. Corruption.

1 Rubber-stamps administration proposals

1 Some on the Board seem to see the faculty and staff as being the enemy.

1 Some people have been on the board too long and have lost hope for the college and creative problem solving, as stated by some directly in the last meeting. No hope, time to move on.

1 Spending money in the right ways. Hiring the right leaders.

1 That they are not elected, paid officials. This creates huge challenges as there is no way they can have the necessary information in order to make the difficult decision that they must make such as cutting programs.

1 The board has a responsibility to properly examine and question items presented to them and to vote down items that aren't properly justified. On two recent decisions and others in the past, the board has not done so.

1 The Board has mixed relationships with the President. There are social influences on the group dynamic that I imagine make it difficult for the "group think" to go outside of anything recommended by the President.

1 The board members who are set on their opinion and will not be swayed by those who are experts, i.e. program coordinators and faculty as well as support staff.

1 The Board seems to be under the impression that they are working for the College President. They need to realize that the College President is working for them. It is also important to not simply accept at face value information that is fed to them by College Administration.

1 The Board's greatest weakness is its seeming inability to complete any research of its own and to help develop solutions which are in keeping with the colleges strategic plans. The Board relies instead on the proposals made by the administration, asks few questions of their own, and typically rubber stamps the decisions already made by an administration with their own faulty logic and failed processes. This Board has not voted against the college or the President on any substantive issue in the past decade.

1 The Board's greatest weakness is the inability or lack of desire on the part of its

members to think independently and critically and act responsibly by analyzing information and making decisions rather than simply accepting administration recommendations wholesale. Limiting speaking time and not moving a public meeting to a larger space that would accommodate the crowd that was anticipated was dubious at best.

- 1 The majority of the Board serves as a rubber stamp for President Spilde, her administration and the self-destructive path down which President Spilde and her administration are taking Lane. Refusal to move meetings to a larger venue when necessary to accommodate all stakeholders who want to attend is shameful.
- 1 The recent vote against concrete data was very disconcerting.
- 1 Their inability/unwillingness to stand up to and question the administration on policies that are out of alignment with Lane's stated mission and values.
- 1 There is no "global viewpoint" expressed or embraced by the board as a body. They seem to be "bean counters" with little real vision regarding what our community really needs from the institution. That said - their approach to budget management and budget oversight is bordering on criminal!
- 1 There seems to be a lack of independent thinking and a real need to study, review, and understand issues that have a significant impact on the college without simply following the Administration's recommendations
- 1 They are a rare site on LCC and I believe very far removed and perhaps even unaware of much of the work we do.
- 1 They are completely out of touch with the needs of the faculty and the community.
- 1 They are generally uninformed (or appear to be so) about college activities They appear to be easily enamored of any words coming from the president. As a whole, they neither encourage open debate and discussion of issues nor exercise it in considering how to meet the needs and priorities of disparate groups. They appear to be a bit too eager to please the president.
- 1 They are too closely aligned with LCC Administration.
- 1 They depend on administration input too much.
- 1 They do not seem to be trying to find better solutions or asking for help from the community.
- 1 They follow direction from the college president.
- 1 They seem to be a mouthpiece for President Spilde's agenda!
- 1 They seem to do whatever the college president requests of them - whether or not it will benefit the college.
- 1 They seem uninformed, and lack intellectual curiosity.
- 1 Too insular and out of touch; antiquated view of community college and current wave of students.
- 1 Too long of appointments and too familiar with the President of the College. Greater professionalism needs to be put forward. Lack of enforced accountability towards the President.
- 1 Too willing to tolerate negativity from outside
- 1 Transparency of finances
- 1 Two members in particular have directly made public disparaging remarks that lend me to believe that they don't respect faculty at all. They are too willing to listen to complaints from students about high costs, when tuition rates are not covering

expenses of the college, in the face of poor state support.

1 Why is there no financial expert (CPA, CFP, CMA, etc) on the board?

1 With the exception of Matt and Bob the rest of the board are only a rubber stamp and will approve of anything that the administration comes up with

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

Response

1 Adhere to the established Governance systems.

1 Allow all voices to be heard in an appropriately sized venue

1 attend to faculty input more re: program cuts

1 Be a bit more independent.

1 Become more independent, investigate on its own, act as oversight for the administration instead of just blind approval.

1 Begin to use some critical thinking skills and actually be willing to investigate the information that is given to them from various sources.

1 Develop some strategies to assure that the public they serve are represented fairly with open and fair assessment of college programs, budget and development of new directions or ideas

1 do what they where elected to do and that is look out for the interests of the voters of lane county not rubber stamp all whims of the administration

1 Each board member could stand up to demand more clarity and transparency from the administration.

1 Elect new board members with passion for the true mission of the college. Students First!Where did that value go???

1 Find ways to support staff and students

1 Gather data from all stakeholders equally - staff, faculty, administration, students, citizens, etc.

1 Get a backbone!

1 Get away from Parlimentary procedures and really listen.

1 Hold meetings in a room where all interested community members can attend, visit campus during the day when students are here, hold a yearly forum with faculty and staff.

1 I think the Board is highly effective as is.

1 I think they could spend more time thinking critically and trying to find ways to raise more money for the college.

1 I'm not sure - maybe they should be invited to come to some classes to see what teaching is really like?

1 It is a difficult task for them, but I would like to see greater actual investment in time with programs and disciplines on campus to better understand how committed the staff are to the students here at Lane.

1 Listen more closely to the needs of students, faculty, and staff.

1 Listen to the college, it's faculty and it's councils. By listening to President Spilde only and towing her line you are hurting LCC and the local community.

1 Listen to the Union, but then keep moving along with the plan.

1 Listen, learn, support Lane CC's future. Gain some insight as a group. Be willing to

admit faults and make corrections rather than save face.

- 1 listening to all employees understand that the administration does not have all of the answers stop being a rubber stamp for the administration
- 1 Listening to Faculty, staff, and the community more. Really listening to students,
- 1 More diverse board members
- 1 No opinion.
- 1 not sure, they seem effective, just we need different people on the board.
- 1 Reach out to faculty and programs. Make personal connections and be willing to discuss concerns candidly in open forums and in small group meetings. I feel that faculty, for the most part, are regarded negatively by the board, and are perceived as reactive and underdeveloped. The Board could help guide some minimum data sets that must be provided when considering program cuts, and that data set should be reviewed by program faculty, with an opportunity to provide feedback and divergent analysis (if needed)
- 1 Reach out to faculty and staff, learn what their concerns are.
- 1 Recognize that it is the "college's" Board, the community's Board, and that it is a "Board of Education", not a 'Board of Directors.' Work with faculty and classified staff. Replace the many narcissists on the Board with true community leaders.
- 1 Replace most of them, but they could start really learning about the people they represent and simply represent them. Research the issues completely and honestly so they can vote from an informed position, not emotion or to please President Spilde. Not everyone on the board does this, but the majority do and they know who they are.
- 1 See #22
- 1 See above.
- 1 See comments in #22.
- 1 Stop being a "rubber stamp" for the president.
- 1 stop putting so much weight on the administration suggestions, start listening to the community and to fairly evaluate every option.
- 1 Stop relying upon the president as the sole or major conduit of information about the college.
- 1 Talk with adjunct instructors in math, writing, and other core areas. Find out what it is like to work at LCC, gather a lot of anecdotes. Discuss these with the President, but first find out what she knows or how she perceives the reality. Ironically, there is so much distrust of the "administration" currently and disgust with the recent upheaval around enrollment caps and program cuts, that a number of my colleagues are actually afraid to interact with anyone from administrations (I have gotten this comment from several who've stayed out of email discussion for fear of reprisal. What a sorry state of affairs).
- 1 The board cannot be more effective without altering its overall relationship with the president. The president does not adequately inform the board of important directions and initiatives because she is detached from them herself. Information from outside this relationship is treated dismissively without serious value or consideration.
- 1 The Board could improve its effectiveness by terminating Mary Spilde's contract and asking Pat Albright to step down. In addition, the Board members should work more

directly with staff, faculty, and students. Furthermore, the Board should conduct anonymous surveys about the President, surveying other administrators and all managers, given that many likely are unable to clearly express their ideas for fear of retaliation by the President.

1 The board could spend some time in some classrooms and in some of the common areas of the campus to try to better understand the work and the lives of staff and students. Shouldn't you do that when you are charged with making decisions that affect the futures of those people?

1 The board needs to listen and consider all information presented to them, not just what comes from the administration.

1 The Board needs to take seriously the responsibilities of planning and managing the college. Board members need to dig below the surface of issues placed before them, do their own research and make educated decisions based on facts. This will include communicating with all members of the college community and serving as a nexus of information, rather than a rubber stamp.

1 They should be lobbying for more funding for education. They should not just "rubberstamp" what the administration wants them to do.

1 Think more about the BIG PICTURE.

1 Use some critical thinking skills.

1 Wake up and stop being a rubber stamp for the administration's inept decision-making; become engaged; don't accept everything the administration tells you as gospel; they lie to serve their own agendas

1 Wake up. Pay attention to reasonable alternatives to the agenda of President Spilde and her administration. Be a true steward of the College providing oversight and direction when needed that will contribute to the health of our institution and its relationship with the larger community of Eugene, Springfield and other areas that Lane serves. Listen to stakeholders and carefully consider their contributions to the discussion.

1 We need some younger members and also members who have recent, real world experience as educators.

1 Weigh real evidence before making decisions.

24. Other comments regarding the Board of Education:

Response

1 Cutting programs is not how you manage a budget. Is this what we have to look forward to every spring? Slash and cut tactics? As a full time faculty member in a program that produces graduates that get jobs and pay back their loans, I still live in fear that My program will be next. It is difficult to set goals for the future when one is unsure if their head is next under the guillotine.

1 Dear Board members, It is your responsibility to think critically -- you represent the people of Lane County, and this is a public institution. It is incumbent upon you to act with integrity and purpose and not simply accept recommendations from administrators.

1 dump rosie

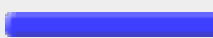
1 I don't see that the Board represents faculty or students, they seem to want to support the administration's position with little questioning, particularly in the last year.

1 I hope that the Board will continue to do the great work that they do, despite the negativity that others send towards them.

- 1 I think they are hard-working and do care about education. I feel at times they don't have all the information necessary to make the choices that need to be made for the best state of the college.
- 1 I would like to see more careful decision-making to include greater examination and questioning of facts and greater willingness to vote on these facts.
- 1 I'm grateful for their service.
- 1 If they don't want to look after the best interest of the students and the voting public they should resign
- 1 It makes me quite upset thinking about how overpaid and ineffective the Board seems to be. I work very hard for this school, and I feel that my efforts along with my colleagues are taken for granted and, in fact, not particularly valued by the Board. LCC is great because its faculty make it that way.
- 2 none
- 1 None.
- 1 Recent behavior around program cuts is very disturbing. The Board should serve as a "checks and balance" for the President, but they kowtow to her. Spilde's Board-approved salary and benefits are just plain sickening. Why should a community college president receive this level of compensation? Gasoline and cell-phone expenses? From a tax-payer's point of view is outrageous, especially since we do not provide livable wages for many staff.
- 1 See#22
- 1 Stop treating the union like an enemy; they want the College to thrive, too. They have a perspective worth hearing.
- 1 Thank you for serving in this time of great stress and crap.
- 1 The Board is a puppet committee for the administration. It is amazing to me that they would use strong arm tactics to limit attendance and disburse groups of people trying to participate in important decisions.
- 1 The majority of Board members seem content to perpetuate an environment of secrecy, manipulation and misuse of public funds, by prohibiting community and LCC employees from standing peacefully on public ground outside the Board room windows. This last debacle was symbolic of the disconnection between what the majority of Board members say, and what they actually do.
- 1 They abandoned all legitimacy when they refused to even discuss the merits of the Administration's argument for closing programs, and refused to ask the Administration to justify their unsupported assumption that 88% of the programs' students would still come to LCC. The Board no longer has my respect.
- 1 They are to be commended.
- 1 They seem to be able to get along fairly well, even when they do not agree on issues.
- 1 This job is not a good deed one does to fill out your resume or pass your retirement. It is an obligation to the community which requires active participation, not blind obedience.

25. In general, how well do you think the Vice President for Academic & Student Services is completing her responsibilities?

Excellent	4.3%	(5)
Very Good	9.5%	(11)

Good	 12.9%	(15)
Needs Improvement	 37.1%	(43)
Unsatisfactory	 12.9%	(15)
TOTAL	 76.7%	89 (116)

26. In general, how well do you think the Vice President for Operations is completing his responsibilities?

Excellent	 5.2%	(6)
Very Good	 7.8%	(9)
Good	 19.8%	(23)
Unsatisfactory	 23.3%	(27)
Needs Improvement	 17.2%	(20)
TOTAL	 73.3%	85 (116)

27. How much confidence do you have in shared governance at the College?

A great deal	 4.3%	(5)
Some	 10.3%	(12)
Very little	 45.7%	(53)
None	 29.3%	(34)
TOTAL	 89.7%	104 (116)

28. Any other comments regarding your evaluation of the College Administration and/or Board of Education?

Response

1 Do we get to fill one of these out for the LCCEA leadership, too? Thank you for giving me this opportunity to waste my time. I'm quite sure that there is an internal evaluation process of the Administration that is already quite effective. I'll be sure to save my answers and refer to them in an RG Op-Ed rebuttal after you publicize the skewed results of this survey. I've asked some like-minded faculty colleagues to do the same. As you can tell by my sarcasm and bitterness, I am tired of this tactic of the LCCEA's. Give it a rest. What happened to Ken Zimmerman's call for a change in the LCCEA leadership? Is this witchhunt of President Spilde and the College Administration all a ruse to make the faculty forget about the leadership issues in its own roost? Thanks for the anonymity, if that's real. Despite Penny's article, it is not the Administration that has created an aura of fear, but the LCCEA. Many are afraid to speak out and provide their opinion because of the inevitable aggressively defensive and reactionary response. Perhaps you can put less effort into divisiveness, and more into giving faculty opportunities to really discuss these issues in a neutral, open forum where they will not be attacked by a small group of LCCEA loyalists (zealots?).

1 Get rid of VPs who suck up money and do very little, but do more damage to the school than good.

1 How did Dawn DeWolf just step into the vice president position when everyone else has to go through a grueling process in order to get hired?

1 HR needs serious help. We need analysts who are capable, thoughtful, and available

to help search committees function well and in a timely manner. Too much drama in that department and not enough support for it or from it.

1 I am saddened and embarrassed that we are not all working together for the greater good, and the unions are being blamed for it rather than miss management.

1 I appreciate the opportunity to share views. I wish I was better informed about some of the areas being surveyed. I know that at a root level we're at LCC because we care about students and believe the community college mission. But this is perhaps the most dysfunctional organization I have worked for in my long career both in higher ed and in the private sector. It is difficult to assume the problem lies "elsewhere," though I'm well aware of the polarization that has developed (over some years) among faculty, administration, and union. But it is the job of leadership to create a viable community and organizational culture. That does not exist at LCC--I'm very sorry to say.

1 I believe the College Administration and the Board of Education do a great job. They have to make difficult decisions sometimes and they do so with poise and grace. It is a shame how others like to belittle and attack them sometimes but I am glad they can rise above the negativity.

1 Improvement necessary immediately

1 Is the Board here to help us or hurt us? Is the Administration here to improve or subvert The college? The answer to those questions are that the Board is hurting the college via Administration subversion. We need a system in place to protect us from these people.

1 It is time for change; the college needs a new president as well as upper level administrators who are qualified for their positions and not simply appointees.

1 Lack of professionalism exhibited by some members and flagrant disregard for proper governance procedure is deeply troubling.

1 never seen them and have no real idea what they do and how things get done

1 None.

1 Please look at ways to invest in LCC and return it's reputation in the community.

1 Program cuts are deep. Full time faculty are un-affected, part-time faculty are as always hit hardest. We get only leftovers and are the first to be let go. It is an unfair system that truly from the union to administration favors full time faculty and treats with negligence part-timers, the new majority re: teaching assignments and student services.

1 see # 22

1 So little up front speaking. Don't really know her.

1 Thank you for serving in this time of great crap from the Union.

1 The Administration and Board's arrogance and failure to even try to do their jobs properly are one of the great crimes in the history of this school and county.

1 the board needs to replace the entire administration

1 The shared governance at the college is a failure, relying mostly on an input model. The implementation of that input model mostly feels like the administrators and managers listen and then make the decisions that they had already committed to before they even heard other perspectives. The answers to question #26 are ordered differently from other answers, and I hope whoever tallies or audits the replies on the survey takes that into account so that the tally/audit is accurate.

1 There has been so much animosity between the powers that be. At this point I do not believe it is possible to progress together. Somethings gotta give!It's time for some new blood.

1 There is a two party system at LCC. Full time and part time. P/T faculty have the same education and sometimes MORE experience than F/T. We live a second class life because we do not get the same benefits and pay as the F/T. It hurts and is not fair.

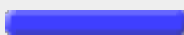
1 There is no shared governance at LCC. The LCC President and her administration have made certain that no such shared governance exists. LCC employees are asked for input, but they have no power. This is simply wrong--this is not a private Ivy League institution, but a community college which is funded by public money, and is here to serve the community. College administrators and Board members may appear to be committed to shared governance in what they say, but there is no evidence or follow-through in action. When challenged or called on this lack of consonance, individuals react with great defensiveness, which leads one to question why these individuals are so defensive. Many college administrators seem to dislike faculty members and classified staff members, even while they make public statements about how much they appreciate the work we do. See the recent R-G editorial by the Torch editor. Shared governance, as a system, does not require more money, the excuse which the college routinely gives for everything. There is a budget shortfall, yes, this is real. However, this could be a fine college, in spite of that shortfall. This was a fine college at one point, during President Spilde's tenure, and the difference is not explained away by money. Hopefully, the new Review process, vetted by faculty, staff and administrators will change the course of the college. As it is, it is broken, and not because of budget problems. It is broken because of the toxic environment in which faculty and staff must work.

1 These are hard times and they are making decisions that seem appropriate even if painful.

1 This has been a very difficult year and as a faculty member with many years left before retirement, I seriously hope things improve at LCC. Many more years like this and I'll be looking for a different job, it's too demoralizing.

1 This was a very sad year regarding the closure of two programs where the faculty and community input seems to be largely ignored. I sincerely hope this is not a portent of worse to come.

29. LCC Faculty Status

Contracted		67.2%	(78)
Part-time		30.2%	(35)
TOTAL		97.4%	113 (116)

30. LCC Department/Division (note: small departments are NOT included here in order to protect respondents' anonymity; please use 'Other' if your area is not listed)

Academic Learning Skills		1.7%	(2)
Adult Basic and Secondary Education		2.6%	(3)
Advanced Technologies		9.5%	(11)
Art and Aplied Design		6.0%	(7)
Aviation Academy			(0)
Business		2.6%	(3)

Child & Family Education	0.9%	(1)
Computer Information Technology	3.4%	(4)
Cooperative Education		(0)
Counseling	1.7%	(2)
Culinary Arts and Hospitality Management	1.7%	(2)
English as a Second Language	1.7%	(2)
Health and Physical Education	4.3%	(5)
Health Professions	8.6%	(10)
Language, Literature, and Communication	9.5%	(11)
Library		(0)
Mathematics	9.5%	(11)
Music, Dance and Theatre Arts	1.7%	(2)
Science	4.3%	(5)
Social Science	10.3%	(12)
Student and Employee Health Clinic		(0)
Student Life & Leadership Devl		(0)
Other	11.2%	(13)
TOTAL	91.4%	106 (116)

31. How many years have you worked at LCC?

Three or less	7.8%	(9)
Four to eight	20.7%	(24)
Nine to 12	14.7%	(17)
More than 12	56.0%	(65)
TOTAL	99.1%	115 (116)

32. How many college-wide committees have you served on in the past three years?

None	28.4%	(33)
1 - 2	37.1%	(43)
3 - 5	22.4%	(26)
More than five	8.6%	(10)
TOTAL	96.6%	112 (116)

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