

		Comment	Positive or Negative	Subject
AQIP Project 1 "Bridges"				
Of the 194 employees who completed the survey, 38 provided additional comments. Comments are divided by neutral, negative, and positive comments. Subject areas for the comments are also described in column E.				
	Response			
1	6. Have not used glossary. 7. Some announcements are sent out individually, instead of being saved for once-a-week email. They all have the same subject line, which makes locating a specific announcement difficult. 10. Unaware new policy was in effect. Have not used.		L	M
2	Why isn't there a copy of the NWACC glossary on the faculty & staff page ( <a href="http://www.nwacc.edu/resources/facultyStaff.php">http://www.nwacc.edu/resources/facultyStaff.php</a> )?		L	C
3	Q7 — NWACC Weekly Announcements often come out on a daily basis from multiple sources; not always confident announcements have been approved by appropriate personnel. What is the process for submitting announcements—who reviews, what is the submission deadline and format? When is the Weekly Insider published? It's inconsistency is confusing. What is its purpose or focus? Find a format and stick with it. Don't keep changing every time marketing and public relations personnel change.		L	C
4	surveys from Expanded Cabinet will only be effective if they are anonymous		L	C
5	HRs hiring practices and procedures needs to be examined as well with regards to "Leading and Communicating" - the lack of "transparency" and "fairness" needs to be addressed.		L	AS
6	The once a week announcements are great but I miss the insider. It contained more information about new employees and gave more information about things going on around campus. I miss the sale ads that it contained as well.		L	C
7	#6 - I really don't access the glossary. I know it is there but haven't found it a necessary tool for me to use. #9 - I do complete the surveys but always wonder where my input goes - sometimes I feel that what I have to say just goes into a black hole. #10 - I have noted that the new policy on student grievance/complaint has been helpful to the faculty in my division.		L	M
8	I would like read more about how depts and divisions are enhancing students skills and knowledge vs. staff/faculty activities.		L	C

		Comment	Positive or Negative	Subject
9	Have never even seen the NWACC Glossary and have no clue where it is located. Haven't received an Insider in months.		L	M
22	The e-mailing notification of policy changes is only effective if folks actually read those e-mails and take the survey. I am confused about the Student Academic Complaint and Grievance Policy-Is this the same as the Student Conduct and Grievance Procedures? If so, those weren't oked by cabinet until a couple weeks ago and folks don't know about them yet. If not, we might want to find ways to lessen the confusion about the two.		L	C
23	Provide an oversight committee (made up of faculty members) to review & investigate administration (dean & dept. chairs)actions		L	O
24	Too early to tell about the Grievance Policay. Was just installed!		L	O
27	It is hard to find the time to respond to information about changes and feel like there is not a chance to really understand the suggested changes and respond to the new verbiage.		L	C
28	Many students don't read the handbook. Making it part of a first year experience class might be a good idea.		L	C
29	with regards to 4, rather a drive with a directory structure and thus the need to guess at where certain files might be hiding, webpages with multiple organizations might make more sense		L	O
10	The new Grievance Policy has barely been in place since the start of the semester--is that really enough elapsed time to begin evaluating whether it has improved the process? Have there already been that many complaints and grievances against faculty that we should be evaluating the new policy? Also, relating to both Items 9 & 10, if Expanded Cabinet is going to have a process of soliciting input through email, and then make a decision, but ONE person is able to stop the entire process because they didn't take time to read the new policy, and ask to "undo" the decision, what is the point of even bringing new policies to Expanded Cabinet? How are we ever supposed to get any forward momentum if we don't even follow the few processes we do have in place?		N	M
12	I miss the want ad portion of the Insider. I also think the content needs to be expanded and include more happenings within the college. (Statement removed) It would be nice if they would do their job instead of just telling you what you want to hear. Staff members at this college are overwhelmed with their workloads and there seems to be no relief on the horizon. It also doesn't help when a hard working department in our college gets trashed in the newspaper by one of our administrators.	Statement was revised to not include innappropriate statement.	N	C

		Comment	Positive or Negative	Subject
13	I don't think this survey really addresses the issues many have with a lack of transparency. It discusses communication of certain items, but not really the problems many have regarding transparency.		N	C
15	i personally feel that the cabinet is out of touch with what is going on in the day to day life of the college. they need more direct input from those on the front lines.		N	A
17	detailed communication throughout college		N	C
18	I don't even know what this is; I think the professional development session for this was cancelled?		N	C
19	I have no idea what the NWACC Glossary is. We received so may campus announcements it really hard to identify what is important and what is junk mail. There is a disconnect between administration and the rest of the college. Statements issued by administrators in the newspaper have not been truthful. There may be six accounting positions, but there are not 6 accountants in the business services department. There are no senior accountants, and the department was told that the state did not have senior accountants positions. Staff is not always provided with the tools necessary to complete their jobs. Some departments receive more support than other departments. Example Student Services has hired several additional people because of the increase in student population, but other areas have not grown. Accounts Receivable touches every student's account but has not increased staffing in several years. Talent Management has hire several people, but what do those people do. How are they helping with faculty and staff retention? What programs are they implementing to benefit employees with continuing education if they already have an associates degree? Most of the classes professional offers have nothing to do with job responsibilities, how to wrap Christmas presents, what does you blood type mean, and a lecture about medical insurance in America. Admistration asks what we want but they choose to ignore our responses and do whatever is political expedient.		N	M
20	Even with these new procedures policiess have been change without input from those affected. Recently faculty worked on the Student Academic Complaint and Grievance Policy for a number of month and finally came up with a very valid document. Suddenly it has been changed with no input from anyone on the committee. This policy has a major impact on faculty but they have not been notified about the changes.		N	C
25	About question # 7. What to the Insider? The campus wide communication sent to employee continues to include more student messages. I need only employee messages and not all the other garbage.		N	C

		Comment	Positive or Negative	Subject
26	Just to clarify, the above policy is the policy drafted by faculty and chaired by XXXXXX, yes? If so, I do believe that this policy is strong and should remain in place. If the above policy is the one proposed by XXXXXX, then I am strongly against the policy. I believe that academic issues and conduct issues should not be combined.			
30	Note: The word 'strongly' above in 'Strongly Agree' is misspelled. As for the college's use of the terminology - 'transparency' - it was a pretty good buzz word 2 years ago, but currently carries a much more negative reaction.		N	O
31	The Student Academic Complaint and Grievance Policy has been misused to bar rollerblading in campus parking lots, even on Sundays and holidays when they are empty. This is an abuse of authority. This prohibition was requested by our security staff, who would rather ban this harmless fitness activity than stop people from smoking. Seems to me a the values are a bit off-kilter here. We are supposed to be a "community" college, and so should be glad when members of the community can use our campus to better their health and do their bit to combat the obesity epidemic by engaging in a harmless exercise activity using our empty parking lots. Shame on us for permitting this abuse of authority!		N	O
32	things that happen during the summer have little faculty input have no insight into if the feedback is being read or responded to		N	M
33	I think the survey should read Strongly Agree, then Agree, and afterwards Moderately Agree, as well as Moderately Disagree, then Disagree, and Strongly Disagree. I also would encourage the person responsible for typing up the form to use spell check function before sending out the survey forms. Stongly is misspelled on every "Stongly Agree" section.		N	C
34	The recent change in faculty policy orchestrated by staff and approved by board without faculty input is unacceptable. Such is an example of a violation of the AQIP project on communication. It also violates the spirit of transparency.		N	O
35	You (college administration) think way too much of yourselves and your "importance". If you truly want a campus "family" quit thinking of yourselves as royalty!		N	C
		Statement was revised to not include innapropriate statement.	N	A
36	I don't think it is appropriate to unilaterally revise a prolicy/procedure (Grievance) that had been revised previously through an exhaustive committee procedure.		N	O



		Comment	Positive or Negative	Subject
37	As a newer, adjunct faculty member, I find it especially challenging to know what is happening on campus that I should be aware of as well as what the Institutions expectations of me are beyond the classroom.		N	C
38	Once again, I have to rely on the newspaper for any news about what is going on at NWACC. Obviously, there is no transparency.		N	C
11	I use the K-drive regularly but wasn't aware that it was reorganized (before my time?) I don't believe I've heard of the NWACC Glossary. Sounds interesting!		P	C
14	The Student Academic Complaint & Grievance Policy has just been passed. Why are we asking for feedback on it now? I do think one process for faculty and staff is an improvement.		P	O
16	I personally liked the 'glossy' Insider better, but the weekly announcements are OK, too.		P	C
21	I believe there is still a lack of communication between departments. I am proud to work at NWACC and want it to be better!		P	C
Transparency of College Processes				
Of the 194 employees who completed the survey, 28 provided additional comments. Comments are divided by neutral, negative, and positive comments. Subject areas for the comments are also described in column E.				
	Response			
22	What's the difference between the Expanded Cabinet and NWACC College Cabinet?		L	O
23	Some how the communication from senior leadership has to be dissminated to the college staff/faculty		L	C
25	Change the 'transparency' terminology to one that carries a much less negative reaction.		L	O

	Comment	Positive or Negative	Subject
1	Just because one "understands" how decisions are made doesn't mean one "agrees" with how decisions are made. For the most part decisions are made unilaterally without input from faculty. I know how they are made because I am told about decisions, but not asked to input my opinion.	N	A
2	My comment is not about section III but the survey format in general. It seems to me that "agree" is a stronger statement of agreement than "moderately agree". However, it's clearly set up so that "moderately" is a stronger agreement than "agree". This is counterintuitive.	N	O
3	Q15 — There does not seem to be any consistency and transparency in the decision-making process at the Cabinet level, especially when it comes to hiring practices and approval of new or expanded positions, and that sends a wrong message to the rest of the college community.	N	A
4	Communication from the highest levels down to the front lines is practically non-existent.	N	C
5	Decisions in our department are made by people that have never even done the job that they might be making the decision on nor have they come to the person doing the job and asked how it is done or if there is a problem. The make decisions to change processes without even knowing the steps to take and how it will affect what is being currently done. In addition, when they realize that the plan that they have decided to change is not working, there is never a back up plan in place and causes the employees doing the job to lose very valuable time that was not necessary. Management does not work with the entire staff to make good informed decisions. They simple shoot from the hip.	N	C
6	I am fully aware and even actively involved in my division/department's development and practical application of policy and procedure and I am appreciative of that fact. I do feel that Cabinet/Expanded Cabinet could improve on communication to college employees. Not everything can nor should be communicated. However, some decisions that are made/communicated appear to have been made with little understanding of the impact on staff/faculty. Surveys are a good tool and I have completed every survey offered. But, I always wonder if what I had to say really mattered. Perhaps, the surveys don't really ask the right questions - maybe some of the questions need to be created by carefully selected employees who understand at their level the impact of what is being asked, etc.	N	C
7	There are not very many procedures and policies in place. And the ones that are in place are not followed by everyone, which mean they intended for some and not others, inconsistent.	N	O
8	The way decisions are actually made by Cabinet and the way they are portrayed to the general public are 2 polar opposites.	N	A

		Comment	Positive or Negative	Subject
9	It seems we have many layers of bureacracy, but not much is actually accomplished when it comes to decision-making becuae SO MANY things have to be "vetted" by Expanded Cabinet or Cabinet. And even if a department or program has taken the time to reach a thoughtful decision, it can be completely dismissed or, more likely, ignored, or stalled for months, by EC and Cabinet without so much as a word as to why. Very few employees below the AVP level are empowered to make decisions.		N	O
10	We are given no feedback on decisions made by any upper level. We find out about decisions when they impact our workload. Decisions are never discussed with the people that would be impacted. We are just expected to jump through the hoops to accomplish the new work load.		N	A
11	The "leadership team" makes decisions without hearing from the area on the front line. Without understanding the front line, I don't know how informed decisions can be made. They should bring certain decisions to the director's of the front line and ask thier input, or let them in on why decisions are made.		N	A
13	the cabinet is out of touch with the reality we face everyday. it needs new blood and fresh direction that really put the workers' needs first. it represents the corporate interests way too much		N	A
14	I understand the workflow in my department. I DO NOT understand some of the decisions that are made by administration and the cabinet. Administration and other divisions have tried to dictate the work flow in my area. Because they don't understand the legal requirements in my area they are not capable of making informed decisions about my area. I don't understand how the Cabinet has made decisions about tuition increases the last two years without reviewing financial statement. How does the Cabinet know the financial position of the college without having financial statements. There are several areas of the college that operate in the red but receive positive media attention. Both Corporate Learning and RTC have high overheads and do not generating much revenue. Why are these area being rolled into college wide information. All divisions, programs should be reported seperately. This is the only way to truely see what is working and what is not. In this time of recession NWACC needs to be a good steward of taxpayers money.		N	A
15	There is rarely, if ever, communication among the total department (other than among some in the hallway) b/c we only have one general meeting at the beginning of the semester.		N	M
16	There still seems to be a disconnect between different areas of the college and the way decisions are made.		N	C
			N	C

		Comment	Positive or Negative	Subject
17	Maybe the Vice President of Administration could send out occasional notifications of where department and division procedures are specifically written down.		N	C
18	Limited transparency &/or clear communication from Dean &/or Dept. Chair		N	C
19	I am a newer employee therefore I have not learned all of the different areas yet. This is why my answers result in disagree.		N	O
20	The larger issue in terms of procedures is a lack thereof. There are no written policies or procedures for my department which is very confusing. Things change often and we are not informed of changes until a colleague happens upon the information. Communication regarding staff changes is especially lacking. We rarely find out that an administrator is gone until we try to get in touch with them and instead reach their replacement! Also, each division really needs their own Cabinet representative. Some VPs oversee much, much larger areas than others which inevitably leads to some areas being left out. This is harmful because that area's needs are not being addressed in a timely, effective manner.		N	O
21	From watching other employees and students I have come to the conclusion that the louder you complain the more you get what you want whether anything is in writing or not, even though that person is the only one to get the "special" treatment.		N	C
24	There is no consistency with how decisions are made in my division.		N	O
26	Questions marked "strongly disagree" are marked as such based on the fact that decisions are made unilaterally by one individual without faculty input; therefore, understanding how that person arrived at the decision is not possible.		N	O
28	There has been no change in the business as usual way the admin acts.		N	A
12	Understanding how a decision is made is different from believing the process is adequate.		P	C
27	Divisions and departments are doing an excellent job overall of communicating and utilizing site-based decision making.		P	C
Inclusiveness of College Processes				



	Comment	Positive or Negative	Subject
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	Response		
11	I rarely meet with my supervisor, less than once a month, much less above that person.	L	C
13	my direct supervisor does a strong job in bringing me into the fold. although lately i feel that my role has changed within my division and im not always clear on what my responsibilities are sometimes.	L	C
14	Some of the wording of these questions does not apply to me... so makes it tough to know how to answer...	L	O
15	Love my job duties, but like all of us. we are over worked and under paid for the duties and responsibilities given us.	L	O
16	My department has not had leadership for 3 years. Because of the turnover of senior management we have not had qualified representation at the cabinet level for 3 years. In the last 3 year the people in positions of administrative leadership in my department have either been new and not lasted long enough to make a positive influence on the department. The people inside the department have worked way above their pay grades to complete reports required by the state and federal goverments. The individuals in this department have pulled together to make this happen without any guidance from administration. The managers in this department have movitate people to go above and beyond their jobs without any support from administration.	L	M
19	Again, I am a newer employee so some of these lead to a disagree just because they do not affect me yet.	L	O
21	This survey doesn't work so well for faculty. The questions don't relate to how we work or the language we use to describe what we do.	L	O
22	21. If you include the on-line surveys on policy changes. Otherwise, no. 25. We have regular all-staff meetings before each semester. I'm not included in higher level meetings, but I'm not a supervisor either.	L	C

		Comment	Positive or Negative	Subject
23	Two points: What happened to the "I Don't Know" or N/A category on this page? I personally have noticed that morale is getting lower and lower on campus. For me, it gets lower after having wage freezes, watching political appointments to faculty, and being invited to committees that work exceedingly hard only to have our very intelligent recommendations directly shot down or disappear into the void. Another major way morale is damaged among full-time faculty is the constant extra work that is piled onto us while three quarters of the total faculty (which is way too many adjuncts to insure quality control of the college) have little involvement or engagement as they are not required to.		L	M
28	on 31, this is late at night, after a full day and some .... challenges. A few days ago it would have been a five and I suspect a few days from now it will be a five. Since I've been here it has oscillated strictly between 4 and 5.		L	O
29	Working with such excellent faculty and staff contributes greatly to morale. Having division support for my decisions also contributes to favorable morale. Decisions from upper administration, such as the changes in faculty/staff grievance policies, are very destructive. I am gravely disappointed when such decisions and changes continue to occur. It's unacceptable.		L	L
1	Never once have my skills been evaluated		N	O
2	Meeting (divisional or departmental) are rarely scheduled when they would be accessible to adjuncts. We are invited but most are in class or not on campus at those times.		N	O
3	No one trusts Leadership. Everyone is paranoid about losing their jobs. Morale is low across campus. Leadership does not follow through. Never responds to emails therefore staff can't complete their jobs without direction. No communication from Leadership. Leadership confuses staff by miscommunication or misleading information.		N	M
4	most decisions at NWACC are made by a handful of people at the top without input from front-line personnel nor does there seem to be any consideration as to the impact those decisions have on those who actually do the work.		N	O
5	We continuously change how our structure is going to work and most of us report to someone who doesn't even have a clue how to do our job. It is sad when you have to be called into a meeting to tell your supervisors what is going on or how your job is done. Not only that, but you have to lead the meeting because your supervisor has no clue. Our Vice President has an open door policy but you are questioned when you speak with them by your supervisor. How can any problems be fixed that way.		N	M

		Comment	Positive or Negative	Subject
6	My morale is low due to the lack of communication, innovation and support from mgmt. The leadership skills are not there and it shows by the lack of decision making and motivation skills to employees.		N	C
7	Love my dept and my supervisor but things that are communicated from other depts as well as inequality dampers my morale.		N	C
8	Let's just be frank: morale is low in general across the campus. This may come as a surprise to those at the highest levels, but not getting that Cost of Living Adjustment impacted many people in a big way. \$50 more a month matters when you're living paycheck to paycheck. Add to that the fact that most people know those at the highest levels were able to give themselves significant bonuses, and you end up with many people feeling like we're doing more work for less money, without much appreciation. So it shouldn't be a big surprise that people are having a hard time getting excited about coming to work.		N	O
10	I am expected to complete my work with no complaints and no extra help. No one really cares about my morale or the morale of the staff at this college. Higher enrollment means a higher workload. Administrators keep being added to this college but, what about the grunt workers. We need help!		N	M
12	My morale was higher when there was trust in the administration.		N	A
17	My morale has fluctuated tremendously and it usually is the result of supervisors being so busy they don't spend the time to communicate with those under them.		N	C
18	Supervisor of course is open & communicates needed info well...yet, disregards updates promised without follow-up. Dean(s) & Dept. Chair negative feedback without investigating or follow-up. Try to delegate without presence or knowledge of situation(s). Dean & Dept. Chair do not communicate clearly &/or vague, deceptive, & misleading. Dean talks on cell-phone in meeting(s) &/or fails to respond to e-mails &/or passes the "buck" . . .without correcting situation (i.e. access to building &/or classrooms)Dept. Chair is short w/personnel and not open with issues that need to be addressed (i.e. required lab format unable to access. . .pdf vs rich or word)Neither provided equipment or any help to secure for campus despite repeated requests. . .2nd rate broken equipment sent & never replaced or repaired as stated. . .part time not welcome at meetings. . .if present-ignored!		N	C

		Comment	Positive or Negative	Subject
20	Some days it is challenging to stay here. People are working themselves to the bone for little to no recognition. In fact, the recognition received by those who do a great job is more to do, but no more resources. The lack of communication on a variety of topics is also very disheartening. The division between Learner Services and Academics continues to widen and it often means that the concerns of Learner Services are not heard. Our division truly needs its own Cabinet representative so concerns are heard and addressed in a timely and effective manner.		N	O
24	Communication from the Cabinet to employees is practically non-existent. The Vice Presidents do not inform employees of the general direction that the college is taking. It is sad when an employee has to read in the local newspaper that the college is going to build a new building. This is what creates a moral problem.		N	C
25	I feel that the morale is very poor across the college.		N	O
26	This is my 3rd year at NWACC and I have had one review. I have never seen anyone watch me teach.		N	L
27	I do not "frequently" receive messages from personnel higher than my supervisor, but I do receive some, from time to time. Please note my objection to calling any employees of NWACC "management." NWACC is not a commercial business.		N	O
30	This place is the worst, most political and conservative work environment I have experienced. There will continue to be stories in the paper because many of us are DONE with the elitist attitudes of upper administrators on this campus!!!		N	A
31	I would hope that assistance for the students (i.e. Voicemails actually being listened to and calls returned, being able to get a student with the department they need right away, etc.) would be a more important issue as they pay our wages. I feel as though I am limited on what I can do to actually get the assistance needed for a student who contacts us.		N	C
9	NWACC is an awesome place to work!		P	O
To do my job, I can access information from the following. (Select all that apply):				
	Response	Number of Responses		
	K drive		3	
	Institutional Research and Grants		2	



	Comment	Positive or Negative	Subject
Internet		10	
Other employees		4	
Banner		7	
Personal research			
Specialized training			
Outside agencies			
Blackboard Department, other college/univ.s, Search engines, professional journals--emails			
local newspapers			
Faculty provided labs			
Department of Education and state, regional, and national professional organizations.			
My own lesson plans			
Publisher information			
department secretary			
Other		3	
I can access information about the college from the following. (Select all that apply):			
Response	Number of Responses		
News organizations		10	
Banner		2	
Other employee		2	
The Factbook			
E-mail			
Insider			
Website			
Restroom Rap, TV monitors, flyers and posters,			
Faculty Senate and Faculty Business Meeting			
My NWACC Connection			
Intranet and K drive			
Department secretary			
Other			

		Comment	Positive or Negative	Subject
Transparency of College Information				
Of the 194 employees who completed the survey, 30 provided additional comments. Comments are divided by neutral, negative, and positive comments. Subject areas for the comments are also described in column E.				
	Response			
1	The president's page hasn't been updated for MONTHS. Never know what's going on.		L	C
2	To be honest, I do not remember to check the "President's Page" because it seems buried on the intranet. Although I eventually am informed of important decisions at the division and overall college level, it is not always in a timely manner. I sometimes hear through informal channels (i.e. gossip) that something is being considered by a vice president. Thank goodness for committee work with important folks who are in the loop and happy to share.		L	C
3	Minutes may be provided, but I wouldn't know where to find them.		L	C
5	If my supervisor wasn't open and inclusive I would be just as in the dark about the decisions being made by the administration as my fellow co-worker are currently.		L	C
8	I never know about decisions until my desk is impacted.		L	C
20	Learner Services needs cabinet representation		L	O
21	What happened to the Insider?		L	C
22	We need to improve our record keeping and documenting of committee processes and their work, and to post it on the web site. We need to hold committee chairs more accountable.		L	C
24	If access is there for items #37 - 39 in an online archive, I am not aware of this.		L	C
29	number 40? you have to be kidding.		L	O
4	Q40. Not confident that all decisions made by cabinet affecting college employees are communicated clearly and on a timely basis.		N	C
6	We have no access to decisions being made in our department nor why or how the decision was made. We are simply informed what to do.		N	C

	Comment	Positive or Negative	Subject
7	Statement 40 is interesting--and very telling. That's exactly how it works. Cabinet makes decisions, and we all get told about it later. We aren't asked for input, just "informed." As far as meeting minutes go, there's a big difference between just putting them on a website and expecting employees to go look for it, and actually SENDING it out after each meeting. And my division and most departments in it don't even keep minutes of any meetings, so having access isn't really the issue--they don't even exist in the first place.	N	A
9	the college leadership has lost its way with those on the front line. we were told that we were moving towards a more transparent vision, but i don't see that at all.	N	A
10	40. Often I am the last to know about decisions that affect my department...	N	C
11	If there is a procedure for accessing meeting minutes, I don't know it.	N	C
12	Because we don't have representation at cabinet level we don't receive information. One problem is because of computer security issue sometime we don't have access to what we need to research issues or make qualified decisions.	N	C
13	Where information can be found, if it is available, is not widely disseminated on a regular basis. (sending it out once or twice doesn't always cut it)	N	C
14	Mums the word @dept. or division meetings. . . Questions usually not answered clearly and direction(s) are often left without knowing which 'chief' to follow. There is no follow-up or transparent discussion regarding student misconduct by Dean or Dept. Chair. Administration often sides with student honoring false allegations and no reprimand for student misconduct. Policies are not clarified or adjusted for satellite campuses...	N	C
15	Typically we are notified of important decisions by accident; very little is purposefully communicated on any level.	N	C
17	Important administrative information (like this survey) should probably not be emailed at the end of a workday or a Friday afternoon.	N	C
18	Communication from the higher levels to the lower levels at NWACC is greatly lacking. We have not had a division meeting in the last 6 months. Decisions by Cabinet that affect the college as a whole are not communicated to employees. The absence of communication creates an impression that college leadership doesn't care about or value employees.	N	C
23	the higher you go the harder to find info	N	C

		Comment	Positive or Negative	Subject
25	While we do have access to department and division meetings. The decisions that impact our division are not made at those meetings.		N	C
26	Again, Division Deans and Department Chairs do an excellent job of communicating. The breakdown is in upper administration.		N	A
27	Too much focus on "administrative leaders." Do you not understand that this is a hierarchical and exclusive (and thus highly ineffective) way of "leading." You guys just don't get it, apparently.		N	A
30	department meeting, what's that????		N	C
16	38, 39, 40 Our director keeps us informed of anything that affects us.		P	C
19	Our Dean (Communication & Arts) is wonderful about communicating vital information with faculty.		P	C
28	I am honored to work on a campus with a female President. It is a rare opportunity in higher education.		P	O
Leadership				
Of the 194 employees who completed the survey, 31 provided additional comments. Comments are divided by neutral, negative, and positive comments. Subject areas for the comments are also described in column E.				
	Response			
1	45. This varies widely, depending on the person in question. 46. I do not recall providing input for any performance evaluation in my division.		L	O
5	There should be a 360 eval for mgrs in all divisions.		L	O
9	In every category there are good leaders and poor leaders. Having to answer as a group may be unfair to some leaders.		L	O
10	XXXXX does a great job and has a clear vision for what is best for the students, but i feel that he is of the minority within the cabinet. students are the reason we have jobs and everything we do should involve what is best for them, not some large corporation who might give us \$.		L	O



		Comment	Positive or Negative	Subject
11	Who is XXXXX?		L	O
13	Some divisions/departments are doing well and others are not doing well at all. The state of affairs is not the same accross departments and divisions. If results are averages of information collected from this survey, then specific departments will not see the results indicating where they (specifically) need to improve.		L	C
16	In my opinion, I have knowledge of about half of the cabinet and agree they have good leadership skills. The other half, I have no clue.		L	A
20	You have to have an evaluation to do this.		L	O
21	43. As far as I can tell--don't know all of them. 44. Ours does. 45. Don't know. Some appear to. 46. I've only been asked once, a few years ago.		L	A
22	Regarding #46, that has never come up as an option to my knowledge. I have been evaluated as faculty, numerous times. Regarding #43 - I am impressed with the many positive changes that XXXXX has brought forth to the college post-XXXXX. I'm also impressed with XXXXX' performance. However, there are too many AVPs to run a college efficiently, and a drain on the administrative budget and other departments.		L	M
30	I didn't know all the people listed on the College Cabinet list.		L	A
31	I have not been an employee long enough to be certain of what is available in terms of evals and performance of the heads of the college.		L	A
2	Have not been asked to evaluate supervisors in several years.		N	O
3	I am not familiar with anyone other than XXXXX, XXXXX, XXXXX, and XXXXX. What I know of these four is that they are excellent leaders. I am not familiar with the others or even know what they do exactly. I have never even heard of XXXXX (sorry). Honestly, I do not understand how XXXXX, XXXXX, and XXXXX can be placed on a committee that makes such important decisions that impact the college as a whole. We are an academic institution; we need academic leaders, student services, and financial administrators. Public relations should not be considered a cabinet level position. How many people are under these individuals? Should someone who is over the majority of campus employees have equal input with someone who has 10 people working under him or her? Finally, we need high level administrators who have extensive experience in academic settings.		N	A

	Comment	Positive or Negative	Subject
4	The only effective Cabinet member we have right now is XXXXX and no one can speak to XXXXX as he's not even worked here a day.		
6	I have never been given the opportunity to provide input on my direct supervisor.	N	A
8	I have never been asked my opinion of my immediate supervisor or any other college administrator	N	O
12	I know what the school says its mission is; I am not sure that its mission is actually providing educational opportunities for college students at an affordable price; I think "brand management", a focus on trying to be the "best" community college in the region, and multi-layers of administration have gotten in the way of what the school's true mission should be (the mission that I believe the taxpayers expect a community college in Northwest Arkansas to have)	N	C
14	XXXXX will not begin working at NWACC until 10-18-10. The others are not qualified to make decision about my department because it's outside their area of expertise.	N	O
15	I have not received an evaluation, nor have I participated in any type of 360 degree evaluation of my supervisor.	N	A
17	There are no divisional meetings and most of the one on one meetings are cancelled just before the meetings	N	O
18	There is no oversight to deans, chairs, etc. performance or follow-up. They have been absent-tee 'landlords'; yet, often strike w/negativity without investigation of incidents. Deans & chairs tend to pass blame onto faculty vs. student for student misconduct and pass the buck for real concerns (i.e. access to building &/or rms.) & then snap & act "short" for honest inquiry or request. Administrators not involved satellite campuses. . .basically left without direction & "go to person" let go. . .so now no one to help get things done! Pres. does have pizza parties for students to meet. . .XXXXX out of area for year? Not sure of ability to administer with out being present? Don't know the rest of names offered?	N	C
23	Leadership at the Cabinet level is difficult for me and many employees to understand, because I am not sure what they are trying to accomplish as leaders. The climate they have created is that "everything revolves around the Cabinet", and perhaps this is what they want. For some employees this stifles initiative and makes them "react" to what the Cabinet does and says rather than take more initiative.	N	A
24	Our leadership of the Academic area is rarely positive and inspiring...almost always negative and removed from the needs of front-line faculty who do the principal work of the college.	N	L

		Comment	Positive or Negative	Subject
25	The Academic Deans in particular do not appear to perceive themselves as administrative leaders. They are reluctant to be held accountable and to work as part of the administrative team.		N	L
26	Never have been approached in ~3 years for item #46. Why?		N	C
27	Not all of the Cabinet members or administrators demonstrate good leadership skills with regards to availability and responding to phone calls and or memos. On several occasions, my phone calls have never been returned nor have my memos been answered or even acknowledged. This is very frustrating and devalues my position as an active and caring faculty member.		N	C
28	I have not been asked to provide input on the annual performance evaluation of the direct supervisor in my division at any time during the last five years.		N	O
29	Good leaders do not act more important than the rest of us (ie. third floor no jeans on Friday??) Good leaders do not make policies based on political positions. Good leaders are good TEAMMATES (and the hierarchy is not apparent). This place is way too conservative to be inclusive or to encourage true participation...	Specific names were removed from the comment.	N	M
7	Most staff administrators demonstrate good leadership.		P	A
19	We have great people who work here, but our employees are overworked to the point of exhaustion and burnout. People who do a great job are rewarded with more things to do that fall outside their job duties. Administrators and College Cabinet do their best to make it all work, but it is very challenging and exhausting most days.		P	M
Strategic Planning				
Of the 194 employees who completed the survey, 19 provided additional comments. Comments are divided by neutral, negative, and positive comments. Subject areas for the comments are also described in column E.				
	Response			
5	Conversation Day is the only time I am asked for my ideas.		L	C

	Comment	Positive or Negative	Subject
8	Hopeful the college will continue to support the communities needs. The college needs to be a good steward of taxpayers funds.	L	O
9	Giving the criteria of good leadership would be helpful for answering the above questions. I have my own ideas of what good leadership skills look like but this probably should be defined so answers have consistency.	L	O
12	I usually find out NWACC's plans when I it affect my work.	L	C
13	I am not aware how my activities fit into NWACC's master plan.	L	C
1	I sometimes learn about NWACC plans through reading the newspaper.	N	C
2	NWACC holds focus groups to ask stakeholder opions and then the leadership does whatever it wants.	N	A
4	As an institution we are not doing a good job of inclusion. We should always ask the question "who are the stakeholders?" before making decisions.	N	C
6	i feel like i have no idea what upper management sees as the colleges vision/goals. once again the transparency was only lip-service	N	A
7	Do we have a strategic plan? There is an old one on our website.	N	C
10	ideas are asked but they are not considered	N	C
11	Yes, asked; yet, never implemented...no monitoring or follow-up!	N	C
15	One never knows if the recommendations of a committee will be accepted or not regardless of the hours of work and the years of experince we bring to the task at hand.	N	C
16	The decision to abandon Luminis in favor of a complicated interface has blindsided me. I will now have to do about three times as much work in order to communicate with my students in a protected and comprehensive way. Some faculty enjoy wikis, blogging, social media, and so forth, but not all of us do. The Portal interface may be more powerful and have many more options, but it is not user friendly. It is dismaying to learn of the number of steps it will take to do what could be accomplished in several keystrokes in Luminis.	N	O



		Comment	Positive or Negative	Subject
17	Important that major policy decisions are not brought to "vote" or survey feedback during summer months when many full and part time faculty are off contract. This recently occurred over the summer...but glad input to "powers that be" (admin and through Faculty Senate) stymied that inappropriate action.		N	C
18	feel like any input asked or is ignored		N	C
19	Sometimes it seems as if potential solutions aren't always properly and thoroughly vetted.		N	C
3	The Systems Portfolio information sessions were the best way I've seen so far to try to understand the "parts of NWACC's plans that will affect me and my work." As far as future planning, no, I haven't been asked what I think.		P	C
14	I hope we can continue moving forward with integrating our CQI efforts with our strategic planning.		P	O
Student or Constituent/Stakeholder Focus				
Of the 194 employees who completed the survey, 9 provided additional comments. Comments are divided by neutral, negative, and positive comments. Subject areas for the comments are also described in column E.				
	Response			
2	Learner Services needs to be represented directly on the Cabinet.		L	LS
4	Most of the time when a question arises I contact the state or federal agencies for guidance.		L	O
3	There are people on the cabinet who are not qualified to be there.		N	A
5	most of our decisions are overwritten		N	C
6	Did know last Spring. . .yet, not now. Decisions often need to be made in split second on own experience vs seeking negative counterproductive input from Dean(s) or Chair		N	C
7	I find the word "Stakeholder" to be very insulting to me and the students. The word "Stakeholder" makes the students be one big element not individual students.		N	O

	Comment	Positive or Negative	Subject
8 Again, I don't believe there is proper representation from this cabinet member...or even an interest in representing		N	A
9 I feel strong support for addressing problems/challenges in my area of responsibility.		P	C
1 In case there isn't another opportunity to mention it, I would like to hear from cabinet about their "bonuses" that allowed them to circumvent the pay-freeze. Shame, shame!			
AQIP Examiner Survey			
Of the 194 employees who completed the survey, 29 provided additional comments. Comments are divided by neutral, negative, and positive comments. Subject areas for the comments are also described in column E.			
Response			
1 On this page, I would have chosen "I don't know" instead of "I agree" if it had been a choice.		L	O
2 It is difficult to evaluate a leader's performance when one doesn't even know their job responsibility.		L	O
4 Our Cabinet can only make decisions based off of the information they are given. Is the information they are given to make decisions being measured, checked, evaluated or followed up on to make sure they are given accurate information?		L	A
8 I think we have process for communication. The problem is there is there is no process for 'making sure'.		L	C
9 #55 was answered by my experience in my department. I do not know what other departments provide their staff.		L	C
11 Not according to that report we got back from AQIP.		L	O
14 Some of these I don't even know anything about, but there was no "Don't know" button. A key word here is "EFFECTIVE."		L	O
15 Question 59 is way too broad and should be broken down into multiple questions to answer accurately.		L	O

		Comment	Positive or Negative	Subject
17	Honestly, as a part time instructor, I am not involved as deeply as some of these questions imply. Full time employees seem to enjoy their work and morale seems to be good and when I need information I can always find it.		L	O
19	You really need a button for "I don't know."		L	O
20	I don't know on most of these.		L	O
24	Why doesn't this tool allow for "don't know" responses? Biasing the results for a number of items on this particular page; poorly designed. I selected "disagree" if I simply don't know this info.		L	O
25	In response to question # 65, I think this survey is a beginning.		L	O
29	#56 is worded awkwardly.		L	O
3	I will be dismayed if we hire another ex-XXXXX administrator. The clear lack of experience and understanding of higher education shows, painfully so, in the latest hires by this organization.	Statement was revised to not include innapropriate statement.	N	A
6	When hiring practices recently changed, we were unaware until we were already engaged in the hiring process. Also, we regularly do not know when someone has left his/her position. This makes it hard to communicate. An email sent out to all staff and faculty would be helpful (maybe once monthly or even more often) announcing ALL departures from NWACC and additions to our team.		N	C
7	(Professional Development) The sessions that are offered each year are to me a waste of money. The funds would be better used to set up a program to help good employees further their education with scholarships tied to their evaluations. Training classes should be offered to sharpen computer skills, communication skills, etc. Not a session on how to laugh!	Statement was revised to not include innapropriate and unproductive statement.	N	AS
10	we are very inconsistent in hiring. some jobs are flown, at other times people are moved to new jobs, with a pay increase, without that job ever being posted. i know for a fact this has happened within the purchasing department! the faculty and staff received no increase this past year, but yet we were able to bring in countless administrators with huge salaries. and i have heard that the upper level of management, i.e. cabinet, received salary adjustments to match what the new people were brought in at, this stinks!		N	M

		Comment	Positive or Negative	Subject
12	There is very little definition of roles and responsibilities, nor the accountability required to make the above survey questions yield positive results. Also, time management is a concern in this particular division.		N	M
13	Hiring committee do not always select qualified applicants. This is because they do not have enough specific knowledge of job skills required in certain positions. Also the fact the president can override any hiring committee decision and pick her own candidate leads doesn't speak well of NWACC hiring processes. The idea of a professional development department at NWACC is a great idea, but the reality is that the department is ineffective. It really doesn't provide most of the staff opportunities for "PROFESSIONAL" development.	Statement was revised to not include innapropriate statement.	N	AS
16	Poor communication & people skills shown by Dean(s) &/or Chair. . . Employees are often discouraged by petty negative comments over a student crying due to poor grade &/or plagiarism...rather than thanked for working hard on specific project(s). Rarely thanked or encouraged for hard work or performance - just chastized for unspecific false allegations (i.e. student withdraws from class is not faculty's fault-responsibility)		N	C
18	We are constantly losing great people because of the lack of organization, lack of communication, and very low employee morale. How can we expect people to stay if we don't value them? How can we expect people to stay if they work 60 hours a week when they are paid for 40? We experience high burnout because our jobs are so demanding. Typically, this is because we are all doing more jobs than just the one we were hired for. Roles and responsibilities are not clearly defined which means that people who are successful are given many additional roles because they will do them well. This will continue to lead to people leaving because they can't keep up the pace for long.		N	O
21	I don't know about the morale of staff, but a lot of faculty feel humored at best. A lot of money and time is wasted on outside opinion and expertise, or decided by administrative fiat (as it appears), even as there are almost 600 experts in a variety of fields who are willing and able to contribute to the college's growth in many ways and for little additional expense-all under one roof. Faculty should probably be taken a little more seriously as the professionals they are in their knowledge/content areas.		N	C
22	NWACC lacks many effective processes. At times I question if NWACC leadership is interested in processes. They seem to be more interested in just getting a job done, rather that creating more permanent processes that would lead to orderly evaluation of alternative strategies, professional development of employees, assessment of where we are as a college, leadership development, etc.,		N	O



		Comment	Positive or Negative	Subject
23	I think we are aware of "what we do not do well" from the experience of writing the Systems Portfolio and reading the Systems Appraisal. We need to improve in all areas of these processes. At the same time, many individual leaders do model many of the best practices, but we do not have enough formal processes that "bind us" together.		N	O
26	Regarding communication, again, after AQIP project on communication was completed, NWACC processes have regressed. It is disappointing.		N	C
27	NWACC "Leaders" just need to add in some verbage about the politically conservative and religious nature of our culture!!! It would keep those of us who become alienated OUT (and that would be good for US and YOU)!!!		N	O
28	With regards to the question, "NWACC has effective processes for motivating faculty, staff, and administrators to improve their own performance," the biggest de-motivating factor that I've personally experienced is that although all of the staff is 'frozen' with regards to cost of living/raises, the president continues to get at least her 3% increase per year. This fact should either be directly communicated in our forums, or better yet, the president should adopt the policy that if there are no raises/increases available for the staff, then she should either divide her increase up and distribute it amongst the staff, or she should not accept/not request her increase.		N	O
5		Statement was removed because it was deemed an innapropriate statement.	N	O

**CATEGORY****ABBREVIATION**

Positive

P

Negative

N

Neutral

L

Communication

C

Data

D

Learning Division

L

Learner Services Division

LS

Advancement

AD

Corporate Learning

CL

Administrative Services

AS

Finance

F

Public Relations

P

Administration

A

More than one

M

Other

O