

MEMORANDUM 2/28/18

To: Kalāualani
Kapi'olani CC Staff Council
Kapi'olani CC Faculty Senate

From: ALFS Implementation Team

Re: ALFS (Administrative Leadership Feedback System) Pilot, Year 1 Report

ALFS Feedback Survey

The ALFS Feedback Survey rolled out according to the communications plan, including “coming soon” notices, survey open announcements, reminders, survey closing announcements, and mahalo message after survey closed. “Coming soon” notices were disseminated to the campus through the Bulletin and via Department Chairs, Kalāualani, and Staff Council on 2/13/17 and 2/28/17, and included a link to a Prezi overview of the ALFS. Survey open announcement, survey reminders, and survey closing announcement were disseminated to the campus via an email list comprised of all faculty and staff on campus between 3/6/17 and 3/24/17, with the help of CELTT. Mahalo message disseminated to the campus via Bulletin, Department Chairs, Kalāualani, and Staff Council on 4/3/17.

Survey opened on 3/6/17 and closed on 3/24/17. OFIE conducted the survey. Results were sent ONLY to the individual administrators who were evaluated by OFIE during Spring Break of 2017.

There were at least 173 respondents. This is the largest number of respondents to any one individual administrator (the Chancellor); however, it's possible that a respondent chose to fill out one or more other administrators' surveys and did not fill out the Chancellor's survey, which would mean the actual number of respondents is higher. OFIE reported a 20-25% response rate, which is, according to OFIE, a strong response rate for an online survey.

ALFS Annual Update Event

The ALFS Annual Update Event also included a communications plan. Notices were disseminated to the campus using the Bulletin and via Department Chairs, Staff Council, and Kalāualani. Approximately 4 announcements were disseminated between 4/3/17 and 5/5/17.

The event took place on Friday 5/5/17 at 4:30 pm in The Tamarind Room in Ohelo. The ALFS Implementation Team organized logistics and engaged Keith Kashiwada as a moderator/facilitator; the Administrative Team determined the presentation content and format.

ALFS Round Table Review

The Round Table Review was suspended for year 1 of the pilot.

Evaluation of ALFS

Evaluation Surveys were created and disseminated. One survey, made available at the Annual Update Event and afterwards, focused solely on the Event. The other survey, made available beginning on 5/11/17 and ending on 9/1/17, focused on the ALFS overall and on the ALFS Feedback Survey. Survey results are summarized below. Full results are available upon request.

Full results of the ALFS overall and ALFS Feedback Survey survey were disseminated to the campus via the Bulletin on 9/27/17 and 10/3/17.

ALFS Annual Event Survey results:

17 responses. Overall, feedback was positive, especially as regards logistics, though many respondents noted the presenters' focus on the personal attacks in the survey results (some respondents were appalled and/or distracted, others wished that those attacks had not been the focus of the presenters).

ALFS Overall & Feedback Survey Survey results:

- 77 responses total.
- A clear majority of respondents (85.7%) feel it's Important or Very Important to have an admin. feedback system on our campus (9.1% feel it's Unimportant or Very Unimportant); 84.2% say it's Important or Very Important that the entire campus have an annual opportunity to fill out leadership surveys (9.2% feel it's Unimportant or Very Unimportant).
- 63.5% feel the questions in the survey were Moderately Adequate or Very Adequate (17.6% indicated that the questions were Inadequate or Quite Inadequate); 55.4% felt that the survey allowed sufficient opportunity to express concerns (18.9% felt that the Feedback Survey did not allow sufficient opportunity to express concerns); 70.3% felt that the survey allowed sufficient opportunity to express appreciation (12.2% indicated that they did not have sufficient opportunity to express appreciation in the Feedback Survey).
- 66.2% anticipate participating in the system in some way next year (20.8% indicate no intention to participate next year).
- 58.4% of respondents felt our process was Sufficiently Transparent or Very Transparent (27.7% indicated that the process was Not Transparent Enough).
- Summary of comments expressed:
 - Prefer a greater focus on improvements moving forward; too much drama at Annual Update.

- Doubt there would be responsive change.
- Find a way to minimize negative comments.
- Prevented from being totally honest in responses because fear of identity being detected.
- We, as a campus, need to do a better job of handling evaluations at all levels, perhaps to include coaching on how to cope with negative feedback and personal attacks.
- Suggest clearer guidelines and outcomes for Annual Event.
- Desire to have access to Annual Event presentation information after event. Written document? Video? Written document instead of Annual Update Event? Hold Annual Update less frequently?
- Suggest survey open all the time so immediate feedback can be offered after an encounter OR a venue for suggestions to be offered year-round.
- Attention to time limits at the Annual Event. Ensure approximately even amount of time per presenter. Or break up presentations into more than one event.
- More questions on survey to obviate need for comments.
- Tailor survey questions to each individual and their functions.
- The ALFS revealed an important issue: there's a gap between what admin. believes of campus culture and what F & S have experienced the campus culture to be.

These results, and feedback from the Administrative Team, informed revision of both the ALFS Feedback Survey and the Annual Update Event for year 2 of the pilot.