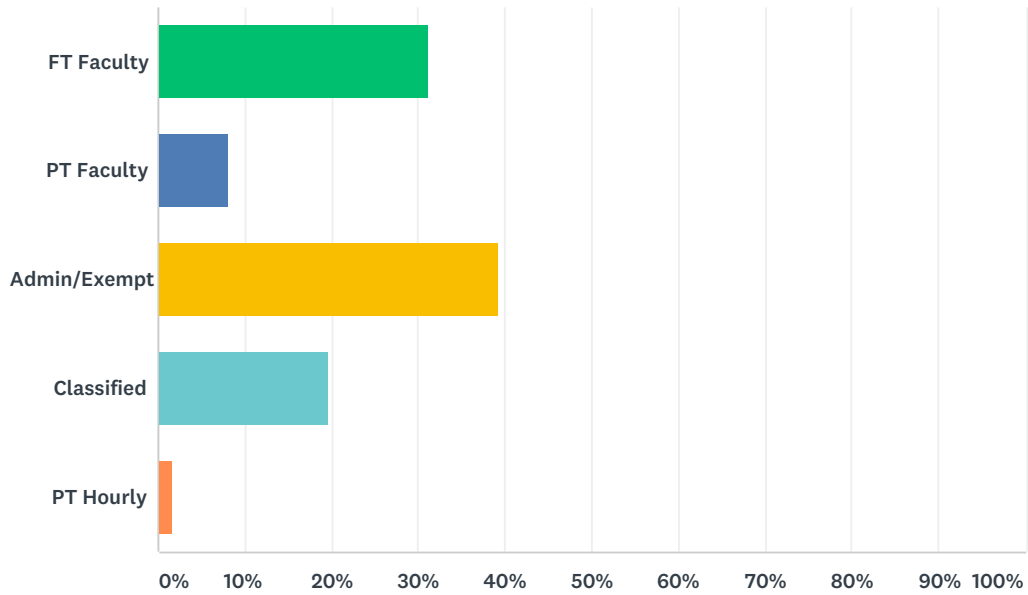


## Q1 What is your relationship to the college?

Answered: 61 Skipped: 3



ANSWER CHOICES	RESPONSES	
FT Faculty	31.15%	19
PT Faculty	8.20%	5
Admin/Exempt	39.34%	24
Classified	19.67%	12
PT Hourly	1.64%	1
<b>TOTAL</b>		<b>61</b>

## Q2 In looking at the president's first three years, what critical issues must be immediately engaged?

Answered: 63 Skipped: 1

#	RESPONSES	DATE
1	Bullying. Faculty have been bullied by deans and VPs in the past without repercussions. Some deans have taken retirement as an opportunity to burn as many bridges as possible. When faculty don't feel respected, they leave, and we have a chronic problem keeping qualified faculty. We need a president who is a champion for faculty and has enough backbone to reprimand bullies in the administration.	10/23/2019 4:36 PM
2	Campus climate Assessment of student and community needs to determine what programs are needed (not only what will bring the college more dollars) Compensation and workload of staff and faculty Communication	10/23/2019 4:11 PM
3	Demonstrated ability to work collectively with all college employees. Demonstrated ability to understand local community educational needs. Demonstrated ability to mend and develop a strong and healthy workplace culture.	10/23/2019 12:48 PM
4	campus culture, accreditation, community image/engagement	10/23/2019 11:46 AM
5	Creating a healthy workplace climate where people are held accountable; respecting the principles of diversity and inclusion, especially with our Hispanic students, and not just giving them lip-service; helping foster a true, holistic educational experience for our students, including the arts, and not just pushing them toward the workplace.	10/23/2019 10:41 AM
6	cost-effective plans to generate FTEs	10/23/2019 10:21 AM
7	Establishing trust with college employees at all levels is vital, sharing their vision for the college's future AND getting as much buy-in as possible before making any serious changes.	10/23/2019 9:54 AM
8	Lines of open communication with staff and faculty need to be established, trust and respect (re)established	10/23/2019 9:39 AM
9	Making sure that BBCC is noticed by the legislature and that the college connects with agriculture and aviation industries.	10/23/2019 9:35 AM
10	Campus climate and culture, fixing our advising model. This next president will have to deal with and address the aftermath of certain decisions made by the current. They will not be able to come in and say "Well, that wasn't me" and move on. Such an attitude does not address the real and present hurts some employees have that weren't able to be healed before our current one leaves.	10/23/2019 9:11 AM
11	A lack of trust for the administration. Student Retention. Employee Satisfaction.	10/23/2019 7:43 AM
12	1. Get the College to work collaboratively toward a common goal that serves students first. 2. Work toward trust and transparency. 3. Present an active leadership position.	10/23/2019 6:15 AM
13	The current campus climate and communication.	10/22/2019 5:05 PM
14	Address campus climate, accreditation compliance (very important or nothing else will matter), ctcLink conversion, and budget oversight - actually understand it and our reserves.	10/22/2019 10:26 AM
15	Accessible to the student body and be responsive to their needs without pushing student choices to be what they are on the employees right to be who they are without feeling intimidated or harassed; visit classrooms; visit administrative departments to keep VPs accountable and have a informal forum in offices to ask questions; review all program assistant positions for taxation without representation aspects, more help with and simplifying desk audits, provide a community college comparison to current program assistants that show where they are among other program assistants across the state. Initiate new building upgrades to carry on to the next three to five years.	10/22/2019 9:22 AM

## 2019 Presidential Search Survey - Campus Community

16	Focus on goals that are not solely "pipeline", economical; the college might benefit universally by seeing its staff, teachers, and students in terms of their capacity and the college's goal that of helping them unfold their innate capacities in service to the common good of the college, the community, the nation, and the world. Capacity might be defined in terms not only of skill building or even acquisition of knowledge, but as well in terms of the qualities and attitudes that contribute to the individual and those around him or her's integral well-being.	10/22/2019 8:10 AM
17	Understanding BBCC policies and regulations, making connections with BBCC faculty and staff, and understanding the students that BBCC serves.	10/22/2019 7:44 AM
18	Communication Campus Climate	10/21/2019 4:35 PM
19	Accreditation and allowing faculty to have an equal say in the direction of the college.	10/21/2019 12:26 PM
20	Develop trust and transparency.	10/21/2019 12:08 PM
21	I believe that continued emphasis on improving the campus climate must be considered a critical priority. Consistent and active opportunities for open lines of communication with staff and admin is imperative. Seeking further opinions of students campus climate feelings.. are they comfortable - do they like us ? Do we makes it easy for them to utilize our campus/programs to their benefit?	10/21/2019 10:46 AM
22	Community among employees, Communications, and employee equity.	10/21/2019 9:45 AM
23	Institutional Vision needs to be clearly defined and articulated (programs, grants, enrollment, etc.), accreditation measures must be aligned with Vision (standard 1), campus community engages is critical to fostering the development/repair of positive working relationships ESPECIALLY among the VPs.	10/21/2019 9:45 AM
24	Expand the educational offerings to include more 4 year degrees, create a tech pipeline for talent through student graduates, and fix the diversity, inclusion, and equity issues at the college.	10/21/2019 9:31 AM
25	Employee morale and high turnover, also the number of tenured faculty leaving BBCC is not normal and not related to salary. Our budget is also an issue. We do not have enough funding to address issues for employees and students and as an organization, we seem unwilling to conduct any type of assessment about changing our spending habits. Diversity, equity, and inclusion needs to be woven into the fabric of our daily work. Communication from all areas of the organization needs to desperately improve.	10/21/2019 9:16 AM
26	Visibility of 'higher ups', pay increases for the administrative support services, staffing for direct support for counselors, deadlines for admissions and other enrollment processes	10/21/2019 9:12 AM
27	Faculty trust. Willingness to listen and hear faculty concerns and ideas.	10/21/2019 9:12 AM
28	Continue to work on climate. Continue to network with the Foundation in seeking funding from the community.	10/18/2019 9:23 AM
29	Campus climate, strategic plan clarity, local workforce development partnerships	10/16/2019 8:26 PM
30	Supervision and management of programs and leadership teams. Programs are suffering due to lack of oversight.	10/16/2019 7:04 PM
31	Campus Climate Accreditation Strategic Enrollment Management Budget - staffing needs	10/16/2019 9:35 AM
32	Climate issues causing mistrust of Administration, specifically nepotism, religious favoritism, and turning a blind eye to incompetence among Deans.	10/16/2019 9:15 AM
33	1. Campus climate; 2. ctcLink/PeopleSoft conversion; 3. shifting how we serve students to be truly student-focused, rather than doing things the "way we always have" or to make work more convenient or interesting for faculty and staff.	10/15/2019 6:20 PM
34	1. Annual Schedule: enforce an annual schedule that offers the courses in a logical timeframe and prioritizes popular/required courses. Collaborate with transfer institutions to offer courses that cross-over with common university requirements. 2. Be the students' leader. Engage with and be present for students. 3. Campus Politics: Re-connect faculty and administrative goals. Mend teamwork and trust so that we can get things done together.	10/15/2019 4:51 PM
35	Campus climate and communication Fundraising from local economy (not grants)	10/15/2019 4:50 PM
36	Employee relations	10/15/2019 3:06 PM
37	Accreditation Declining enrollment and funding Seamless pathways from district high schools to BBCC Community outreach and development Marketing BBCC	10/15/2019 11:26 AM

## 2019 Presidential Search Survey - Campus Community

38	Equity, Inclusion and Diversity work. Implementing strategies, etc. so the EID lense is used in all aspects of the business of running the college. Employee satisfaction/fair compensation/work load Building existing programs	10/15/2019 11:23 AM
39	Enrollment management Strategic planning Financial sustainability Employee satisfaction Competing political demands from the community and state system CtC Link Implementation Securing capital project funding	10/15/2019 10:27 AM
40	Accreditation and Assessment	10/15/2019 10:25 AM
41	Accreditation, staff/supervisor relations, create a management style	10/15/2019 9:36 AM
42	Staff/Faculty moral is really low. The college also seems to have no direction, and nothing that really sets it apart from other regional colleges. BBCC needs to do a lot more to keep talented faculty/	10/15/2019 9:28 AM
43	Leadership is paramount. The President should understand how to run a business and that BBCC is a business that needs to remain solvent and above board with spending.	10/15/2019 8:11 AM
44	Strong leadership Understands the community and its population A vision Remember that BBCC is a Hispanic serving institute and make sure that recruiting efforts reflects that	10/14/2019 8:10 PM
45	1-Mandatory leadership training for ALL staff who supervise regardless of title 2-Better communication standards between Supervisors and Staff - ie when attending meetings come back to office and share what was discussed and regularly scheduled department staff meetings. 3- A Cultural Shift - Everyone working towards a common goal and everyone having a clearly defined role.	10/14/2019 7:04 PM
46	Accreditation, positive leadership, expanded funding and enrollment	10/14/2019 3:51 PM
47	How to bring all campus staff together. Be seen on campus and come talk to students, staff, and programs to find out the issues on campus. Find out the issues with buildings, rooms, equipment and how to fix, replace, or make better. Improve the education across the board.	10/14/2019 3:33 PM
48	the infiltration of white nationalism racists onto the campus	10/14/2019 2:54 PM
49	build communication pathways across the campus to engage the whole community	10/14/2019 2:48 PM
50	Communication, trust, transparency, showing genuine pride in the campus workforce	10/14/2019 2:46 PM
51	Program offerings should be reviewed and either added or eliminated as deemed necessary.	10/14/2019 2:16 PM
52	Work accountability; getting rid of programs that are a drain.	10/14/2019 1:56 PM
53	Culture, trust, community, accountability of VPs and Deans	10/14/2019 1:55 PM
54	Healing the distrust between staff and administration. Creating a culture of communication across the many silos we live in here. Valuing staff instead of seeing them as expendable. Understanding that the large amount of staff turnover here is NOT normal.	10/14/2019 1:41 PM
55	Continue to expand our growing workforce education and pre-STEM programs.	10/14/2019 1:38 PM
56	baccalaureate degrees, including Nursing RN. Technology refresh for faculty and students, tech partnerships (iPads for new students ....or ), creating a 24/7 campus via services, developing work force short term certificate programs, creating in conjunction with University system cohorts of staff and faculty to get PhDs in educational leadership	10/14/2019 1:34 PM
57	Getting to know ALL Big Bend staff. The little people out here tend to feel unimportant. Visit with them and just asking them how they are that day is huge!	10/14/2019 1:34 PM
58	Trust, communication, transparency	10/14/2019 1:22 PM
59	Reestablishing trust and a sense of community Creating a clear set of goals for the campus	10/14/2019 1:22 PM
60	Provide a vision (not another vision statement) for the college to pursue. Stop the bellyaching, moaning, and wining staff and faculty by engaging them toward a common goal. Take control of the executive leadership and guide them to work as a team.	10/14/2019 1:22 PM
61	Relationships within the college community and service district area. Community leaders, educational leaders, and ALL citizens within the given service district area.	10/14/2019 1:14 PM
62	Building community, communication with campus, bringing cabinet members together to function as a team.	10/14/2019 1:12 PM

## 2019 Presidential Search Survey - Campus Community

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63 Equity, inclusion, and diversity on campus; building a better BBCC employee community; getting rid of people in admin positions who are not effective and who cause more problems than they solve.

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10/14/2019 1:12 PM

### Q3 What key milestones must the next president need to achieve over the next three to five years?

Answered: 59 Skipped: 5

#	RESPONSES	DATE
1	The signs are pretty clear that we are headed for another economic downturn. We need a president who will be our advocate at the state level and work to keep our college afloat in the upcoming storm.	10/23/2019 4:36 PM
2	Accreditation Improving campus climate	10/23/2019 4:11 PM
3	Support and implement strategies to increase economic earnings for local community. Support and implement strategies to increase degree attainment for local community members. Support and implement strategies to increase professional development for all employee groups as each group has a direct impact on student success.	10/23/2019 12:48 PM
4	Increase course offerings Improve meeting community need for workforce development Implement a new 'image' of BBCC within our local HS and general public Invest in open communication and climate change Completion of the WEC building	10/23/2019 11:46 AM
5	Establish a culture where ideas and arts are thriving.	10/23/2019 10:41 AM
6	I'd like to see us build stronger ties with the school districts we serve. Not sure how much our current president has been involved in this but it feels like we could do much better than we have and maybe having the president be a bigger part of this would help.	10/23/2019 9:54 AM
7	More BA degrees. Expansion of the agricultural programs. New airplanes for the aviation program. Upgrade the Wallenstein Theatre.	10/23/2019 9:35 AM
8	Making hiring decisions that reflect our institutional values and don't discriminate particularly against internal candidates. Develop policies for hiring internal candidates that improved upon our current model which has often treated internal candidates as disposable cogs in wheel with no acknowledgement of them as a person and has lost us long-time associate faculty.	10/23/2019 9:11 AM
9	Increase retention and completion rates. Reduce FT faculty turnover and fill vacant positions.	10/23/2019 7:43 AM
10	This president will need to take charge and actively lead the College to a collective vision. The College is fractured among departments; goals are not common.	10/23/2019 6:15 AM
11	Annual schedule of classes, improved communication across campus, intentional planning of initiatives and programs	10/22/2019 5:05 PM
12	-Unite the college around the goal of student success and closing achievement gaps -Help all parts of the college understand that each position is important and how they contribute to the success of the college -Understand accreditation and make it a priority	10/22/2019 10:26 AM
13	Continue to build relationships; keep smiling, I find that dwindles during this period; follow through with upgrading BBCC facilities.	10/22/2019 9:22 AM
14	Community building among staff and students; integrity; reevaluation of the pay system to strive to create more equity for part-time employees; focus on faculty and staff's capacities and expertise when hiring and eliminating multi-tasking jobs so tasks can be done with a greater degree of quality and thought; assuming qualitative as well as quantitative goals.	10/22/2019 8:10 AM
15	Restore a positive campus culture for employees, focus policies regarding inclusion and diversity policies, create strong collaborative partnerships not only on campus but with our service district.	10/22/2019 7:44 AM
16	Trust in administration retention	10/21/2019 4:35 PM
17	Accreditation. Increase our BA offerings. Increase faculty satisfaction.	10/21/2019 12:26 PM
18	Developing stronger community partnerships. One who can lead the administration/cabinet, as well as earn the majority of everyone's respect on campus. Someone who has vision for the college's future.	10/21/2019 12:08 PM

## 2019 Presidential Search Survey - Campus Community

19	Truly, the cohesive functioning of a healthy campus personnel would be a milestone for the at times stone age, grudge holding, band together way of thinking. In the hopes that this team would be happy to come to work. Also, proper training and on boarding would reduce both animosity as well as turn over. The next president must make sure that deans overseeing departments ensure processes are in place in all departments for adequate training. Also, continued support for Equity, Inclusion and Diversity is necessary. The promotion of partnerships with the industries employing our workforce in order to utilize new WEC facilities and programs in place to strengthen our community workforce with their continued education through BBCC.	10/21/2019 10:46 AM
20	Community among employees, continued creative programming, and planning for future of BBCC.	10/21/2019 9:45 AM
21	Establish clear communication expectations for him/her to the campus community OTHER THAN email (forums, open door availability, etc), actually empower and mentor direct rappers using defined individual work plans, increase morale (pre and post survey).	10/21/2019 9:45 AM
22	1) Creat a cohesive, healthy, and happy administration and faculty 2) Provide strong leadership in the school and in the community at large 3) Set BBCC as the emerging tech school in E WA	10/21/2019 9:31 AM
23	Lower turnover, improve employee engagement/satisfaction scores, and really work to re-establish trust.	10/21/2019 9:16 AM
24	Increase diversity in staffing	10/21/2019 9:12 AM
25	The next president needs to make expansion of educational experience (student opportunities) such as the Bachelor degree project.	10/21/2019 9:12 AM
26	Work on climate, communication, accountability.	10/18/2019 9:23 AM
27	Same as above, plus working to increase campus diversity among staff	10/16/2019 8:26 PM
28	Decreased staff turnover, improvement of key vocational programs to meet workforce needs, better communication with the community, increased academic performance college-wide.	10/16/2019 7:04 PM
29	Visible and Engaged Campus and Community Leadership Review of staffing - develop plan to fill those needs Develop action plan on how to communicate and celebrate the college with the community, partners, potential and current students. including technology, website, marketing materials, social media, messaging. Including CBIS and the Foundation.	10/16/2019 9:35 AM
30	Stop the overwhelming turnover of faculty. Increase communication with faculty regarding infrastructure projects (No more planning of classroom spaces and changes to existing buildings without consulting faculty involved.) Establish a leadership style that includes "presence."	10/16/2019 9:15 AM
31	Change the climate; eliminate the achievement gap among groups of students; change our mission to clearly state a student-focus	10/15/2019 6:20 PM
32	1. Improve persistence and degree completion; less focus on access and more on persistence and support. 2. Be the community's college. Constantly connect with community/industry/transfer institution needs to create flexible and highly-sought certificate and degree programs. Develop consistent messaging connecting Big Bend activity with improving the service district. Be a local leader and present at local events. 3. Apply and be awarded federal grants to continue innovation and improvement. Develop transparent and meaningful grant goals and objectives.	10/15/2019 4:51 PM
33	Continuous active engagement in campus activities and fundraising for renovations to aging buildings	10/15/2019 4:50 PM
34	Student enrollment and improving the college's community engagements.	10/15/2019 3:06 PM
35	Accreditation and increased enrollment Better community marketing about BBCC Seamless pathways from district high schools to BBCC	10/15/2019 11:26 AM
36	WEC building completion and tweaking to make sure it's meeting all of the program's needs. Implementing the new Bachelor's degree effectively.	10/15/2019 11:23 AM
37	Smooth CtC Link Implementation Accreditation visit that gives the college a good bill of health - satisfy any recommendations Ensure strong financial foundation for the college Smooth implementation of BAS with accreditation and financial aid approvals Improved campus climate Secure funds to replace gym floor	10/15/2019 10:27 AM
38	An easy and clean Assessment process. This could include the school investing in software to help with the tracking of assessment reports to keep us in good standing for accreditation.	10/15/2019 10:25 AM
39	Accreditation, interpersonal relationships, ability to make decisions and stand by them	10/15/2019 9:36 AM



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40	More diversity in upper management. Improve staff/faculty morale.	10/15/2019 9:28 AM
41	Regain to role of the President; be a leader, do not allow the whim of others to run the college. Do not give the duties of the office to a VP when those duties are the duties of the President.	10/15/2019 8:11 AM
42	Bring organization to all departments Change the climate and culture of the institution Serve HUG students	10/14/2019 8:10 PM
43	Bring all areas of staff to the table, Classified, Faculty and Administration. We need a working TEAM again, not sections competing with one another.	10/14/2019 7:04 PM
44	Clear goals and how to achieve them. Operate transparently and humbly. Be a collaborative and trusting leader.	10/14/2019 3:51 PM
45	Allow classified staff to have a union just like faculty does. Let the voices be heard from those who are not acknowledged. Improve the education by actually reading the evaluations of classes and teacher.	10/14/2019 3:33 PM
46	Returning, trust, honor, and dignity to the Office of President of Big Bend Community College	10/14/2019 2:54 PM
47	Craft a genuine vision for the college and its community that's more than a catchphrase or slogan	10/14/2019 2:46 PM
48	Funding additional capitol projects that can't be done through the state. For example parking lots and gym, soccer field, etc.	10/14/2019 2:16 PM
49	Future vision. Vision 2025, 2030 - an actual plan..	10/14/2019 1:56 PM
50	I have no idea what this question means. What is a "key milestone"?	10/14/2019 1:41 PM
51	Expand the depth and breadth of workforce education programs to stay ahead of emerging technologies.	10/14/2019 1:38 PM
52	Be a part of working on getting Grant County airport upgraded to regional commercial airport. (modeled on Jax, FL - these are concerns I'd like to see a President be major in: • Recruit and expand high wage job opportunities in targeted industries in Area • Promote private capital investment that results in an increase in the commercial tax base. • Redevelop economically distressed areas by encouraging private capital investment and higher wage job opportunities within those areas. • Advocate for small business/entrepreneurial growth and expansion. • Encourage downtown development in coordination with local groups • Maintain an overall system of accountability that allows a high level of confidence in our stewardship of public funds.	10/14/2019 1:34 PM
53	Keeping the Faculty out here happy is the biggest hurdle. It seems nothing can make them happy. The back stabbing report that came out shows that.	10/14/2019 1:34 PM
54	Establish a high level of trust with the faculty.	10/14/2019 1:22 PM
55	-Engaging with the staff at all levels -Communicating a clear set of goals and how they will be accomplished. -Meeting milestones and projects that have completion and buy-in. -Develop an understanding of the programs/departments that exist on campus and what each of them do to contribute to student success.	10/14/2019 1:22 PM
56	Enrollment Management Employee Retention Create a reason for us to care not just for the students, but for each other.	10/14/2019 1:22 PM
57	There needs to be accountability and responsibility for actions and lack of action from the executive team. We are a community commodity and we need to serve with respect and dignity. We need to have pride in what we stand for and have the community know they are part of BBCC. This will allow for positive culture change and staff/faculty will engage with a different mindset and take pride in their work. This would also allow for the chance of increased enrollment because students will not only have access...but access with support from folks who love their job. Retention and completion will be the new change...	10/14/2019 1:14 PM
58	Guide college through meeting accreditation requirements, explore enrollment strategies to recruit more diverse populations,	10/14/2019 1:12 PM
59	Increasing the number of diverse faculty to reflect the diversity in the area; making BBCC a bigger part of/presence in the immediately surrounding community; completing a widescale improvement of the Wallenstein theater, which is a wasted resource right now.	10/14/2019 1:12 PM



## Q4 What competencies and traits (e.g. level and type of education, experience, personal characteristics, management style, leadership experience/ability, communication skills, etc.) are necessary for the next president to embody?

Answered: 62 Skipped: 2

#	RESPONSES	DATE
1	I would like to see a president with an academic background who understands what it's like to be in the classroom. I'm not impressed by EdD degrees -- I'd rather see a PhD in an academic field. Our president should be interesting and interested in exciting things. A president should be the head-cheerleader on campus who goes to events and gets others to go too.	10/23/2019 4:36 PM
2	Transparency Take charge while listening to students, staff and faculty Professional experience at a community college with similar student population as well as working in experience working with different populations.	10/23/2019 4:11 PM
3	Leader who is collaborative when decisions are being made. Leader who solicits feedback from staff and takes into consideration the professional opinion of staff. Leader who has strong communication skills. Leader who is demonstrates honest transparency. Leader who understands the economic and educational disparity of students and community member of color.	10/23/2019 12:48 PM
4	President should have or almost completed PhD Open communication with stakeholders on and off campus Stakeholders are limited currently to include the 'same' selected few, instead of opening for more input Energy to carry college forward--improve our image. We are not seen as an innovative school. Increased partnership with the business community to Liaison for future endeavors and programs/degrees Walk about management style--sit down and speak with any/everybody. Open door for students and staff--more of the 'dialog' style. This breaks down the castle in the sky mentality and perception.	10/23/2019 11:46 AM
5	Someone with a background in teaching, preferably in a discipline that isn't "educational leadership."	10/23/2019 10:41 AM
6	somebody who will make a decision without having to waste resources making sure every single person gets to have a say in decisions. My perspective is that we got sick of Bonaudi because he made decisions without much input....so we whined. Then we go out and hire someone the complete opposite of Bonaudi....that struggles to make a decision without hearing every single voice on campus...so we whined. It'd be nice if this next person had a collaborative style....seek input, but not afraid to make a decision once sufficient input has been received.	10/23/2019 10:21 AM
7	Friendly, open, and interested in everyone's opinion but willing to make the hard choices WITH INPUT, when practical and possible. Terry has been great but his view of a people focused/"flat" organization is not shared by Bryce. Solid communication skills are a must! He may need to reign in our PIO a bit who seems take a hard line on issues where it really isn't necessary.	10/23/2019 9:54 AM
8	The next president should have a Doctorate/PhD, should be outgoing, a good communicator - a good and confident speaker, empathetic listener and problem-solver. The next president should be someone who is ready to get to know the campus community, make personal connections, and to be the cheerleader-in-chief for the college and our mission. The next president needs to be someone who is inspirational to faculty, staff and students -- to be a leader whom we all want to follow in our quest for success for our institution, students and the community.	10/23/2019 9:39 AM
9	A good business background is important with a PhD in management would be helpful. Must have a good working relationship with faculty and staff and be able to get out in the communities to encourage full district involvement with the college.	10/23/2019 9:35 AM
10	Good communication skills -- communicating clearly, honestly, and with empathy Admitting and fixing mistakes	10/23/2019 9:11 AM

## 2019 Presidential Search Survey - Campus Community

11	The next president needs to be able to speak frankly about the issues facing the college and willing to hold the rest of the administration accountable. The next president must see communication as a two-way street that is not the mere dissemination of information. The next president must be willing to be creative and open-minded in tackling the issues facing Big Bend and its students.	10/23/2019 7:43 AM
12	This president needs to have leadership abilities--he or she needs to be actively involved with the actions and decisions of the VPs as a model for VPs so that they also are actively involved with the actions and decisions of their Deans. The College community will feel better supported with a true management hierarchy. Micro-managing of Vps and Deans is not necessary, but oversight and involvement is and it needs to be visible to the College.	10/23/2019 6:15 AM
13	Open and honest communication; willingness to get input from all stakeholders and then make a decision; experience with community colleges (both in and out of state);	10/22/2019 5:05 PM
14	-Able to build a team -Education - at a minimum a Master's degree Education- one of the most successful presidents in our ctc system was Jean Floten who had a Master of Science and a Bachelor of Arts from Portland State University. Don't get hung up on education, it is what you can do. -Able to engage people at any level -Able to make decisions, and explain how the decision was made whether people agree or disagree with it -Supports their people. -Strong advocate in the community for the college	10/22/2019 10:26 AM
15	The BBCC president needs Dr. and to understand and possibly be able to handle operations aspects including business skills, budgeting, human resources, customer service and be able to have a large positive impact in the area of fundraising.	10/22/2019 9:22 AM
16	The ability to consult in a way that is non-adversarial; truthfulness; humility; integrity, experience in education.	10/22/2019 8:10 AM
17	PhD in Education Administration or related field, transparency, strong relationship building skills, and visionary.	10/22/2019 7:44 AM
18	Doctorate integrity follow through communication	10/21/2019 4:35 PM
19	Experience as a faculty member is a must.	10/21/2019 12:26 PM
20	MBA would be a good place to start - we need someone to start treating this as a business where there is accountability from above on down. They need to stop allowing VPs to call the shots of running the overall college. I'm not concerned as much with the PhD, as the ability to manage this college. They need to be approachable as well as innovative.	10/21/2019 12:08 PM
21	I currently appreciate our presidents personable relationship with each individual on our campus no matter their status. I would like to see that continue - as i see often many status issues separate employees and in doing so creating animosity and lack of communication. I prefer a management style that allows for some freedom to explore new opportunities for growth and potential successes for BBCC. As far as Education ... we are in the business.. so it is necessary the president possess knowledge and skills that are necessary to lead in a fair and compassionate way. While at the same time not adhering to "that is the way its always been done" syndrome.	10/21/2019 10:46 AM
22	Friendly, open door, uphold employee standards, good listener, good communicator, sense of humor, can see out of the box and big picture.	10/21/2019 9:45 AM
23	proficient in Change Management (i.e. WELA, PROSCI, etc.), NOT introverted or at least high functioning because we need dynamic/charismatic/engaging leadership, in the prime of their career rather than the tail end.	10/21/2019 9:45 AM
24	Servant leadership High emotional intelligence Passionate and action oriented Embraces and advocates for diversity, inclusion, and belonging Strong communicator Mix of experience in and outside of EDU Ability to build relationships that strengthen BBCC Ability to successfully raise money for BBCC Passionate about student success Would like to see a woman of color as the next president of BBCC	10/21/2019 9:31 AM
25	An authentic leader would be wonderful. One who isn't afraid to own their mistakes and is willing to be accountable and hold others accountable. This quality isn't present just because one holds a doctorate or a bunch of letters after their name. They need to be a great listener and influencer. The president must be able to set clear direction, let people do their work, but follow-up to make sure we are still on course. They also have to be willing to make decisions, especially the hard decisions. The new president must be willing to say no to something when the organization is not ready and able to push when we are capable.	10/21/2019 9:16 AM

## 2019 Presidential Search Survey - Campus Community

26	Kind, open, will actually listen to suggestions from everyone that will benefit student and employee interaction	10/21/2019 9:12 AM
27	Friendly, open and willing to communication even through conflict. This person also needs to take charge and control. Dr. Leas gave too much freedom to his subordinates and some took advantage to force his/her will rather than consider to the overall reaction from faculty and staff.	10/21/2019 9:12 AM
28	Servant leadership, someone who is kind, has integrity, hard-working. Effective communicator, big-picture thinking but can also disaggregate the minutia. Is charismatic, inspires others, has a sense of humor. Gathers information then can make a decision.	10/18/2019 9:23 AM
29	Extroverted, inspiring public speaker, emotionally intelligent, PhD, familiar with rural areas,	10/16/2019 8:26 PM
30	PhD in Higher Education/Leadership/Policy and Planning any of these. Change Management Experience (should be an interview question), Equity and inclusion foundational components of previous work, demonstrated success in developing staff and faculty, Fundraising experience, Challenges the status quo, mentoring and motivational spirit, visionary, empathic, confident, builds relationships with faculty and staff, sees the value in stepping outside the office and into people's office and into the community to heal wounds and build support. Served on boards beyond the scope of higher education. Community College experience. Understands the politics involved in the role and how to work with them. Demonstrates or comes from similar backgrounds of the students we serve. Strong communicator and focused on the future!	10/16/2019 9:35 AM
31	Formidable communication skills. Ability to mentor and even criticize the administrators being overseen. Day-to-day involvement in college decisions. Willingness to make decisions and stick with them, rather than delegating everything to whoever has the strongest political agenda.	10/16/2019 9:15 AM
32	An authentic leader with the ability to apply different decision-making styles appropriately to different situations; transparent communication; extroverted and is visible and engaged with all of campus	10/15/2019 6:20 PM
33	1. Completion of an advanced degree from an accredited college or university 2. Prior experience as - a president for an institution of higher education, or -a superintendent of a k-12 school system, or -a minimum of five years of full time administrative experience at the dean's level or above in an institution of higher education 3. Preferred leadership at Hispanic Serving Institution 4. Teaching experience at the college level 5. Be a creative, energetic, self-motivated individual with strong communication skills. 6. Welcome, value, and nurture people of all backgrounds, perspectives, and experiences, as well as support and promote an environment that accepts differences and celebrates diversity. 7. Demonstrated success in removing barriers and developing targeted initiatives for eliminating achievement gap and promoting equity for systemically underserved students.	10/15/2019 4:51 PM
34	Experience as a faculty member would be a benefit as then they can relate to the faculty more easily. Minimum experience as a VP (someone in a position similar to Bryce's) that has experience in what a president's duties are. Good communication skills, authoritative but compassionate.	10/15/2019 4:50 PM
35	All the above with a healthy background in employee, student communications.	10/15/2019 3:06 PM
36	I will not speak to education and experience since those are the initial filter for potential candidates. I believe that a president should be open to ideas and innovation and possess both great leadership and interpersonal skills. Someone that empowers rather than manages and who is kind, with a sense of humor would be great!	10/15/2019 11:26 AM
37	Decisive, personable.	10/15/2019 11:23 AM
38	Honest Caring Direct Listener Prompt decision maker - decisive Visionary Strong at networking with community, legislature, and employees Pragmatist	10/15/2019 10:27 AM
39	Good communication, previous experience as a vice president or president. I would like to see someone who is visible on campus.	10/15/2019 10:25 AM
40	confident (without being cocky), personable, business minded, college mindset/student success, people person	10/15/2019 9:36 AM
41	BBCC needs someone with a very different personal than the current president. We need someone who has a strong and extroverted personality, who is not afraid to lead and make hard decisions...but to also engage with the community before making decisions.	10/15/2019 9:28 AM

## 2019 Presidential Search Survey - Campus Community

42	Hold a PhD in Business. A PhD in Education does not give enough background to how to be the leader of the college. Being open and willing to listen to anyone AND taking their information in confidence. Management style should be one of understanding that the role of the President is not to give all the duties to the VP of I nor to let other VPs persuade a determination. It would be nice to know the President would take the recommendation of a hiring committee over the personal choice of others. Do not "friend" people of FB or other social media AND do not post unprofessional posts. Remember the President is always a representative of the college and whatever is posted to social media will be looked at as a post from the President of BBCC, not a "friend".	10/15/2019 8:11 AM
43	positive leadership accessible, open and easy to speak to friendliness to all	10/14/2019 8:10 PM
44	I'd like a President who stands behind his employees. When he asks them to do a job that is not popular, that he doesn't leave them hanging. That he or she will accept responsibility for assigning that job!	10/14/2019 7:04 PM
45	Preferably have experience in both the financial and educational side of administration, as well as actual experience in the classroom. Should be someone who knows their purpose, but also wants to humbly respect others' purposes. Should see leadership in combination of trusting professionals. See communication as two way sharing of ideas, not dissemination of information.	10/14/2019 3:51 PM
46	The next president should have some knowledge of this campus, community, and the college itself. Don't rely on those who have worked here for years to give the answers. The next president should listen to all the voices on this campus. The next president shouldn't have the vice presidents be the face of this campus. The president should be more visible and not pass the buck onto someone else. I believe having proficiency in their job and being able to multitask. The person should have great leadership skills and be able to bring us all together as a team and a family like we used to be before the current administration. The biggest thing we all would like to see is someone from this community step into this role. People from far away or the westside will have a different take on how our community is and the those that work here.	10/14/2019 3:33 PM
47	Advanced professional degree preferably NOT an education major. Prior community college faculty experience as well as community college administration experience. Confident, secure, serious professional demeanor with a clear vision of the future for the college. Must able to also be sociable enough to have the potential to integrate into the existing college and local business community. As far as management style someone who recognizes the professionalism in other enough to reinforce good work already being done at the college.	10/14/2019 2:54 PM
48	True open door; needs to be willing to get out to the campus at large at least on an intermittent basis. Engage in the community (more than just attending meetings)	10/14/2019 2:48 PM
49	How about a president whose actually taught in a community college or university as a FT faculty member, AND who isn't reluctant about doing it on an occasional basis at BBCC? (WWU president teaches occasionally as a means of remaining current with classroom issues faced at his university. All presidents should be so in touch!)	10/14/2019 2:46 PM
50	Good communicator is a must. Preferably someone with more leadership experience as opposed to instructional experience.	10/14/2019 2:16 PM
51	Have a back bone - make decisions.	10/14/2019 1:56 PM
52	Collaborative leadership style, open to anyone coming to her or his office for an appointment (or even, if free, without an appointment), clear communication skills as demonstrated at previous employment.	10/14/2019 1:55 PM
53	Someone who actually leads. Someone who knows how to create an environment of communication and collaboration. Someone who understands that "improving communication" does not equal "send more emails".	10/14/2019 1:41 PM
54	The ability to select the right people for the jobs below you, then set realistic and quantifiable goals for them. Delegate responsibilities properly and trust them to get it done. Provide mentorship and guidance when needed, but don't be afraid to fire and replace when necessary. See also- military leadership.	10/14/2019 1:38 PM

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55	Community college and University experience. Skills at building up Foundation and creating financial aid scholarship opportunities for students. Aggressive stance managing textbook costs with and OER focus. Not afraid to get hands dirty, but equally confident working with WA leaders at a national and federal level. Strong experience with maintaining accreditation and programmatic reviews. Visionary - not just a placeholder. Determined to build internal relationships with all levels of staff and faculty. Regular listening events and circles of discussion formal and informal. Take seat in local politics/business action and state and federal. Experience lobbying state and fed level.	10/14/2019 1:34 PM
56	Everything you have listed here are very important. But the MUST, be a good communicator and leader. Reach out to the students on a daily bases, be behind the Athletic program here. Come to the games, without our students we wouldn't have a job. Get the staff involved with coming to the games. The students see who isn't in the stands, and it registers as they don't really care. They notice!	10/14/2019 1:34 PM
57	Charisma, openness, strong public speaking skills, Laissez-faire style, direct style in terms of necessary college programs and projects, charisma	10/14/2019 1:22 PM
58	Critically need someone who understands Situational Leadership and that leadership styles have to change based on the project and people involved. You cannot have one communication/leadership style. You also need someone with people skills. Not an extrovert per say but someone who knows how to read and work with people. Someone who is also known for creating task lists and completing them and inspiring others to contribute. Someone with vision or ability to create a vision and communicate that to others.	10/14/2019 1:22 PM
59	We need someone who can rally the troops, engage and motivate people toward a vision. Someone who has a vision and can articulate it. We need a leader who understands that despite your own personality or style, you often have to be able to wear multiple hats and demonstrate multiple management styles. Situational leadership is a must. We need someone who can be collaborative OR directive when the need arises and who understands when that differentiation is important. We need someone who will get out and see the people and genuinely care to find out what is happening on campus. Executive briefs are great, but involvement is better.	10/14/2019 1:22 PM
60	Hire for the true leadership...current leadership does not know how to navigate out of their analytical and introvert selves and most of them are okay with that...at least that is what I have seen. You need someone who can make decisions and hold folks accountable for their actions. We need a person who will not be second guessed and others will want to follow. Do not hire because a certain demographic would look good to the public...they needs to have the tools to be a leader and have the knowledge of the SBCTC system and willing to do things different when needed. If you choose a person that comes from a underrepresented demographic please do it because they have the skills and ability. Even so...support them with all you have and don't set them up for failure. I see it many times when someone has the skills and ability they are not supported at the level that is needed to be successful.	10/14/2019 1:14 PM
61	Doctorate, experience with diversity, ability to inspire and raise accountability. Strong leadership and vision to ensure staff align with goals.	10/14/2019 1:12 PM
62	A Ph.D., preferably in a discipline, and experience as a faculty member; social; able to use direct communication meant to be clear and not to hide around issues; comfort with challenges	10/14/2019 1:12 PM

## Q5 What unique professional experiences must the next president possess in order to succeed as president of Big Bend?

Answered: 59 Skipped: 5

#	RESPONSES	DATE
1	We are a small college and the lure of the big city pulls many away from here after just a few years. We lack the arts and educational opportunities that many people crave. We need a president who can promote and celebrate what we do have. I love BBCC and I need to feel that our president loves it too.	10/23/2019 4:36 PM
2	Work experience (not just in leadership positions) with our student demographics - rural, HSI, non-traditional Equity work, specific examples	10/23/2019 4:11 PM
3	Demonstrated experience understanding the unique needs of community college students (i.e., lower socio-economic households, students of color, students in need of pre-college course work, etc). With this understanding it is important that the president demonstrate understanding of policies and practices that promote student success.	10/23/2019 12:48 PM
4	Having worked in professional (for profit) business Understand unions and collaborative negotiations Understand edu-speak does not translate to outside of an educational setting. (are we truly meeting the needs of our community or just doing what we have always done?)	10/23/2019 11:46 AM
5	They need to be willing to push back against the "old school" traditions and fears held by some in the community, including civic and business leaders, and bring Big Bend into 2020. The Old Boys Club mentality needs to be challenged instead of reinforced.	10/23/2019 10:41 AM
6	Experience in a rural setting...someone who has experience managing a rural college.	10/23/2019 10:21 AM
7	Knowledge of how community colleges fill a special place in the educational field and the communities they serve.	10/23/2019 9:54 AM
8	Experience with bringing people together to accomplish educational/organizational objectives is of utmost value. Proven skills at public speaking and written communication would be good as well.	10/23/2019 9:39 AM
9	Must understand the all the differences facing the college district due to the variety of industrial and agricultural industries that are part of the college's district and that rural America has different needs and wants than that of a non-rural district.	10/23/2019 9:35 AM
10	The president should have a background in education, K-12 and/or post secondary. Successful teaching experience would be a plus; successful administration would be good.	10/23/2019 6:15 AM
11	Well-rounded: understands instruction, services, and administrative areas.	10/22/2019 10:26 AM
12	Someone who has taught in a college classroom and held previous higher education administrative positions, and has worked in a Financial Aid Office at least 3 years and some experience in the Admissions/Registration Office.	10/22/2019 9:22 AM
13	To have served as an educator.	10/22/2019 8:10 AM
14	Previous experience in leadership, working a rural community, working with students who come from diverse backgrounds, especially those who are first in their family to attend college or are low-income.	10/22/2019 7:44 AM
15	Experience in a community college that is on the east side of the mountains would be a benefit. Experience as an instructor would be great.	10/21/2019 12:26 PM
16	The ability to weed out and fine-tune the college as a whole. Someone in the business profession/MBA background would have those experiences of holding those tough conversations.	10/21/2019 12:08 PM
17	Experience navigating and financing and the actual mental costs associated with working your way through school. Attaining a higher education and the struggles that come along with it to better relate to the demographic of students in our area as well as the employees working here. And perhaps some unique professional experiences with being kind, caring, genuine.	10/21/2019 10:46 AM



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18	Prior President or at least VP level achieved in other community college system, Covey experience, extrovert.	10/21/2019 9:45 AM
19	Making Magic Happen! Experience with leading from all places (front, middle, back), mitigating conflict, and reinforcing accountability.	10/21/2019 9:45 AM
20	Have a background in tech and business	10/21/2019 9:31 AM
21	Multicultural experiences such as travel abroad, fluency in other languages. Would also need to have experience successfully leading a culture change. Understanding of people and finance are critical. They don't need to know how to do every person's job, but they do need to know enough so they can ask questions to move decisions forward rather than just accepting what every VP or leader says is gospel.	10/21/2019 9:16 AM
22	Be aware of growing population and the types of students and employees there are here	10/21/2019 9:12 AM
23	Having taught in the classroom. It is important that this person not be a career administrator, but have teaching experience.	10/21/2019 9:12 AM
24	A proven track record in leadership. Must have been invested in his/her last community.	10/18/2019 9:23 AM
25	Good communication skills with the ability to reach out to faculty, staff and community through engagement. Simply emailing would not suffice. Transparency is key with all aspects of the college and collaboration with all to make decisions that affect the faculty/staff.	10/18/2019 8:02 AM
26	Strategic planning, community engagement, economic development, communications and marketing	10/16/2019 8:26 PM
27	Experience in rural-based institutions and communities. Strong leadership and an interest in community investment.	10/16/2019 7:04 PM
28	Change Management Guided Pathways experience Experienced Advocate	10/16/2019 9:35 AM
29	Training in public speaking. Background in the classroom. "Fire in the belly" regarding building programs here, rather than thinking of BBCC as a comfortable place to retire.	10/16/2019 9:15 AM
30	It would be nice to have a president with both instruction AND student services experience. Someone with significant experiences with diversity, equity, and inclusion would also be beneficial.	10/15/2019 6:20 PM
31	Demonstrated success in removing barriers and developing targeted initiatives for eliminating achievement gap and promoting equity for systemically underserved students. Leadership at Hispanic Serving Institution	10/15/2019 4:51 PM
32	Understanding and experience with our student population demographics, as well as our 'small town' culture that promotes Big Bend employees working as a community/family.	10/15/2019 4:50 PM
33	leadership and educational financial experience	10/15/2019 3:06 PM
34	Any experience addressing the aforementioned ideas/issues would be beneficial.	10/15/2019 11:26 AM
35	Work in Higher Ed in a variety of departments and also at a VP level.	10/15/2019 11:23 AM
36	Experience managing a large number of people Experience working in the public sector, preferably at community colleges Experience working in the community and building partnerships	10/15/2019 10:27 AM
37	Not sure	10/15/2019 10:25 AM
38	ability to see the whole picture and not lose the little pieces necessary to build it	10/15/2019 9:36 AM
39	This person must have a record of success, and not just a record of experience.	10/15/2019 9:28 AM
40	Being a CEO of a company is a good start. Having an understanding of a business is more important than understanding the educational side of a college. Managing staff is a universal need of any company, including an educational company (AKA-a college). The ability to know and understand the laws of employment and understand Grant spending are very important part.	10/15/2019 8:11 AM
41	Experience working with a Hispanic serving institute	10/14/2019 8:10 PM
42	I don't think a unique experience is necessary. We should be open to new ways to succeed being what BBCC expects. Get new, fresh ideas to stir our campus and community.	10/14/2019 3:51 PM
43	I think having some sort of business background and financial side would be helpful. A great understanding of the educational system.	10/14/2019 3:33 PM



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44	Someone who knows how to clean the slate of the other administrators who have really hurt the campus trust environment before they were hired.	10/14/2019 2:54 PM
45	Needs to value the workforce programs as much as the academic programs, to understand the unique challenges of those programs.	10/14/2019 2:48 PM
46	Be a good diplomat, able to communicate enthusiasm for campus ventures, willing to innovate with faculty (and try something for more than 1 year before declaring success or failure), able to provide link between community and college to grow the enrollment.	10/14/2019 2:46 PM
47	Managerial skills are a must. Finding the balance between the business side and the service side of community colleges.	10/14/2019 2:16 PM
48	Having experience in Washington State is a bonus.	10/14/2019 1:56 PM
49	Experience in leadership of small schools	10/14/2019 1:55 PM
50	???	10/14/2019 1:41 PM
51	Must have held a non-government job in a discipline other than education or human resources. Good luck!	10/14/2019 1:38 PM
52	Understanding that agricultural business is a tech business. Some overlap or confidence with aeronautics and space business. A builder of collaborations for student and higher education opportunities. Take BBCC to other places, satellites, and encourage both empathy and technological engagement in the future of the area. Identify and bring forward the unique skills of BBCC. See BBCC with more passion than the collective of staff, faculty, students, and city. A beacon. This president needs to see what an amazing place this is and can move to be in a way that makes the collection of us feel like underachievers.	10/14/2019 1:34 PM
53	One that can be easily approached, fun and a good sense of humor. One with an industrial/ AG background. Willing to try and get the community to support BBCC. Plus one that has a proven record of leadership.	10/14/2019 1:34 PM
54	Experience leading at a high level in a college/university environment.	10/14/2019 1:22 PM
55	Preferably someone who has thought outside of the box from traditional academia. Someone who is willing to be creative, with our limited resources, and be still able to inspire change and direction. I would also prefer someone who has been in either a student services role or a faculty role at a community college, preferably small or rural or with similar demographics. I don't want to see our next president come in and be caught up in the "current buzz words" or trends. We need someone who can set this college up for success through the next several decades.	10/14/2019 1:22 PM
56	The ability and agility to manage a complex organization past its current climate and into a new age of positivity; evangelism, motivation, energy, charisma, and genuine caring.	10/14/2019 1:22 PM
57	Be able to handle difficult situations at the state and local level. They need to be able to show that they have been a lead in major changes and were successful where others may have not. Enrollment, retention and completion strategies that have been successful!	10/14/2019 1:14 PM
58	Team building experience, experience communicating individually and with large groups, experience managing strong personalities toward a common goal.	10/14/2019 1:12 PM
59	Representing a small school with growth potential	10/14/2019 1:12 PM