

FINALIST SURVEY FEEDBACK REPORT

# Lee Ann Nutt, Ed.D.



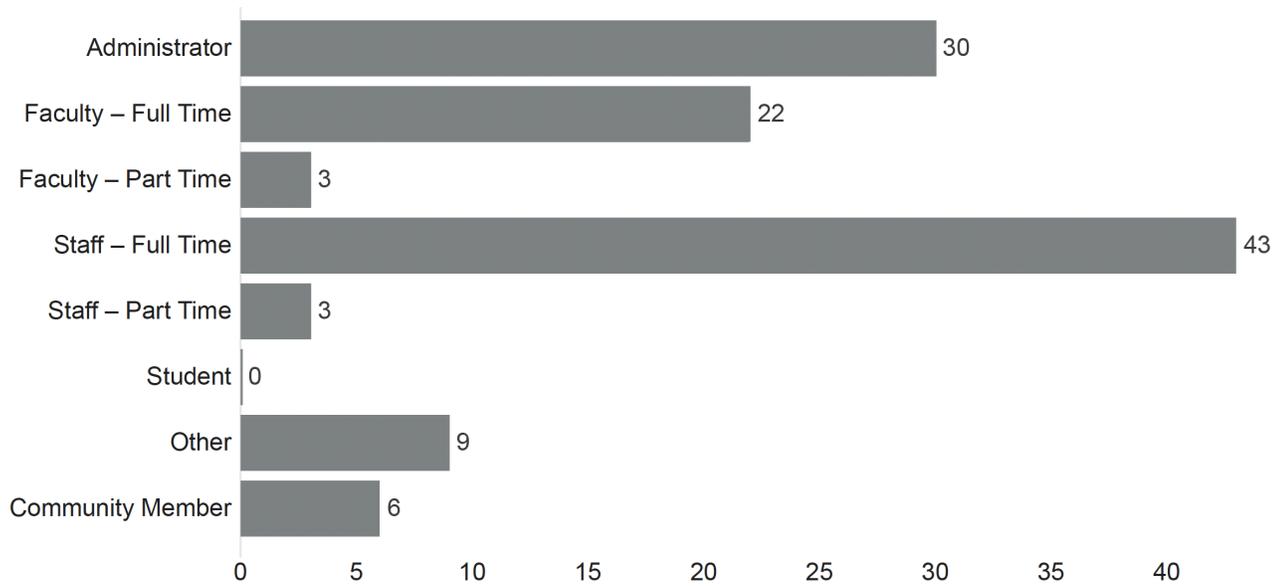
VALENCIA COLLEGE

PRESIDENTIAL SEARCH

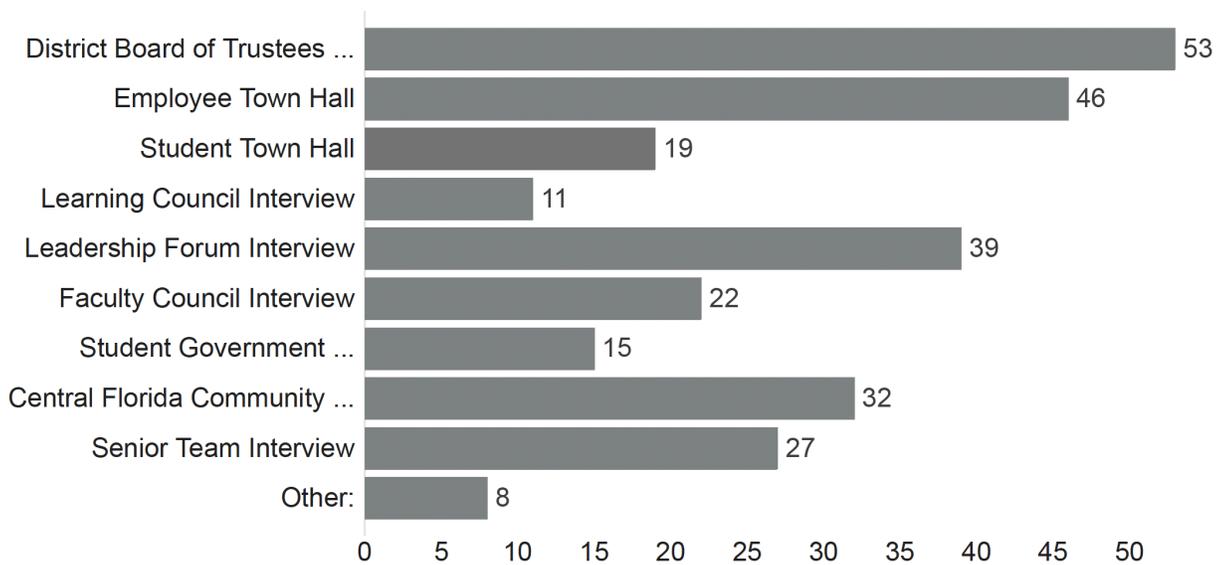
# Lee Ann Nutt, Ed.D.

Results from feedback survey open between December 1 - December 8, 2020.

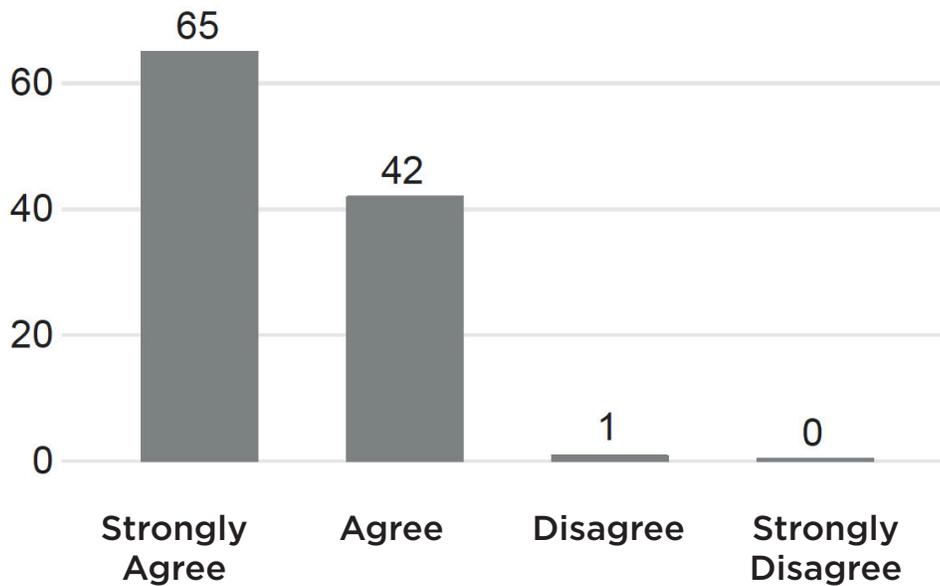
## What is your primary role at the college? - Selected Choice



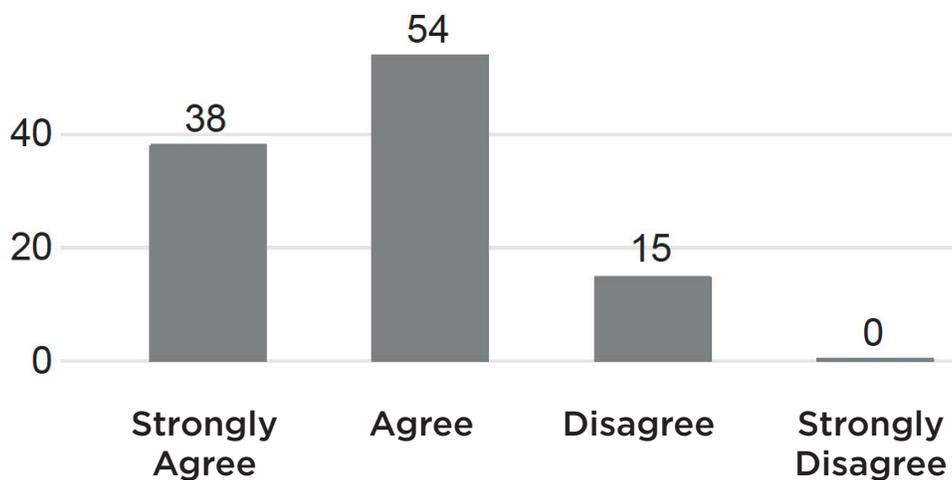
## Which event(s) did you observe?



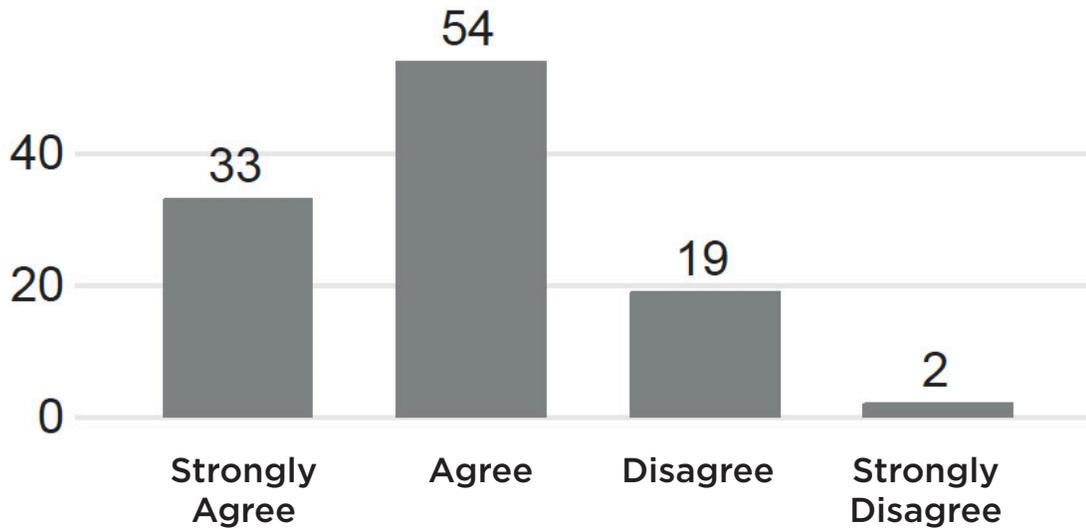
**LEARNING:** Candidate demonstrates a passion for our students, their learning and their success.



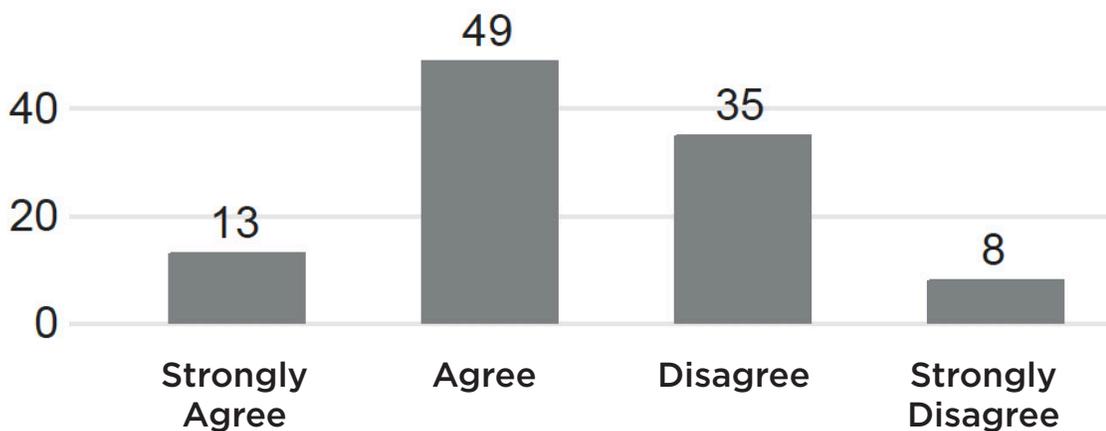
**LEADERSHIP:** Candidate demonstrates effective and collaborative leadership skills, innovative and creative thinking, can inspire others, and conveys accurate and compelling messages.



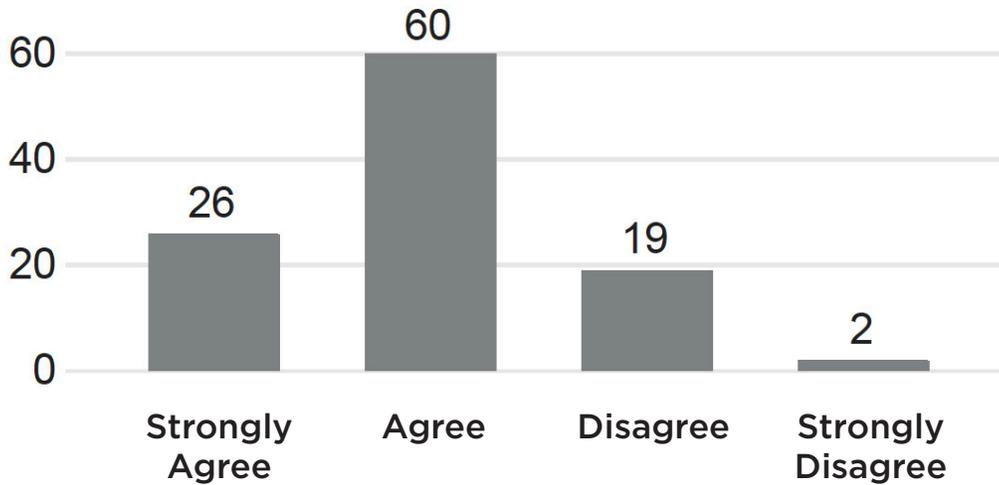
**EQUITY:** Candidate demonstrates a strong commitment to equity and shares specific examples of how he/she has led efforts to create more equitable environments, programs, policies, and practices.



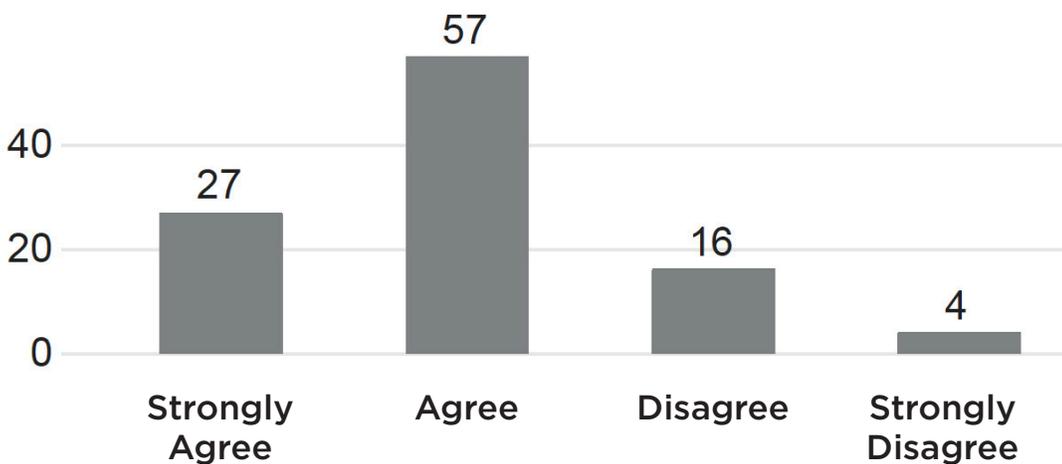
**SUSTAINABILITY:** Candidate demonstrates a commitment to sustainability by describing specific examples of his/her leadership of programs, policies, and practices that improve sustainability. Candidate conveys a desire to lead the college in integrating sustainability into education and practice.



**FUNDING:** Candidate demonstrates a solid understanding of college finances, business challenges, and the impact of funding sources on college operations.



**TECHNOLOGY:** Candidate demonstrates understanding of the impact of creating technology infrastructure, support systems, and ensuring access to technology to enable effective college operations and to support onsite and online learning.



### I believe this candidate's strengths are:

#### ADMINISTRATOR

Appreciate her learning centered collaborative approach to leadership

Believes in people first, is a strategic thinker, intentional of her leadership practice, has a desire to learn, is conversational, approachable, transparent, reflective, collaborative, and humble

Dr. Nutt expressed her willingness to work hard to grow in the areas where she has limited experience. She is collaborative.

Dr. Nutt has a good grasp on the complexity of a multi-campus system and how to work within one. Her wide range of experiences in various academic areas is a plus.

Dr. Nutt has great experience in higher education. She understands the mission of community colleges and would be able to extend that understanding to Valencia College. She is personable and would connect to students as well as faculty. She would be committed to equity, diversity and inclusion. She is a learner and was prepared...this would be a norm for her work.

Dr. Nutt is caring and smart. She understands doing her homework and communicating thoroughly with people. I feel she is a quality leader, but not the correct person for the position. That isn't a flaw in her - but speaks to the caliber of candidate we have internally. Dr. Nutt has great potential and excels in her current position.

Dr. Nutt passion for students and her willingness to collaborate as a leader are her strengths. Dr. Nutt also has an understanding regarding the size of Valencia due to the size of her institution Lone Star. Dr. Nutt also understands the importance of workforce development and the need to partner with the community and industry.

Dr. Nutt seems to be an effective implementer of her system's policies and protocols. She appears to be an effective campus president who is collegial and collaborative.

Dr. Nutt's thoughtful approach was evident – and the extent of preparation she has brought to the process. She has experience working with legislative representation. She has demonstrated that she understands and is experienced in working with data in order to make decisions, while she is also able to change course quickly if needed, step away from something that will not work, and lean into the pursuit of an innovative program or partnership.

Experience at a multi-college institution.

Experience in a system similar to Valencia

Experience working within a system and a commitment to students/faculty/staff.

Extensive experience as a district and campus leader; Collaborative and values-driven leadership style; Authentic and empathetic leadership; Perceptive and thoughtful

Her humility, ability to quickly establish rapport, thoughtful approach to leadership, work ethic as evidenced through her preparation for the interviews

I found her to be approachable and easy to talk to. I believe her background at various institutions and roles, including in Continuing Education and in her most recent position at LoneStar give her a solid foundation to excel at Valencia. She seems very knowledgeable in how to achieve collaboration, navigate governance, and manage the budgeting process within a large system. I am impressed with her work on GRIT, and her focus on creating environments for student success and completion.

### I believe this candidate's strengths are:

#### ADMINISTRATOR (CONTINUED)

Passion for students. Articulated desire to create collaborative workspaces. Perspective from outside systems and states. Approachable and welcoming demeanor.

Personable, likable

Personable.

- Positive personality
- Supportive of team
- Focused on people
- Community building”

She comes from a system that is very similar to Valencia. She was very approachable to easy to talk with about a variety of issues.

- She is currently President a similarly structured campus, and understands the need to balance between decentralized ("campus focus") and centralized operations.
- She addressed her lack of expertise with sustainability, and I sincerely appreciated and respected her honesty when she stated “I don't know much about this subject matter, but willing to learn”. I think it's important for a leader to understand what may be a weakness, and not be afraid to ask for help. However, I thought her story about the significance of replanting the pecan tree at her campus in terms of what it meant to college and community was a very good illustration about the importance of sustainability.

She was very passionate about the continuing education world as that is where she first started. She seemed very knowledgeable about the workforce and technical training needed by employers.

Strong vision for her transition to the College and great planning and implementation skills. She is very personable and has a great presentation style and sense. She would be inspirational as a leader.

The candidate has experience and a general perspective of challenges in managing and steering a large college system.

Very personable and seems to be a good empathetic leader.

#### BOARD OF TRUSTEE

Dr. Nutt came across as very thoughtful and genuine in her responses . She had definite ideas for how she would fit in and lead Valencia despite coming from a much smaller role. She did a very good job in clarifying her work and focus on DEI . She does not have much background in sustainability and would be learning from Valencia. Overall a step up from the interview with the Search Committee .

passion for students/learning and thus Valencia's mission; personable to all audiences; community engagement and partnership; community engagement and partnership; I believe that she could scale to Valencia's size based on being a member of Lone Star cabinet; leadership

Poise, well-spoken, great communicator, experienced in community engagement and collaboration with local employers. Loved her very direct comments on DE&I. I enjoyed her "shout-outs" to the team members who are doing the important work at her current college.

### I believe this candidate's strengths are:

#### COMMUNITY MEMBER

- Authenticity
- Passion

Candidate is focused on crafting relationships to connect to students faculty and community. Candidate has deep experience in higher educational leadership.

Passion for education and students

- Passion for education: I was impressed with her focus on bringing in students from a young age to start to get to know the community college environment and her engagement with K-12 schools in the community. I also appreciated that she herself continues to teach because it shows that she is willing to be on the ground doing the work.
- Integrity / authenticity: She seemed very open and approachable and like a leader that students and community leaders alike could relate to.
- Community involvement: It was clear that she values development long-term relationships and wants to be a contributing partner in the community.
- Focus on options / accessibility for students: She definitely understood that education is not a one size fits all scenario for today's students and seemed to have a focus on innovation and flexibility."

Small college leadership experience; seems very approachable; likes collaboration and being present in the community; genuine and transparent; seemed more "presidential" than the other candidates;

#### FACULTY: FULL-TIME

- shared examples of collaboration with her staff.
- shared example of budget deficit but needed more depth.

Being able to cite specific examples of her work with faculty and students, which means that she is actively engaged with both. Her attention to detail and her ability to engage each person in the room. She seems to have strong responses that are clear and has paid attention to what she has learned about our institution. She seems confident and warm.

Depth of insight about a strong path forward

Dr. Nutt is kind, personable and a genuinely good person. She cares about students and student success. I think one of her greatest strengths is her relationship building skill and I really appreciate her passion for innovation. Her skill and ability related to data and analysis are also a plus. She has great strength of character.

Dr. Nutt is very passionate for our students and is very interested in helping them succeed. She has a solid background of experiences which would be an advantage.

Dr. Nutt seems so approachable. I like her energy and passion. I believe if I met her, I would feel a connection, similar to when I met Dr. Shugart. I don't feel that way about many of our current leaders. She seems more than just technically qualified and experienced. She seems to genuinely care.

enthusiasm for the work

### I believe this candidate's strengths are:

#### FACULTY: FULL-TIME (CONTINUED)

Excellent at breaking down a topic and explaining it so it is understandable – dedicated to collaboration and clarity of communication. Overall a very positive, supportive, nice, down-to-earth person. She is thoughtful and action-oriented. Comfortable making decisions even if unpopular – favors honest communication to all for understanding and buy-in. People focused in her leadership approach. She would be very involved/present both inside and outside the college as an ambassador on various boards and community groups. Believes in “Better Together”, “Making a Difference” and “Developing Relationships”. Very much wants students to feel that they “belong”, that no student should be turned away from a “locked door”. Though she gave this example concretely, I also got the impression that this was figurative too - that she would go to any length to ensure a student felt a sense of belonging and that the doors were open to them for a path to work toward their educational and life goals. Gives off a good positive vibe on why she wants to be here – would enjoy being in our “explosive growth area”, likes the vibrancy and feel of the place and appealing to work on initiatives further along here than where she is (sustainability and equity). Supportive of diversity in her current hiring practices and responsive to learning and to change for inclusion as evidenced by her diversity related initiatives being housed in one hallway that the students pointed out should be spread out throughout the college; she took that input and is making it happen. Though she talked about her college not being as far along in DEI initiatives as Valencia, they do have a PD program created by faculty and an initiative in place for hiring practices which I have not heard communicated here, as well as a “virtual reality experience” to experience another person’s identity. I got the impression she would have a high level of excitement for what we have in place, be a strong advocate for DEI, and for leading us forward in that area.

Good communicator and leadership qualities. Her experience with the system in Houston is solid.

Her honest opinion about applying for this role at Valencia, nothing more than that.

her understanding of dual enrollment and the importance for our high schoolers as well as her helping implement the Associate Degree program at her college, Timberwolf Experience and the Timber-Pup Experience. I felt that she also has a good understanding of Workforce Development and the diversification of the economy. I especially felt she has passion for creating diverse pathways for students as the business community and the college work together becoming "better together."

I feel she is strong as a cookie-cutter administrator.

Intelligent and has done a lot.

Second choice of three; good enough if first choice isn't available.

- She comes from a similar size and type .
- She's done her homework on us.
- She gets students.
- She will not run over us but listen and learn first.
- She had good specific answers to our questions.
- She took her tiny math mistake in stride. :)
- She has a lot of experience in a lot of areas we need."

She is personable and passionate about what she does. Fresh eyes are always good to bring into an institution.

She seems to have passion for learning.

She'd do fine, though I'd rate Dr. Reece ahead of her. Of course, it doesn't matter since Dr. Plinske will get the job (which is okay by me).

### I believe this candidate's strengths are:

#### FACULTY: PART-TIME

She seems very personable and I think would be accepted well into our community. She is a good speaker and she has multi-campus management experience. I liked that she related her experience to actual academic theory. She spoke about being a listener.

Very detailed in her presentation.

#### FOUNDATION BOARD

community and student connection

#### OTHER

She is a President of a much smaller school and would want to learn how to be a good President of a larger school. Did some homework about our community. Was planning some outreaches with her community. Personable .

#### STAFF: FULL-TIME

- varied experiences in higher education
- deep commitment to Lone Star College's student success

A care and passion for students, learning, and their success.

Although Dr. Nutt manages a budget about 1/4 of Valencia, she seems quite involved in the LSC budget overall. Also, her ideologies seem to fit well with the direction of Valencia. Praised many things about what Valencia has done and is doing. Appears to have done her research.

building partnerships

Comes across as genuine and authentic; relatable to multiple stakeholders; thorough strategic thinking; focus on collaborative relationships and people-first mentality; comprehensive evaluation of multiple diverse inputs and factors; articulate; passionate and committed; action-oriented to solutions; brings a fresh perspective that adds to Valencia's strengths

Demonstrated experience at the senior leadership level. She's a good communicator in that she's personable and genuine. However, I don't believe her style is engaging enough to lead us as our next president. I like her and believe she is smart and capable, but I believe we have two more qualified finalists in Dr. Reece and Plinske.

- Demonstrated long-term commitment to the mission of the college and to those it serves.
- Deep knowledge and understanding of how the college functions in the community and its partnerships and community initiatives.
- Strong ability to translate the goals of the college (from the Strategic Plan) into college practices."

Dr. Nutt appeared authentic. Her willingness to learn, collaborate and receive feedback I thought were among her strength. Her experience goes with out saying. Fact checks were verified.

### I believe this candidate's strengths are:

#### STAFF: FULL-TIME (CONTINUED)

- Dr. Nutt has a passion for learning and higher education. And with Dr. Nutt, I think we'd have a long-term president, and we wouldn't be just a stop in her career.
- I was impressed that she came with an organized presentation with slides.
- I think she would be excellent at cultivating relationships, as well as developing an organized strategy.
- I also feel that she has an understanding that there's give and take in leadership. We can't necessarily increase part-time salaries just because it would be nice.

Dr. Nutt has an understanding of serving as a College President with multi-college. I like her approach with her opening statement at the faculty/staff townhall to shaping Valencia's next steps. It seems to me she has what it takes to do the job.

- Dr. Nutt has the leadership experience, and seemed to identify the importance of a collaborative spirit in leadership.
- I really was intrigued with her research on grit. I know there are some people at Valencia who seem to dislike the concept of grit because of the challenges of quantifying the data, but it sounded like her research was attempting to provide some of that data on grit (she compared it to the growth mindset, which seems to be hailed at Valencia). Grit is related to resilience, which I believe is a concept that can really be one of the missing links in our conversation about equity, especially when we look at the data of student completion during the first 15 credit hours.

Dr. Nutt is knowledgeable about learning outcomes and meeting the needs of diverse populations. She is warm in her delivery and displays passion for students and higher education.

Dr. Nutt is very engaging and seems very approachable.

Dr. Nutt seems personable.

Dr. Nutt was very well spoken and thoroughly answered the questions posed. While she is my second choice after Dr. Plinske, I think she would do a good job of leading the College.

- Good understanding of the issues specific to a state college.
- Compassion for staff and students.

Her comments about remembering that all of this is about people and students was very important and spot on for how we run our College.

Her experience at the presidential level, her deep passion for student learning along with her knowledge of Valencia and its mission, vision, and role. This candidate appears to have the necessary leadership experience and deep appreciation for student learning, equity, sustainability, funding, technology, and the leadership skills to lead Valencia College. She interacted well with every group including the district board of trustees and the senior team. She also held a great interview with student government. She felt comfortable and at ease and it was evident that she did her research about Valencia and our mission, vision, values, and practices.

I enjoyed listening to Dr. Nutt and feel she has a deep compassion for students, paired with strong leadership and experience running a college, one that is even bigger than ours. I felt her two strongest moments were 1) talking about the role of community colleges in the future on a national level and Valencia should be a leader in that and 2) evaluating risk, including that sometimes we have to take some risk to move forward.

N/A

### I believe this candidate's strengths are:

#### STAFF: FULL-TIME (CONTINUED)

Overall, I believe she has good ideas and experience.

Passion for the mission of community colleges

Personable, kind and caring.

Seems to very open to learn, receive feedback and collaborate

She conveys compassion well which would translate to students and staff. She demonstrated in previous interview ability to work with community to gain assistance for services for students and she utilizes grants for projects in lieu of budgetary items as needed.

She definitely has experience from her previous institution. Her interactions with faculty, staff, and students seemed genuine in nature and her transferability of her experience was noticeable, meaning she was able to take what she has done and transfer it to the Valencia experience.

She is coming from an area known for its diversity. And she has a proven track record in her role of president at a community college.

- She seems to work from a similar umbrella of mindsets that we currently subscribe to as an institution--her values seem to be aligned with Valencia's Big Ideas.
- She seems to have ideas and initiative that we would benefit from.

This candidate has excellent collaboration ideas and sound leadership experience.

Transparency, commitment to diversity, equity and inclusion. Her vision for community policing and security relations with the students. I also appreciated her humility and honesty.

#### STAFF: PART-TIME

- Dr. Nutt feels very real and just has a good open personality. She gave good examples of collaboration which seems to come natural for her given her personality and work ethic.
- The development of the alternate program for students who have mental challenges was very inciteful and creative. It also demonstrates the ability to work with government to accomplish the needed results."

Dr. Nutt impressed me with her gentle positivity and smile. In many ways she reminds me of Dean Vasquez-Brooks, which I find cathartic. I enjoyed her humor when she segued into the book she recently published. At her core I believe she is a gentle, positive soul.

### I have concerns about:

#### ADMINISTRATOR

- Budget experience
- Lack of Broad Leadership experience

Concerns are with Dr. Nutt's ability to provide leadership at the strategic level, working effectively at the state level and leading the institution into the future.

Dr. Nutt would make a great Campus President. Ability to manage the increased scale and lead "Big Ideas" is a concern. Her on-site visit did not alleviate deep concerns related to Equity/Diversity and Inclusion.

During the Leadership Forum interview, Dr. Nutt never tied her responses back to students and their success, even though most are every question could be evaluated from the perspective of how it will impact students and their learning outcomes. The only exception was regarding security's role in the student experience. I also felt that she explained how they did things at Lone Star, without describing how that experience might translate to Valencia. I didn't get a sense of her particular leadership. She didn't give any examples. Her technology response was extremely weak. My main concern is the is scaling up leadership from a very small campus to a large and complex college like Valencia. Seems like a very big jump, and she didn't convince me that she understood the magnitude of that jump. I think she would need to rely heavily on Valencia senior leadership, but not in the good way.

Experience with sustainability and selected equity initiatives; Ability to scale leadership to the size and scope of Valencia College;

Experience with the intricacies that this role requires.

Given her location, I am not convinced she understands the sustainability issues to the depth required for this position. I also worry that she isn't secure in her own equity work to lead on that front.

Her learning curve in the multiple areas of growth.

I am concerned about responses made to equity questions, student learning, and building community.

I am concerned that so many questions were answered in terms of what they do in Texas rather than trying to imagine what would be appropriate at Valencia. This does not give me confidence in the breadth of her thinking. I was also disappointed that she and her guest thought handshaking was appropriate in the midst of a pandemic.

- I am uncertain if she has experience (or equivalent experience) of leading senior-level leaders, such as collaborating with (and helping lead) a board of trustees or senior-level team.
- She stated that she had a limited knowledge of sustainability, however she did express a deep willingness to learn.

I have concerns that a candidate from outside Valencia will create a counterculture, or at least NOT support the existing culture, which will distract the leadership and faculty at Valencia from important work in the areas of access, equity and eliminating the achievement gap amongst our racially diverse student populations.

I have concerns that she may not be able to make the tough decisions needed going forward at Valencia. For example, she spoke about maintaining a 20% fund balance annually on about a \$400M total budget that was always planned to breakeven. Although she mentioned having to make cuts based on 10% decline in enrollment due to CV19, I didn't feel this was much of a sacrifice given the fund cushion. I never heard a specific example (or at least one that stood to me) in the Leadership Forum where she was forced to make a hard decision that may not have been widely supported.

### I have concerns about:

#### ADMINISTRATOR (CONTINUED)

I think she is a very strong contender for the position.

It is evident in the interview questions that the candidate could lead Valencia college into the future; however, we would (regardless of our patience) lose vital time and energy waiting for them to orient themselves with pertinent work and issues at the college. Moreover, there is no guarantee that this candidate would have the most informed and grounded reasons for decision-making at such a crisis-ridden time for our students, the college's future, and higher-ed in general.

Leadership in the size and scope of Valencia

None.

Scale & size of the college

- Several of Valencia's campuses have a larger population than Tomball, the town in which Dr. Nutt's campus is located -- 11,700 residents. The town is 87.5% white (which includes 26.5% Hispanic).
- The candidate does not demonstrate that she has the skills or capacity to make the leap from leading an 8,000-student campus to leading a 70,000-student multi-campus system.
- She had a binder and scanned it while giving the introduction of herself and her campus in one of the interviews.
- Her experience with equity/DEI, sustainability, technology, complex organizations and finances are sorely lacking and would not bring Valencia to the next level.
- I'm not even sure she would be ready to lead a Valencia Campus as president.
- Dr. Nutt is deep in the weeds with her team, attending weekly enrollment collaboration meetings, for example.
- The folksy charm was downplayed in this series of interviews, which makes it hard to know if that is authentically who she is or part of a package she presents.
- Overall, she seems like a very nice person who is dedicated to her work and performing well in Tomball. Valencia College is not her next step in the journey.

She is coming from a system which operates very differently; her current role is more akin to a Campus President, but in a system that operates very centrally. Not sure that she would be able to effectively translate quickly to our centralized system.

She is very competent but does she add as much to the position as the other two candidates? I don't think so.

She seems like a solid leader for her current institution but I do not see how she would help advance Valencia's work. She does not seem to have a sophisticated level of experience with or understanding of advancing equity and has little to no experience with environmental sustainability. I also have questions about her learning leadership - seemed exclusively focused on outcomes and completion as it relates to grit and mindset. And, how would she communicate clearly and concisely? She took more than 15 minutes in her opening presentation with the students.

The candidate seemed to ramble in her answers. She often apologized, which made her seem less commanding of the interview.

- The scale of Valencia compared to her prior experience would be a challenge. I am confident that Dr. Nutt would study and learn about the finances of the college, it would take some time and it would certainly remain a need to keep strong finance personnel surrounding her to make sure no issues arose. Her experience in sustainability is non-existent. She has a willingness to learn but it would again take time and would not result in a fast start. I also sensed that her IT knowledge was moderate at best. Her methods to equity, diversity and inclusion are not action oriented. She sticks to the traditional learnings of reading and group think on the subject. Although important, the need for a stronger leader will be needed to make this happen.
- Overall, I did not hear a clear vision for how she would improve on the Colleges overall performance. Although a solid candidate, I do not think that Dr. Nutt is the right person for the role of Valencia College President.

### I have concerns about:

#### ADMINISTRATOR (CONTINUED)

whether she can take on a role of this magnitude and intensity. The interview schedule itself took a visible toll on her. She seems much better suited for a campus presidency at this point.

#### BOARD OF TRUSTEE

communication - responses were often long

no concerns.

There are concerns about the breadth of her background around Sustainability and Finance.

#### COMMUNITY MEMBER

Candidate did not articulate a vision for Valencia college in the future. Several questions from the panel were not really answered other than with general statements.

How she would scale up to leading a multi-campus and large faculty and student population; did not adequately answer questions on her vision for the Accelerated Skill Training program or what her plan would be for the first 100 days; not sure of her vision for Valencia

I don't have any significant concerns about Dr. Nutt. I would have liked more specific examples in response to some of the questions, but she was asked to answer within three minutes and did not have a lot of time. I wish she had more experience in Florida to understand the dynamics of our community and Valencia students.

Out of area

Vision for Valencia College and the scale of the institution

#### FACULTY: FULL-TIME

Her canned ending response, but I know she was striving for consistency of message.

- lack of capacity and depth of what this position will entail.
- mention several times there will be a learning curve which is not a good thing
- her institution is part of a large system but she lacks the experience of leading one the size of Valencia

Although she clarified a lot about her work with equity, I still have concerns about her ability to lead that work here. She has made considerable strides, perhaps in some ways greater than Valencia has, but that is an area where questions still remain. Additionally, she doesn't have a depth of experience related to sustainability and that is another area of great concern. I am not sure that I was able to take away much with regard to technology but there isn't a "neutral" option in the survey.

### I have concerns about:

#### FACULTY: FULL-TIME (CONTINUED)

Dr. Nutt was ill prepared at the beginning of the interview. She was having trouble with the technology and getting set up with her powerpoint presentation. Dr. Nutt's delivery was impacted by her slow start. She responded well to the questions asked of her. I didn't get the sense of her being a strong leader and her ability to inspire others.

- Her inexperience with a college of Valencia's scale.
- Steep, steep learning curve.
- She seems to embrace Valencia's innovations and promises to learn and grow. However, I don't see her bringing anything to Valencia that our college doesn't already have.
- I also felt that she was not able to cite specific examples of her understanding of inclusion and diversity. She believes that students must have "grit" and spoke about the college providing students with opportunities to develop grit, but was not clear on how to accomplish this task.
- I do not think she is ready to lead an organization the size and caliber of our college.

I have many concerns about this candidate. One I wonder how she will be able to transfer from being a small time president to a president at Valencia. Two, her current role as President is more similar to our executive deans or campus president level. I think she needs more experience, this will be a huge adjustment. Three, it also sounds like she doesn't want to move, which was odd to hear since she lives in Texas.

I have no concerns about Dr. Nutt.

I have strong reservations that she truly does not understand our students nor the issues important to faculty. She seems to be a good administrator, but not a leader.

It seems she does not understand who we are as a college. Her thinking is more for small schools.

less polished than I would expect a college president to be

Moot.

None that I could think of at this time.

She is not as familiar with our community.

She seems used to making decisions in a defined scope. I get the impression that the scope of this job may be a bit more extensive than what she is ready for. Among the positive reasons for coming to Valencia she said that Valencia is already with community partners so it is not something that needs to be created; it is something she can build on. Asked how we determine priorities of the learning leadership forum and how in her role she would interact with the forum, trying to gauge our expectations of her more than thinking of how she can best fit in and/or communicate priorities/initiatives. I get the impression that while she has autonomy to implement at her college, she is not used to being autonomous in her thinking to be creative or go outside the box too much on a larger scope. There may be a lack of freedom in her position as it relates to generating ideas college wide or moving too far outside the college system's decisions. Seeks direction – not necessarily bad, but I am worried about her ability to be autonomous, creative, think outside the box, bring her own ideas to the table and/or to push back and advocate on important issues with the board or college-wide. Scope of thinking related to "risk" activities is limited also – thinks small – talked about accepting legal risk of allowing people to ride in a golf cart at a festival. Not sure if she knows all the ways "risk" can play into her job and seeing risk as a positive for growth as well. Strong interview in some ways and weak in others. I really like her as a person, and I can see how she would be a good leader for a small campus.

### I have concerns about:

#### FACULTY: FULL-TIME (CONTINUED)

Takes a little long to make a point. Does not have really specific/engaging stories to tell.

When considering equity in the College leadership, all things being equal between two strong Caucasian women, Dr. Plinske has the bilingual advantage over Dr. Nutt.

Would she want to do away with tenure since her institution does not have?

#### FACULTY: PART-TIME

Her ability to work with faculty and students related to COVID learning gaps. Does she have a solid command of our students' needs or will that come with time?

N/A

#### FOUNDATION BOARD

ability to lead at a high level, current role has her entrenched in the minutia as apposed to delegating and leading.

#### OTHER

Candidate did not show equity practice at current school. Have concern about equity. The budget very different at her current school. Comes from a smaller school where Valencia is a large school. Concerns about time to learn.

#### STAFF: FULL-TIME

- don't believe Dr. Nutt is the strongest overall candidate and the scope of Valencia College President seems to overstretch Dr. Nutt's strengths

Ability to connect with our diverse campus and Orlando community.

Base on her commitment diversity and equity, uncertain about the willingness of current admin/staff/employee, should Dr. Nutt be selected, to give her their support.

Being from another state there would be a big learning curve relating to the state, consortium and the inner working of Valencia.

diversity experience and ability to relate to our diverse student populations

- During the semi-finalist stage, I was not impressed with Dr. Nutt's responses during the employee town hall; yet, I realize that this was just one small part of the overall interview process and that it may have been just one so-so interview out of the many.

- She redeemed herself during the finalist employee town hall for me.

- I wonder if she has the experience needed in equity and inclusion and in sustainability. We didn't touch on those in the employee town hall, so it's hard for me to judge. In the semi-finalist employee town hall where we did touch on these topics, I did not feel she had strong experience in these areas.

### I have concerns about:

#### STAFF: FULL-TIME (CONTINUED)

Her ability to engage and motivate the entire college community.

Her lack of experience at a large institution and oversight of more than one campus. I do have concerns of how fast she would be to able to adjust to our institution as a whole and how she would ensure our return back to campus would be safely done.

Her transition over, with anything there is a learning curve.

I did not have concerns overall. She would be my #1 choice.

- I dont have any major concerns.
- I'm not sure what her ability to drive our equity work will be. I don't think she CAN'T do it. I just don't think she was as strong as the other candidates.
- The biggest concern is simply that there is much left unknown about her and what her leadership would be like.

I have big concerns that Dr. Nutt comes from a school that has fully armed officers on campus. I think our current systems on campus for security on campus is working well, where our officers are trained but unarmed. I think having armed officers on campus would create barriers, and a sense of hostility that we do not want to breed from our security. We need students, faculty, and staff to know they are safe and if needed we can reach out to OPD.

I have concern's that Dr. Nutt seems not yet ready to take on this role. I would think after a few more years of experience in leadership then she may be ready. She seems a bit overwhelmed by questions of equity and diversity and I think that is something Valencia needs to tackle with experience and grace. The other two candidates seem better suited for the position.

I have concerns about her ability to scale to a school like Valencia as well as her ability to grow our partnerships with UCF. While she answered many questions with common "buzz-words" there was little meat to her responses about how she personal has handled the questions that were asked, except for the conversation around budget. While she is warm I have concerns that her "I'm new" approach might not benefit the college during the time of transition to a new President, post-COVID and post-election. I believe she would make an excellent campus president I don't feel that she has the demonstrated confidence and poise that is need for the college in the immediacy of our current climate.

I have concerns that she is not fully equip to head a large institution like ours.

I have no concerns, I belive Dr. Plinske would be an excellent choice for the next President of Valencia College.

I think Dr. Nutt and Dr. Reece will both need time to adjust to the Valencia culture, whereas it seems that Dr. Plinske is already involved in leading the work in our community.

I was hoping the candidate would connect with the students more personally; also concerned about her fiscal management experience (i.e. campus budget vs. college budget management)

I'm not sure about her ability to manage a budget such as ours or fundraise appropriately.

Longevity and commitment out of the state of Texas.

### I have concerns about:

#### STAFF: FULL-TIME (CONTINUED)

My concern is her level of experience and that she seems to not have as much leadership knowledge as the other candidates. With the current state of our "world" right now, I don't feel she would be the best fit for Valencia. I found it difficult to follow her responses at times.

None

She is not focused enough and seemed to answer her questions very broadly. She seemed to ramble on too much also. I got lost in her long answers.

She is not ready for a college as large and complex as Valencia College. She might make a very good campus dean at Valencia.

She may have a very steep learning curve coming to Valencia and learning about the system, how to lead in a very large and dispersed organization.

She seems like she is at the right job in her current role in Houston, Texas. I didn't sense a burning desire from her to be the next president of Valencia College.

Sustainability is not a strength, but she is more than willing to learn and commit herself to our goals as a college. She expressed this multiple times throughout her different interviews.

The candidate comes across as a good, boots-on-the-ground administrator, but doesn't seem as strategically minded as I would like our next president to be. I saw nothing that would lead me to believe that she would bring new and innovative ideas to Valencia, since most of what she talked about we're already doing, but on a much larger scale. In terms of scale, her management experience is confined to a college that may be smaller than the Winter Park Campus with a tenth of our budget. Navigating Valencia's financial situation and securing enhanced funding in Tallahassee may be beyond her capabilities.

This candidate does not have the necessary amount of experience to work at a College this diverse. Her experience is from a College in an area of Texas very different from Central Florida.

Unsure if she can instill confidence with political stakeholders.

#### STAFF: PART-TIME

Dr. Nutt spoke of her experiences with simulation but her responses made me realize she has never provided oversight to such as what we have to offer. That concerns me. It makes me believe that her oversight in the past was at small institutions. We need someone who has run hard with the big institutions.

My main concern would be a wonder if the methods that have been successful for Dr. Nutt at Lone Star would transfer to the larger setting of Valencia.



# VALENCIA COLLEGE

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