

FINALIST SURVEY FEEDBACK REPORT

Kathleen A. Plinske, Ed.D.



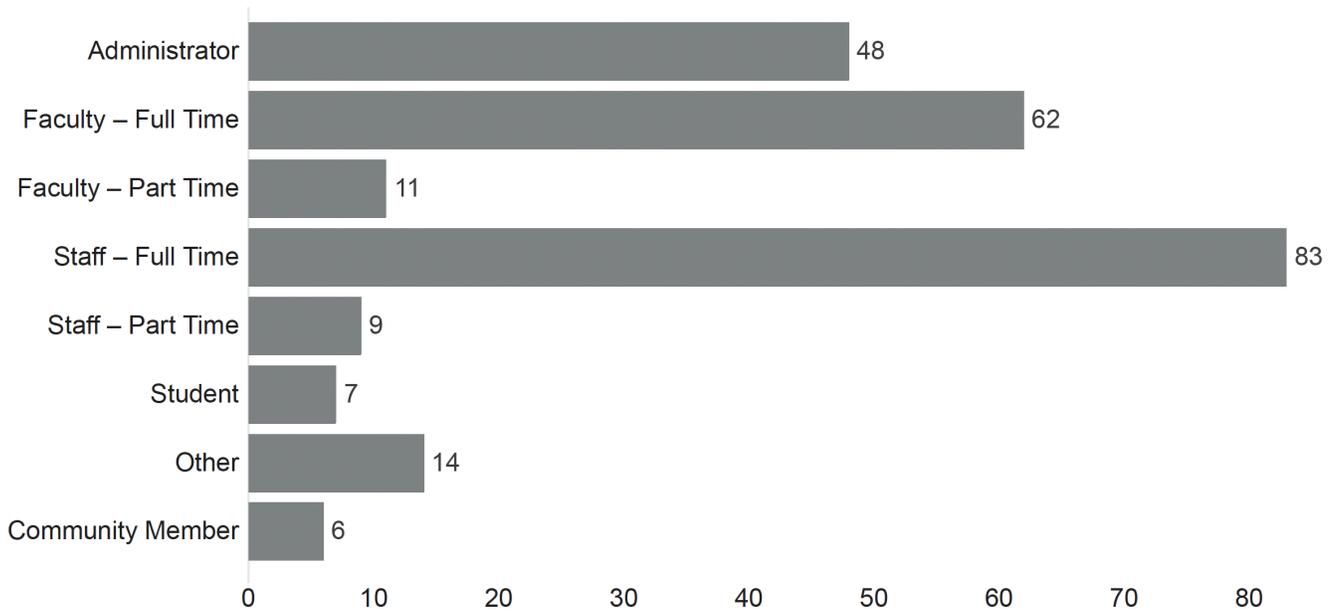
VALENCIA COLLEGE

PRESIDENTIAL SEARCH

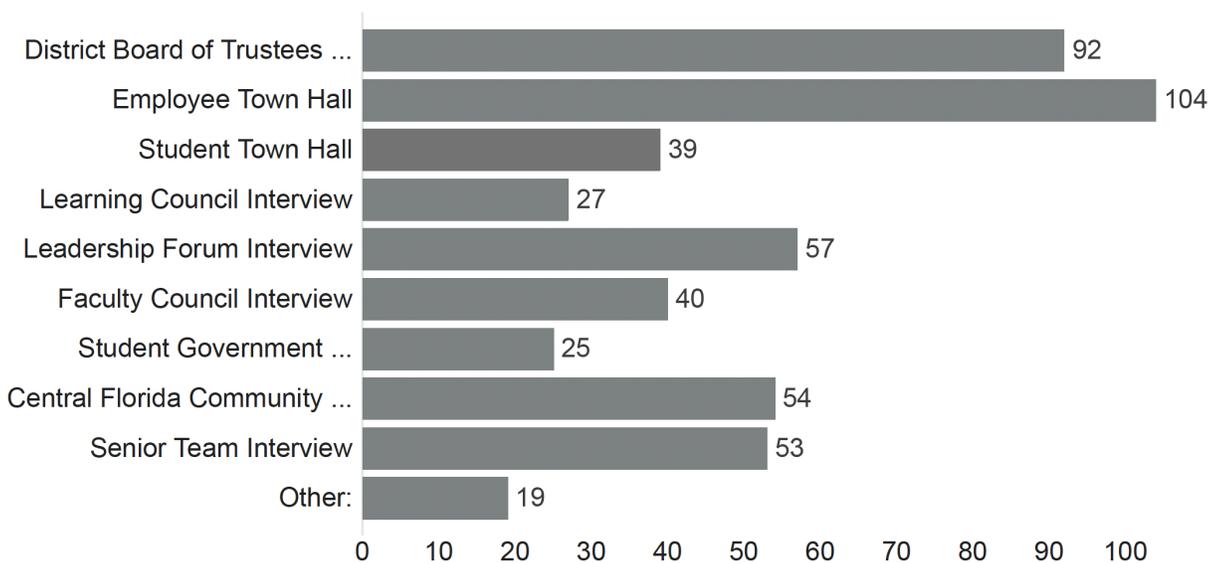
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Results from feedback survey open between December 1 - December 8, 2020.

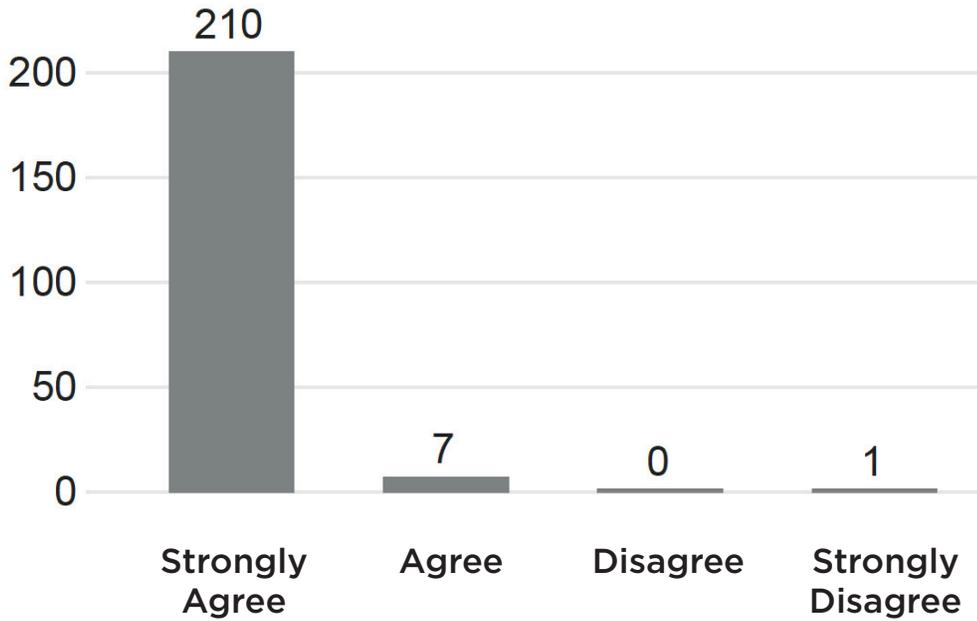
What is your primary role at the college? - Selected Choice



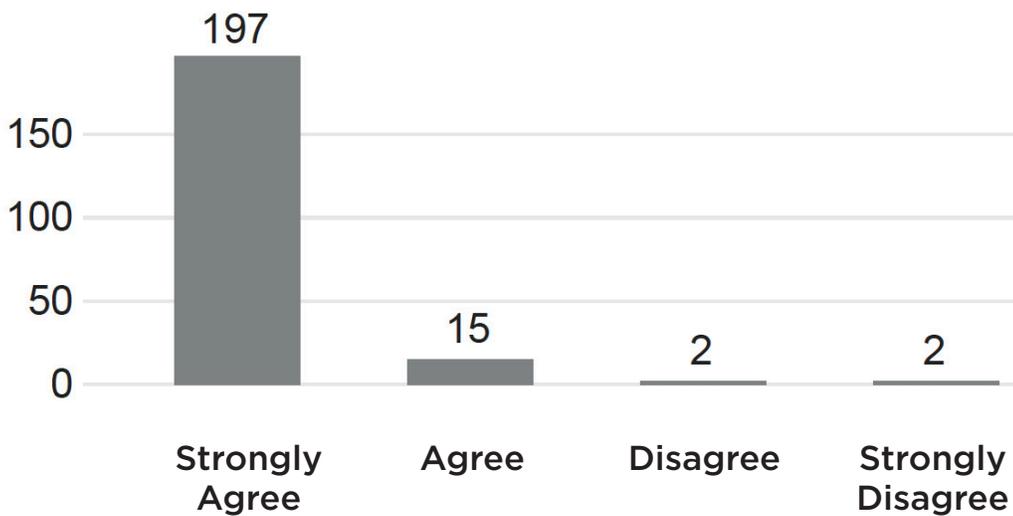
Which event(s) did you observe?



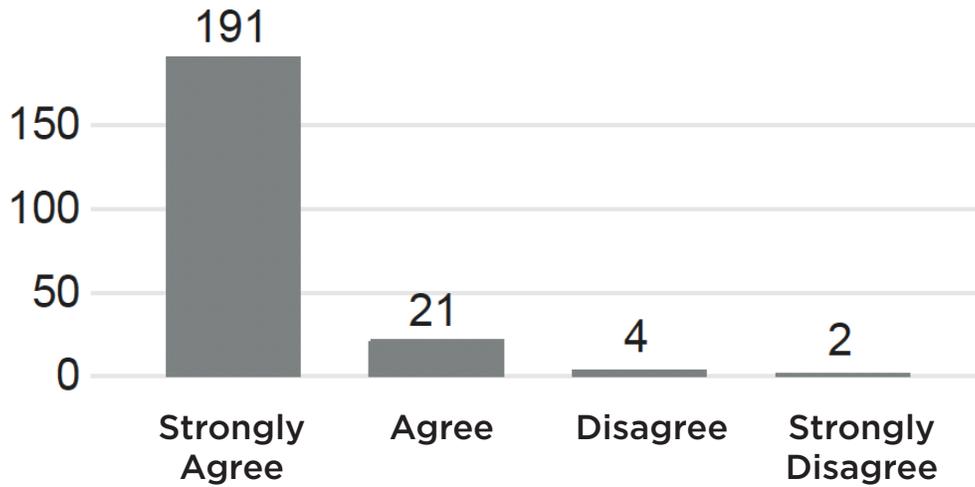
LEARNING: Candidate demonstrates a passion for our students, their learning and their success.



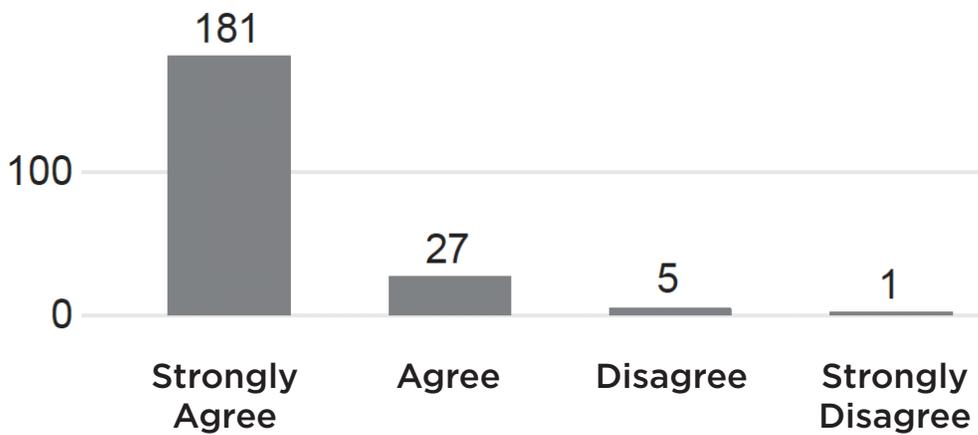
LEADERSHIP: Candidate demonstrates effective and collaborative leadership skills, innovative and creative thinking, can inspire others, and conveys accurate and compelling messages.



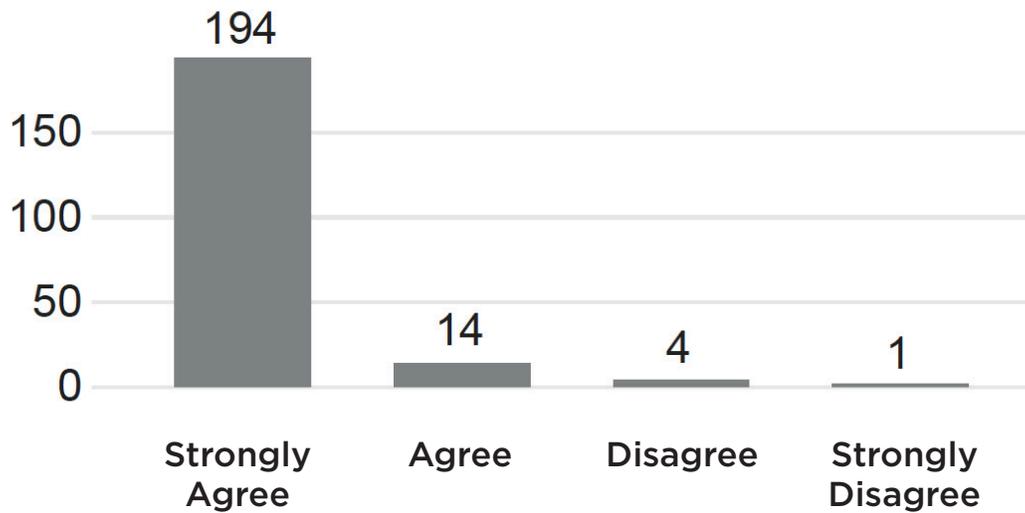
EQUITY: Candidate demonstrates a strong commitment to equity and shares specific examples of how he/she has led efforts to create more equitable environments, programs, policies, and practices.



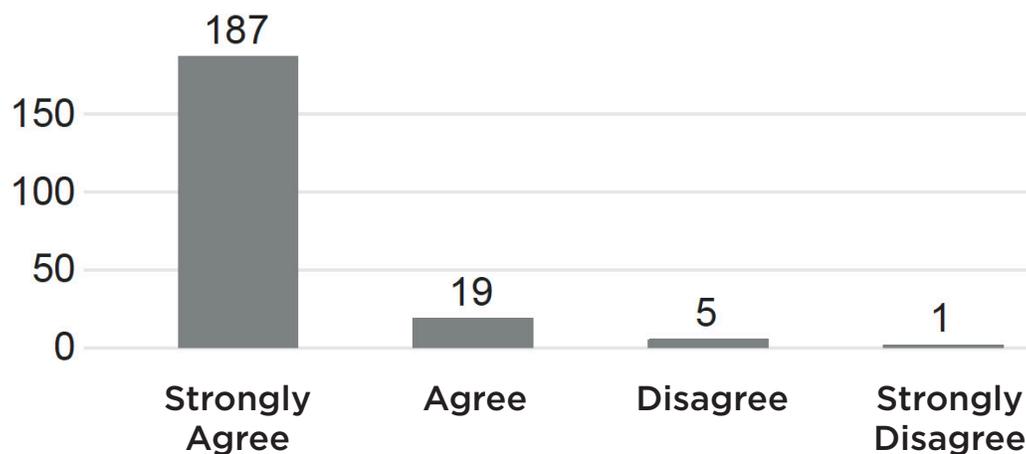
SUSTAINABILITY: Candidate demonstrates a commitment to sustainability by describing specific examples of his/her leadership of programs, policies, and practices that improve sustainability. Candidate conveys a desire to lead the college in integrating sustainability into education and practice.



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

A passion for Valencia's mission, values and culture. A deep commitment to the success of every student. A willingness and an ability to view problems/challenges through a variety of lenses and frameworks in order to arrive at outcomes/solutions that serves the student. Her success in the leadership roles she has held at Valencia.

Although all three were extremely qualified, Dr. Plinske was the most qualified, in my opinion, in every area. Her attention to detail and past work history demonstrate she is the only selection for the Valencia team/family.

Approachable-will remain connected to students and stakeholders. Sincere-projects honesty in her concern for a broad range of issues. Knowledgeable-not only expresses confidence blended with willingness to listen as demonstrated through anecdotes in the interview, but also was able to speak to specifics that are critical for our leaders to help us sustain our strong institution through a variety of challenges.

Authenticity, commitment to learning, desire to make a difference for students and the community, passion for our mission, vision for the future, ability to relate to faculty/staff/students, diverse academic background, keen intelligence, humility, experience reporting to a Board of Trustees, demonstrated experience building community partnerships, fluent in Spanish

Candidate is a caring, compassionate, smart, through, hard-working leader. She is someone who can connect on both a personal and professional level to students, faculty, administrators, and community members. She truly cares about students and will move mountains to help a student whenever possible. Her example story of a student that was in her office complaining that she would go to TV station if failed course to witnessing her graduation speaks volumes about how she could turn a volatile situation into one of success. More importantly, it demonstrated that she took the time to understand everyone's story (not just student, but also faculty member and student services) before coming to a decision. This fair-balanced approach to decision making gives me great comfort in how she will handle the hard decisions that will need to be made in Valencia's future; and while I might not agree with every decision made, I will never doubt that she did the research. As she stated in her closing statement (paraphrased) "We jokingly state the next President will need to walk on water, and while I will certainly never be able to walk on water, no other candidate will spend more time at the pool."

Collaboration, passion for student success, strong work ethic, humility, and demonstrated success in leadership.

Complete comprehension about Valencia's mission and goals. A proven track record of accomplishments as she has grown with each successive position of responsibility. Reliance on a combination of faculty, staff, administration and data to plan and make decisions. Her interest in sustainability came through in her answers. I personally think she is an inspirational and caring leader.

Dr. Plinske has many strengths in all the areas identified above, understands the institution due to longevity, knows the educational community extremely well, has experience with government partners, believes in cultural diversity, workforce development and can be that strategic leader needed in our community that will continue to experience population growth as well as enrollment growth that will test our ability to serve students.

Dr. Plinske has served the college is so many deep capacities as well as through a pandemic. Her major strength is maintaining an informed continuity and ability to adapt to the college's needs.

Dr. Plinske has served the Valencia College community for over 10 years and during this time has demonstrated a sincere commitment to access and equity. Kathleen has the leadership qualities necessary to lead Valencia in our efforts to eliminate the achievement gaps across our diverse student population. I highly recommend that hire Kathleen because she believes in the mission of the College and will maintain the culture.

Dr. Plinske is a great leader and communicator. She has the knowledge to continue with the goals of Valencia College.

I believe this candidate's strengths are:

ADMINISTRATOR (CONTINUED)

Dr. Plinske is deeply committed to Valencia College. She is prepared and deserves this opportunity, but more importantly, we deserve her.

Dr. Plinske is one of the best higher education leaders in America. If she were applying at any other community college in America she would be a top candidate and moreover, where-ever she ends up being a President she will create an amazing legacy. So, lets make that place at Valencia. She has been at the tip of the spear for so many of our key projects and successes over the last ten years and even with that, her passion to ensure opportunity for Orange and Osceola County students seems strong than ever. Her passion matches our core mission and why were were created as a College. Further, her leadership ability, authentic style, work ethic and desire to serve also matches the Valencia mission.

Dr. Plinske is strong in all categories. Her finance knowledge is solid along with the fact she demonstrated over and over that she can problem solve. Her leadership characteristics are strong and she would lead the College and make it a better place. Her technology understanding is great, commitment to equity, diversity and inclusion was by far the best of all candidates and her overall understanding of the College was apparent. It was foolish for people to criticize her for being too prepared...we want someone that is prepared and well studied. Dr. Plinski is not only going to prepare, but if she does not know the answer she will work hard to get the right answer. She is a demonstrated learner. She relates to students, faculty and staff and would be a great choice as the next President of Valencia College.

Dr. Plinske is thoughtful, measured, reflective, holds herself to a high standard and would be an asset for any college.

Dr. Plinske knows the faculty, staff, students, and culture of Valencia College. She has already been heavily involved in most aspects of the college, has demonstrated a strong commitment to our institutional mission and values, integrity, determination, and leadership.

Dr. Plinske very student centered and supportive of faculty. She is willing to try new things and seems committed to the equity initiative.

Dr. Plinske's preparation, professionalism and drive are impeccable. I believe her ability to hit the ground running would be a huge asset in this unstable time.

Dr. Plinske's strengths are many, including her extensive experience at the college, her knowledge of the college & community, and her support of students, faculty, & staff. The fact that she is bilingual and speaks Spanish is an advantage and allows her to connect well with our Hispanic community.

- Focus on student learning
- Ability to lead a collaborative culture

having strong collaborative, college- (district-) focused leadership skills, courage and thoughtfulness to be a risk-taker, demonstrated hard worker and high achiever

Her authenticity - Dr. Plinske has an authentic passion for all of our students, faculty, staff, and community. She stated that serving Valencia is her "life's work", and her responses throughout the forums supported this belief. It is evident that she is a humble and deep listener. She will spend the time to listen to (and advocate for) all of our Valencia family regardless of the "status" of our position at the college. Her vision for our future is strong, inclusive, and grounded in our values.

Her commitment to the mission of the college, her deep experience and background, and her excellent leadership skills. She is always deeply prepared for every meeting, and is able to think on her feet and be spontaneous. She will be able to forge a unique path for herself, honoring Dr. Shugart's contributions, but also leading in her own way with her individual stamp.

I believe this candidate's strengths are:

ADMINISTRATOR (CONTINUED)

I believe Dr. Plinske is the best candidate by far. She understands Valencia's people, culture and vision.

Kathleen is uniquely poised to be Valencia's next President as she exemplifies the leader needed for this tumultuous time. She has the student advocacy, leadership, budgeting, and strategic planning skills necessary, in addition, she is community and "Valencia" minded.

Kathleen's strongest attribute is who she is-what she cares about, how she makes people around her feel, and her commitment to doing the right thing. Her general lack of hubris, if she can maintain it, gives her an approachability that can serve with all constituent groups. As an administrator who has worked with her and could serve during her tenure, I have zero concerns about her ego or agenda getting in the way of doing what's right for the institution.

Knowledge of the size and scope of Valencia

Knowledge of Valencia and a passion for the college's mission.

leader of a well recognized peer community college. Has a very diverse background. A community mindset.

- Of all the candidates, Dr. Plinske has the direct experience in senior leadership for a large, complex higher educational institution, guiding student affairs, academics, institutional research and three campus locations. She has been at the table for every major cabinet decision over the past decade.
- She is brilliant and a lifelong learner who seeks out the information she needs if it's not readily available or the expertise she needs if she does not possess it.
- Her connection to students in the interviews reflects her interactions on campus.
- Dr. Plinske crossed a challenging hurdle of interviewing in your own backyard, which is often awkward by being forthright and candid, telling the story of her experiences and victories, along with learning moments.
- Kathleen has experience in and demonstrated her fluency in leading sustainability, discussing in great detail the decisions in building LNC and PC, as well as expanding OC. She is part of the college-wide budgeting process and management. She is leading Valencia's strategic planning process.
- Dr. Plinske is well respected. The only criticism of her in the first round appeared to be that she is over-prepared.
- Aside from a doctorate and several master's degrees, Dr. Plinske is also fluent in Spanish. Her community service and volunteer leadership experience is prolific. She is deeply integrated in the Osceola community and connected in Orange County.
- We would be very fortunate to benefit from Dr. Plinske's continued and expanded leadership.
- I have complete confidence that our trustees will fairly evaluate all three candidates to determine their strengths and concerns to find the most effective leader for Valencia.

Over ten years of Senior Team level experience; Provost and Campus President leadership, collaborative leadership experience; demonstrated effectiveness in increasing access and graduation rates; prior experience working with a Board of Trustees; strong knowledge of Florida's legislature and budgeted model

Relevant experience, commitment to mission, leadership traits and collaboration skills, continuity advantages

seemingly endless -- from her deep knowledge of the work and region, to her unparalleled work ethic and professionalism. We are extremely fortunate to have found her a decade ago and that she is willing to take on this enormous role! In the area of equity, one of my areas of expertise, I will note that she has shown tremendous growth during the last two years, with the humility and willingness to learn and to be uncomfortable that the work requires.

I believe this candidate's strengths are:

ADMINISTRATOR (CONTINUED)

She has a depth and breadth of understanding of all of our systems, internal and external. I believe she will put more energy into our system than any leader we have seen. She has a brilliance that is unique. She will be able to speak directly to our Spanish-speaking community.

She values community input, the student experience, serving distressed communities.

Strengths are proven learning centered leadership and intimate knowledge of the intricacies that come with this position.

system knowledge

This candidate has a proven track record of extraordinary leadership at Valencia. These past few years, since Joyce Romano left, have been tumultuous for the college, especially Student Affairs. The lack of permanent campus presidents also brought uncertainty to the college community. With the retirement of a beloved leader like Dr. Shugart, and Dr. Williams leaving, we crave consistency. Dr. Plinski would bring that.

This is the strongest candidate of all three due to her knowledge, experience, and continuing life long learning. Her passion and commitment amaze me as she demonstrates strong leadership, compassion, collaboration, innovation, forward thinking, reflection, importance of strong connections with various internal and external stakeholders (DBOT, faculty, staff, leadership, students, foundation, community, etc.)...and in areas where she feels some lack of knowledge, she either seeks further development or another degree. She is a great asset and am confident she will be a successful leader to bring Valencia College to the next level.

- Valencia specific experience
- Understanding of needs of Central Florida Community
- One of the hardest working people I have ever met
- Committed to our students and their success
- Life Long Learner
- Innovative and Creative

Vision, humility, wisdom. Dr. Plinske also has a key role in many big college wide initiatives and her continued leadership overseeing those initiatives, along with guiding the college post-pandemic, will be critical for the college to maintain momentum and focus.

While all three candidates have many strengths and could steer the ship, Kathleen is the best choice for our future. Her strength, which are too many to list, are what Valencia will need to sustain and build on the work of Dr. Shugart.

BOARD OF TRUSTEE

Dr. Plinske was well prepared and articulate in dealing with all aspects of the questions posed. She has an obvious passion from the heart for Valencia and its Students. Her responses were focused on the question asked and she responded thoughtfully yet without hesitation without any reference notes.

Intimate knowledge of Valencia, passion for moving the needle forward in the progress of Valencia's future, leadership and poise, preparation, and life-long learner.

- uniquely positioned due to knowledge and familiarity with college;
- experience with multi-campus college; has taught at the college level;
- has relationships internally and externally with the community;
- very passionate about the student centered mission and strategic impact plan; metric/data driven but able to rise up and use that to focus efforts
- well spoken and articulate and can tailor to a variety of audiences

I believe this candidate's strengths are:

COMMUNITY MEMBER

Candidate understands the significant role the college can play in benefiting the community/region. She demonstrates a can do approach to problem solving. She is already familiar with the region and has established contacts.

Dr. Plinske has a proven record of leadership and Valencia students' academic achievements at Valencia College. She has deep roots in this community, is well known and a respected leader in Central Florida. Central Florida is one of the most diverse regions in the nation. Her understanding of the struggles minority students experience and her specific trajectory of providing resources and opportunities so these students can reach academic success makes her a top candidate for this position. I love that she also speaks Spanish and has strong relations with local Spanish-speaking media.

Dr. Plinske has experience with Valencia College and with the community, well versed in both the traditional degreed programs along with the accelerated skills training program. She has unique insights with the current administration serving as the Exec VP and Provost, along with serving as President of the Osceola, Lake Nona, and Poinciana Campuses.

Dr. Plinske has worked with our campus for some time in various capacities. She knows what our students needs are and seems like she will advocate for them.

Dr. Plinske is the total package. She demonstrates tremendous leadership, develops those around her, is a visionary, is compassionate, and is absolutely dedicated to student success.

- Knowledge of the community and the college.
- Proven history of building partnerships.

Known entity that is well-respected in the community. Knowledge of Valencia policies, procedures and students.

Vision for Valencia College, understanding of the challenges and opportunities and a passion for the work.

- Vision: Dr. Plinske had a firm understanding of Valencia and a vision for a path forward and was able to articulate very specific examples of ideas for the future.
- Passion: It was clear that she had a passion for the mission of Valencia and the work ahead.
- Experience / Knowledge: Dr. Plinske has an impressive resume and clearly a deep knowledge base around the education system.

CURRENT OR PREVIOUS EMPLOYEE

As Facility Director, I had the pleasure of working with Dr. Plinske on Building 5 at Osceola. She attended most of the meetings during design and construction. Her leadership assured the needs of all departments were met. Her commitment to sustainability resulted in LEED Silver certification. To sharpen her financial skills, she completed her MBA at the Univ. of Florida with weekend classes. In terms of equity, she speaks spanish to better communicate with hispanic students. She uses technology effectively. As Executive VP and Provost she has demonstrated her devotion to learning.

I believe this candidate's strengths are:

FACULTY: FULL-TIME

- very strong foundation as to equity and her role to create the pathways for those who have been underserved in the educational process.
- has a clear plan as to what will happen prior to the departure of Dr. Shugart and what will need to be focused o

- knowledge of the Central Florida community
- familiarity with Valencia's culture
- Dr. Plinske prepared for each interview regardless of internal knowledge and provided thoughtful responses to concerns and questions."

A long history with Valencia, and a deep understanding of who we are, and where we want to go. Dr Plinske would straddle the line between administrative change at the top level, while providing stability due to her history with the college.

Authenticity; First-hand experience @ VC; Emotional intelligence; Communication; Willingness to innovate

Dr. Plinske has deep and sincere passion for students and for student learning. She is highly intelligent and pensive. Preparedness is a strength (but the necessity for it could present a challenge). Her business acumen and commitment to sustainability are also strengths that I noted.

Dr. Plinske has the most knowledge of the state and college systems. She knows Valencia inside and out and is positioned perfectly to take over the presidency. She has an impressive background and is forward thinking in taking Valencia through the pandemic and beyond.

- Dr. Plinske is a true visionary. She has a unique combination of being a dreamer and a doer at the same time--of being able to envision a path, communicate it, and execute it. She has demonstrated compassion and the ability to lead during her tenure at Valencia. In the Townhalls she has hosted over the last few years, she has made sure to give all staff and faculty a chance to be heard, and she has shown skill in packaging that together and creating a plan that represents all voices and needs.
- In the Board of Trustees meeting, she was asked how she would respond in a situation where she was not over-prepared. I believe she seems so prepared because she knows our college and community so intimately. She is able to reflect upon the needs of our students, community partners, budget, faculty and staff, etc with such ease because she has dedicated the past decade of her life to this very thing, and I'm in awe what she has accomplished in our community so far. I can also attest to the fact that in every encounter I have had with her, the knowledge and leadership that she displayed was of the same caliber that she demonstrated during her interview.
- As a faculty member on Osceola Campus, I was devastated by the news of Dr. Shugart's departure, but I was comforted by the hope that Dr. Plinske would assume his role. The other two candidates have strengths as well, but neither of them demonstrated an ability to compensate for something that was lacking by Dr. Plinske (to be honest, I can't find anything lacking in her).
- On the other hand, Dr. Plinske's strength is that she is already so well-established and beloved by our college and the Central Florida Community. I am confident in her ability to help us achieve our goals and to lead us. During her interview, I saw an ability to inspire and a depth in her answers, explanations, goals, and understanding of our needs that the other two candidates simply didn't have.

Dr. Plinske is an excellent leader and has guided the college as Provost through the difficulties of going remote and continuing instruction during the COVID pandemic. I believe she is by far the most qualified candidate to be Valencia's 5th President, and is best positioned to continue and expand upon the leadership that Dr. Shugart has provided.

Dr. Plinske is an exemplary candidate for serving as Valencia's fifth president. In her past ten years working for Valencia, she has done a lot for her staff and the students at the college. Creating the "Got College" initiative she has significantly increased the college-going rate in both Osceola and Orange County. It is evident that she has a clear and strong vision for Valencia's future. She is inspiring, hard-working, and an incredibly fast learner. She has shown authenticity and is clearly devoted to serving the Central Florida community. For these reasons, Dr. Kathleen Plinske would make a fantastic president for our college.

I believe this candidate's strengths are:

FACULTY: FULL-TIME (CONTINUED)

Dr. Plinske is intelligent, passionate and capable. She demonstrates an undeniable passion for students and student learning. I think one of her greatest strengths is her relationship with students. I think she also has good working relationships with her colleagues and mutual respect. Her grasp of financial matters, love of learning and ability to utilize data to understand the patterns and trends that impact our institution are also highly notable.

Dr. Plinske's strength is her knowledge of Valencia and the community of Osceola County.

Everything.

Exceptional intelligence, communication skills, and prior experiences.

- Experience, especially at Valencia.
- Intelligence, one of the smartest people I've ever seen answer questions.
- Problem solving, I believe she can solve the most difficult of problems and has proven ability to do so.

Extraordinary and deep focus on student success! High priority for students to believe in themselves and for all citizens in the counties we serve to believe college is accessible to them. Highly motivated to dispel any myths preventing such access. Wants every person to know the door is open to them for higher education and all its rewards. Communicated strong commitment to eliminate racial achievement gaps. Genuinely cares about student's whole path from before they arrive to the experience they have while they are here to how they do once they transfer or enter the workforce. Wants to add student voices to decision making processes. Created opportunities to engage with students socially and invited students to serve as campus president for the day! – WOW! Impressive! Thinks critically about all issues. Every question asked in the interview was answered with much thought and depth. Dynamic thinker – always adjusting with any new information/new situation that arises. Understands idea of responsible risk taking as a part of the job and moving the college forward. Collaborative, creative and forward thinking leader who will work well with students, faculty/staff, admin, community and BOD. Ready and eager to work toward moving Valencia into the future. Commitment to “listening with new ears” and further building on relationships with everyone. With safety at the forefront, has an abundance view on moving forward after covid – keeping the best of both worlds. Understands technology is not just good for technology sake, but to use tech in support of goals. She exhibits knowledge and strength in almost every responsibility role she would take on as President. Most well-rounded candidate of the three. Able to hit the ground running from the start. Feels passionate toward work at Valencia and strongly feels her responsibility to the future lies with the work at Valencia and the Valencia students.

Far ahead of the others in knowing the College and will be able to move ahead quicker than the other two

Her current investment in Valencia and knowledge of its systems

Her energy, she is smart, and she loves Valencia.

her love of teaching students is obvious.

I believe this candidate's strengths are:

FACULTY: FULL-TIME (CONTINUED)

- Her passion for student learning is admirable. In addition to her devotion to see students succeed, she seems to have a deep understanding of Valencia's learning-centered approach. Her commitment to finding ways for the college to create conditions to help students learn impressed me. I especially appreciate that she understands that we still have not yet found all of those conditions and that we still have more work to do, especially in the area of equity. She inspired me when she stated that she would like for us to reach the point where we don't need to desegregate data by race because we have achieved racial equity in our education outcomes for all students- and I share this dream! I also GREATLY appreciate her stance on approaching learning not from a deficit model, but that it is important to recognize individual students' circumstances. Her example of a student being late because of having to rely on public transportation, and how that student should not be penalized academically because of this life situation was refreshing. I loved how she said he need to find ways to maintain rigor while being flexible, and this is a perfect example. She further mentioned the use of scaffolding to help these students succeed- another sign that she has a deep understanding of how students learn.
- Another impressive quality is her superb communication skills. She is extremely sharp and her thinking is organized and creative- I think this would serve her well in her interactions with many stake-holders, including our board, legislators, and community partners.
- I have been at Valencia for over 20 years and would be very proud to have Dr. Plinske as our next college president. Thank you for making the process transparent and for allowing everyone to provide feedback. I trust that you will select the best candidate to represent Valencia College and to help continue our legacy of excellence.

I am so impressed with Dr. Plinske's command of the Valencia Culture. She is very organized and meticulous in her responses. Dr Plinske's answers to the questions that were asked were thoughtful and insightful. She has a command of the issues facing Valencia and demonstrates true leadership skills.

I believe that she is very strong in listening, understanding, and implementing. Her background, experiences and education is what makes her who she is and I believe the best candidate for the next President

I have confidence in Dr. Plinski's ability as a leader throughout her tenure at Valencia. Her micro understanding of our institution instills confidence in her vision for our future. She also understands the backbone of our work is our employee's strengths, student access and success working together in unity. We have an abundance of growth ahead of us; she has that vision with the understanding that our past is a base to excel, make change and drive forward.

- Knowing Valencia and how we operate. We don't need a new president at this time who needs a year to figure things out.
- Dr. Plinske is highly respected and works more than any normal human for our students' success.

- Knowledge of the institution
- Seems to care for students' success

Knowledge of Valencia, leadership, commitment to students.

knowledge of Valencia; ability to inspire

Knows Valencia's culture very well and understands the needs of both students and faculty at the college.

Past Valencia experience, commitment to learning

- Personable, knowledgeable about diversity and equity, committed to students, staff and faculty well being .
- His answers showed a willingness to learn and engage and partner.”

I believe this candidate's strengths are:

FACULTY: FULL-TIME (CONTINUED)

Prepared, hard working, passionate, knowledgeable, skilled, strategic, knows the college culture, trusted, knows how to lay out a plan and achieve it. No one works harder than Dr. Plinske.

See above.

She has a good connection to the students and college community, which is important but not necessarily required. She does have a deep connection to the work and specific the impact plan for the college. She also has a passion for student success and the success as the institution as a whole.

She has many years of experience at Valencia is by far the best candidate for the position.

She is already entrenched in our valencia culture and has proven a leader at the college for years. Her communication is strong and she engages everyone. She seems very dedicated to student learning and equity.

She is already part of Valencia and understands and embodies our values

She is always quick to recognize what are the problems we face and immediately seeks to discover what are the solutions and how do we move forward. Dr. Plinske does a great job besides being a very nice person. I know her to be a winner for everyone at the college.

She is the best person for the job.

She knows the area and already has well established relationships within the community and college. She is also very personable and empathetic.

- she knows the college
- she cares about the college deeply

she knows Valencia Culture and she has proven to understand our commitment since she was hired as a campus president.

She looks at the big picture with her full heart. She tries to understand the things that are good and bad *before* she looks at the data. Then, she looks to the data to find the details in the numbers. Her vision and solutions are the driving force; then, the numbers are used to help determine the details. This is the best way for the information to flow.

She possesses intimate knowledge of our culture and mission at Valencia, and is a stalwart advocate for students. She has an innate passion for learning which is inspiring, and always goes the extra step to seek the best possible answers or solution that best serves the community.

She understands Valencia's mission

Strong connection to Valencia, which is necessary for the role. Being connected not only to the campus community but also the students, faculty, and staff. I also enjoy hearing about how she will be able to continue to support the community to create equitable practices to ensure all students have a chance to learn and grow.

I believe this candidate's strengths are:

FACULTY: FULL-TIME (CONTINUED)

Strong in empathy, passion for learning, excited to bring Valencia to new endeavors. This is the candidate Valencia needs to move the needle. Looking forward to working with her.

the capacity and knowledge to move us into the next twenty years successfully. She is smart, open to ideas and opportunities for our students, faculty and staff.

- This candidate (Dr. Plinske) Communicates easily.
- Makes informed decisions based on data.
- Collaborates with various sectors of the community.
- Shows that she is a lifelong learner.
- Possesses the stamina, fortitude, and resilience to lead the college in the future

- This pandemic will fundamentally change how we approach our mission at Valencia College for years to come. The entire Orlando community will be affected for years to come. It is difficult to see into the future to determine what kind of leader we will need to steer the college and community through those changes. I believe all three candidates are of the highest quality, and all would be ready and able to serve effectively as Valencia's new President.
- As a full-time faculty member, my concern shifts to the stability of the college. In my years here, I have witnessed senior-level turnover at a rate that seems abnormal compared to other institutions. Additionally, I am concerned by the consistent inability to replace our high-est-ranking leadership in a timely manner.
- If one looks at the list of Executives and Administrators for the college, the numbers initially look very stable: Only 12 out of our 77 leadership roles are currently filled by interim appointments. 15% seems reasonable for a college as large as ours.
- However, let's look at the most Senior Executive Leadership. Among the College and Campus Presidents and Executive Deans - 5 out of our 10 positions are currently filled by interim appointments or are leaving soon, in Dr. Shugart's case. We now have Interim Presidents at East and West campus, and Dr. Plinske is serving as both the college's Provost while also maintaining a quasi-leadership role for the Osceola campus-cluster. We also have interim Executive Deans in place at Winter Park and Osceola.
- From the faculty perspective, I can speak to the need for stable Deans. Of the 32 Deans, 8 of them are interim appointments. Additionally, a large number of Deans are new hires who are still becoming acclimated to the culture and procedures of the college. And lastly, many of these positions proved challenging to fill, with some programs going through multiple hirings in a short period.
- This looks like a college that is not effectively growing our leadership from within and hiring from within. While outside applicants can bring a rich diversity of ideas to a college, our inability to permanently fill critical positions with *anyone* - internal or external, is troubling. I strongly believe that anyone who has served as an "interim" of anything for more than a year (in a pandemic, no less) is surely qualified to do that job, and should either be hired fully or replaced immediately.
- Dr. Shugart's retirement announcement is understandable, given his years of dedicated service. Unfortunately, his exit comes at a time of massive, pervasive unrest and uncertainty. I do not believe people would be so worried about Dr. Shugart's departure if permanent hires filled the other critical Senior Leadership roles.
- That leads me to conclude that - in this time of upheaval - we must look inward to grow and promote the people who already work here and make Valencia a great place to work and study. That is the only way to maintain consistency and trust in the institution at this most unprecedented time in our history.
- In the interest of stability, promoting from within, and re-focusing on what already makes Valencia great - I strongly support the promotion of Dr. Kathleen Plinske to College President. I also call for a sincere push to establish permanent hires within the next year for all interim positions across the college."

Understands Valencia the best of the 3 candidates; highly competent, well spoken and communicates effectively with students, faculty and community partners. Well respected in the community and her bilingual skills with our Hispanic students put her above the other 2 candidates.

Unfortunately, issues of sustainability, funding, and technology weren't asked about, so there's no real basis to evaluate Dr. Plinske's abilities in these areas, though my experience with her time at the college is that she's excellent in all of those areas.

I believe this candidate's strengths are:

FACULTY: PART-TIME

Compassion and knowledge! She knows how to get the job done!

Her experience and love for the Valencia Family and the greater community.

Her knowledge of the operations of the campus.

Her strengths are the fact that she has been a great leader and she knows this school. I would only recommend the other candidates only if she had in some way failed Valencia. Failing to advance Ms. Plinske would be a dis-service to this institution. While I understand the idea that fresh thoughts and perspectives might good for Valencia, I also understand the value of consistency in the leadership and efforts Ms. Plinske has provided, particularly in light of the current national health crisis. I also value loyalty to one who has done a great job!

Knowledge and experience in higher education at a senior leadership level; experience with Valencia College senior leadership, administration, faculty, staff, students, and the community; the ability to inform and inspire stakeholders towards achieving strategic goals; humility; commitment to stewardship of the College.

- Knowledge of the college, its processes, ethos, plans and goals
- Prior experience
- Well-educated in leadership practices

Listening and understanding the Valencia Culture. She is just so extremely professional.

She is an internal candidate with a deep understanding of the challenges of our students. I think she will be readily accepted in the new role.

Understanding the mission of open enrollment, community-centric college and especially Valencia. This is no small thing. I have been associated with Valencia since 1990 and have seen how hard it can be for leaders new to Valencia to get up to speed. Dr. Shugart is the rare exception. He was actually a step ahead of us. We cannot expect that from most candidates.

Very strong and she is fully capable to manage the Valencia College system of colleges.

FOUNDATION BOARD

planning, clear understanding of funding process and sources, clear communicator, it was good to see her in an "off the cuff setting". she has a clear understanding of the needs to the region.

OTHER

Deep knowledge of Valencia college and the community; commitment to solutions with measurable outcomes; passion for student engagement and success; drive towards diversity, equity and inclusion - for all aspects of the college; keen understanding of the Central FL business community.

Dr. Plinske is an incredibly strong candidate I believe is fully capable of leading Valencia Collage into the future. She is knowledgeable and passionate.

Experience, knowledge and understanding of a community college culture and fostering a community within a campus and throughout the greater region.

I believe this candidate's strengths are:

STAFF: FULL-TIME

- 1 - Valencia College current employee and already has the knowledge and understanding of how our college works.
- 2 - Deep connection and impact to our students
- 3 - Commitment to our Institution - based on performance, this seems like the next step for her and for our College.”

- deep connection to Valencia, enthusiasm to work hard is evident
- extremely intelligent and well educated and continues education
- community leaders all commend and respect Dr. Plinske
- well versed, articulate
- passionate about open access schools and

Ability to 'hit the ground running', understanding of the college culture, familiarity with staff/faculty/partners, motivational leader, bilingual, empathetic with students

All candidates had their strong points and excellent experience, however, Dr. Kathleen Plinski's responses to all difficult questions were outstanding and to the point expressing her capabilities, experience, and approach to the unique environment of Valencia College puts her at the top of my list of the candidates.

All three candidates had their strong characteristics and capabilities and the experience with regards to the position. However, Dr. Plinski demonstrated her understanding of the position and the importance to the college. Her leadership capability had been demonstrated over her career at Valencia. Her demonstrated grasp of Leadership, Sustainability and Technology has been proven through her history of accomplishment at Valencia College. Her approach toward the student at their level and her passion toward learning no matter your background situation or age equips her to lead Valencia College.

- Blindly obvious--Dr Plinske knows the college, the state, and the community the best. She intially understands Valencia's history, strengths and expertise. Hers would be the most seamless transition.
- I believe her when she says that nobody will work as hard as she will for our insitution.

- Broad reaching knowledge of the community college position to support learning on a transfer pathway and involve itself in the community.
- Deep commitment to developing learners for our community.
- Strong understanding of the conditions for student learning.
- Also important to note--this candidate is aware of the limitations of scope of the college and committed to partnering with the community for supporting students when the resources they need are beyond the purview of higher education. This is a critical skill for a president who will be responsible for guiding the limited resources and collaborating to meet the primary goals of the institution.”

Caring for students, understanding of the college's mission, values, and role, deep appreciation for the technology and funding needed to achieve student learning, and the ability to lead while demonstrating a high degree of leadership and understanding of sustainability and equity.

Communication and leadership

Communication, Knowledge of our College, Plan for equity and the future of learning

Connection to Valencia and passion of taking on a role at the college in a different capacity to continue the work. Ability to learn from students, staff, and board.

I believe this candidate's strengths are:

STAFF: FULL-TIME (CONTINUED)

Deep knowledge and appreciation of the Valencia and Central Florida community; key established relationships; innovative and creative problem-solving; demonstrated willingness to engage others and collaborate in problem solving processes

Dr. P is knowledgeable on what Valencia College needs to continue to grow and how to make education equitable for students in our areas. She is an effective communicator and her leadership style encourages open participation from everyone.

Dr. Plinske's knowledge of Valencia culture, policy and procedures will allow her to hit the ground running. She did an amazing job thoroughly answering questions in the town hall. I believe that we would continue to prosper and thrive under her leadership.

Dr. Plinske brings a lot to the table. I admire her dedication to students and their individual success. I believe there are students who went to college and succeeded because of her. She is beyond dedicated to her job and to her teams.

- Dr. Plinske had my support to begin with having worked on projects with her; however, when I watched her presentation I better understood the passion she has for her own education as well as the college. She is the candidate to beat hands down. She carries herself as one of us and embraces the future challenges with insight that comes from her life experiences here.
- After watching her talk openly, I do not believe there is a better candidate.

Dr. Plinske has the advantage of being in Senior Leadership at Valencia College, so being an internal candidate with a deep understanding of our culture, the demographics in which we serve, and compassion for learning are strengths that she carries in her position and would carry forward into the College President position.

- * Passionate about students - "Anyone can learn anything, in the right conditions". She believes in all students that come to Valencia College
- * Strong leadership. She speaks eloquently and provides calm/confidence whenever I have personally heard her at events speak to us. I feel reassured by her presence, and her abilities
- * Deep understanding of the community - in and around Valencia and how to bridge gaps"

-Dr. Plinske is extremely familiar with the values and culture of Valencia College. Due to her current leadership position with the college, she does have a significant advantage of having demonstrated her dedication to leading initiatives aligned with the college's mission. She has facilitated key discussions related to equity minded practices. I remember her visit to our campus to discuss approaches to support underserved student populations after reviewing disaggregated data on student completion. She has demonstrated excellence in her partnerships with communities in the Osceola campus region. Her work has helped make Valencia visible to students in the K12 campuses, and she led efforts to open the Poinciana to students in an area that was previously not served.

- She demonstrates optimism and believes in our students and faculty, and I think she is the best candidate for this position.

Dr. Plinske IS Valencia. She has the background knowledge from a student perspective as well as Senior Team perspective. She has proven over time that she can successfully lead at all levels and feel confident she would create new goals and take Valencia further. There are big shoes to fill and I feel she is the best qualified.

Dr. Plinske is very passionate, intelligent, and dedicated to the mission of our institution. I feel as though she is well equip & ready to tackle the presidency.

I believe this candidate's strengths are:

STAFF: FULL-TIME (CONTINUED)

- Dr. Plinske really wowed me during the finalist employee town hall. Her passion for learning and for Valencia shined through, and I was inspired by listening. I felt that she had a true understanding of what all would be required in the role (but she has an advantage as she works with Dr. Shugart now).
- As an internal candidate, Dr. Plinske would have less of a learning curve, and it was apparent by her responses that she's already planning what her next steps would be if she would become president.
- Her strengths are community partnerships (as she already has made them and seems energized to make more), funding, sustainability with her suggestion of a energy and utilities master plan, and stewardship of our existing mission, vision and culture.
- I believe that Dr. Plinske would be at the College long-term, and this would not be just a stop in her career journey.

Dr. Plinske was very balanced in her responses. I believe she is moving forward to take a hybrid blend of what previously worked and what is working now and into the future. She seems both innovative and steady and you can see that she cares for her students, the staff/faculty, and the community. Dr. Plinske had knowledgeable answers and seems open to feedback on ways to continually improve.

Dr. Plinske's passion and commitment were obvious in her most recent town hall. Her devotion to students is also evident in her town halls. She laid out in detail her plans for Valencia's future. I believe Dr. Plinske would provide strong leadership and a smooth transition in the role of college president.

experience and concern for student and staff

Her commitment, her love for the community, her ability and willingness to learn and continually grow, her desire for student success and empowerment, her likeability, her approachability and effort to be accessible regardless of her position.

Her familiarity with Valencia culture and her vision for continuing to build on Valencia's culture of inclusivity and equity.

Her passion for education, learning success, Valencia College and it's students is a great strength! Her ability to analyze, model and strategize effective outcomes will be a huge asset to Valencia as we navigate the uncharted waters of post-COVID. The current relationships and knowledge she holds about Valencia College as college's Executive VP and Provost is also an added strength. Dr. Plinski is a leader that I would be proud to call our next college President. She not only embodies what it means to be a Valencian but, she is dedicated and commitment to protecting that for future generations of Valencians.

Her passion for the students and their success and after that...everything listed above. Kathleen has been living a 10-year job interview for president of Valencia and she is prepared to take on the responsibility.

I appreciate Dr. Plinske preparation as it allowed her to provide accurate and concise answers and to provided clear insights on the different areas of evaluation. I do believe that she will approach the work as president similarly which would make it a great president.

I believe Dr. Pelinski has Valencia's best interest in her heart. She is smart, committed, and strategic. I think she will take Valencia in the best direction.

I believe that she is creative, strong communication and problem solving. Well prepared with such a great capacity as a potential leader, strong financial background and breathe peace.

I believe this candidate's strengths are:

STAFF: FULL-TIME (CONTINUED)

I Dr. Plinske demonstrates a passion for students and there well being.

I really think Dr. Plinske is best equipped to be true to Valencia's values. I love her work so far and I want to see what she continues to do for us as president.

Integrating the current state of learning with the needs of the future. Mindful planning for the short term and long term. Awareness of the community, job environment and how to adapt to changes therein.

Kathleen has a proven dedicated record of her work, dedication and commitment that she has shown at Valencia for both employees and students. I feel strongly that she is the best candidate to guide Valencia as the next president, particularly as we are going through a pandemic. Her leadership and her commitment to Valencia is very strong and she always has the college, employee, and student's best interest in mind.

Kathleen has many varied strengths. I'll will start with her most important strength and that is she is a REAL PERSON who shows her vulnerability along with her strengths. Along with this great trait, she is experienced, brilliant, prepared, a data analyst, a visionary, and love by all the Valencia family.

Knowledge of and experience in leadership at Valencia College and working with our surrounding community partners.

Knowledge of the Valencia College community and Central Florida, the ability to connect with individuals even in a virtual setting (ex. remembering the names of people who asked questions and responding to them directly), well thought out plans for the future.

Knowledge of Valencia and the community; has demonstrated commitment to the students experience; lifelong learner

- Knowledge of Valencia values and core beliefs, what it is to be Valencia.
- Working closely with Dr. Shugart through many trials.
- Deep understanding of the students from a campus president role.

Leadership and engagement

Leadership experience overseeing multiple campuses at a large, diverse community college; vision and creativity to take on the big challenges, as demonstrated by the highly successful Got College initiative; great people skills and ability to connect with students

Prior experience at Valencia College.

She has a clear understanding of the vision and mission for Valencia and will use her strong collaborative skills to continue on a positive path. She is also familiar with the College and will promote a smooth transition.

She has been with the college for 10 years and has great inside.

She has been with Valencia for a number of years. She is connected with most people.

She has proven leadership in her past roles at Valencia. I have no doubt she would be able to lead Valencia in a post-COVID world. She is grounded in the Valencia Culture, and familiar with the leaders of Central Florida, making her as close to a perfect candidate for the next president of Valencia. While I would given Anton an A, I would give Kathleen an A plus. I think Kathleen is uniquely prepared to build on the success of Dr. Shugart. And confident enough to make her own mark in meeting the educational needs of students for many years to come.

I believe this candidate's strengths are:

STAFF: FULL-TIME (CONTINUED)

She is focused on student success.

She knows the process, policy, and procedures it will take to continue movement forward in the progression of our institution.

- She's incredibly strong in ""story telling"" - telling the story of our work and our students in a compelling way that can motivate us and open us up to new streams of revenue/donations.

- In a time when everything is changing and we have limited stability, I think its such a value to us to have an incoming President who knows so much about our organization and is ready to take us to the next level.

The candidate is well-versed but genuine in her concern for students, leadership and community collaboration. Though 'deliberate' in her responses, I believe her passion is genuine and her skills are unquestionable

Working history - experience- with the college.

STAFF: PART-TIME

Dr. Plinske is an amazing leader. She cares deeply about Valencia and our community. She has high standards for herself and when she thinks she should have more knowledge and understanding of an area she addresses it and gets the necessary understanding through either formal or informal education. Working at the Osceola Campus I have had the opportunity to work with and observe her. She is tireless, nobody works harder or smarter. I have always felt free to share with concerns with her and seen results. I particularly enjoyed seeing her interaction with the students in this selection process. It is obvious that they respect her but also can relate to her and feel how important they are to her. Entering this process I always felt that she would be a great choice for the next president but have watched each candidate and taken notes and been as open minded as I know how. Valencia would not be a stepping stone for Dr. Plinske this has become her home. She is ready even before day one.

Her strengths are communication ad leadership skills.

I believe this candidate demonstrated that she is willing to learn and adapt to any situation that presents itself to her.

NA

Since she is at the College, so her transition would not take as long.

Two strengths stood out to me about Dr. Plinske:

1. She indicated that she tries to consider more than just how someone looks on paper/on a resume when making decisions about who to give an opportunity to. She looks at people in more depth and tries to make determinations about their potential to learn and do well in a position. This, to me, indicates a commitment to equity and diversity and a way to avoid overlooking candidates who may possess tremendous potential to impact the organization positively.
2. She also gave a personal example (about wanting to learn Spanish as an adult) to demonstrate her commitment to the notion that anyone can learn anything under the right conditions. I have seen that this is a core value at Valencia that has likely contributed to our success. In addition, her example spoke to me personally as a non-native English speaker who learned the language as an adult.”

I believe this candidate's strengths are:

STUDENT

Has been here for a length of time and understands students and college needs. Can speak fluent Spanish thus can communicate with not only us as students but our parents. Always shows she cares and wants to help us.

I believe her empathy and willingness to hard work is exceptional. She cares about the students and do everything in here power to accomplish the goals of the college.

Kathleen's leadership and presentational skills are very impressive, she has extensive leadership experience and the forward thinking attitude necessary for president.

Leadership, Caring, Understanding

With respect to Dr. Plinske's understanding of how to implement plans to change and improve ValenciaCollege - I believe what sets her apart is her ability to understand, inspire and lead all types of people.

-To provide an example of this, I would like to share a personal experience with Dr. Plinske.

My family immigrated to the United States in 2000 when I was six years old in hopes of better education and a better life. My parents emphasized the importance of education every day to me and reminded me that in our own country, people are not as fortunate to be able to receive a free education. As a student, I was perennially on the honor roll and always strived to be the best I could be in each of my classes – however in high school, I learned that I was a VISA overstay and realized that no matter how highly I performed, I would never be accepted into any college because of my legal status. Needless to say, my high school graduation was an incredibly bittersweet feeling because essentially all of my hard work would be for nothing. After graduation, I spent over twelve months hoping that there would be an opportunity for me to attend higher education and do my part in validating my parent's decision to leave their home for a chance at a better life for me.

- In 2012, then-President Barack Obama announced DACA, Deferred Action for Childhood Arrivals, which allowed individuals, such as myself, the ability to pursue higher education, be eligible for employment, and to drive. It felt as if my prayers had been answered but as I began looking into the costs of pursuing higher education, I realized that I would be subject to out-of-state tuition rates and would not be eligible for any financial assistance due to my legal status. Despite having lived in the state of Florida since I was six years old and excelling in the classroom, I would be paying close to five thousand dollars per semester. It quickly dawned on me that although I was eligible to pursue higher education –it would not be a feasible option due to the financial cost.

- After many discussions with my parents, my family decided they would do what it takes for me to attend ValenciaCollege. My father, at the time, was the sole provider for the family and would work around the clock as a taxi driver to come up with the funds for me to attend college, on top of the house expenses.

- Through the desire I had cultivated in the twelve months after my graduation, I worked harder in my classes than I had ever worked before – simply because I knew what I was asking my father to do for me but as much as I tried to focus on my studies, I was always reminded that there was no way I could continue asking my father to do this for me.

- So I began to reach out to every financial aid office employee that I could.

- I reached out day after day, through email, phone or in-person visits, I would even visit different campuses and I would receive the same answer. "Sorry, but at this time, these are the rules."

- Until one day I was given an opportunity to speak with Dr. Plinske.

- After explaining my situation, Dr. Plinske was able to help me find a way to be able to afford going to college as long as I maintained my status on the President's List. Not only did Dr. Plinske provide me an avenue to be able to afford going to college, but she even provided me an opportunity to be on the local news as I was interviewed about being a DACA student. To this day, I still remember seeing how proud my parents were watching me on the news.

- Dr. Plinske didn't just make a special exception for me - she has done this for countless other students and changed the entire trajectory of thousands of people's lives. If Dr. Plinske wasn't the person she is, my life would be completely different as I would have never been able to graduate with a 3.60 GPA from Valencia, transfer to UCF and graduate with my Bachelor's degree. Education has changed my life, but it simply would have been a dream and nothing more if Dr. Plinske didn't provide me with a way to attend college.

- Although I may have attended more universally renowned educational institutions, I am more proud of being an alumni of ValenciaCollege than anywhere else and it's because of people like Dr. Plinske, who helped people like me with an opportunity to live out their American Dream.

I have concerns about:

ADMINISTRATOR

At times it seems like Dr. Plinske is not hearing all perspectives and this seems to translate into a lack of willingness to alter her decision based on additional input from others.

Can we stop asking about this candidate being "overprepared?" If you want to see evidence of her ability to speak off the cuff, watch the SGA interview, especially the second half. That should address any remaining questions. Her level of preparation reflects a level of respect for the process, the position, and the college. It was evident that she was well-prepared for the interview just as it is evident that she is well-prepared to be our next president!

Candidate is the most hard-working and dedicated person I know, and so I am concerned that she might suffer burnout at some point. (This is NOT to imply that she showed any signs of "burnout" during the interview, and as a matter fact quite the opposite - she seems more than ready to take on the challenges ahead.)

Concerns are not concerns per se but observations of areas that Dr. Plinske will need to gain more experience in areas such as industry partnerships and their importance, fundraising, political arena and an entrepreneurial spirit.

Dr. Plinske addressed areas that I wondered about:

- How she would create her own leadership legacy while honoring what has come before her.
- How she would manage the first six months -- through this fiscal year with Dr. Shugart in partnership and in the new fiscal year as CEO, were she selected.
- How she would approach overseeing, leading and collaborating with her former peers as CEO.
- Making the transition from campus president to college system president.

In each case, it is clear she has reflected thoughtfully and created specific strategies to move forward in the most effective way possible. I have no lingering concerns about these areas and certainly no concerns about her abilities, expertise, experience and heart for Valencia students, faculty and staff.

Dr. Plinske is naturally introverted, though she does a great job engaging with a wide range of people. I wonder if she will be effective at interacting with local leaders across the region and using her position to leverage resources from the community to meet the college's, and our students' needs. From working with Dr. Plinske at the Osceola campus, I strongly believe this is not a big concern, but it all I could think of at the moment. I clearly think she is up to the task of being college president.

her managing expectations of others' capacities to serve in multiple, highly demanding roles as she has done for 2+ years

How long it will take for candidate to learn the ropes...when we already have a good candidate in Plinske ;-)

I cannot think of any concerns.

I don't have any concerns about Dr. Plinske. She has proven herself to be a terrific leader, knowledgeable about all aspects of Valencia operations and culture, and I fully support her becoming our next college president, should she be selected.

I have no concerns with Dr. Plinske's leadership.

I worry that hiring the inside candidate may not look equitable but I think that anyone honestly viewing the interview materials would see that the strongest candidate was chosen.

Lack of presidential experience.

I have concerns about:

ADMINISTRATOR (CONTINUED)

My sole concern about Kathleen as a leader is her tendency toward formality when speaking in more official settings. Having worked with her, I have seen how engaging and charming she can be when she speaks off the cuff internally. I'd like to see her bring that conversational style to her external presentations and official duties.

No concerns.

None

None at all....

None.

None...Dr. Plinski is as strong of a candidate as we will ever find!

Not being appreciative of an asset right in front of us, to the point we let her go somewhere else. She is the right person at the right time for our College and Community.

Nothing. She would be a great president for Valencia.

Once Dr. Plinske thinks she is right about something, it is extremely difficult to change her mind even if the impact is detrimental to staff. She makes decisions and asks for input but then won't budge for a long time or ever. I also think she has to be involved in everything and has difficulty letting go. She also takes on a lot without consideration of how all that work impacts many other people. Hopefully, she will be able to adjust all of these things in her new role as president.

Understanding programs outside of college credit

Valencia accepting her vision to achieve her direction. She has strong feelings within her evident strong work ethic.

what would happen to the college were Dr. Plinske not selected for this role. It would represent yet another considerable disruption, in a time of considerable disruption. We would also risk losing her altogether. Other colleges would jump at the chance to recruit her, and losing our two senior-most leaders -- especially during this difficult time-- would certainly hurt our students and community.

BOARD OF TRUSTEE

she is an outstanding candidate and I have no concerns

The potential of not being able to distinguish her own identity as a president after working for so long under such a strong leader.

COMMUNITY MEMBER

I am always concerned about the equity for minority faculty and staff in terms of advancement. My concern is that she has been with the college for some time and has not empowered those who could have grown into advanced positions.

Dr. Plinske is an excellent candidate. I did not get a real feel for her vision and felt it would be a continuation of the current administration.

I have concerns about:

COMMUNITY MEMBER (CONTINUED)

I don't have any concerns.

I have no concerns about Dr. Plinske.

None.

Nothing

She is well versed in the college and has canned and extremely measured responses. Will she continue to further the mission and vision of the College, or just execute to the current plan without furthering that goal with her own imprint.

CURRENT OR PREVIOUS EMPLOYEE

None

FACULTY: FULL-TIME

Addressing Black & Brown faculty, students, & staff regarding data related to diversity, equity, & inclusion concerns; Courage to lead faculty & staff that are unwilling to educate themselves related to their feelings about diversity, equity, & inclusion (a major challenge for VC growth)

Can she see things in any fresh way; can she get out of Dr. Shugart's shadow. He will cast that on all 3 possibilities, but the other two come from outside.

Despite communicated commitment/accountability and good prior work done for DEI, she needs to seek out and listen to people in and beyond our institution and hear more about what works and what doesn't to get more ideas on moving DEI work forward in the right way for all people. (The planned climate study may not provide all these answers). I have no concerns about her ability to do the job of President of Valencia College. I believe she is the best and most well-rounded qualified candidate.

Dr. Plinske said it was difficult to talk about work life balance because (paraphrased) it implies that our work isn't a meaningful part of our life. While I appreciate the dedication in this answer, not all of our employees have the benefit of having a cohesive work and life. We need leadership that encourages rest and breaks to foster a healthy mental state and acknowledges the privileges of being able to stay constantly on.

Her views on the faculty. In her other interactions as Provost, I have been offended more than once by her weekly emails, her presentations, etc. Often, she makes the faculty feel as if they are to blame for falling success rates, diversity issues, etc. She fails to take into account, or at least to appearances, she fails to take into account student's prior education, the efforts the faculty are already involved in and the amount of work it takes to not only get students more involved but to also know when to say "no more. you can't behave like this in the real world and expect to have people treat you better." I often feel as if she's more interested in the school looking good than actually caring about the students.

Hiring anyone but Dr. Plinske.

I have concerns about:

FACULTY: FULL-TIME (CONTINUED)

- How she will get funding for us - salary concerns, etc.
- How she will make sure tenured jobs will grow
- What will happen to her current position if she becomes president
- What college wide roles will go to the deans
- How she defines rigor vs rigidity”

I cannot believe that being overprepared was brought up both before the candidate entered and during the interview. No one would have labeled the thoughtfulness, intelligence, or experience of a male as overpreparation! If this was a concern that people mentioned during the first round of interviews, it should have been ignored for its sexism.

I do not.

I have concerns about her leadership ability. I continue to feel that the dynamic is more of that of a peer or colleague and I question what happens when faced with challenges, disagreements or push back on important matters. I also have strong concerns about her perspective on equity and her ability to take the lead in helping Valencia to become a more equity-minded institution. This may be one element of her work as President but it is a significantly important one. I want someone as our President who has tangible ideas, leadership experience in DEI and will do more than await the recommendations of a work team. A numerical goal is a step in the right direction, but how will we get there? What one "hopes to achieve" is not a solid plan of action. Also, while I earnestly believe her work with the Hispanic community and her support of Osceola county is amazing and to be applauded, I find her focus on and attention to predominantly the Hispanic population as a demonstration of commitment to diversity troubling. As a non-Hispanic person of color, Dr. Plinske did not make me feel seen or valued. Spanish poetry and greetings are a wonderful way to connect with the large Hispanic population of students and community members, but what about Black Orlando, what about the large Haitian, West Indian and Caribbean student and community populations? Where was the effort to connect with them as well?

I have no concerns about her in the role of President, I am concerned that if we do not select her, we will lose her to another institution. She has done the work and proved herself to be exactly the kind of leadership that Valencia needs. She IS our president, let's make it official....

I have no strong reservations about Dr, Plinske at all

I have strong concerns about leadership skills and her ability to lead the equity work. I appreciate the 50% goal -- but what is the action plan? There is so much work to be done institutionally for that to ever be a reality. I didn't hear that. In fact, I heard naivety about the reality of where we actually are and what we are up against. Change is hard work. I also have concerns about this simply being a continuation rather than an opportunity to see things with fresh eyes. She has had an amazing mentor and she is doing a great job in her current roles but I am interested in new and different leadership since we have the opportunity to explore it.

I would love to see her tell more stories about her experiences at Valencia and not try to answer perfectly. Vulnerability speaks volumes with many of us.

Lack of experience perhaps from having moved so quickly to the top levels of leadership or only working at two institutions. There are gaps in knowledge or judgment in her initiatives. The college-going rate was increased without providing supports for these first-time-in-college students (nor the staff/faculty that work with/teach them); years later and supports for these students are only now being considered in the strategic plan. The biotech program is presented as a success when there is a lack of employers for this skillset in the area. She mentioned moving tutoring online when the tutoring centers were a main source of community for students that led to their success; this move seems premature - talk to the students first. This candidate has not taken advantage of systems thinking and economies of scale. There is an incredible disconnect between campuses in the Osceola region and the whole college leading to duplication of work. When presented with problems, she attempts to fix the one very narrow issue and does not look at the big picture; this can be seen in her stories of student success. I am concerned about her hiring decisions with deans.

I have concerns about:

FACULTY: FULL-TIME (CONTINUED)

Learning curve coming here from another place but that could be a benefit as well - fresh set of eyes to our practices strengths and areas to improve

Making sure she stays open to new ideas coming in and being able to be changed by new ways of seeing things.

My only concern is that the college has many vacant positions in key leadership roles, including campus presidents and deans. This is an issue that has been building up for a couple of years, and Dr. Plinske was part of the senior leadership while this was occurring. I wonder if she could have had any influence on addressing this issue these past few months. Was she not able to make these decisions because of her current role? And if so, I wonder if there could have been a more collaborative process so that the college could have solved this problem much sooner. Again, I am not sure if this is something that was beyond her control, but worth noting in our decision making process.

N/A

No concerns: she'll be great when she gets the job.

None

None.

Nothing, but I do hope that if elected she will not just continue the current work but challenge and amend as she sees fit. Change is ok.

Nothing.

Sustainability. She didn't get to answer a question about this in the Learning Council interview, and it is very important.

There will be a learning curve being responsible for three campuses to all of our campuses. However, she does know all key players at the college which is a tremendous asset.

Who will replace her as she is currently doing at least two jobs.

- who's going to take over her current positions?

In all seriousness - we have more than enough professionals ready to step into those positions. We'll be fine!

Zeri

FACULTY: PART-TIME

Dr. Plinske being the ideal candidate for this position. She has been a part of Valencia College for many years and has demonstrated exceptional managerial and leadership skills for the Osceola, Poinciana and Lake Nona campuses. She is fully knowledgeable and experienced in the operational procedures and policies of Valencia College, and what better person to take over control of our higher education institution.

I am concerned that an internal candidate will just be "more of the same". A new college president is an opportunity for us to change and grow as an institution and really look at what is working and not working for us. Valencia is a model institution, but there is always room for growth. Will we get that with Dr. Plinske?

I have no concerns about this candidate. She is, in my humble opinion, the right person for the position of President of Valencia College.

I have concerns about:

FACULTY: PART-TIME

Mild concern: Being able to be more hands off than she needed to be in her previous roles.

N/A

No concerns! Give the job to Kathleen, she knows our students, faculty and she can lead us into a wonderful future.

Nothing, she would be an amazing president.

The candidate's failure to understand fully the role of adjuncts at Valencia: As the majority of teaching faculty, their feelings of disconnect, feelings of disrespect do affect student learning. Yes, we love teaching and we love our students but it is an old paradigm to expect teachers to do the work but not get adequately compensated. There is much good at Valencia but the corporate model is inappropriate and inconsistent with the goals for students.

OTHER

None

None - Dr Plinske is an exceptional candidate for the President of Valencia College.

STAFF: FULL-TIME

Attitude of "don't let anyone outwork you" may contribute to unrealistic expectations (even if unspoken) and toxic competition of who can work the longest and hardest leading to even more staff/faculty burnout - fine line between motivation and toxicity; ability to bring outside perspective into the work and culture for effective change in some areas;

Dr. Plinske concern would be how is she viewed in the male dominated world in which we live and how will she be accepted amongst the poorer and diverse communities that we serve.

Dr. Plinske demonstrated strong commitment to the Hispanic community in Central Florida, I would love to see same commitment to other minority communities in our area.

Her ability to represent the college in the community among donors and lawmakers in a way that leads to tangible results. Also concerned about her ability to compromise as needed in order to move forward in Valencia's strategic plans. Her default fallback seems to be to give students money to improve their success rate, but money generally only works to provide opportunity, not success. She doesn't seem to be able to take input from those in the field unless it agrees with her proposals.

Her commitment to allow virtual positions and options.

I don't have any concerns about Dr Plinske as our future president.

I do think some drawbacks to having Dr Plinske as our president is that she might be less likely to notice blindspots that we have as a college that a new president might better see. In addition there might be places where a status quo might be better interrupted by a brand new person

I have concerns about:

STAFF: FULL-TIME (CONTINUED)

I have no concerns with Dr. Plinske's leadership as president of Valencia College.

I have no concerns with this candidate.

I have no concerns.

I really see this candidate as the best one to occupy this position. No concerns, no worries about Dr. Kathleen Plinske

I wonder if being on the inside track is actually a disadvantage in this situation. As much as I love Valencia, it may be time to shake the mold a bit and do some truly blue sky thinking. It could be difficult for a person within the system to be open to that. I perceive Dr. Plinske as data-driven and risk adverse, which are not bad traits by any means, but in a president's role, could hinder Valencia's growth and future exploration of our role in Central Florida and beyond.

- In Dr. Plinske's current role I have yet to meet her, she has never taken the time to sit with our department and have a conversation. The reason it's concerning to me, what would make me think anything would be different as President.
- She sounds very robotic and I can't feel her heart it comes off that she is not sincere.
- Also I get the feeling that the answer to every student issue is giving them money. She answered a question regarding Financial aid that a student was on a SAP appeal plan and majority of the class failed. She did not mention going to talk to the professor to see what the situation was and why so many students were failing but came to financial aid to vouch for the student. That was concerning we have to find other ways to help our students.

Kathleen is a rising star in education and with a few years of success as president at Valencia she will be approached for new opportunities in higher education. I thought she addressed this issue well and appears to be committed to Valencia for the long haul.

Leading a senior team of her peers; being able to move Valencia from the now (what we've already done) to the next level of continuous improvement in the classroom and operationally.

N/A

No concerns at this time.

No concerns.

No concerns. 100% complete confidence she will be amazing.

No concerns. Dr. Plinske is a dedicated leader more than well prepared to be Valencia's next President.

none

None!

Not always following her head and leading with her heart with regards to staying loyal to current administration.

Not really a concern, but something that I wish more senior leadership, especially the very top positions would do, is connect MORE with the faculty/staff. They connect, but I don't feel that our voices are always heard, and while we (speaking as a Staff member) are part of some collaborative process, I feel there's still some disconnect in understanding our various roles, and how to best keep up morale for the work that we do.

She's so strong strategically, academically, and businesswise, but I think it will take her a bit to feel comfortable in the role and maybe show more of her personality.

I have concerns about:

STAFF: FULL-TIME (CONTINUED)

Technology needs, getting us where we need to be for staff processing, student access.

The final candidate was favored and pre-selected. All the candidates do not have a fair shot. That we will not have a strong president because each candidate should be evaluated based on who will be the best, not necessarily the most popular, candidate.

The only concern I would have would be sliding to a higher level, but she has proven she can be very successful at that already.

Their ability to fully recognize the impact of decisions made at the top on those at the ground level doing the work. The past several months have seen a shift to more top/down decision-making and individuals are not feeling heard nor their input valued. Expectations of doing more and providing a hybrid of services virtually and on campus without increasing staff isn't sustainable long term without significant turnover/morale issues.

This candidate presented no concerns based on her experience, tenure, contributions and commitment to the college since 2010

Willingness to improve processes and implement change without being biased to favor things done previously that this candidate was involved in. Being open to listen to lower-level employees about what's not working for them. Willingness to acknowledge impacts of decisions made that increase expectations without consulting affected parties. Former experiences and staff connections clouding big-picture judgment.

- With the experience and relationships that Dr. Plinske already has at Valencia, will she be able to objectively look at the big picture to make changes without feeling she's stepping on other's toes? For example, if programs need to change, departments combined, etc., will she feel comfortable making the changes?
- I think from what she's shared that she can, but it's a slight concern.
- Will her current peers respect Dr. Plinske in this role at the same level they would a person hired from outside the College?

STAFF: PART-TIME

- Experience: Despite being great Campus President and Provost, she has limited experience as a leader. Her bulk of her leadership career has been at Valencia, which can lead to a tunnel vision.
- Leadership: Her close relationships with other senior leaders. My biggest question is, can she rise above those relationships and make a decision that is not popular with the senior leaders. Last time she rose to the provost position, those that would report up to her left the College. If she is president will the same happen with other senior or top level positions?
- If she is president I don't see Valencia excelling to the next level. I see Valencia slowly progressing but she would take baby steps rather than lead the way. This will mainly affect the topics of equity and inclusion (for students and employees) and technology.
- After seeing Dr. Plinske in senior top positions for over 10 years, I am not sure she will elevate Valencia. She is great at her current position but the next president will need to bring Valencia forward in different aspects. In regards to COVID, budgets for the next couple of years are going to be rocky. I did not get a good sense on how she will deal with politicians and the politics that come with being a college president. In regards to technology, Valencia is behind in some areas that are key for student success. While she has talked about a CRM to track and help students, we haven't seen any results in this area. RTV courses were not introduced until the pandemic hit. This was long overdue and the decision was made as a last resort. We need to lead the way to better serve our students and not wait until we do not have a choice.
- Diversity: While Dr. Plinske shows a commitment to equity-minded practices and commitment to racial justice, I am not sure how she will take action. Conversations have happened at Valencia but what is lacking is the action. I question if she will make decisive decisions when the action may not be popular with the other senior leaders. This concerns me because it may slow or impede the important work of equity and belonging.
- From an employee point of view, I would love to see both staff and faculty (full and part-time) to have a way to have a career and be able to develop, move up (when we have openings) and have a realistic view of what opportunities they have at Valencia. Investing in ALL employees, will only benefit the students."

I have concerns about:

STAFF: PART-TIME (CONTINUED)

NA

none

STUDENT

I'm not really concerned in her ability, she has very strong educational/teaching experience. Although she may not be overly concerned with smaller individual matters.

If she does not get President our college will be behind and starting over.

N/A.



VALENCIA COLLEGE

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