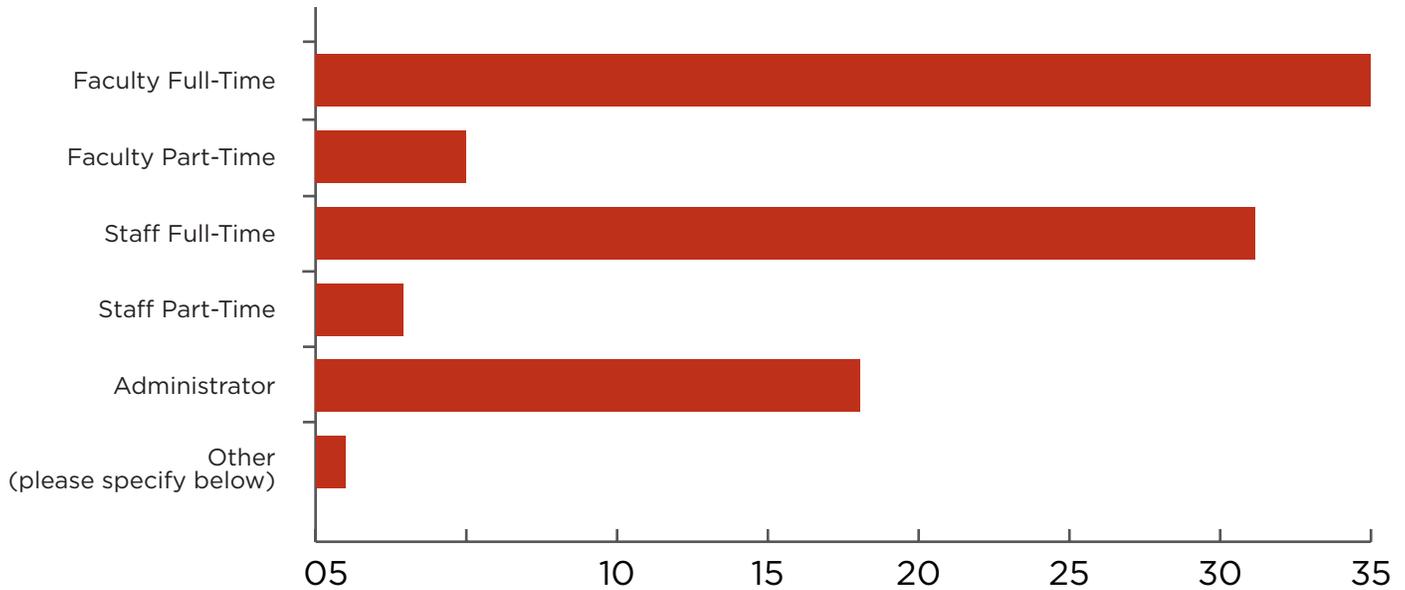


Valencia College Presidential Search

Presidential Leadership Qualifications - Faculty and Staff Feedback

What is your primary role at the college?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your primary role at the college? - Selected Choice	1.00	6.00	2.63	1.52	2.30	96

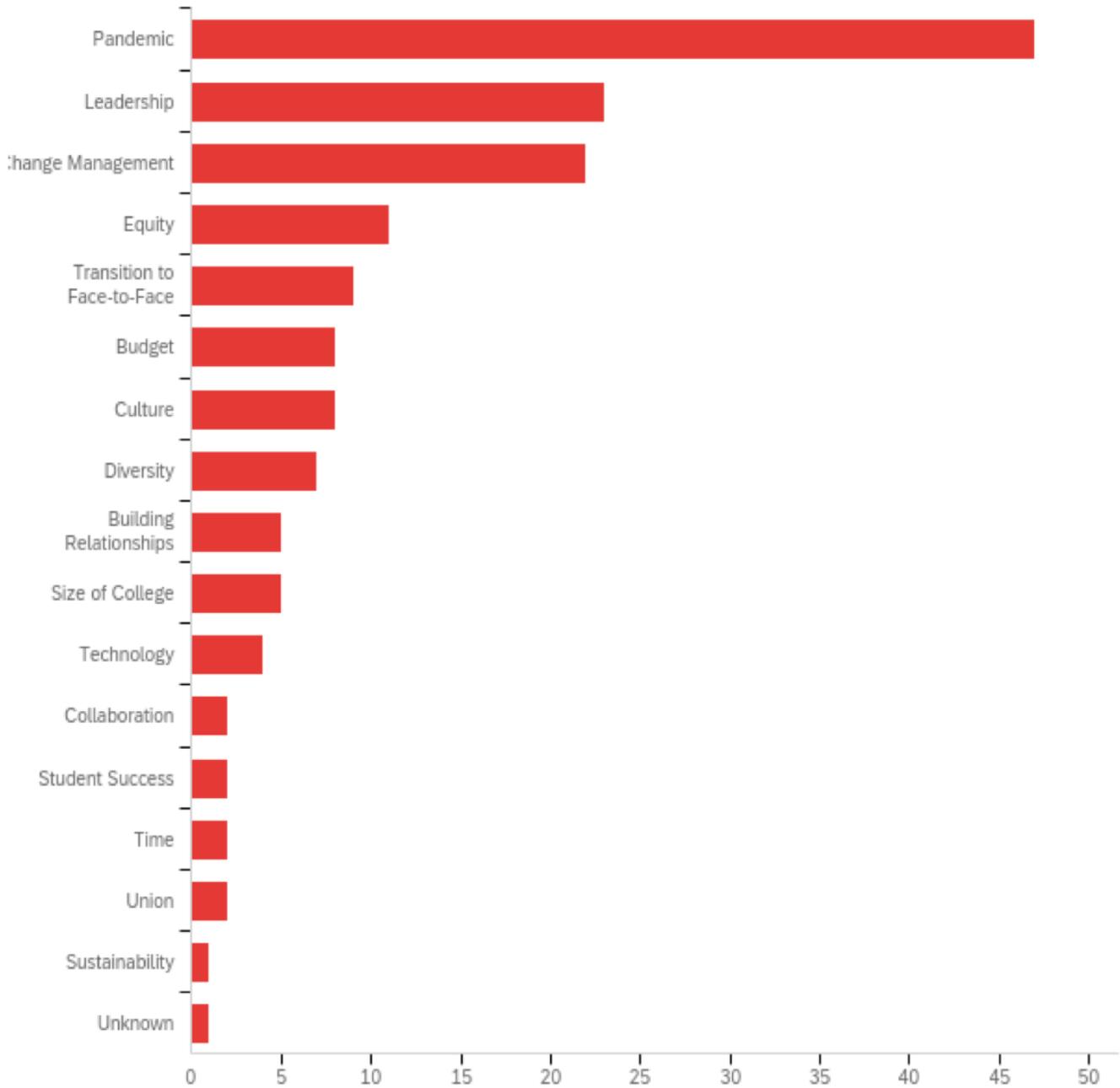
#	Answer	%	Count
1	Faculty - Full Time	37.50%	36
2	Faculty - Part Time	6.25%	6
3	Staff - Full Time	33.33%	32
4	Staff - Part Time	3.13%	3
5	Administrator	18.75%	18
6	Other (please specify below):	1.04%	1
	Total	100%	96

Other (please specify below):

Other (please specify below): - Text
Faculty - Full Time, Temporary 8-month

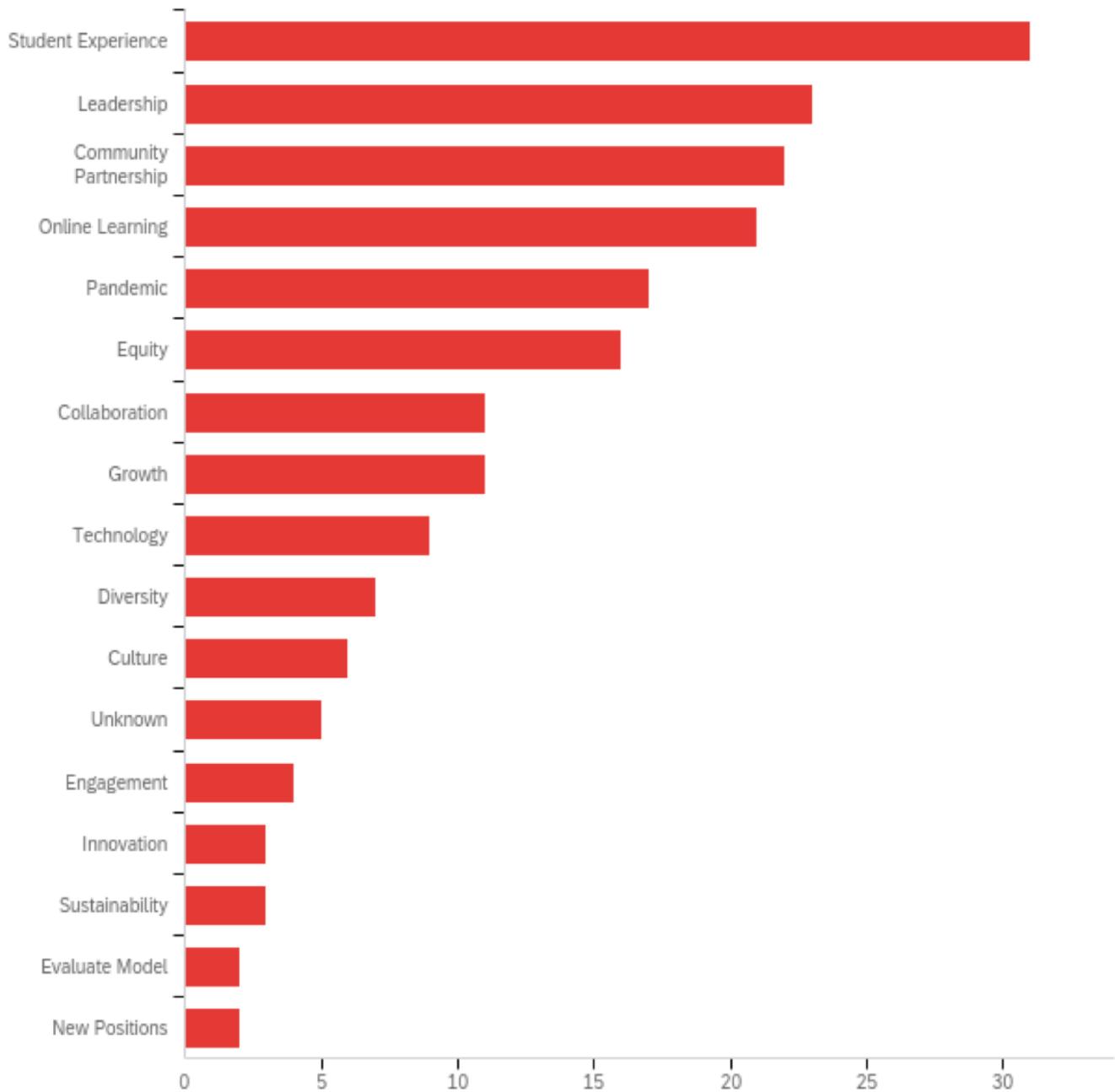
Based on your experience at Valencia, what do you see as the short-term (immediate) challenges and opportunities facing the next President?

Themes - Challenges:



#	Answer	%	Count
1	Pandemic	29.56%	47
2	Leadership	14.47%	23
3	Change Management	13.84%	22
4	Equity	6.92%	11
5	Transition to Face-to-Face	5.66%	9
6	Budget	5.03%	8
7	Culture	5.03%	8
8	Diversity	4.40%	7
9	Building Relationships	3.14%	5
10	Size of College	3.14%	5
11	Technology	2.52%	4
12	Collaboration	1.26%	2
13	Student Success	1.26%	2
14	Time	1.26%	2
15	Union	1.26%	2
16	Sustainability	0.63%	1
17	Unknown	0.63%	1
	Total	100%	159

Themes - Opportunities



#	Answer	%	Count
1	Student Experience	16.06%	31
2	Leadership	11.92%	23
3	Community Partnership	11.40%	22
4	Online Learning	10.88%	21
5	Pandemic	8.81%	17
6	Equity	8.29%	16
7	Collaboration	5.70%	11
8	Growth	5.70%	11
9	Technology	4.66%	9
10	Diversity	3.63%	7
11	Culture	3.11%	6
12	Unknown	2.59%	5
13	Engagement	2.07%	4
14	Innovation	1.55%	3
15	Sustainability	1.55%	3
16	Evaluate Model	1.04%	2
17	New Positions	1.04%	2
	Total	100%	193

Faculty and Staff Responses

CHALLENGES

Making sure that all involved not only understand and learn about health and safety, that everyone sees it in action in person throughout the college, classes, events, etc. and it includes all aspects physical, mental, social well-being which will also benefit the communities. Current political climate and social unrest. Meeting the needs of adult learners that have lost jobs, need to upskill/reskill, or change their careers. Providing some pathway for them to get access to achieve those goals conveniently. Students are more diverse than ever, from different generations, various backgrounds, ages, different experiences, learning styles, and most importantly they have increasing financial needs.

Keeping all members of the college safe (working conditions), during pandemic. Accommodating the expanded enrollment without sacrificing quality. Developing on campus operations that are socially distanced.

How to provide fair and equitable access in the online environment that is welcoming and as close to, if not better than, face-to-face instruction. How to be transparent in the decision-making process. Find individuals in leadership positions who embody our changing culture at Valencia, which includes being fair, equitable, and mindful of online instruction needs. When we return back to campus and open fully, how to take the lessons learned during COVID and not forget the good work done. We cannot go back to being isolated and we cannot go back to putting online instruction on the back burner.

Taking time to determine the structure of campus-based and college-wide leadership before beginning the search for campus presidents and academic deans. Understanding the deep collaborative culture at Valencia and the transparency of communication. Not being hesitant to focus on learning and student success vs. budget-driven enrollment. The volume and size of Valencia.

OPPORTUNITIES

Maintain a college/campus environment that is deeply community and student centered by engaging and offering opportunities for staff/faculty to get involved. Partnering with community employers/industries to determine what skills they need students to develop. For adult learners, maybe use current programs already in place to design non-degree credentials such as certificates for credentials that are of immediate professional value. Certified students would also be able to be invited back to complete a higher degree related to that program. Continue faculty/staff training, hire more culturally aware faculty.

Creating outstanding online programs. Creating socially distanced opportunities for staff, faculty to meet.

Pick a campus leadership team for each campus, taking into consideration those individuals who have worked hard and have contributed to the culture at Valencia. Take Valencia to the 'next level' as we look to expand into new communities, while being able to hold our lawmakers accountable. Serve as the primary face with our community and nationally as others look to us for leadership, especially in a country that lacks good, responsible leadership at this time

Ability to find a leadership structure that supports college-wide initiatives but allows the campuses to focus on our communities. Moving Valencia into the next big idea for student success

Leading the college through continuity of learning in an online environment Safely and successfully transitioning the college from an online environment back to face-to-face Providing a sense of stability and strong vision for the academic year.

Maximizing and fully utilizing the strengths of existing college leadership Identifying new leaders for key positions like Campus Presidents which significantly impact the process and selection to fill other roles like interim Deans, etc. Finding new ways to engage all members of the Valencia community in the virtual environment

Ensuring a smooth transition of leadership. Demonstrating vision while dealing with the current crises. State budget shortfalls impacting our funding.

Take advantage of the groundwork that's been laid by Dr. Shugart to commit to inclusivity and transparency

1. The decision to move classes from online back to face to face. 2. The economic hardships our students are currently facing impede their academic progress more than normal. 3. Mental health problems in our community are increasing due to COVID-19 fall out, and those problems are disproportionately impacting our students. 4. Political changes at the federal and state level and how they impact our students. 5. High numbers of classes taught by adjunct faculty-- they fill their schedules, sometimes at multiple institutions, trying to cobble together full time work. This is not fair to them, and not fair to our students. There must be a way to create more full time spots for faculty that will not financially impact our students, tuition, or pay to existing full time faculty. 6. We need more diverse, representative faculty to meet the needs of our diverse study body. 7. Rising cost of textbooks, particularly books that students only use for a semester but cannot resell due to it being an "access code" and not a re-sellable commodity. 8. Ensure the health and safety of our students, faculty, staff, and administration during the pandemic and its aftermath.

1. Ensuring that we respond meaningfully to the Black Lives Matter movement and be a force of change for racial equity on behalf of our students and our community. 2. Helping our community overcome financial hardships by creating real opportunity for them in training for jobs that are hiring and needed now. 3. Build a dynamic, diverse, and innovative administrative staff that can lead us through the above mentioned opportunities. 4. Ensuring that Valencia's new strategic plans and assessment plans are addressing the current challenges and opportunities. 5. Creating a dynamic online community for Valencia students who choose to continue their education online, including resources for faculty and staff to serve their needs virtually with high quality interactions, online spaces, and technical support. 6. Create the digital infrastructure necessary to support the RTV modality to continue beyond COVID-19 times. 7. Innovation-- these are new challenges in an unprecedented time. There is an opportunity here to come up with ideas and solutions that have never been done before.

- Navigating the College's systems during the pandemic - Filling the empty/interim leadership positions at the College - Maintaining the people-first approach to all of the College's business

- Maintaining the people-first approach to all of the College's business - Building and expanding relationships with our community partners

Ensuring the academic success of students during the pandemic while allowing a safe and welcoming atmosphere for those who are already working on campus and when more employees and students eventually return to campus.

Displaying dynamic and compassionate leadership during this ever-changing world that we now live in.

We are not allowing for a thorough search for a President. When Dr. Shugart was hired twenty years ago, we went through a very extensive process of more than four/five months. There were deep discussions and review of many applicants. Now we are looking for a leader to step into this position in three months and fill in some very big shoes. The college is in a situation many of us have not seen before with interim presidents in two regions, and a President wearing the Provost hat in the third region. If there is someone that is being considered by the president and Board of Trustees, their name should be forwarded as interim. At this point the college needs to have someone that will continue to provide strong leadership, vision for the college, and stability with the uncertainties we are living in. Three months is not enough time for this important position.

Working with the fallout of the pandemic and the residual economic impact. Another challenge will be to fill the shoes of a charismatic leader. Dr. Shugart is a once in a lifetime president that will be extremely hard to replace. Trust may be a big issue for whomever comes next.

- Racial inequality and unrest - Global pandemic risks - Reduced state funding as a result of the global pandemic and its impact on the local economy.

Creating equitable work and learning environments with proven/tangible results, and not just talking about them. Challenging our Public Safety Academy to stand out in the country by incorporating diversity curriculum ran by campus organizations outside of the Criminal Justice department. Valencia has to be the leader of change for the area.

Navigating through the COVID pandemic.

The next president will have an opportunity to rethink the overall goals of the college. Maybe consider the tremendous growth as not being a good thing and refocus on unification.

Continuing our commitment to racial equity, as this is an issue greatly impacting our students. Continuing our commitment to a learning-centered philosophy, including safety during the pandemic. Dr. Shugart listened to science and health officials, even when politically difficult, and has assured the Valencia community that our lives and health matter, as we also focus on providing support for a robust online learning program. While the pandemic may be temporary, his vision and resolve to adapt to difficult challenges was a quality I would welcome in the new leader as well.

Set a new standard for the way other colleges function, recruit, hire, instruct and connect. Become the standard for Public Safety programs like Police Academies and other LEO and CJ programs. Attract more students, employees, and organizations that want to network with us in order to replicate our process and results

Maintaining the excellent relationship with Orlando Health and increasing the working relationships with county health departments, UCF, etc. Will be invaluable for next communicable disease outbreak.

The college is facing unprecedented changes due to the pandemic. Making the decision to keep our faculty, staff, and students is an easy decision but wrought with implications that are contrary to what many may want or prefer. Having the confidence to guide these decisions while working with others and hearing multiple perspectives is of utmost importance. As we come out of the immediate situation, there will be residuals to consider also. What have we learned, what processes do we keep, and what challenges will going back to “normal” bring are challenges and opportunities of the future.

The challenges mentioned above will present opportunities to be visionary and collaborative. Continuing to build an infrastructure to support the “new normal” will be essential.

Bringing the college back to a “normal” mode of operations following COVID-19. Hiring new leadership for our 3 campus regions. Articulating our next strategic plan and QEP. Hearing and responding to the call for greater equity and inclusion throughout our institution.

High energy around expanding access, equity and opportunity throughout the college. Enrollment growth / Greater need for our services in the community because of economic downturn Capitalizing on innovations developed because of COVID-19

-oversight on reopening plan future phases -leading through change (changes in leadership, changes as a result of the pandemic such as course modalities and remote work, changes in society regarding civil unrest)

-co-creating our “new normal” as we return to campus -engaging in deep conversations of equity, inclusion, and diversity and helping us co-create our pedagogical response to our community’s needs -leading our college in identifying more meaningful experiences for our students (such as authentic assessments, active learning, equity-minded practices)

Hiring qualified, diverse leaders as Campus Presidents’. In turn, the Campus President will need to hire qualified, diverse Deans.

To build a team that is diverse in experience, perspective and ethnicity.

-helping all faculty and staff to understand and support equity -create and support training for equity and community-based mindset for security -breaking through inertia, and sometimes cronyism, to be able to effect necessary changes

-good experiences and initiatives like SEED and PJI are already in place -ability to re-structure the administration and eliminate redundancies since the campus president positions are all open -Would it make sense to have executive deans at each campus with a centralized vision? While there are some regional differences that are important to support, many feel that we waste a lot of time re-doing or re-creating things already created at other campuses. Unify the college and utilize the economies of scale. -finding focus for and streamlining the online program

Making the campuses safe to serve students, faculty, and staff. Re-opening plans and providing guidance and reassurance as we start to transition back from remote to in-person services.

Revamping our technology systems and upgrading how we serve students remotely, as well as how we can be more flexible with work environments. Consider some positions staying fully remote or creating hybrid models.

changing environment of college in general (not just Valencia) with COVID-19 uncertainties, hiring 3 well qualified campus presidents

This person has an opportunity to create a team, from scratch, that has the best interests of the students, faculty, and staff in mind.

I completed this survey previously, but had another challenge come to mind last night (yes, laying in bed). I think one of the challenges is how to be a liaison, listener and strategist to the police brutality issues during a “defund the police” movement, while also being encouraging and supportive to our police academy program and cadets? How can we be a part of the solution to decrease police brutality in our training? How can we still encourage our community members to study law enforcement during a time when the career is looked down upon and current officers are under attack? In a very liberal college environment, leading to a weeks’ worth of nearly collegewide emails, many addressing police brutality (called for in this instance), how do we keep the spirits up of those who are training our future LEOs and those participating in the program?

SUSTAINABILITY

Ensuring instructional continuity and access during the COVID-19 pandemic Maintaining Valencia’s strong and unique person-centered culture Recruiting and retaining highly-qualified administrators to open positions Leading the college through difficult budgetary decisions caused by declining state revenues due to the COVID-19 pandemic

Reopening Campus Making students and faculty comfortable returning to campus Interim Deans Many classrooms need to be updated with phone/computer charging capability. The cafeteria menu is too limited and lacks requent flyer discounts.

SUSTAINABILITY

Strong institutional culture and commitment to instructional excellence among faculty and staff Cultural values of collaboration and innovation that make new and impactful work possible High-quality existing faculty and staff willing to try new ideas for student and organizational excellence Educational, business, and other ecocsystem partners committed to partnership

Encourage faculty to continue mixed-mode learning to reduce parking frustrations and reducing the driving time. offering more distant learning teaching opportunities for instructors. Funding for increased numbers of staff in Nursing Program Laboratory and tutoring settings.

Understanding and recognizing that decisions made at the top level of the organization are not necessarily practiced and implemented at the lower structure of the organization. Learning about and exploring the issues that occur in the day-to-day college business among employees at lower levels of the organization (issues with scheduling, issues with prerequisite mandates not being captured by Banner, for example) and attempting to resolve those in order to have a better functioning institution. Understanding that the large and fast growth of the college as contributing to a disconnect between upper- and lower-level employees in terms of what is said and what is actually practiced. Overcoming and eliminating inequities of course scheduling, release time, requirements of online vs. face-to-face teaching ratio, etc. across the college in order to restore morale.

-Continue safely leading the College's pandemic reopening -Continue overhauling the College's hiring, onboarding, and job advancement practices to ensure equity across all divisions as well as implicit bias training (ex. why are so few tenure-track faculty BIPOC?) -Ensuring College's history, values, and culture are sustained during massive transition in leadership (changing campus presidents, executive leadership, deans, etc.)

Filling open positions both higher level senior team as well as lower level positions to help with work-load. Be sure that senior team is a diverse representation that reflects our student populations. Look at the actual need for extended hours for student services instead of just doing to say we're doing it. How many students are we actually assisting?

Prioritizes Reducing Valencia's Contributions to Climate Change: Climate change will have a significant effect on our students' lives in the future, but we have time now to act and determine the severity. A President who understands and recognizes the importance of addressing climate change for our students and ensuring Valencia does its part to reduce its own emissions will be critical. Reaching Carbon Neutrality: As we continue making our buildings more efficient and promoting alternatives to single-occupant vehicles, addressing the last remaining greenhouse gas emissions to ultimately reach carbon neutrality will include a sizable investment in alternative energy and/or other carbon offset options. The next President will need to determine and allocate funding sources for these large initiatives, possibly including developing and forming partnerships within the community, in order for us to achieve carbon neutrality. Support Regional Transportation Development: Valencia's single largest source of greenhouse gas emissions is from students and employees commuting to and from our campuses. The regional transportation infrastructure is more conducive to single-occupant vehicles than mass transit, an enduring obstacle to students getting to our campuses. The next President should prioritize working with regional leaders to address this issue for our students and our community.

-Prioritize removing artificial barriers that impact students' access & success at our institution by creating internal systems and work flows that are designed with student use in mind instead of based on departmental/campus egos or pet projects (ex. intuitive website and student web portal design, resources and website pages written in plain, easy-to-understand language instead of marketing-speak and higher ed jargon, consistent practices across campuses so the student experience is the same, etc.).

Get up and running on a few 'online degrees'. It would be a nice option to have especially now but even for some students in the future. Invest in software such as Maxient to enhance our processes/procedures and student experience through counseling, conduct, and/or title ix. This software can also help us better track information so we can determine how we are best helping our students. Invest in our OIT members/equipment/training so Banner or Atlas doesn't 'go down' every semester at the same time for the last 9 years... To understanding, invest in, and hold up Valencia traditions and culture during these changing times. This is an opportunity and a challenge. But one that should probably be the first on the list.

To get up to speed about knowing the major initiatives at our very large college. To meet with as many major constituencies as possible. To realize that our college works best when collaboration is one of our Big Ideas. To live up to the expectations the college has after following one of the premiere college presidents, while demonstrating their own leadership style.

coming back from a Pandemic, what will the procedures look like, hours of business and such

The coronavirus ... how do we continue to reopen safely? How do we support a struggling Central Florida economy? How do we adjust programs, such as hospitality, when the workforce that was once needed, is no longer needed? Senior leadership has had massive turnover in the last few years. How do we reunite?

COVID/keeping all safe Getting us back to face-to-face status as soon as possible Acknowledging that most students want to be safe but prefer face to face classes and Student Services Remaining flexible for those employees that need to be at home with their children or taking care of a family member Continued communication to staff and students Keeping the "usual and strong" connection across the college up and running despite being virtual-this will be important as this is what has made Valencia so successful Being consistent in decisions and policies

Managing such a large institution with multiple campuses - keeping a sense of togetherness between these islands.

1. Thorough assessment of the employment process to ensure qualified individuals are employed who are able to optimally serve the student, faculty/staff population despite differing cultures/ethnicity.

Dealing with the pandemic Direct Connect partnership: curriculum, communication, scheduling and articulation issues

To conduct a road show, introducing him/herself to all of our campuses so that he can learn more about each campus' unique offerings. To demonstrate that they believe in collaboration and transparency throughout their work.

to be able to establish a robust working environment that is more convenient not only to employees, but in turn to student, providing those business office hours outside of regular ones like we have during this whole time during the pandemic

Now that many staff members are successfully working remotely, do we need as much office space? Could we save money this way (although I'm not advocating for this). Is this the time to re-evaluate the campus president model?

Flexibility for staff schedules Keeping a strong on line presence but acknowledging that we are primarily a face to face institution Remembering that each campus had it's own personality and student situations and offering services that best satisfy the needs. Improving the connectivity of departments. Take a page out of Osceola's book, where prior to the pandemic, was a well-run student services, learning support, etc. The flow was awesome

Opportunities to grow with the times, for example, more virtual opportunities.

Focus on strategies and resources to sustain both traditional (classroom), online, and hybrid learning

Partnerships with the community Meeting with faculty

Filling the 'interim' positions that we have all over the college; dealing with the changes that are sure to come post-pandemic

Coming in to a culture that only really wants to replace the people we have. I attended the Osceola session to gather qualifications to replace Dr. Plinske as President there, and was stunned when seasoned, tenured, faculty were shouting out that we needed to "clone her." This is an opportunity for the college to maintain what we have done but also to move in a new direction. I think the new College President will have a lot to overcome as far as moving out of the shadow of Dr. Shugart. I think they need to be ready for those who will not be able to stop comparing them to Shugart and what decisions he would have made. I also think the new president will be challenged by the addition of three new campus presidents. They will be trying to maintain a standard for teaching, learning, and working at Valencia with not very many high-level leaders who know the history of our institution. We almost need to be looking internally to make sure we get someone who can maintain that continuity.

Challenges: He/She will not be alone however there is a lot to do and people to stimulate lead and change and adapt.

I see the following: Three open campus Presidents positions The SEIU PT Faculty issues COVID 19 issues and closures Limited in person classes Opening after COVID 19 Keeping the culture that is established Understanding the importance of CS,CE, and International Students.

-Dealing with the pandemic -Finding competent administrators to serve in leadership roles (there are many vacant positions currently).

Hopefully there will be a better handle on COVID-19 but if not, then I foresee the challenges of keeping most classes online.

I think the new president has the opportunity to capitalize on who we are as a college and a presence in the community and to find new ways for us to partner with other agencies in the community to create positive growth and change. I also think the new president has the opportunity to create some positive cultural change in the institution. Among full time employees and faculty (and I used to be a full time employee) there is a pride in working at Valencia. SOME part time faculty (not all of us) seem to have an angst about it. I am not saying the new president should advocate giving in to the demand of those trying to form the union, but there must be some way to create a more positive environment for part time employees and faculty.

Opportunities: It's simply what I would consider a solid foundation placed by the previous presidents.

Fresh look Pick Campus Leadership-three presidents New start after COVID 19

Hiring new leaders in administration may be a chance to find better candidates and more expertise in those positions.

The next President can have the opportunities to view Valencia as a strong diverse population, therefore; enabling he/she to accommodate not only the student population but the faculty and staffs needs as well.

Emerging from the Pandemic Closure to reopen under what seems to be a “new normal” while trying to maintain traditional college procedure. During the Pandemic, the college was very supportive of the students, which is wonderful. However, the expectation for student personal and professional accountability also needs to be present on a higher level after reopening. Students will resist that, but will be thankful for it in the long run if it happens. In the end, while we use empathy, understanding, and kindness to guide our practices, we also need to make clear that we expect personal accountability and responsibility on the part of the student, and help them to achieve that. Students may have a social and learning gap when coming from the high schools over the next 2-3 years (due to the limitations of online schooling or curriculum). The data already shows this is coming. We will need to shore up the basic minimum skill sets in a practical manner quickly and effectively. While Valencia has a diverse population, the traditional student (coming from high school, or in that range) needs guidance and support to grow into an effective, personally responsible, functional adult. Ages of students are outpacing their maturity levels, and the gap is widening. But I think closing that gap (via equitable practice, student support, and professional empathetic practice) is something Valencia is able to address effectively if it wants to. We don't yet know how the pandemic closure will affect this gap.

Opening up (when financially feasible) on the west side. Valencia has property in Horizons West, and two new High schools will be in the area (Windermere High and the one opening in 2021). Trying to dual enroll in person on west campus is difficult for this area of the county, which is one of the fastest growing in the nation. Residents in the area are already wondering why Valencia is neglecting this part of the county and its students. The people are here--they want a campus to attend that does not take an hour to drive to. It would also be close to Celebration as well.

COVID19 related inquiries and quelling the fears of current faculty/staff have during this uncertain time. Living up to the expectations left behind by Shugart, and keeping employees employed.

The opportunity to turn a bad global situation into something positive.

Staff turnover/morale. This has been deeply impacted by the constant change in leadership and top-down approach since March. Increasing enrollment, retention, and persistence rates while enhancing the effectiveness of our ability to now serve and support students remotely assuming ongoing impacts from COVID-19. Filling the myriad of vacant leadership positions college wide.

Reinvent the organization through newly established ability to support instruction/student services virtually. Becoming a leader in remote learning and service. You already have a large team of individuals throughout the college committed to student service and success IF their input and efforts are genuinely valued.

Continued respect, attention, and discussion on race, LGBTQI+, gender, etc. It is part of our fabric that our community does not always support.

Advancement of women and minorities, and I am saying this as an older, white, man.

In meeting the short-term (immediate) challenges and opportunities, the next President will need to: lead the strategic planning process (which needs to be jump started to meet our SACS deadlines in a meaningful way); and create measureable outcomes for the plan, working with trustees and college leadership while also guiding the development of a collaboratively-created plan for achieving those outcomes. The new president should also steer us through the three next budget years alongside Loren, which provides an opportunity to restructure and become familiar with the Florida Dept of Education and the state-wide funding system. The retirements that will accompany President Shugart's transition out will result in a huge loss of institutional memory and a steeper learning curve for the new president, but at the same time those changes may provide an opportunity to bring new skills and experience to the team and promote from within. The new president must also inform and guide the campus leadership hires, and this provides the opportunity to redefine the leadership structure. A challenge that needs to be addressed fairly soon - the president (along with the supporting team) needs to be able to differentiate him / herself from President Shugart in order to release the tension / mismatched expectations that will be felt by faculty and staff, while at the same time recognizing, honoring, valuing, and respecting the strengths and talents of the in-coming president.

Getting back to our new normal after this pandemic is over. Filling Dr. Shugart's shoes, because no one can and it will be hard for us to adjust to someone else - even if that person is someone from Valencia. So the President will need to be patient with us and themselves.

Learn "the Valencia way". Guide us through the COVID-19 epoch towards the establishment of a new normal in educating our students.

I offered my thoughts on challenges and opportunities together as I think they are complementary like the two sides of a coin.

Learning from the pandemic experience. Many things are actually improved because of this online experience. In a lot of ways, the new normal can be better than the old normal.

Prioritizing Reducing Valencia's Contributions to Climate Change: Climate change will have a significant effect on our students' lives in the future, but we have time now to act and determine the severity. A President who understands and recognizes the importance of addressing climate change for our students and ensuring Valencia does its part to reduce its own emissions will be critical.

We have an opportunity to truly develop our ability to serve our students online. We have taken great strides. But I would like to see our next president oversee an investigation of how effectively we've come to serve our students online and where we can make significant improvements.

We are larger than most colleges and universities. We have three campus president position to fill.

The new president will have the opportunity to select the campus presidents. There is also an opportunity to consolidate or centralize certain functions and services of the College. Print and Design is a good example. The COVID-19 situation has forced campuses to collaborate and work together more, especially among disciplines. It has provided a great example of how online enrollment should be handled.

Following such a long tenured president Building relationships particularly in a virtual setting if we're still dealing with the pandemic Navigating any challenges that may arise should the pandemic get worse leading into the spring Unionization efforts

Having time to meet with many different people in a virtual setting Can expand on Valencia culture as the pandemic has caused some things to change and shift There is a strong foundation built on which to rest while learning Valencia.

Reopening the campus will be the most immediate need and trying to bring back some face-to-face classes, safely.

There is an opportunity to insure that all courses will be partially online and face-to-face. This COVID crisis has revealed how easy it was to "slip through the cracks" and not have been implementing technology in the course/class. This will now ensure that once we are face-to-face again, instructors will have a portion of their courses/assignments in Canvas.

Support Regional Transportation Development: Valencia's single largest source of greenhouse gas emissions is from students and employees commuting to and from our campuses. The regional transportation infrastructure is more conducive to single-occupant vehicles than mass transit, an enduring obstacle to students getting to our campuses. The next President should prioritize working with regional leaders to address this issue for our students and our community.

Shifting the model of education to online due to COVID-19. New ways of working and learning that are not on campus. Sustaining campuses during COVID-19. Planning for the post-virus future.

Create new models that can be sustained after the quarantine has ended. Using this virus crisis as an opportunity to push educational models into the 21st century.

Getting through COVID 19 world while ensuring that the college continues to grow and meet the needs and demands of students and the community. Ensuring that faculty and staff continue their jobs and that all are viewed as important to the mission... in other words, no outsourcing or furloughs/layoffs considerations. Employees that work under these fears tend not to be as productive or loyal to the mission. Filling some pretty enormous shoes. :)

To continue to be the "go to" college not only for students but for prospective employees. To continue to be the "go to" college for the community such as partnerships with companies and corporations so that our student job placement rate continues to remain high. Take time to learn Valencia—the students, its faculty and staff, and the culture before trying to blaze his/her own path.

<p>Safety of staff and students during any pandemic or emergency scenario. Sufficient staffing levels in each department to meet the needs of processing new and current students Documents required to ensure every student is prepared for academic success Open and streamlined communication between management and staff to ensure every department has the current information for they're duties</p>	<p>Staff should have to opportunity to anonymously have concerns addressed regarding how work is assigned and or how they feel their contributions are embraced Ensure internal candidates are given equals chances for job vacancies to progress and grow and be promoted in VC</p>
<p>navigating the college through national crisis; managing the ongoing pandemic that I think will still be an issue to deal with as late as 2022; confronting the challenges of social change that affirms all voices including those that the national narrative deem unworthy or unwelcome; helping students see a path forward in a time when the traditional (UCF, four year University for completion) is in massive transition and transformation, forced upon them by the pandemic</p>	<p>Positioning Valencia not only as a "great place to start" but as the terminus of the journey for more students than traditionally stated. Be a voice of moderate, thoughtful leadership that does not cast aspersions nor seek to label scapegoats in our ongoing discussions and work for equity and justice.</p>
<p>Post COVID Valencia- How do we get back to a mostly face to face environment How do we downsize at campuses, centers, etc. that no longer meet our needs How do we help faculty be more kind so that students will be more interested in taking their classes How do we get ready for learning in an ever changing world How do we meet the needs of our diverse communities with limited or no new resources</p>	<p>Our communities are diverse Our reputation as a leader in higher education is strong, how do we grow in that direction and not just rest on the accolades Build on the diversity of out part time faculty and staff Lead the way in meeting the needs of our community through short term and continuing ed. programs</p>
<p>I believe one challenge may be the short time that is allocated for finding a good fit for Valencia. I do believe that every candidate will be thoroughly vetted and faculty will have an opportunity to meet and question candidates. However, it takes someone, I believe, who has a vision equal to Dr. Shuggart, with an extensive vision of where they can take the college.</p>	<p>An opportunity, I would say, is to see what talent applies for this position and is invited to interview. There are many academic leaders that will apply but it takes someone who has a love for moving students forward, facilitating faculty growth and an overall vision to continue the work that Dr. Shuggart started.</p>
<p>We need more tenure faculty to promote academic freedom and job security and avoid union threats. The President needs to be able to withstand the winds of various education trends that are ultimately harmful to students. Valencia has lowered rigor and begun to treat students like customers over the years. This harms students and alienates professors.</p>	<p>Create more full time faculty and tenure</p>
<p>Covid Selecting new campus presidents Appealing to all faculty and staff If Dr. Plinski is chosen the faculty will not be happy. We already feel like her current position was designed just for her and there was no transparent hiring process. We feel like there was a behind the scene deal made and that she will be given the presidency.</p>	<p>to increase online offerings after Covid passes So many administrative positions are not permanently filled, this president will shape our whole college for decades to come. It seems that administrative positions are increasing but tenure faculty positions are not.</p>

<p>Being a President of a College during a world wide pandemic. Learning the Valencia Way. Technology. Personal Connection during this virtual new normal. Selecting the right campus Presidents.</p>	<p>New mindset. New ideas. New growth.</p>
<p>1. COVID-19 and the return to a “new normal” both for employees and students. 2. Financial constraints (State holdback and political/community pressure not to raise tuition or fees). 3. Faculty and staff burnout from the constant need to address challenges to serve are students during the pandemic. 4. Vacancies in all three Campus President positions. 5. Balancing the right of adjunct faculty to unionize while recognizing that may not be in the best interest of adjuncts or Valencia as a whole.</p>	<p>1. Valencia has a strong community, and COVID-19 only reinforced it, so people are ready and willing to respond to a call to action. 2. Many processes and practices that had to be moved online have created efficiencies that can be continued in the future as best practices. 3. Vacancies in all three Campus President positions make a structural reorganization (if desired) much easier to implement from beginning of tenure.</p>
	<p>Initiating work on the next impact plan. Keeping up the momentum behind the newly energized work on equity. Getting good partners into the campus president positions. Getting good partners into the dean positions that are currently interim. Managing the college response to the remainder of the COVID crisis.</p>
<p>hiring and onboarding new campus presidents; launching & sustaining a new strategic plan/impact plan; promoting and sustaining a culture of equity and inclusion; responding to external changes including the continuation of/recovery from a pandemic & high local unemployment rate;</p>	<p>strong existing senior team, well established institutional culture and values, commitment of faculty and staff to success of institution, strong existing fiscally responsible and strategic practices</p>
<p>Currently, our biggest challenge is technology. The way our current system is designed, the current technology systems cannot keep up with the volume in a virtual environment. There needs to be a software program which can communicate with students, upload documents from students automatically and provide a virtual environment to communicate with students.</p>	<p>Since technology is our biggest hurdle currently, this could be an opportunity for the college to provide a robust software program which could handle all of our needs. On a daily basis I hear complaints from many students due to the delays many offices have experienced this term. If you want to provide a customer service friendly environment you have to have the software programs capable of handling heavy volume which Valencia experiences.</p>
<p>Continuing to navigate COVID-19 and the effects of it on enrollment, community and economy; sustaining morale as Valencia community members grapple with the loss of trusted leaders, including Dr. Williams and Dr. Shugart; working with other college leaders to navigate tight budgets and the impact of that on many facets of the college, including staffing</p>	<p>Selecting strategic and diverse candidates to fill vacant leadership positions; developing a relationship with our internal and external community; reflecting on and evaluating the state of Valencia College to spearhead positive change</p>
<p>Connecting with the Central Florida and State of Florida leadership to leverage resources effectively for continued success of the college programs. Inspiring the Valencia family that is authentic after following a long-standing and successful leader.</p>	<p>To reinvent Valencia College as a “Next Century” institution and community “solution”. Reinvent and maintain the relationships with strong current partners.</p>

I think the immediate challenges the next President will face will include making sure our road-map for re-opening continues to be guided by science and commonsense; along with articulating as clearly as they can--through word and deed-- who they are and what motivates them--what being President means to them, with the hope that they intend to build upon the stewardship model that Dr. Shugart has said guided and informed his time as President. I have only been here a short time, but I have worked in higher ed. long enough to know that Valencia is a very special place--so that balance of not reinventing the wheel with showing all of us what unique gifts and talents the new President will bring to the job--that will be quite a feat to pull off. It is really is a challenge to simply take over after a president whose tenure at an institution has been as significant as Dr. Shugart's has--it is not impossible, but it will probably help immensely if whoever is called next to lead does so from a place of self-awareness and understanding of this truth, from the get go.

Immediate challenges are going to be winning over the college and its people, especially after the long tenure of the outgoing President. Budget challenges are going to be another immediate issue that this person will have to deal with.

It really is an exciting time to harness the creativity, tenacity, and hard work of everyone to continue to move forward from a place of intention and care, so here are a couple that I have been thinking about: 1. Prioritize equity: with the creation of an Chief Equity Officer for the college, along with continuing to take actionable, tangible steps to make our campuses and our college a place that reckons with, addresses, and makes positive, honest, encompassing progress towards equity in all areas. It won't be easy, we won't get it right all the time, but we have to keep trying, keep walking in the right direction, keep listening, and reckoning and adjusting our steps and plans as we go--but equity should be at the heart of our collective way forward. 2. Codify and continue work from home as a long-term option: We have learned during this time of COVID that so many of the student affairs and student services roles can still thrive and provide real-time support to students in a virtual environment. Stripping away the busy work that often accompanied the work of our jobs when we were in the office from 8-5 and concentrating on the singular focus of supporting students has led to (I think) a greater balance of good work being done and students being helped efficiently through the combined forces of multi-campus collaboration. Harnessing the infrastructure that has been created that allows us to advise and support students remotely and codifying that into opportunities for folks to work from home even when we return to whatever "normal" looks like after this would be a wonderful thing. I cannot speak to what the experience has been for folks working from home in other areas, but I am so proud to be a part of what Student Affairs has been able to create and maintain during this time and I think that all that hard work and dedication to creating systems that make it feel like this is the way we have always done our job should not be abandoned when the all clear finally comes for a safe return. Finding space and room in the budget for remodeling to make more room for ever-growing teams seems like it has always been such a challenge--so allowing and incentivizing work from home would be a tremendous boost in so many ways--the evidence is pretty clear: so many companies and organizations are finding that they are just as productive and supportive and successful even with people out of the office, I hope this opportunity point is one that is explored. Saving our students the time it takes to drive to campus, find parking, and get to an appointment, meeting them where they are through extended hours--aligning those factors to continue what we have built over the past five months would provide countless benefits to staff and students.

A great opportunity to hire a new leadership team with the presidents of the regions.

1. A college community who isn't sure whether or not any real change will be made towards racial equity. 2. Following in the footsteps of someone who has been highly respected internally and across the country. Setting appropriate expectations--not making grand or small Dr Shugarts legacy 3. The perception & reality of an over-reliance on interm employees in key leadership positions 4. Maintain the level of respect and relationship that Dr Shugart has built across the state, at UCF, and across the country during his tenure.

1. Lead the college in the racial-equity work announced during Academic Assembly. This includes the work currently being done around student outcomes; work that needs to be done around faculty, staff and administrative hiring/ compensation equity; work that needs to be done around cultural and organizational equity within the structure, attitudes, and practices of the college; and finally work that needs to be done to build relationships that demonstrate within the larger community our committment to learning, improving, and acting in a way congruent with our beliefs in regards to racial equity. 2. Hiring Campus Presidents who can lead the individual campuses as well as the whole college; people who understand the balance and who can manage the tension of leading a campus while following the lead of the institution. 3. Build on the good-start that we have in aiming towards all student groups earning their academic credential at a 50% or higher rater.

Fill leadership Campus President positions at East, West and Osceola Campuses. Lead the College through the challenges of COVID-19

Horizon's West Develop New Leaders

1. Maintain Valencia's positive reputation in the community. Are we a degree mill that just pumps out graduates that may disappoint employer's expectations or do we value quality at Valencia? Do we want UCF to respect us because our transfer students succeed at acceptable rates after they transfer or do we just want to have as many completers as possible regardless of how ready they are for the next level? 2. Dealing with the adjunct faculty who want to unionize. They want job security and more money. 3. Balancing the costs and benefits of campuses and a bricks and mortar model vs online and mixed mode models of education. The world has changed because of Covid. How can we best manage that change?

COVID-19 Pandemic Campus Security Keeping up with technology for Online Learning. Having enough space on campus for students/staff.

Working with faculty and staff that enjoy working at Valencia.

Immediate challenges are going to be winning over the college and its people, especially after the long tenure of the outgoing President. Budget challenges are going to be another immediate issue that this person will have to deal with.

A great opportunity to hire a new leadership team with the presidents of the regions.

Establishing anti-racist policy and racial equity across all of Valencia remain crucial and necessary acts. Implementing any change in this regard may serve as an immediate challenge to the next President.

While establishing anti-racist policy and racial equity across all of Valencia might prove challenging, they also present great opportunity. For example, in many composition classrooms, including Valencia's, a major learning outcome for students is to "use Standard Written English." In our classrooms—and, indeed, most forms of writing—we'll encounter more than one standard, though. We'll certainly teach more than one format, and we should consider different grammars/spelling variations, and unique and helpful linguistic syntaxes and forms of punctuation. We have a real opportunity to ask ourselves--as a community--how we negotiate/adhere to that Learning Outcome ("to use Standard Written English"). At the very least, we have to discuss and define Standard Written English as an academic community. The real standard in writing is a mesh/blend of our unique discourses. As we continue to work toward racial equity, examining this learning outcome, among others, gives us the chance to truly accept all who enter our college. By revising such an outcome to recognize standards of written Englishes, we'd create policy that identify how we, as individuals, bring our own unique discourses; turns of phrase; cultural nuances and grammars; languages and accents; and discipline specific terminology to our classrooms.

1) Handling the inevitable budget shortfall 2) Getting everyone back on campus safely 3) Hiring to create stability (I am in a division with an interim dean at a campus with an interim president and now at a college with leadership in flux, all during a global pandemic!)

filling really big shoes. Stepping in for a legendary president is not easy, so this person has to have a true sense of self and a level of gravitas that enables them to weather the scrutiny and comparisons to Sandy. The other challenge is to keep the momentum going for this college in the wake of this pandemic.

Really pushing the equity agenda in a way that no other college can. We are poised, ready and able to move forward in a more meaningful way. We are growing even in the face of this pandemic. That is a good thing. The people who make this college what it is, including students, are its greatest asset. Getting to know us and working with us is a great opportunity.

Building relationships with internal and external partners may prove to be a challenge solely because there are so many people connected to the work of the college. Sandy is a natural connector and has 20 years of deep, trusted relationships that contribute to his success. The new president will need support in getting up to speed and making those connections.

Faculty collaboration within disciplines. Adjuncts seeking unionization. Online learning support being handled within the college.

Discipline research and CTLI supporting new ways of measuring classes within a discipline Faculty unity through training and mentorship Online support that is homegrown and Valencia managed

As the economy changes, there will be demand for more short-term credentials. Valencia College needs to offer more micro-credentials that allow for employment and promotion. Funding from all entities will continue to decline. Community colleges will need to be more aggressive in achieving equity in funding, whether it be through state or private funding. More and more students take advantage of the 2+2 transfer, yet community colleges continue to be funded at comparatively minuscule scales. The funding model also negates a majority of our students by focusing on FTE. I read a great quote recently from an advisor, “when I work with a student, I give them 100% of my time. Part-time students don’t require part-time services.” - Funding (State and Foundation) - Quick credentials

As with most things, the challenges we face are great opportunities. We know the largest sector of potential students is the 25-55 age range. These adults need credentials to make their skills more marketable in a different economy. They need coding, analysis, and business skills that were not taught a decade ago. Valencia is great at preparing a workforce. We should reach out to our prior AS and AA grads and try to get them the credentials they need to improve their employment by offering short-term training in skills needed today. Valencia College could drive the trend of equity in funding. The work we do is so great that more investors should know about community colleges and the work we do to prepare students for transfer and workforce. We have a big voice in higher education and should use it to fight for more equitable funding for our students.

Continuing to close discrepancies in student success rates by increasing student success in several identified populations. Continuing to develop funding that allows Valencia to attract the best in community college faculty/staff. Managing the anticipated demand for the Valencia experience while maintaining quality education.

Bring a fresh vision to the college.

Maintaining progress as we continue to implement online learning during the pandemic. Maintaining the colleges mission in equity during the high racial tensions. Maintaining low tuition costs for students. Staying true to Valencia’s mission of learning first.

Continuing to develop the faculty center for learning. Developing a new college wide leadership team that is on par with our current leadership.

Returning to work after COVID. Balancing the mixture of feelings people have about it, from those excited to come back to those who are scared. Also, those who have children distance learning. Racial equity concerns and conversations due to the current political climate. The searches for three new Campus Presidents and a large number of Deans.

A number of things we probably never thought could have been done remotely have been done remotely and done well. The opportunity exists to keep some of the remote work and to utilize the tools employees have become more familiar with. There is a great opportunity for students to get to see an increase in employees, especially in leadership positions, who share similar identities to them.

1. Safety of students, faculty, and staff in light of the current situation. 2. Providing a full college experience, despite the online environment. 3. Budget issues when things are so uncertain, and in light of providing equipment for so many students who lack it and even possibly faculty caught unprepared. 4. Hiring new campus leadership in light of all the interim hires at the top of campuses at the moment.

1. The ability to choose a team because of #4 above. 2. The chance to play a leadership role in how Valencia handles the online/in-person interchange. 3. The chance to step into a college that is doing so many things right already. 4. An engaged faculty

COVID-19 & The Teacher’s Union

Trying to get up to speed on Valencia system if an outside candidate. Trying to unite the college in a pretty divisive time in our society and campus.

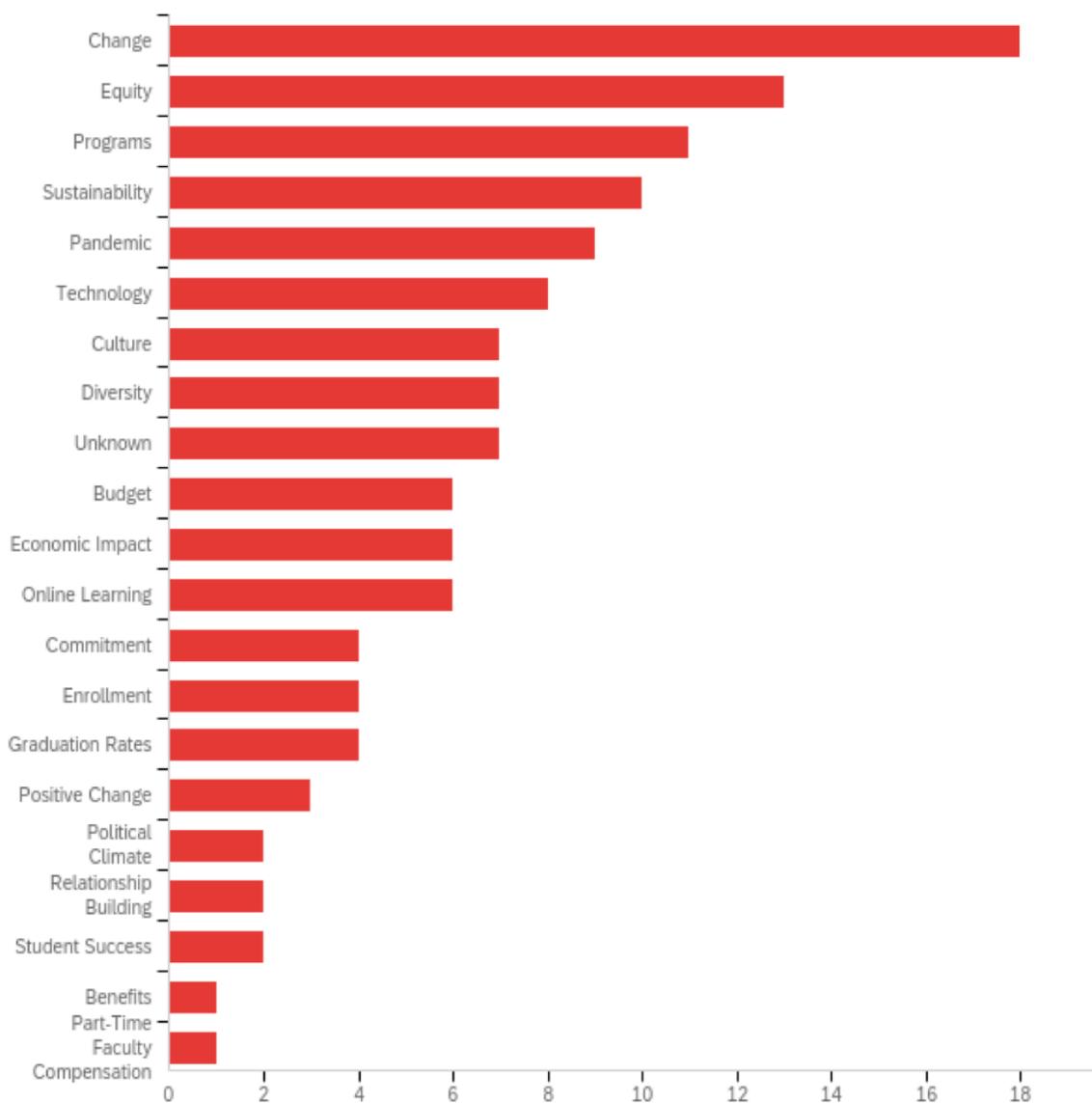
Opportunity to be a fresh voice of reason and truly bring unity to a divided campus and community.

Handling the Covid Pandemic, Creating a community atmosphere online, providing virtual services to students, providing access to students who do not have the means to take school online or online learning is a challenge due to economic standing.

Creating a successful virtual campus, bring students back to campus in a safe manner for spring,

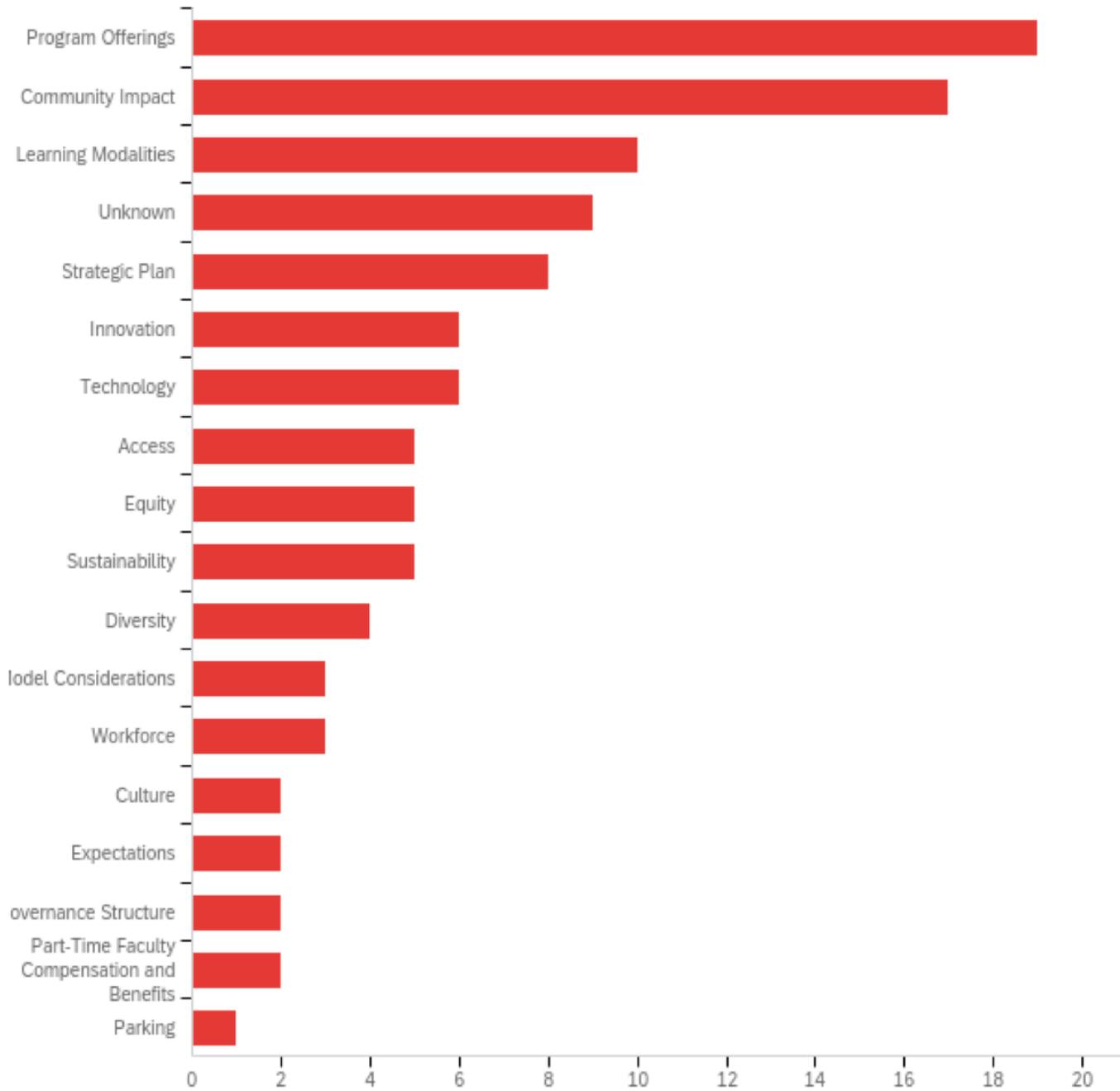
What do you see as the long-term (three to five years) challenges and opportunities facing the next President?

Themes - Challenges:



#	Answer	%	Count
1	Change	13.74%	18
2	Equity	9.92%	13
3	Programs	8.40%	11
4	Sustainability	7.63%	10
5	Pandemic	6.87%	9
6	Technology	6.11%	8
7	Culture	5.34%	7
8	Diversity	5.34%	7
9	Unknown	5.34%	7
10	Budget	4.58%	6
11	Economic Impact	4.58%	6
12	Online Learning	4.58%	6
13	Commitment	3.05%	4
14	Enrollment	3.05%	4
15	Graduation Rates	3.05%	4
16	Positive Change	2.29%	3
17	Political Climate	1.53%	2
18	Relationship Building	1.53%	2
19	Student Success	1.53%	2
20	Benefits	0.76%	1
21	Part-Time Faculty Compensation	0.76%	1
	Total	100%	131

Themes - Challenges:



#	Answer	%	Count
1	Program Offerings	17.43%	19
2	Community Impact	15.60%	17
3	Learning Modalities	9.17%	10
4	Unknown	8.26%	9
5	Strategic Plan	7.34%	8
6	Innovation	5.50%	6
7	Technology	5.50%	6
8	Access	4.59%	5
9	Equity	4.59%	5
10	Sustainability	4.59%	5
11	Diversity	3.67%	4
12	Model Considerations	2.75%	3
13	Workforce	2.75%	3
14	Culture	1.83%	2
15	Expectations	1.83%	2
16	Governance Structure	1.83%	2
17	Part-Time Faculty Compensation and Benefits	1.83%	2
18	Parking	0.92%	1
	Total	100%	109

Faculty and Staff Responses:

Challenges

Valencia's significant role in the development of our region's current economy. Sustainability/stability of the college programs and how it is affected by learning communities that need a variety of functional modes to access education. Outreach to international students. Keeping the college innovative.

Fiscally providing for current needs while keeping a strong foundation for the future. Ensuring that faculty, students, staff are not left behind due to limited technology/financial resources.

State funding issues. Program viability.

Budget, potential layoffs, union pressure from adjuncts.

- Navigating the College's systems post-pandemic and the adaptations necessary to continue Valencia's mission - Responding to the unemployment of those in our communities with options to get folks back to work or retrained
- Budgeting given the reduced state revenue projections

How to balance sustainability into our long-term goals and put them into our practices. Commitment to make Valencia carbon-neutral much earlier than the originally anticipated date. We have to do a lot more than what we had agreed upon. We have to change with the world.

OPPORTUNITIES

Advocate and partner effectively with business/industry leaders and legislators. Create ways to attract innovative or new business industries. Improve or develop new revenue sources.

Planning a future, where expectations are not diminished by current conditions.

Strategic master plan for campus growth and college expansion. Program expansion. Continued leadership at the state level.

More focus on workforce education to retrain those impacted by job losses in the tourism sector.

- Support for our community partners in shaping the Orlando/Central FL recovery from the pandemic
- Expand on the leadership team assembled for continued support of students, faculty, staff, and College initiatives

Put Valencia back on the map, except this time for leading the way in making a commuter college one that is sustainable and carbon neutral. We can take the lead on this where others falter. Serve as a leader in our community in finding ways to live off of the land and with our community, not infringing on our ability to provide safe, clean communities for our students and for our employees. Provide a new leadership strategy that focuses more on our employees, and less on traditional approaches. Take care of the employees so we can attract good talent, retain the amazing talent, and make Valencia an exceptional place to work. The job market is extremely competitive and there are 27 other state colleges and at least 12 universities in the state of Florida alone that someone could work in. We aren't the only ones awarded the Aspen prize in Florida anymore.

Being innovative in the shifting higher education landscape given the new, broader focus on virtual learning and technological advancements Partnering with industries, particularly in the Central Florida Region, that can consistently create offer lots of job opportunities for Valencia students, particularly with the potential change in the food and entertainment industries in our area.

1. Disruption to education by ongoing political changes. 2. Disruption to education by natural disasters, particularly hurricanes. 3. Disruption to education by economic hardship. 4. Increased mental health problems, stemming from changes during COVID-19. 5. Increased number of students lacking college ready academic skills, due to disruption in their high school education from COVID-19 school closures.

Maintaining Valencia's principles and building upon those to underline Valencia's impact on the community and beyond. • Reaching Carbon Neutrality: As we continue making our buildings more efficient and promoting alternatives to single-occupant vehicles, addressing the last remaining greenhouse gas emissions to ultimately reach carbon neutrality will include a sizable investment in alternative energy and/or other carbon offset options. The next President will need to determine and allocate funding sources for these large initiatives, possibly including developing and forming partnerships within the community, in order for us to achieve carbon neutrality.

Unifying the campuses and proving her or himself. I think Valencia could fall like a house of cards if the correct person is not chosen.

The challenges mentioned above are both, short and long term challenges. I would also add sustainability as a long term challenge.

Making sure those initiatives stated above are achieved and continued.

Maintaining and increasing student enrollment.

The ability to identify new industry needs and academic programs to connect our students to great job opportunities Building momentum for social justice, racial equity, and a diverse workforce at Valencia Strategic direction to ensure that Valencia maintains its status as one of the most respected community colleges in the nation through our access, learning, innovation, and care for our faculty, staff, students, and community.

1. Continue to increase the college going rate in Central Florida, and continue to expand. 2. Continue to help students in underserved areas of Central Florida access higher education. 3. Continue the robust dual enrollment program in high schools that have lower rates of college enrollment. 4. Continue to partner with local businesses to help train the workers they need in the new economy that will emerge after COVID-19. We have the start of a great partnership with Disney-- lets do more. 5. Create the right conditions for learning to help narrow the success gaps between different ethnic groups, and rise the level for all groups. Every student should have the same percentage rate of success, and that rate should be high.

Partnering with other leaders in the community to develop a sense of togetherness and increasing access to education, transportation, job employment, and other means of well-being.

To develop more Bachelor's degrees

Continue to be in the forefront of sustainable practices already adopted by the college.

To truly create a legacy that will stand the test of time.

Striking a better balance between face to face and online learning. This may also apply to employees who we now know are perfectly capable of performing job duties from an online modality.

As more and more students and faculty have experienced online instruction, what will the balance of online and face-to-face be in the future? How will the college work toward making sure that our procedures and policies are equitable for both faculty, staff, and students? How will we sustain our work toward equitable practices?

The challenges mentioned above will present opportunities to be visionary and collaborative.

Navigating the coming economic downturn.

Implementing our next strategic plan and QEP.

-identifying community needs and creating schedules, modalities, programs, courses, etc. to assist in those needs -defending the value of higher education (and general education) and helping us continue to design pedagogical responses to match that value to community needs

-co-creating the new normal of Valencia's work environment post-pandemic -help us to stay in touch with workforce needs of the future and how we can best prepare students to meet those needs

-finding and supporting real metrics of student success rather than just pass rates -supporting good educational technology rather than tools that do not work; don't encourage freeware

-considering new models of education that better meet the needs of our students

Addressing the systems and policies we have in place that create barriers for people of color (students, faculty, and staff). As the College continues to grow, creating a "one Valencia" model in how we provide services no matter what campus a student is on. Getting away from silos.

Reconstructing executive leadership with diversity at the forefront. Ensuring leadership on the various campuses reflect the population we serve. Creating tiered levels for career advancement. Do away with hourglass model (many entry-level and advanced leadership roles) and create pathways for advancement in each department

Possible to see decrease in enrollment, less funding, hard to keep status quo that so many have become accustomed to, hard shoes to fill, people will always compare

I couldn't find a list of the three former presidents, but I think this would be an excellent time to see Valencia have a female college President. I'm not sure if this would be the first female College President, but if so that would be outstanding for Valencia. In 2016, 70% of presidents were male, so I would love to see Valencia flip the script. This person will have an opportunity to make a name for themselves as President Shugart has.

Sustainability

Sustainability

Navigating budgetary and operational challenges with college system enrollment expected to stagnate due to long-term declines in birth rates and potential reductions in immigration combined with lower state revenue supports Providing equivalent educational experience for in-person, hybrid and online education with the expectation that the latter will continue to grow even after the COVID-19 pandemic has ended Building an internal leadership pipeline

Increased business, community and philanthropic partnerships Regional growth in population that may cause growth at Valencia College despite stagnation or population declines in other areas of the state Strong and innovative faculty development personnel and supports

Create a working model if our goal is 10 campuses 100k students- trying to make it work with 'doing things the way we've always done them' will not work but keeping Valencia culture and traditions at the forefront of this challenge.

To look into campus traffic- need for actual traffic lights on certain campuses, parking garage, and although it has yet to be tested, to really look at the new roundabout on west campus- I foresee this causing a lot of issues since hardly anyone knows how to navigate these.

Equity, and continuing the conversations on the topic, developing equity plans and putting them into action. Also, balancing a very liberal viewpoint of many college faculty and staff, as well as the promotion of liberal viewpoints through many of our programs (such as PJI and SEED), while still respecting the voice of those with conservative viewpoints. Often, although we say we're listening to all voices, the more conservative voices are ridiculed by many, creating a space where those with more conservative viewpoints choose to be silent. As we look at equity, I believe this should be included. When we've made huge strides in graduation rates, how do we continue this upward trend? As the economy recovers, how do we support what is likely a drastic change in local business models and needs?

Transportation -- as we continue to grown, we need to work harder to offer students ways to reach our campuses without single-occupancy vehicles.

Working with surrounding communities to create multi-use pathways (for bicycles, scooters, walking, etc), better public transportation routes, and ways for students to physically get to our campuses. We may also expect more students to "attend" virtually, lessening the load on our transportation network.

Plan for use of campus space that may be vacant due to increased online learning.

Implementing strategies to improve of the graduation success rate for students of color (especially African-Americans).

Funding Organizational structure Sustainability
Having a real understanding of equity issues Not operating like a business Strategic planning Shared Governance The Florida Legislature

Curriculum development Staffing plan

-Overhauling the College's hiring, onboarding, and advancement practices to ensure equity across all divisions as well as implicit bias training (for example, why are so few tenure-track faculty BIPOC?) -Ensuring College's history, values, and culture are sustained during massive transition in leadership (changing campus presidents, executive leadership, deans, etc.)

-Develop innovative, forward-looking technology plans for the institution. If we're meant to be a leader in higher ed, why has our online learning been so mediocre and inconsistent? Students shouldn't have to re-learn class navigation each time they sign up for an online class or have a hit-or-miss experience with how much effort a professor has invested into preparing and teaching their online class - they should just need to focus on learning the course material and have a consistently high-quality online experience. Also, it's 2020 and we're just *now* piloting synchronous online classes...even though the tech has been available and used at other institutions for years. It's also kind of embarrassing that our systems and servers consistently crash during peak periods that we *know* are going to happen - like first week of classes. -Infuse equity-minded practices into all levels of the institution. For example, if we know we have a high population of First Gen and Pell-eligible students, why do we not include front door financial aid literacy education in our admissions process to ensure they understand how financial aid works, and how it fits into their overall financial planning, before they start using it? Similarly, why are we sending them to Collections and ruining their credit for un-repaid Pell? They qualified for Pell, so clearly they don't have money in hand they could use to repay us. -Create an HR system that values work experience and job performance and encourages our best employees/faculty to stay and takes action against our worst employees/faculty. Right now, it feels like staff can be great at their job or terrible at their job and their job security and pay will be the same. It also feels like tenured faculty can do whatever they want with impunity. Why don't we include prior experience and advanced credentials in our job salary offers? Why don't we have any kind of merit/performance-based pay raise/incentive program? Why don't we fire tenured faculty that have received poor class evaluations, student complaints, and whose class sections consistently fail to fill because of their terrible word-of-mouth reputations among students? Why haven't we piloted offering other benefits like paid leave for volunteer service, reimbursing gym/yoga studio/crossfit box/ etc. memberships up to a certain cost, partnering with community arts organizations to offer discounted tickets for employees, or allowing chapters of professional clubs and organizations at our institution? These aren't just corporate benefits - other colleges (incl. some in the Central FI region) provide them.

maintaining a commitment to diversity and inclusion

I wonder if we will discover that we do not need all of the campuses we have, or that we really need more campuses or CTE learning centers to meet the growing demands for education in our community. I also think the country is moving toward more CTE education goals and less about the 4-year degree. We can't eliminate 4-year degrees, but we need to continue our CTE focus long-term.

We have the opportunity to become a real leader in technical education.

<p>Keeping the culture</p>	<p>Fresh Look New programs - classes Expansion and building new facilities - LN</p>
<p>-Changing the culture of Valencia to one that is more inclusive and results oriented.</p>	<p>A new president would have an opportunity to change the culture of Valencia and to bring more accountability to the college.</p>
<p>Again, I foresee diversity as a wonderful challenge. Having the funds to enable the education for those would be beneficial.</p>	<p>I hope the next President will study how valuable the adjunct professors are to the college and compensate accordingly.</p>
<p>obtaining respect of fellow colleagues who appreciated Shugart's work.</p>	<p>operating beyond expectations</p>
<p>In terms of challenges and opportunities over the long-term, the new president must maintain and deepen relationships with UCF and other partners locally and nationally; and assume the responsibility for the college in its role as an anchor institution and as a lever for positive change across Central Florida. The new president should also continue to support efforts to include and protect the concerns of part-time faculty members (and the related shift to more equitable practices); identify ways to break the cycle of poverty for our students and their families; and create and maintain a cycle of evidence-based accountability that will endure leadership turnover (few presidents stay as long as twenty years).</p>	<p>I offered my thoughts on challenges and opportunities together as I think they are complementary like the two sides of a coin.</p>
<p>Staff turnover/morale. This has been deeply impacted by the constant change in leadership and top-down approach since March. Increasing enrollment, retention, and persistence rates while enhancing the effectiveness of our ability to now serve and support students remotely assuming ongoing impacts from COVID-19. Staff compensation. We're overdue for a compensation study and many of our student services staff are underpaid in comparison to other state colleges. We need to remain attractive and competitive to recruit and retain the best. Our technology infrastructure. Impact of the pandemic has exposed our limitations in this area. Many systems and processes are outdated or insufficient to meet increasing demand especially in a virtual environment.</p>	<p>Scaling our virtual learning and seizing opportunities to provide teaching and learning options on a global scale. Become the leader in online learning/services. Expanding our Bachelor's degree offerings.</p>
<p>Inclusion, justice, growth, feeling like a second class citizen to UCF. We need space to grow. Classrooms are outdated as evidenced by lack of power outlets, challenges with WiFi, and desk/chair selection. Laboratory space for Allied Health and Nursing is limited and does not readily allow for expansion. A Simulation Center would be an added benefit.</p>	<p>More BS degrees and consideration of Masters programs.</p>

Filling Dr. Shugart's shoes, because no one can. Now that we've created a strong base for online learning, we may be tempted to create a new campus called something like "The World Campus". But do we want that? I think Valencia has a lot the world needs but it could take away from our local community feel at our current campuses if we don't do this right.

An online Valencia World Campus but very separate from our current in-person campuses.

Reaching Carbon Neutrality: As we continue making our buildings more efficient and promoting alternatives to single-occupant vehicles, addressing the last remaining greenhouse gas emissions to ultimately reach carbon neutrality will include a sizable investment in alternative energy and/or other carbon offset options. The next President will need to determine and allocate funding sources for these large initiatives, possibly including developing and forming partnerships within the community, in order for us to achieve carbon neutrality. Supporting Regional Transportation Development: Valencia's single largest source of greenhouse gas emissions is from students and employees commuting to and from our campuses. The regional transportation infrastructure is more conducive to single-occupant vehicles than mass transit, an enduring obstacle to students getting to our campuses. The next President should prioritize working with regional leaders to address this issue for our students and our community.

Earn our trust. Sandy Shugart is a poet, a philosopher and a visionary. I would want our next president to "wow" me with their skills, attitudes and insights. Embrace our existing work (strategic plans, for example) and help implement our established goals.

I would hope that our next president would want to see significant improvements in our ability to have Valencia staff proctor tests online. A new branch of our Testing Centers devoted to proctoring online exams would require careful planning to create, implement, fund and staff.

As more long-term folks retire, you have the potential to lose knowledge and history. Overall, I don't see many challenges in the long-term, though. . . We have too many good folks working at Valencia and things get done. We tend to be the example for others.

The new President will have the opportunity to shape our impact plan.

Balancing growth while continuing to provide a quality student experience. Any lingering funding issues as a result of the pandemic Regional/ State economic impacts Potential government/ administration change

Change brings opportunities to do things differently. Using the strong foundation that has been built to expand course offerings that reflect the needs of our region Continuing to expand the relationship with UCF and their new president

• Staffing as the college continues to grow • Create full-time librarian positions at the larger campuses (where needed) and an additional full-time librarian in the Library Acquisitions Department • Budget as we now see where we have deficiencies in terms of technology • Returning the \$30,000 to the library that reallocated approximately 3-5 years ago because the cost of electronic databases continues to increase. • With the physical space of the libraries being closed to students/faculty, currently, we need to be able to grow the e-book collection.

There is an opportunity to restore the library budget. The state library database consortium has been disbanded and we need to be able to provide access to electronic databases, and ebooks for our students/faculty

Reaching Carbon Neutrality: As we continue making our buildings more efficient and promoting alternatives to single-occupant vehicles, addressing the last remaining greenhouse gas emissions to ultimately reach carbon neutrality will include a sizable investment in alternative energy and/or other carbon offset options. The next President will need to determine and allocate funding sources for these large initiatives, possibly including developing and forming partnerships within the community, in order for us to achieve carbon neutrality.

Sustainability - Valencia lags behind other institutions. We have little/no solar power and students are demanding it. Our electric car infrastructure has not moved forward for a while. Employees and students will stop choosing Valencia if we do not work on this.

Creating educational models that last in the 21st century and use technology as a solution. To become a leader in integrating sustainability education with renewable energy solutions on campus and in our community.

Maintain a forward momentum while continually viewing the landscape for positive enhancements and change. Make changes in a method that draws most along—Valencia has a way of making changes that are inclusive and transparent. To upset this apple cart could upset the dynamics of the college.

Learning what makes the college so great for students and faculty and staff, then view ways that can enhance the culture. There's more...just can't think of them now. :). Would be helpful to have this survey sent one more time so we have some time to chew on these thoughts.

Ensuring a long term pandemic or emergency plan to foster minimal interruption to guarantee that VC can fully function for the benefit of staff and students

To make all staff members at different levels to feel their opinion or ideas matter to help their departments grow

Financial stability--these next five years are fraught with possibility of financial upheaval, both locally and nationally. In some sense, there is the possibility of an explosive "reckoning" regarding financial inequity that could deeply impact our financial status. Loss of a deep partnership with UCF due to issues they will need to confront as well as potential changing cultural value of "going to University."

Being nimble and focused on the needs of our diverse students Navigating the ever changing economic landscape in Florida Building Community in communities in new communities Addressing faculty preparation needs

Building on the success of our past Creating new partnerships Taking an active role in the economic development of our community Bringing other leaders at the college into the community

A challenge might be to improve graduation rates among students of color. I believe the next president needs to get to the core of why some students of color start at Valencia but do not complete their work for graduation.

An opportunity would be to advance on the aforementioned challenge, figuring out why some students of color do not graduate and implement programs or other types of services that will improve graduation rates.

Avoid trendy educational outcomes that change every 3 years.

Bring back rigor and worry less about making sure everyone simply passes. Make faculty part of actual governance. Senate and other governing bodies are not taken seriously. Have real shared governance!

all new campus presidents Covid Hire more tenure track faculty and decrease the percent of classes taught by adjuncts.

To build our online course offerings to a national audience.

What does the new normal look like at Valencia? Next QEP? New Leadership? New Campuses? Buildings? Programs?

Actually the challenges are the same opportunities: What does the new normal look like at Valencia? Next QEP? New Leadership? New Campuses? Buildings? Programs?

1. Consistent and reliable State support, including capital project funding based on equity and growth among all Florida College institutions without radical cut of funding in times of crisis. 2. Creating a real and meaningful environment of diversity, inclusion, and access for ALL students and employees.

1. Creating and implementation of Strategic Impact Plan. 2. Overhauling the governance structure so that all understand how it works, allows everyone to have a voice, and supports timely and efficient changes to respond to political, environment, and social changes.

how to reconcile continuing education and academic credit functions; addressing long term state funding models; holistic support for our students in terms of financial aid; increased demands on budget including employment costs; responsive and preventative building maintenance; planning for future growth in a virtual and physical environment; responsiveness to new labor market needs and academic programs; expanding access to region; supporting other areas within Osceola county to provide similar access to what is currently offered; increased and enhanced partnerships with local industry

Maintaining work on the impact plan. Advancing work on equity. Managing the college's return to post-COVID...especially leveraging the new strengths we've developed and correctly anticipating long-term or permanent changes to how students approach college.

Valencia's reputation among the community; existing values allow for responsiveness and adaptability along with strategic thinking

Continuing to find and establish their voice, presence, and unique perspective on all things Valencia, continuing to be a visible presence (however that looks in the age of COVID) as they get to know our students, staff, and faculty. I do not at all pretend to know the complexities and nuance of being President of Valencia, but it is a probably a challenge to become fully steeped in ethos of a place while also having to hit the ground running--so establishing a balance of listening and learning with action items and goal-setting/forecasting is probably going to be a challenge during this time-frame.

Building on whatever initial goals and plans were prioritized for the first few years, being willing to hear and grow from constructive feedback for the things that did not work or the opportunities missed that could still be addressed.

Valencia needs to make sure they stay in the forefront of technology and career programs to gain the cutting edge in higher education. In the current environment, the college needs to listen to the needs of their students where it is technology, programs, or financial capabilities.

The biggest opportunity is technology and the communication to students. If a college is able to pivot and implement a program which can provide many functions, the college is then leading the pack in higher ed.

Keeping up with commitment to sustainability.

Update sustainability action plan to be a leader in higher education and in the local and state community. Make significant commitments and realize them.

1. Continued commitment to the values and big ideas of the institution. How to balance leading a thriving organization with the (potential) desire to make ones own mark? 2. Meeting the promises made by the constrution of the Downtown campus.

Resolving issues with equity and access; resolving underlying issues with retention (including issues around internal promotion and compensation); working with West region leaders to resolve issues with the Downtown Campus

Continue to grow enrollment and programs that meet our community's needs; leverage shifts that have occurred as a result of COVID-19 to re-align Valencia College as one college (reducing mentality and processes that undermine Valencia's cohesiveness

Landscape of higher education in terms of understanding the student dynamics and financial shifts. Remaining consistent with message of excellence as accountability measure can continually change. Navigating a unique and unknown budgetary impact, both within the college walls, within the community, and across the state and nation at large.

Adopt instructional innovations necessary to deliver high quality education in our new environment.

Future Campuses (LNC #2) .

Endless...to lead a great College with outstanding students, faculty and staff.

Losing valuable part-time staff due to having zero benefits. Losing valuable part-time faculty due to not having enough work and have to juggle working other part-time jobs.

There are many part-time staff who work 25+ hours that feel their hard work isn't appreciated due to lack of some benefits. They feel as though there is quite a gap between the benefits of working full-time vs part-time.

Honestly, though establishing anti-racist policy and racial equity across all of Valencia remain necessary immediate acts, they must not die out (as a sense of urgency leads to change and then complacency). Racial equity is something the college will have to continue to strive for in the long-term, and this crucial commitment will also present challenges to the next President.

Again, with a chance to write/establish new policy (or revise existing policy) in the names of anti-racism and racial equity, any incoming President faces great opportunity.

Producing graduates who meet the needs of employers

Taking us past our past laurels of winning the first Aspen Award. Why haven't we won another (if that is possible)? How do we close the achievement gaps between various student populations? Growing our ability to retain students better and continue to grow our transfer rate? How do we improve the diversity of our faculty and administrators in a meaningful and practical way?

Maximizing our reputation to get more funding from the state in keeping with our size and accomplishment. (this could be a challenge as well) creating a new strategic plan based on their leadership.

Valencia College will continue to grow. UCF is already at their maximum capacity, so our capacity will have to grow. It is already difficult to be nimble and a larger college will make that more difficult. We must ensure our faculty/administration continues to increase in diversity. The students we serve should see themselves across our whole college - not just in support staff positions. If we cling to the "way things are always done", then we will miss so many great opportunities for innovation.

The pandemic has shown us that we can teach online with strong pedagogy. There are a lot of people that cannot attend class onsite for a variety of reasons - we should be serving them with the best curriculum available online. We should not restrict which courses can and cannot be done online. If they must be mixed-mode, then we need to be creative to cater to students with less forgiving lives. There are so many people in our communities that are underemployed - we can fix that and we should. Dual enrollment should be a partnership that creates structured tracks for students to ensure their success - STEM, business, communication..... not every DE student should take the same classes during their time dual enrolled. As we grow, it feels like there is a need centralize some of our work. Should we consider associate provosts of disciplines?

student graduation rates, equity,

The new president has a firm foundation to build upon. The opportunities are endless to forge into new areas of programming and to grow on our current success.

Equity and diversity translating into real gains/ student success Faculty members leaving the college without leaving behind their teaching legacy

New ways of teaching and reaching students through learning support and faculty dev. New repositories of shared info for staff and faculty alike

Encouraging the development of "cutting-edge" programming. Identifying and changing the culture of "We are Valencia, this is how we do things."

Expansion of the Valencia footprint through SARA and online education.

Expanding smaller departments with more full time faculty and staff Increasing pay to part time faculty

Such a significant change in leadership will likely come with a great deal of uncertainty in employees. Employees, especially those who have been at the college for a long time, will have to adjust to the large amount of change that is coming. This may also be a short term challenge, but it could result in a large amount of turnover across the college.

1. Budget always 2. Adjunct faculty issues/
Conversion of positions to full-time 3. Changing technology 4. Remaining an academic institution rather than becoming a business

Adapting to decreased funding as many turn to online education after pandemic over brick and mortar institutions.

Staying up to date, especially in regards to student learning support. Finding funding to update parts of campus that are in need. Navigating the political climate surrounding academic institutions.

Broadening college wide programs in SAE
Expanding Valencia's Down town campus

When equity, especially racial equity, is considered in the hiring of leadership, those ideas may trickle down to individual departments.

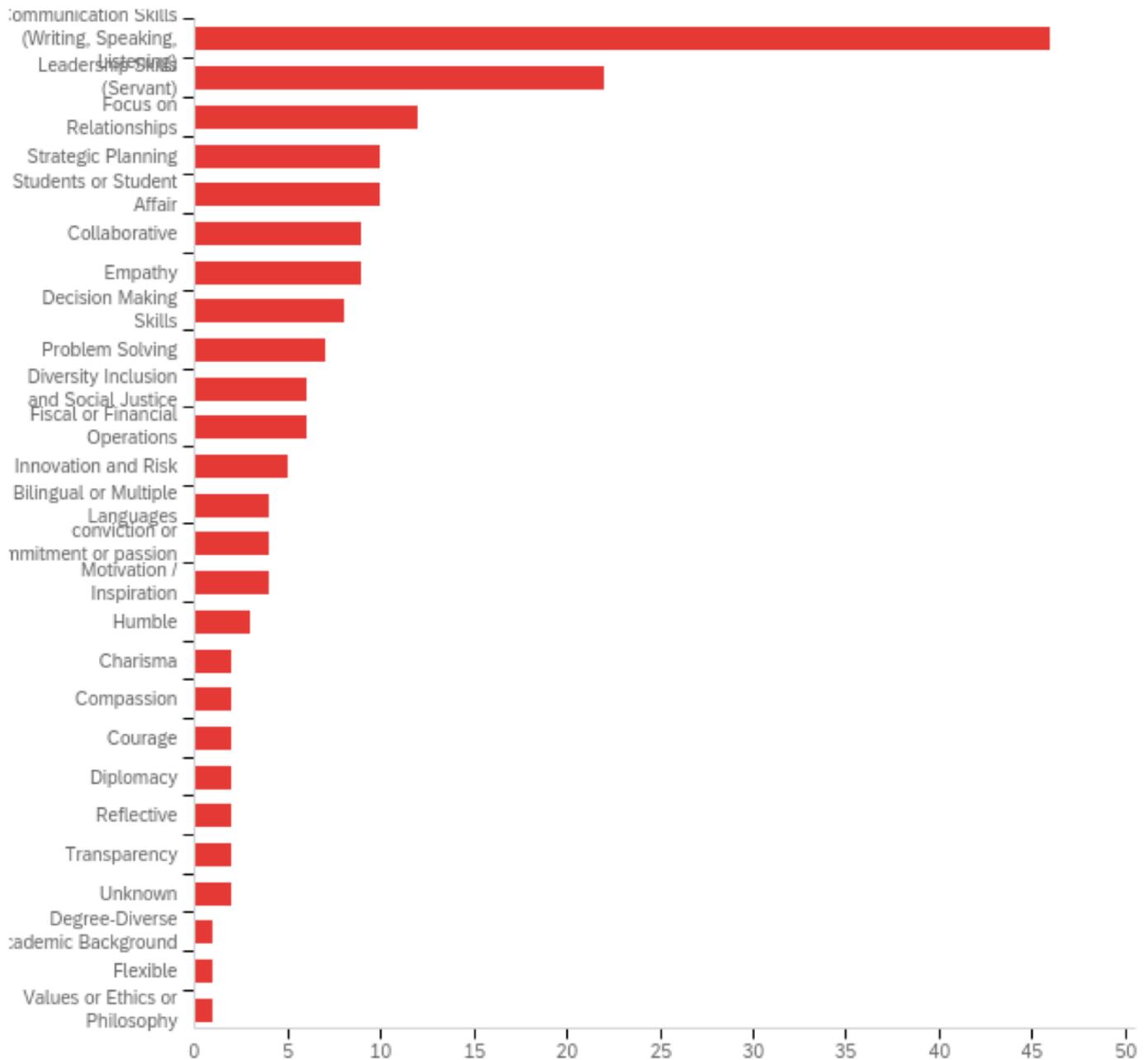
1. Changing technology 2. The growth of the chosen team into a good working unit

Opportunity to become a college of the future, meeting the demands of our society for superior online education and technical programs that truly help to lift up the community.

Finding more open access and free textbook resources for students. Moving the library into a 21st century library with tech and building updates.

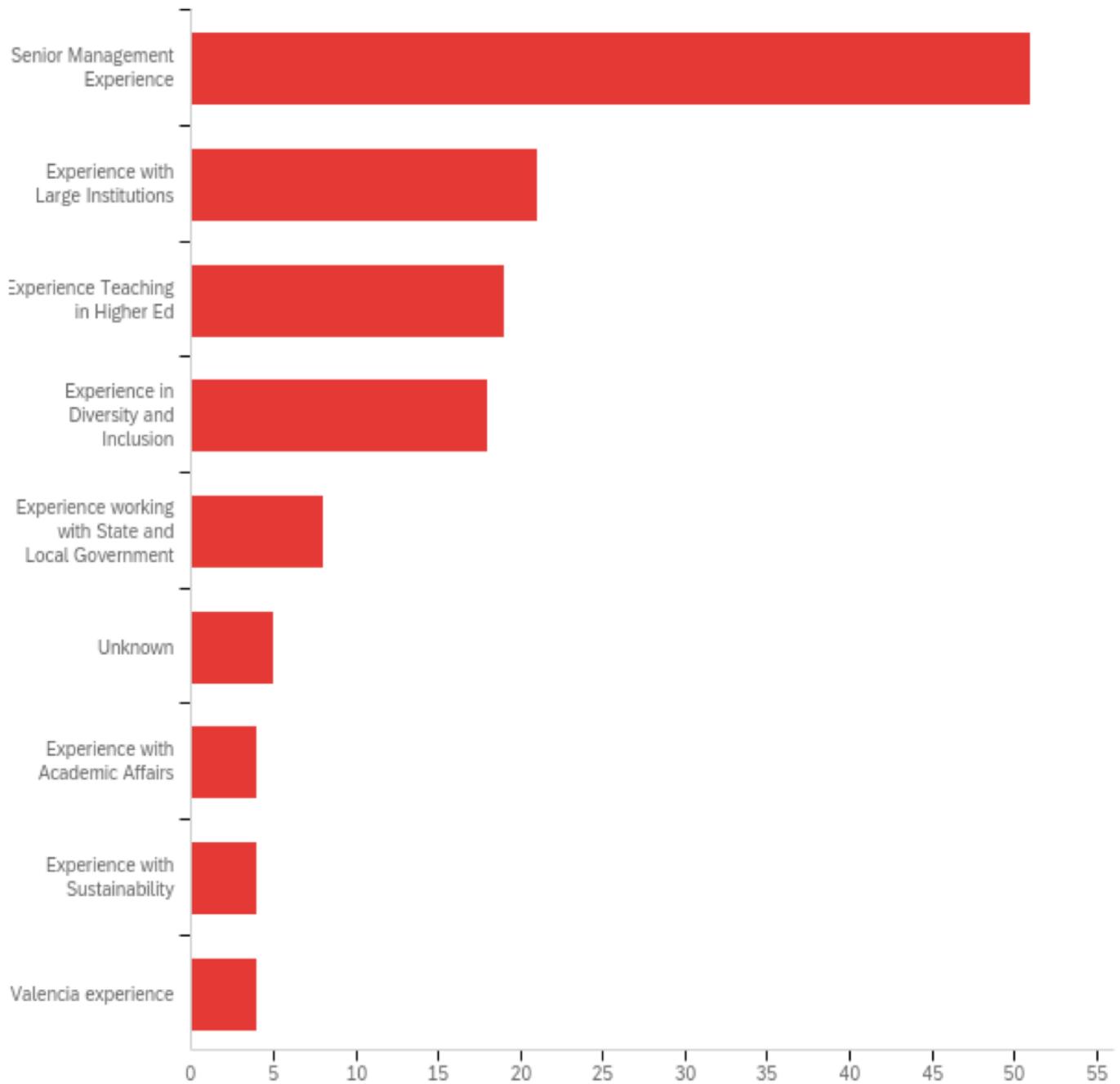
What skills, experience, and qualifications do you think would make for a successful candidate?

Themes: Skills



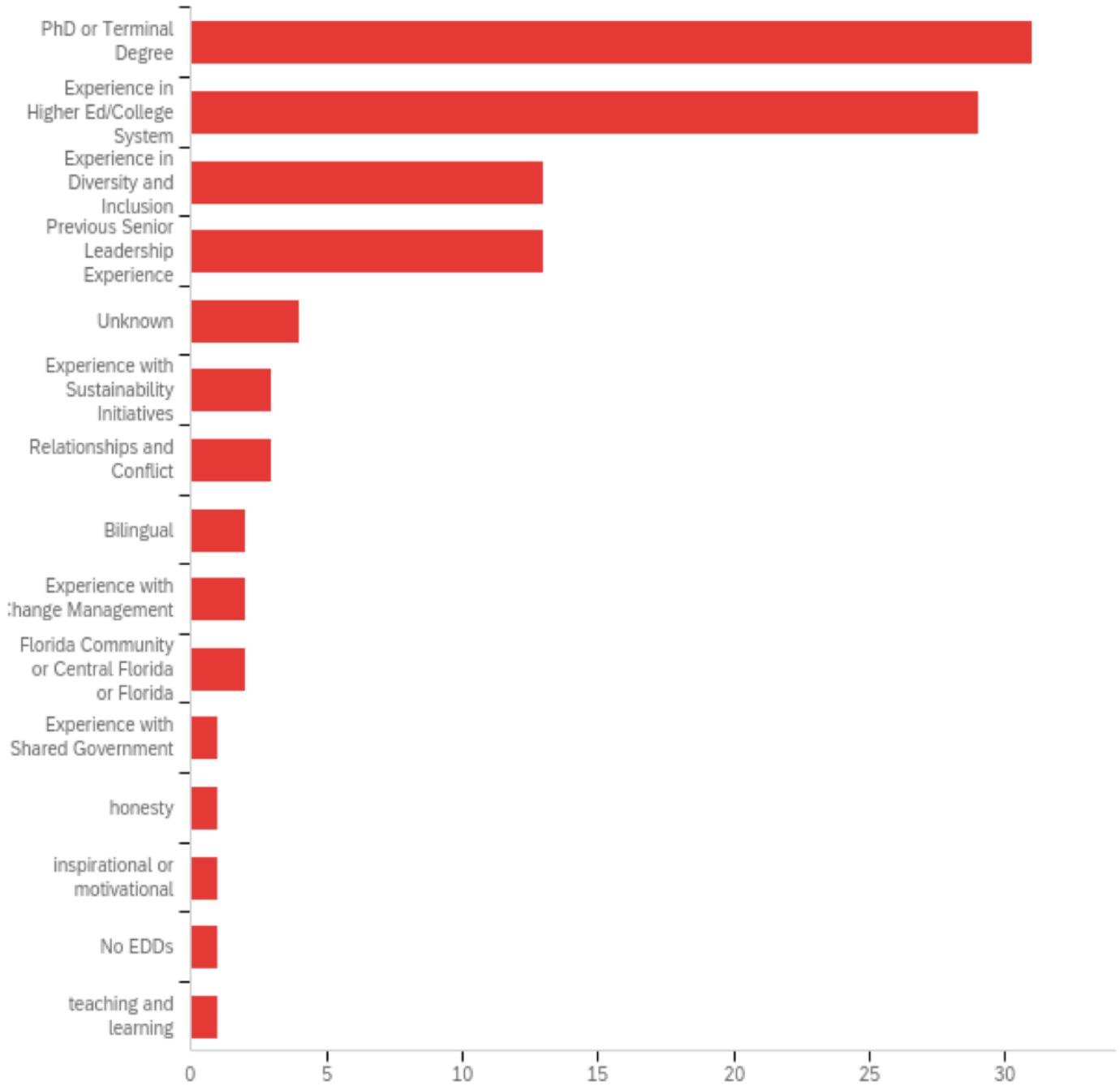
#	Answer	%	Count
1	Communication Skills (Writing, Speaking, Listening)	25.27%	46
2	Leadership Skills (Servant)	12.09%	22
3	Focus on Relationships	6.59%	12
4	Strategic Planning	5.49%	10
5	Students or Student Affair	5.49%	10
6	Collaborative	4.95%	9
7	Empathy	4.95%	9
8	Decision Making Skills	4.40%	8
9	Problem Solving	3.85%	7
10	Diversity Inclusion and Social Justice	3.30%	6
11	Fiscal or Financial Operations	3.30%	6
12	Innovation and Risk	2.75%	5
13	Bilingual or Multiple Languages	2.20%	4
14	conviction or commitment or passion	2.20%	4
15	Motivation / Inspiration	2.20%	4
16	Humble	1.65%	3
17	Charisma	1.10%	2
18	Compassion	1.10%	2
19	Courage	1.10%	2
20	Diplomacy	1.10%	2
21	Reflective	1.10%	2
22	Transparency	1.10%	2
23	Unknown	1.10%	2
24	Degree-Diverse Academic Background	0.55%	1
25	Flexible	0.55%	1
26	Values or Ethics or Philosophy	0.55%	1
	Total	100%	182

Themes: Skills



#	Answer	%	Count
1	Senior Management Experience	38.06%	51
2	Experience with Large Institutions	15.67%	21
3	Experience Teaching in Higher Ed	14.18%	19
4	Experience in Diversity and Inclusion	13.43%	18
5	Experience working with State and Local Government	5.97%	8
6	Unknown	3.73%	5
7	Experience with Academic Affairs	2.99%	4
8	Experience with Sustainability	2.99%	4
9	Valencia experience	2.99%	4
	Total	100%	134

Themes: Qualifications



#	Answer	%	Count
1	PhD or Terminal Degree	28.97%	31
2	Experience in Higher Ed/College System	27.10%	29
3	Experience in Diversity and Inclusion	12.15%	13
4	Previous Senior Leadership Experience	12.15%	13
5	Unknown	3.74%	4
6	Experience with Sustainability Initiatives	2.80%	3
7	Relationships and Conflict	2.80%	3
8	Bilingual	1.87%	2
9	Experience with Change Management	1.87%	2
10	Florida Community or Central Florida or Florida	1.87%	2
11	Experience with Shared Government	0.93%	1
12	honesty	0.93%	1
13	inspirational or motivational	0.93%	1
14	No EDDs	0.93%	1
15	teaching and learning	0.93%	1
	Total	100%	107

Faculty and Staff Responses:

SKILLS	EXPERIENCE	QUALIFICATIONS
<p>Skilled in building relationships, communicating effectively to advocate and lead strategically Active collaborative skills, strong and politically sharp, compassionate leadership Awareness and understanding of diversity Knowledgeable of technological advances/innovation</p>	<p>Experience with leading efforts to increase diversity. Experience working with the governing boards and maintaining important partnerships Taught higher ed. courses. Understands the differing needs of students from various communities in times of uncertainty.</p>	<p>Proven effective leader. Bilingual a plus. Doctorate. More than 5 years of administrative exp. at the senior level at a college or educational institution.</p>
<p>Track record of wise management of diverse population. Proven fiscal management Kindness, empathy, generosity.</p>	<p>Proven track records in running a large academic institution during difficult times.</p>	<p>Doctorate and at least 10 years of upper management experience in higher education.</p>
<p>Good communicator who people generally enjoy listening to Someone with a high EQ Experience leading diverse teams (not just talking about it but demonstrating it)</p>	<p>Someone who's learned about resiliency and has put that into action. Someone who is knowledgeable and perhaps, has had experience directly with the state legislature. Someone who has shown that they have priorities sustainability into their work. Someone who has experience working as a college faculty member in some capacity. Someone who has served in leadership positions various industries including higher education.</p>	<p>At least 10 years of experience working in higher education administration or leadership. Certificate in sustainability (or be able to acquire it within 6 months of hire) Experience as an educator, preferably in the college environment.</p>
<p>Ability to use data to make informed decisions. Ability to use collaboration in decision making.</p>	<p>Campus President experience. Community college experience.</p>	<p>At least a Master's level degree, doctorate preferred. Demonstrated equity-minded leadership.</p>
<p>Being a straight shooter. Someone who understands the need for transparency with the board, with employees, with students and with the public. Articulate-- doesn't need to be scripted; can speak extemporaneously and intelligently about important and sensitive issues affecting the college and higher education as a whole. Someone who genuinely likes people and can relate to a range of audiences.</p>	<p>Experience leading a public community college.</p>	<p>PhD, Masters, Higher Education</p>

Accomplished writer, dynamic speaker, empathetic listener, inspirational leader, innovative problem solver, bilingual. A deep commitment and passion for Central Florida, our community, and our students.	Substantial experience in higher education administration, ideally in multiple roles. Substantial experience teaching in higher education, especially in community college settings. Experience collaborating with political entities to negotiate academic needs.	Doctorate degree in a relevant field. Bilingual.
Soft skills - empathy, high EQ, excellent communicator/writer/listener, facilitating collaborative processes, and thoughtfulness before action	Leadership roles in higher education especially in an open access institution; proven effectiveness in those roles; experience leading a diverse workforce; and teaching in higher ed	terminal degree in higher education;
Diplomacy, showing compassion even while making difficult decisions, constant communication and connection with all Valencia employees and students, actively listening to the concerns and feedback of students and employees, and advocating for the academic, social, and financial well-being of employees.	Leadership role in a previous community college. Community service leadership. High level of understanding academic affairs, educational programs and degrees, and administration.	A commitment to diversity, social justice, and access. A commitment to Sustainability and building upon the great work Valencia has already done in implementing food waste/compost recycling, mixed recycling, and energy conservation.
Has to be able to communicate extremely well. Needs to be able to lead by getting out of the way.	Has to have experience as a college president or vice president	PhD obviously
- Listening, open-minded, civil-minded.	Experience working with at risk populations in community/local colleges.	Degree in relevant field to help navigate the college in this new environment. Experience with inclusion and diversity.
The ability to embrace the fact that they don't know the answer, and then the courage to go against the easy path to create a diverse team who will labor tirelessly until they do.	They need experience successfully working with thriving diverse populations.	10 years working in a diverse population. At least 10 years working in higher education.
	One who comes from a similar community college background, preferably a larger institution in a diverse community.	

	One quality that I feel the search committee must add to the candidate's experience is how much time, effort, and completion of a program in their previous position to make their institution sustainable in regards to climate change, and carbon neutrality.	Just saying that they are in favor of a sustainable program without any previous results, in my mind, would disqualify the candidate from moving forward.
	Demonstration of collaboration, trusting colleagues, and servant leadership.	
Collaboration Communication Strategic planning	Leadership Student Affairs and Academic Affairs Teaching Community College setting	Deep understanding of issues of equity, inclusion and diversity
Authentic Emotional Intelligence Listener (with the ability to be changed by what you hear) Reflective Humble Open Learner Connection to people	Senior leadership experience in an academic setting Experience in leading through change Experience in engaging in courageous conversations on diversity and acting upon those conversations Experience developing a team and strategically identifying and using the strengths of the team Experience in the scientific method in an academic setting at the senior level Bonus: teaching experience :)	Doctoral Degree Senior leadership experience Strong demonstrated understanding of teaching and learning Strong conflict resolution skills Strong understanding of shared governance
Approachable person with good listening skills Ability to articulate ideas and speak with compassion Good decision making skills Good at pivoting to change with innovation in mind Lead and hire an Executive Team that is as or smarter than the President - then getting out of the way to let people be creative, innovative and move forward Thoughtful, reflective and ability to be humble Willing to do what is asked, when asking of others - inspiration Professional in appearance and casual when warranted. In short, refer to Lee Iaccoca's 9 C's of a great leader: Curiosity, Creative, Communicate, Character, Courage, Conviction, Charisma, Competent, Common Sense, -- plus one more, Community.	Experience as a community college President, Provost, or Vice President of Academic Affairs for 5 years or more. Proven track record in legislative issues; team building; innovation. Good analytic skills and using data to help design but not solely drive innovation, policy change, etc. Community leadership or engagement.	A doctoral degree is required. Demonstrated track record in team building, working with a board, leadership style that is reflective in the work and decisions made in the past. Ability to build a team without a group-think mentality. Compassion for all who are in the institution, for the community being served, for planet earth. To recognize what makes Valencia a well-respected college, and how he/she will build upon that but in his/her own way.

-diplomacy -listening skills -investigative skills	-full-time teaching experience with students similar to Valencians -experience effecting change in an established environment	
Demonstrated leadership that positively affected change for students, faculty, and staff	Background working at multi-campus higher education institutions. Extensive experience in the two-year college world.	Required: Doctoral degree, at least 10 years experience at an executive level in higher education (College President, Provost, Campus President, etc.)
Fast decision maker, trusts intuition, humble, eager (but not too eager), realistic expectations	Possibly a campus president before or president of another institution, community college experience, works with a large faculty/staff, works with a diverse group of students	Higher Ed experience and leadership (preferably campus president role or similar)
Dr. Plinske	Dr. Plinske	Dr. Plinske
Ability to inspire the institution to support all students in every way Thoughtful, caring, kind, approachable and personable Intelligent and wise; able to guide a discussion in a way that challenges the college	I would like the candidate to have multiple years of experience of Senior Team / Cabinet or higher positions at an institution of comparable size and complexity. An ideal candidate would combine campus and institutional leadership experiences.	I would prefer the candidate to have a terminal degree. I would prefer that the candidate have a strong commitment to continuing their education of a part of a lifelong commitment to learning.
-Servant leadership -Mission-driven, not ego-driven -Ability to unify a multi-campus institution towards singular, common goals -Capable of being a good steward of institutional resources (incl. fiscal and personnel)	-Prior college leadership position held - specifically in a provost or president role (most closely related to work they will take on with us) -No background with industries or special interests that are antithetical to our mission and purpose -Teaching experience a plus	-Terminal degree in field -Prior administrative experience in higher ed, preferably at a community college
Personable, likable, relatable, strong public figure, genuine interest in lower lever functions, strong communication skills, big picture thinker, sense of humor.	Previous experience in higher education, preferable at multiple levels and diverse institutions, ideally some Valencia experience to truly understand the culture, preferable experience as faculty and student affairs.	Doctorate
Listening skills Collaboration skills Leadership skills Data analysis skills	Experience leading another successful 2 year college. Data analysis experience	Demonstration that he/she can be inspirational. Has a long record of successfully leading student-centered initiatives,

approachable	at least five years running a college not so much a university, we are or try be a very holistic school and would love to avoid someone who only has dealt with bigger institutions, students by the numbers, I could be wrong	a diverse background professionally and possibly personally, Valencia is very diverse and tries to be inclusive, so for that person to continue that
	Experience in a large-scale college setting, with many moving parts and programs. Someone with experience in many types of education, whether academic or technical.	Someone who understands the Central Florida community and its needs.
I know that the board and the committee will review the candidates and their skills thoroughly and I will trust them. However....please, please find someone that truly understands the Student Affairs end of things- that have experience in that area.		
Bilingualism (e.g. Spanish/ Portuguese/Haitian Creole) to better connect with our Central Florida population	TEACHING -- someone who has had classroom experience, and not just a full-time administrator Sustainability and “green” thinking. There continues to be a misconception with administration that sustainability projects are a burden and costly. In fact, it is quite the opposite. Contemporary leaders will know smart sustainability practices will SAVE the college money and work in the long run. It’s time to enter the 21st century.	Past teaching and leadership roles
Transformational/Service Leader Shared governance Caring/ Relationship Focused Good communication skills (willing to improve) Empathetic Honesty Lifelong learner	Previous Community College experience or other senior administrative office	Doctorate in Education, Economics, or other related field.
Communication (oral and written) Organizational Visionary Fairness Listening	Past presidency at smaller, multi-campus institution Legislative experience Strategic planning	Doctorate degree Community College experience Full-time Faculty teaching experience
strong public speaking skills, strong decision-making skills	experience in higher education as a faculty member	
People-person Active Listener Makes All Feel Valued Negotiation	This person should have been at least a dean or higher level at another institution. Someone with previous Valencia experience might be ideal, even if they are currently working somewhere else.	EdD or PhD At least 10 years or more in higher education in higher level positions

Administrative flexibility	Experience in leadership roles directing and inspiring many hopeful employees.	A deep sense of humility Knowledge of executive functions within a college
Servant Leader	Should have vast experience with higher education	We are a large institution. We need a very experienced leader that has been tested and ready to hit the ground running.
-Public speaking -Data analysis -Discussion facilitation -Good listening skills -Good decision making process	Full-time teaching experience is paramount. We need a leader that truly understands the work of the college and can relate to the faculty. Experience in hire-ed administration.	-PhD -Full-time teaching experience -Experience in hire-ed administration
A President that can lobby for funding.	Leadership skills.	I would like to see a President that you feel comfortable in approaching.
leadership, business, planning, charisma, people, cultural awareness, empathy, problem solving	previous top management experience (such as a CEO, or a leader to a nonprofit). success in a higher education setting.	Doctorate in a education related field Bi-lingual effective reading and writing skills effective oral communication
Someone with a MA or BA. in an academic Field, and then Education graduate degree. Too many times "education only" candidates lead colleges down the path of fad teaching methods, newness for its own sake, and whatever is "cutting edge." Many times this happens at the expense of considering the actual field being taught. Educational Leadership is important, but it requires an anchor in the field of studying and learning the specific subject first in order to properly guide it. Valencia needs to find someone who strikes the right balance, and will not ask people who are experts in their field to abandon their knowledge in favor of fad research and its derivatives. Dr. Shugart never did this, which is what made him a great president. The Subject should guide the Teaching, not the other way around.		I think in these times, there are qualified candidates already at Valencia, and I think some familiarity with how the college is will help immensely.

<p>The candidates should be able to (a) ask for the information needed to make evidence-based decisions and (b) gather and use data meaningfully (c) with the use of evaluative processes over time. These skills should be evident in application materials and in the hiring process. The candidates should be able to (d) answer the question about their prior experience "... what kind of impact that have, and how did you know?" Related to this (e) there should be evidence of transparency in approach (this will help the leadership team and VPs as presidential turnover can be as quick a three years and we need to plan for continuity).</p>	<p>The candidates should have experience working with workforce education and the related development of programs / relationships as we have a responsibility to employers and local industry (we are not just a prep school for UCF, and not all students need / want four-year degrees early in life). The candidates should also demonstrate applied, current experience / familiarity related to today's workforce and the related issues of equity, access, and opportunity.</p>	<p>I mention this later in the survey, but -- The Aspen Institute has developed a set of interview questions, protocols, and rubrics focused on hiring community college presidents who can follow through on the commitment to equity and inclusion: https://www.aspeninstitute.org/publications/hiring-exceptional-community-college-presidents-tools-hiring-leaders-who-advance/</p>
<p>Past success in a similar large sized institution.</p>	<p>Creation of past growth.</p>	<p>Doctorate</p>
<p>Excellent speaker.</p>	<p>High-level leadership at a top student-centered community college that is similar in philosophy to Valencia. Has inspired and mentored other good leaders.</p>	
<p>Emotional intelligence, cross-cultural competence, empathy, transformative not transactional, consensus builder. interpersonal communication, vulnerability</p>	<p>Previous experience at a two year institution. Leadership experience, particularly in student affairs. Someone who understands the myriad of functions under this umbrella. Progressively responsible experience in higher education. Leading large teams through significant change - change management Budgets, fund-raising</p>	<p>Doctorate. 5-10 years experience in leadership positions at comparable institutions. Previous teaching and student affairs experience. It's not enough to come with previous teaching background only. They must understand the functions of student services and have a genuine interest in growing and supporting these areas as they do as much of the heavy lifting as anyone else.</p>
<p></p>	<p>Some work or educational experience beyond the South and Southeastern US.</p>	
<p>A passion for reading and research. A dynamic, inspirational orator. A visionary.</p>	<p>A decade (or more) of experience leading in the two-year college environment. A strong understanding of budgeting and funding, with a deep knowledge of funding sources (government, Valencia Foundation, etc.) that would support our initiatives and our students.</p>	<p>A shared belief that student learning is our top priority. A belief that addressing racial inequities, and embracing equity in general, should be a core Valencia value.</p>

Good communication and leadership skills; active-listening skills	Previous experience in higher education; experience as a College president or similar level of leadership; experience working with legislators	College degree; commitment to diversity
Listening, empathy, determination, initiative, Team building, collaboration, open mindedness,	Involvement with a state college similar to Valencia would be a plus, past work with state and local government, prior work with students,	Progressive advancement within higher education, demonstrated ability to forge strong working relationships to solve or manage challenging issues,
<ul style="list-style-type: none"> • Problem-solving • Effective communication • Action-Oriented 	<ul style="list-style-type: none"> • Commitment to equity and inclusion • Financial and Operational experience • Community Engagement and Ability to Build Partnerships • Cultural Competencies and Sensitivity • Fundraising 	<ul style="list-style-type: none"> • Recognizes the need for team (internal and external) • Ability to process data • Change management
Servant leader Good listener Good with conflict resolution Collaboration Ability to triage what is a real problem and what can wait	Taking schools to the next level with sustainability Working with diverse groups	Future-focused Focused on diversity and equity
Honesty communication sense of humor Leadership Empathy Supportive Open door for staff	Must have taught classes before Must have worked at staff / management / and administrative professional levels to understand the building blocks of college departments	Doctoral degree in education
Knowledge of college and university metrics and their use in student development and college growth. Excellent command of conversation whether verbally or in writing. Ability to actively listen and act responsibly in order to promote a positive view of the college. Ability to be empathetical and compassionate with a servant's heart	At least 5 years progressively responsible college or university experience at the executive level. 5-10 years classroom and/or online teaching experience rated highly favorable as demonstrated by student evaluations. Supervisory experience Experience serving in an institution that promotes diversity and inclusiveness to all	Masters degree, doctorate preferred. Participation in community outreach programs. Local and state government participation with favorable outcomes.
- Being able to utilize the strengths of everyone on their immediate team and of everyone at the college. - They should be able to recognize others' expertise and listen to what faculty and staff have to say about what they experience in their jobs.	- Someone who has displayed successful leadership of a large department or organization. - Someone who has shown they can control a budget rather than letting the budget control them.	- Someone who has expertise in the role of higher education in the U.S. and specifically community colleges; someone who has a deep understanding of Valencia's role in the Orlando and Central Florida community.

communication, both written and verbal Good listener	Prior leadership experience with a large organization, demonstrating tact and managing people with deeply varied views Experience working with legislators and political leaders, locally as well as statewide	
Excellent Communication and People Skills A love for students and all things learning Ability to say no and provide alternate solutions to problems A listener who is not afraid to take action	CC experience Serving Diverse students in a multi campus college	Terminal Degree Some teaching experience
Profound in technology, management skills, communication skills (perhaps bilingual), leadership skills and excellent time management skills.	I believe the candidate should have served as a president before, perhaps at a community college or larger university. Other experience to be considered is someone who has shown leadership in academia for an extensive amount of years, have researched and written about leadership issues and would love the opportunity to be in such a position to advance Valencia and our goals.	
		No EDDs! Get someone with a real academic degree who doesn't live in a bubble of identity politics
ability to bring us all together. Great public speaker.	Successful president of other large college with a high percentage of Hispanic students	terminal degree Not one of our employees! Tenured college teaching experience.
Personal Connection Communication Interpersonal Skills Creativity Collaboration Likeability Organized Connections in the Community Bi-lingual Honesty	Preferred Valencia experience, lets promote within!	
Good communicator (orally and written) Listens and considers experts advice Willingness to try new initiatives even if success not guaranteed Mentor Bilingual (English and Spanish)	1) Management of urban public higher education institution with multiple campuses and diverse student population 2) Implementation of strategic plans or other "big rock" college-wide initiatives 3) Demonstrates the ability to work and negotiate with community, business, and political partners 4) Higher education teaching experience	Doctorate degree from accredited institution Minimum of 10 years experience in higher education executive management with progressively higher areas of responsibility

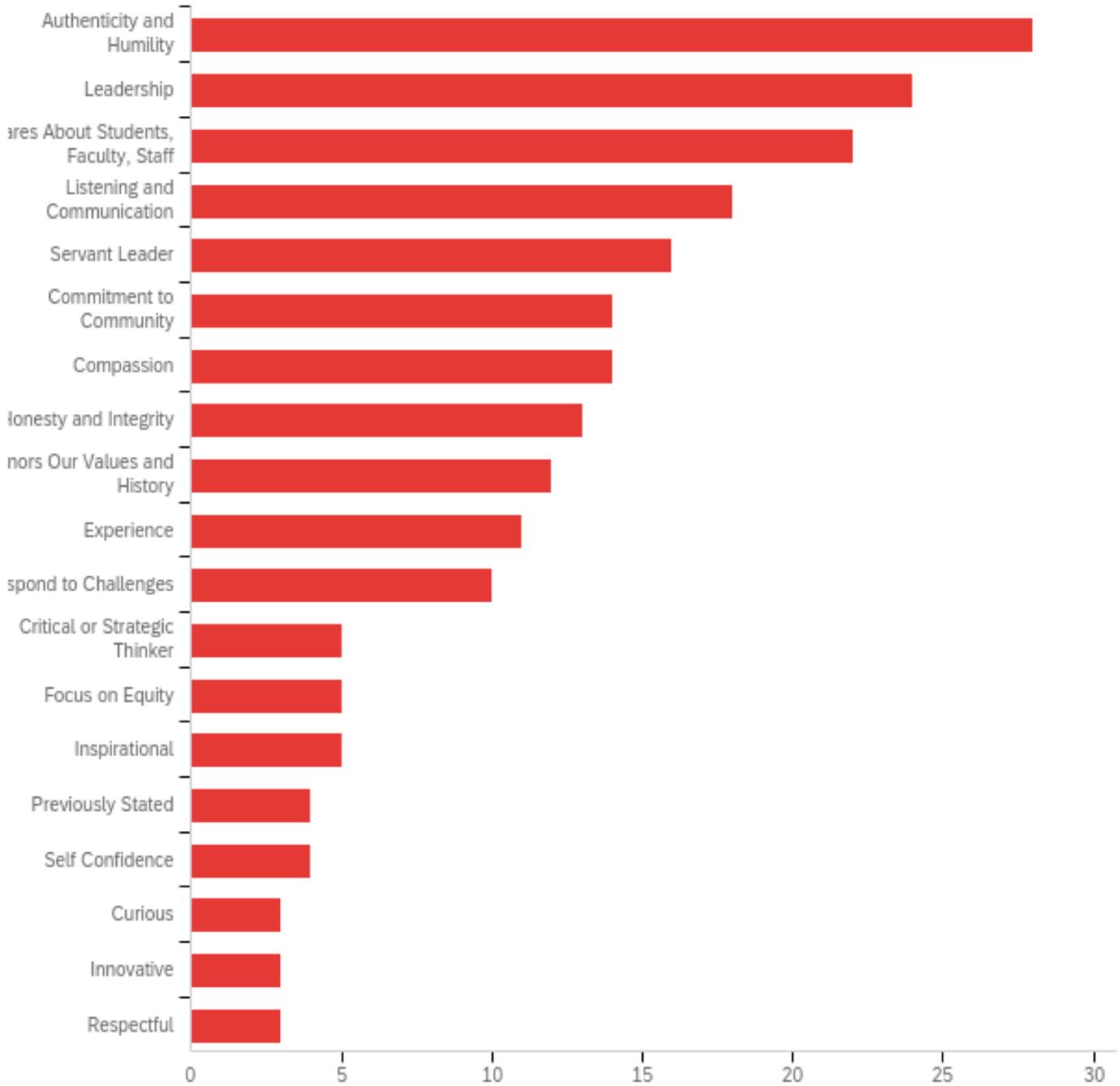
Philosophical thinking. Ability to motivate.	Proven success as a provost, campus president, or college president.	Able to use the entire staff at the college to solve problems. Willing to set clear goals and allow people the authority to achieve them.
ability to articulate a vision and goals rooted in existing practices and future plans; ability to lead (and manage) senior leaders; ability to advocate at the state level; strong written and verbal communication;	demonstrated inclusive/equity minded practices; existing higher education leadership; fiscal responsibility; advocacy/lobbying experience;	terminal degree; 10 years leadership in higher education, including significant supervision responsibilities
empathy and critical thinking	tangible examples of empathy in action (ditto critical thinking)	empathy, honesty, dedication, and of course: critical thinking.
ethical, good communicator, personable, understands the many facets of higher education, can relate to all departments of the college, good listener, leader, motivator, forward thinker	Experience working in a large college atmosphere Experience working in both degree and non-degree seeking programs	
		Commitment to sustainability Commitment to advocating for faculty as strongly as Dr. Shugart has
Able to demonstrate: -Relationship builder -Educated risk-taker -Failure and learning as a leader -Inclusion, especially in situations where it might be tricky -Trusting and Trustworthy -Inquisitive--asks "good" questions -put into practice the values & Big Ideas of Valencia -ability to manage senior leaders	-10 years in leadership position (running a large campus or a small college) at a community college -teaching experience -community building experience (outside of the insituton) -experience working with state governance systems -experience leading and managing senior leaders	-Doctorate in higher education -Experience running a large campus or small college -Demonstrated leadership -Experience building and maintaining a relationship with a BoT
Strategic planning; innovation; creative problem solving; change management; organizational communication	Managing multi-campus college; working within institutional partnerships (like Valencia College and UCF); championing innovative technologies; working within multiple areas of higher education (academic affairs, student affairs, etc.); faculty experience; improving equity and access outcomes (quantifiable)	Diverse roles within higher education, particularly within a large institution; experience managing senior leaders
Effective listener. Effective communicator. Understanding of higher education policy (state and national). Ability to navigate challenging interactions. Ability to remain calm, and portray calm, under pressure.	Deep understanding of college operations within either instruction or student affairs. Progressive levels of leadership.	Earned JD, PhD, or EdD. Experiencing managing multiple-site organizations. Understands current and fast-changing social dynamics.

A great listener, experience in higher education, community ties,		
Skills: Ideation, Planning, Communication, and Problem-Solving.	Management experience in a large organization. Experience working with a diverse community. Involved in initiatives that show interest in their employees.	
Past leadership roles and a proven ability to lead not by fear. A proven commitment toward anti-racism and racial equity. Instructional design and/or the ability to work with student populations. Expertise in online education. Finance and budgetary skills. Skilled in best equity practices to offer additional rights to both workers and students.	Teaching/administrative experience in schools and/or higher education. Past leadership roles and a proven ability to lead not by fear. Experience working toward anti-racism and racial equity across different lines of business. Experience with both face-to-face and online pedagogy. Experience in developing policy that presents workers/students with equitable rights.	Served in a leadership role with a proven ability to lead not by fear. Worked toward anti-racism and racial equity in some capacities. Worked in schools/higher education. Worked with big budgets and finance. Worked in online education. Worked to offer student/worker rights.
Great communicator Funny, great sense of humor Visionary leader with proven leadership experience Financial understanding of College business Change agent	Whatever makes sense. Have they led and worked to take a great organization to even greater heights? Not just in education but in any industry.	Master Degree at least, Doctorate preferred
data analysis communication collaboration		
-Effective communicator -Strategic vision -Sense of duty to our community	-Relevant experience at a college of similar size -Industry knowledge/experience to support the growth of AS programs & Accelerated Skills Training	
Spanish speaker	Teaching experience; working in diverse environments	
	Administration in a similarly diverse and large institution	Focus on equity and diversity initiatives with proven results Drive to collaborate with faculty at all levels Initiate an idea of the "whole person" in staff, tutoring, and administrative roles at the college who see these positions as careers
Visionary Compassionate to employees and students	Has led a large/successful community college. This should not be the training ground for a new president.	
	High level leadership experience in a community college setting. Campus president, provost, etc.	PhD in Ed Leadership

<p>Ability to speak in a way that brings people together towards a common goal.</p>	<p>1. Teaching experience at the college level, preferably at a community college. 2. Experience in administration at a community college (our challenge differ greatly from those of other higher education institution).</p>	<p>1. A PhD (an academic mindset and a critical thinker) 2. At least five years in administration and team-building 3. Experience with a large, multi-campus college 4. The ability to get along with and interact with a wide variety of constituents</p>
<p>Listens well, adapts to challenges, communicates ideas well, able to consider all aspects of the college and community in decision making</p>	<p>Experience with a large community college, experience with a diverse population, experience as college faculty and/or staff member, experience at Valencia a plus</p>	<p>A well-rounded education</p>
<p>Leadership skills that unite, rather than to divide to please the “squeaky wheel” of those who are the most divisive among us. Planning and speaking skills and ability to work well in the business community to forge private-public partnerships for scholarships, grants and foundation growth.</p> <p>Open communicator, friendly, optimistic, engaged, enthusiastic to move forward</p>	<p>Demonstrated leadership running organizations, preferably from outside of academia, and from the workforce/business world, who can see the needs of the community and meet the moment to prepare Orange County residents for a changing workforce and higher education environment.</p> <p>Leadership of larger community colleges and the challenges of communicating through multiple campuses. Creating an open line of communication between different departments.</p>	<p>Education and career experiences that demonstrates leadership capabilities in the midst of difficult circumstances.</p> <p>Masters or Higher degree in Higher Education.</p>

What characteristics and qualities do you think will make a president most successful?

Themes:



#	Answer	%	Count
1	Authenticity and Humility	13.08%	28
2	Leadership	11.21%	24
3	Cares About Students, Faculty, Staff	10.28%	22
4	Listening and Communication	8.41%	18
5	Servant Leader	7.48%	16
6	Commitment to Community	6.54%	14
7	Compassion	6.54%	14
8	Honesty and Integrity	6.07%	13
9	Honors Our Values and History	5.61%	12
10	Experience	5.14%	11
11	Respond to Challenges	4.67%	10
12	Critical or Strategic Thinker	2.34%	5
13	Focus on Equity	2.34%	5
14	Inspirational	2.34%	5
15	Previously Stated	1.87%	4
16	Self Confidence	1.87%	4
17	Curious	1.40%	3
18	Innovative	1.40%	3
19	Respectful	1.40%	3
	Total	100%	214

Faculty and Staff Responses:

The future leaders must be able to continue to grow Valencia and advance the work needed to keep moving forward. A fair-minded and visionary leader who values inclusiveness and equity. Being insightful of the needs of different communities, advocating, collaborative, someone who values strategic and decisive leadership. Effective communication to improve and maintain partnerships. Valencia would not be the reputable college it is today without the excellent leadership we've had for the past 20 years.

Empathy and generosity. The leadership of the College (Dr. Shugart) and on West (Dr. Williams) had high expectations for faculty and staff but also showed empathy and generosity on a level that few employers can match. I truly hope this continues with the new administration.

I put these characteristics in an acronym. The individual must have "STATELY" qualities. Someone committed to Sustainable practices. Someone committed to being Transparent. Someone committed to Acting in good faith. Someone committed to Trusting people in the work they do. Someone committed to Equitable and fair practices. Someone committed to prioritizing our Learning communities. Someone committed to You and me.

Willing to listen and respect the team. Being willing and able to communicate to everyone at the college, students, front-line staff, faculty, etc. Honesty and integrity.

A "people first" mindset (not money, not enrollment, but people) One who is an emphatic listener and is open to wise counsel Shows empathy and values personal connections with others Strong, confident, and not afraid to admit one's mistakes; will quickly shift to rectify a wrong or "not-so-great" decision

Character. Integrity. Remembering that leadership is what you do and not what you say. Being able to think strategically and bring a vision that will inspire the rank and file to act on behalf of students.

An empathetic innovator that can inspire others, bring the best out of others, and can balance the need to lead vs. assemble a great team to do the work and let them do it. Someone who cares deeply about the Central Florida community and knows that our students are at the heart of our work. What's best for students is what's best for the college.

A people-first philosophy in organizational development; honoring the traditions and reputation of Valencia;

Has to be secure in him or herself. Can't be egotistical. Has to be able to admit that they don't know when they don't know. Can't be afraid to address issues head on. If the candidate can't communicate easily on all levels, then they should not be considered. If they are only comfortable with Board of Trustees and Senior Staff and not custodial staff, then they are not for Valencia.

- Ethical, good listener, open-minded, civil-minded.

They need to be open and available to dialog with the faculty, staff and students. They need to understand how to handle a crisis by looking at what is being asked now and in the long-run, and answering that with confidence supported by action and results to solve the crisis and not just camouflage it.

Being honest and transparent. Someone who shows compassion for all, such as Dr. Shugart has done. Someone who captivates people when they speak to audiences.

Servant Leadership

Listener (with the ability to be changed by what you hear), authentic and humble connection to people, experience in leading through change

The next president should be a principle-centered leader. They should use the values of our institution as benchmarks in decision-making. Trust should be a cornerstone of this person's leadership style. This person should view equity and opportunity as always integral to the College's work. This person should have a deep belief in and affinity for the mission of a community college. Curiosity.

ability to investigate and see a true picture of what is happening at ground level for our students, faculty, and staff and effect changes accordingly

Being a visionary, open to hearing different perspectives and viewpoints, a good listener, servant leader, humility, and being able to create solutions to issues through a variety of lenses.

Great listener, easy to address The president should feel like a leader but also a part of the team. Sometimes leadership removes themselves and feels so distant, but President Shugart always felt so relatable. I think the president needs to make people feel comfortable, be a leader, but understand the ins and outs of the institution.

Recognize the importance of addressing climate change Allocate sufficient funding including developing and forming partnerships within the community to achieve carbon neutrality by 2050 Prioritize working with regional leaders to address public transportation for our students and our community

I believe that the President should work with our Board of Trustees to operationalize the vision and mission of the college into a compelling and accessible plan. She/he should recruit and retain a strong team committed to these values and hold the entire institution and themselves accountable for our shared goals.

I believe that someone who is from the Central Florida/Orlando area would best understand the diversity and challenges of the community.

-Active, engaged listening -Deeply invested in our work -Ability to quickly and comprehensively respond to community needs (hurricanes, recessions, etc.)

Personable, likable, relatable, strong public figure, genuine interest in lower lever functions, strong communication skills, big picture thinker, sense of humor. Ability to delegate. Non-micro manager. approachable and genuine personality

A down to earth individual who can stop to laugh here and there. Someone who can balance both sides of the political aisle and can be politically neutral, while still being respected by individuals in both parties (for negotiations).

Understanding the balance between leadership, while supporting autonomous work by our qualified, dedicated teachers

Transformational/Service Leader

I think that the next president should represent the values that we have as an institution. I miss the idea of servant leadership that Dr. Shugart brought to the college.

open-mindedness, willingness to listen, ability to deal with constructive criticisms, the ability to make important decisions and stick to them

They need to be a good listener and not be afraid to change their own mind based on what others in the room are saying.

Someone with some understanding of social psychology.

Servant Leader Personable Superior time management skills

Empathy, practical thinking, the ability to navigate state politics to the advantage of those whom he/she leads, community-anchored thinking, and a respect for the knowledge of the professors.

Experience in teaching. Good facilitator of discussions. Good decision making process. Good listening skills. Genuine personality.

One that will adhere to the principles of Valencia.

Regarding characteristics that might make a president successful, a sense of humor definitely helps. Extroversion is needed to sustain all of the partnerships. I think this is a good question for Joe Richardson, Brandon McKelvey, and Isis Artze Vega, as they just faced their own transitions into the college from other organizations and have seen the dissonance, at times, between the cultures of other organizations, and the expectations and practices prevalent at Valencia.

Emotional intelligence, cross-cultural competence, empathy, transformative not transactional, consensus builder. interpersonal communication, vulnerability

Approachability and reasonable. Sandy had these in my opinion.

A proven visionary with an unbounded heart, soul, and mind. Non-judgmental, caring, warm. Someone that wants to get involved in our community and will continue Valencia's connections with the community and will seek to build more. Someone that everyone wants to be around and listen to.

Prioritizes students and people first. As an employee, the epitome of this was Dr. Shugart's email to employees recently about supporting us as we made childcare decisions for the fall and offering flexibility if needed. Additionally, a visionary, collaborator, supporter, and one who empowers his/her employees.

I think our next president needs to understand that leading Valencia is not limited to our campuses, faculty, staff and students. We need someone who believes that Valencia must partner with our nearby communities to develop the lives of those we aspire to serve. As an example, I would want our next president to form/maintain a strong partnership with LIFT Orlando (<http://www.liftorlando.org/>) and other organizations like it that revitalize the neighborhoods surrounding our campuses, the places that house the students we serve.

Servant leadership mentality

I see a successful president as someone who can recognize the great work of the past but also see the opportunities that are yet to come. Someone who can build upon the success of Valencia and Dr. Shugart, while also being able to place their own mark on the institution and guide us forward. The path ahead will be full of challenges especially if this year has shown us any hint of what is to come and having someone who can adapt to challenges, and maintain a steady focus on institutional and personal values while navigating through rough times will ensure our continued success.

The following characteristics and qualities make a president most successful: • Visionary • Integrity • Well-Informed • Ability to disseminate information • Perspective • Courageous • Resourceful • Visible and Approachable • Innovative • Influential • Motivational • Adaptability

Doesn't feel the need to make sweeping changes just to make a name for themselves. Focus on equity and diversity

Christian, empathy, compassion, active listener, open to change

An individual that will take time to walk around a campus and mingle with staff and Student to gain understanding of daily college issues

The college president should have a true appreciation for every single person who helps the college achieve its mission. They should be the kind of person who does not see themselves as too important to speak to any member of the Valencia community or to provide assistance on any level of the college structure.

Kindness, merciful, eager to see others as equal to self, critical thinker who understands the need for historical context, NOT driven by money, humble

Must be able to lead in their own way and not stand in the shadow of their predecessor, must always put students first in their actions and must provide a vision for the future

A president needs to understand the social position of the students they are leading. That would call for a president to be hands-on in engaging with students, understanding their needs and what they would like to see out of Valencia. They should also be strong supporters of faculty and staff. They need to be relatable, understanding, compassionate and passionate about education.

My last employer also had a founder/leader that had 20 years on the job in 2013 when they announced their plan to leave. When the president left so did many of the direct reports one and two levels down. In the past 6 years they have had at least four different presidents/interims and the state also stepped in and appointed a new board of trustees. It was the lack of leadership and incompetence of those filling all the level one and two positions that led to me leaving the organization. I ask that the hiring committee reach out to other institutions that have gone through a similar process and ask them what went well... and what didn't.

An academic degree, not EdD. Teaching experience. Don't see faculty as the enemy.

experience being a college president, motivational and inspirational speaker, experience with Florida government agencies, outside hire

Transparency, honesty, and the ability to speak in a manner that represents what Valencia stands for! It is okay to fail, and learn from it. Put Students, Staff and Faculty first.

An inclusive and practical visionary who can design new initiatives and provide clear guidance on how to reach this goals. The new president also be approachable to anyone from a first year student to an experienced faculty member. I also believe that to be an effective president at a community college, they need to have personal history to truly understand how this opportunity can impact lives, and for many of our students this is their only chance to pursue higher education. It's important to understand and embrace our culture of open enrollment.

Being willing to think carefully before acting.

ability to think critically, listen to all partners and voices, analyze data, communicate well based on the audience, establishing a vision and strategic plan, commitment to equity

I want Valencia to continue to be a place with someone at the helm who understands higher ed. cannot be crammed into a business model with a bottom line entirely focused on revenue generated. I want a president who understands and upholds the tradition at Valencia of knowing that revenue will be strong when the focus of our work is on the student experience, collegiality and collaboration among faculty and staff-- I mean, if we can get enrollment to exceed the previous fall's numbers during the worst economic downturn in our country's history, that proves that operational success in higher ed. springs from a student-centered approach, so let's keep going down that people-focused path.

The most important characteristic in a president/leader of an organization is someone who is ethical and willing to ask the tough questions. It is that person who will be thinking of students and the faculty and staff who report to them when those tough ethical decisions arise.

Should understand and appreciate that faculty are the core of the college, understand the realities on the ground that faculty face

Diplomacy Vision Confidence Candor Transparency Humility Collaboration Patience Influence Charismatic Optimisitic Inclusive

Charismatic; innovative; strategic; people-oriented; service-oriented (service leadership); grounded; humble; relatable

Integrity. Energy. Authenticity. Humble.

A people person

1. The next President of Valencia needs to accept input from faculty, and other stakeholders, without retribution or getting mad. We are not all going to agree. There are going to be differences of opinion in terms of approach and methods. That is okay. We don't always have to put a pretty face on everything. Sometimes reasonable people differ on things. Valencia, at times, in the past forced everyone to only thing happy thoughts and have good news. It was, frankly, a little weird.

Empathetic, Accessible, Resilient, Inclusive and Humble.

I think the next President has to be good with people, first and foremost. They must not lead by fear. They have to be able to listen to others and work with them to solve issues and work toward positive change.

Compassionate, common sense, calm under pressure, good listener and influencer

I have always admired Dr. Shugart's emphasis on humanity. I felt really proud to work at Valencia when I learned wages for the cleaning crew were increased to above poverty level. I felt cared for when no one was laid off or furloughed during the recession. I am very grateful for the way that our community's health has been handled during the pandemic.

Humor and compassion. Ability to listen well and work collaboratively. Smart and willing to explain and define concepts. Not afraid to have difficult conversations about difficult issues. Able to make tough decisions in a humble way. Not a clone of Sandy.

The ability to delegate and allow amazing people to create and innovate. The president cannot be a micromanager. That means they must trust everyone to do the job and create the opportunities where everyone thrives.

-Humble -Compassionate -Strong Business acumen -Comfortable in political arena

Kind, unhurried, experienced with Boards

A willingness to learn the culture of Valencia, but the vision to see where it may be falling short and the fortitude to face that challenge.

Someone who understands Valencia's values and what makes it so unique among higher ed.

Someone who truly cares about the population of students that are being served. It is usually rather apparent when someone is faking it, so a genuine compassion and understanding of the types of students that come to the college is important.

Academic background Open-mind Critical Thinking Skills Experience at a large multi-campus community college

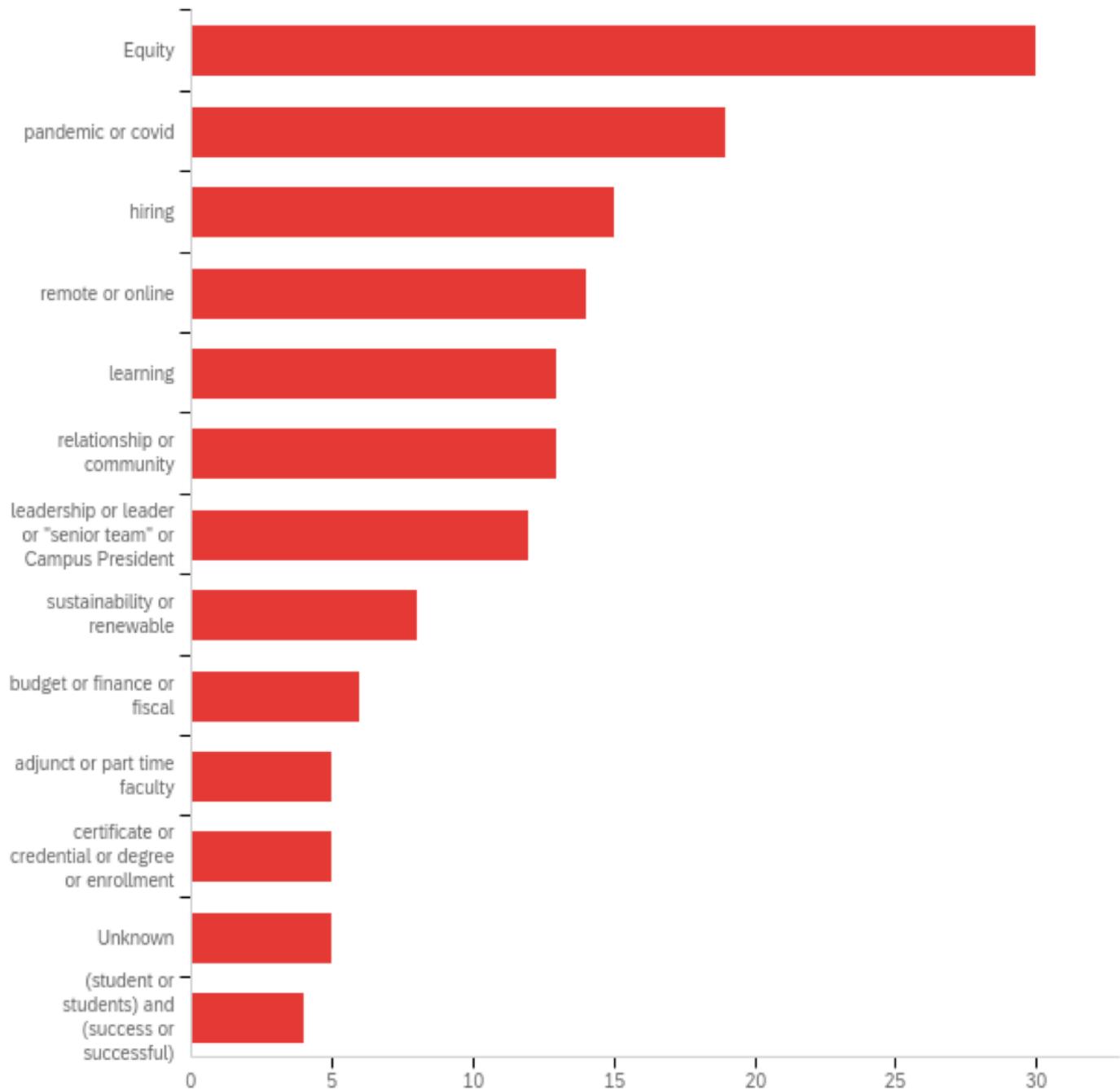
Strong communication skills, a good listener, personable, willing to take time to understand the communities surrounding our college and the needs within them. Someone who will also take equal time to understand each area within the college and the unique needs they have as well. Must be able to see the big picture and each working part that contributes to it.

Re: COVID-19 - We are in a pandemic with a highly virulent, and often silent, a-symptomatic pathogen. 1. Letting common-sense be a guide when making decisions about re-opening face-to-face classes. 2. Not giving in to political pressure from the Valencia Board, Local, State or Federal Government. 3. Making decisions that will help to save lives. Re: The teacher's Union - The SEIU has been invading our email with sob stories about struggling teachers who are homeless. They seem to be exploiting the adjunct workforce because of course, Union dues must be paid. 1. Showing fairness to all teachers by giving them financial compensation equal to their efforts. [This would minimize the teacher's need for Union involvement]. 2. Showing empathy by sending up-lifting moral-support messages to teachers, especially the "old-schooler's" who are struggling with the new normal. Overall, not trying to fit into Dr. Shugart's shoes. They are too big for any newcomer to fill. Creating a new shoe, with soft steps that still make an impression on this great institution.. This is not impossible... I hope Dr. Plinske applies for this position, because she has demonstrated the strength and dedication that it takes to keep Valencia's status as the best Undergraduate College in Florida.

A person of integrity whose actions speak louder than words in promoting educational opportunities for all and unity among employees rather than division.

Being transparent with employees on budget and being able to create more open communication between departments, especially when it comes to including part time faculty and staff. Someone who the students feel care about them and make their presence known on campus. Determined to overcome the challenges the school faces from the political and social issues that surround us.

What are the immediate initiatives that the next President should address?



#	Answer	%	Count
1	Equity	20.13%	30
2	pandemic or covid	12.75%	19
3	hiring	10.07%	15
4	remote or online	9.40%	14
5	learning	8.72%	13
6	relationship or community	8.72%	13
7	leadership or leader or "senior team" or Campus President	8.05%	12
8	sustainability or renewable	5.37%	8
9	budget or finance or fiscal	4.03%	6
10	adjunct or part time faculty	3.36%	5
11	certificate or credential or degree or enrollment	3.36%	5
12	Unknown	3.36%	5
13	(student or students) and (success or successful)	2.68%	4
	Total	100%	149

Faculty and Staff Responses:

For adult learners, maybe use current programs already in place to design non-degree credentials such as certificates for credentials that are of immediate professional value. Certified students would also be able to be invited back to complete a higher degree related to that program. Continue faculty/staff training, hire more culturally aware faculty.

How to keep us all safe now and after our return to campus. This pandemic is for the foreseeable future and we cannot afford to become complacent. Keeping the quality of the degree programs, despite being virtual. Removing the hiring freeze and keeping salaries high.

How to bring our campuses back to a new normal - online learning vs. on-campus. Student connection and success.

How can we make remote work possible indefinitely, and not assume everyone will need to go back to work in the traditional brick-and-mortar sense. That way of working is no longer feasible and has quickly become an antiquated way of thinking about how we work and interact with our communities. We need to commit to sustainability in ways we have not before. Why have we seem to have countered the commitment we made? Why have we not renewed our commitment based on the science and on facts learned since? Find a good leadership team that they themselves have committed to creating fair, equitable practices which also incorporates sustainability. Sustainability HAS TO BE OUR PRIORITY! We live in a world that is faltering because of our lack of attention to the environment, as global climate change allows viruses and other diseases to proliferate much more quickly. This will happen again unless we take the measures to prevent global climate change...and it starts here, right now, today.

Continuity of learning for students Stability and a thriving workforce at Valencia whether in remote or face-to-face

Improving the student experience through the enrollment pipeline. Poor customer experiences are becoming the norm and hampering our enrollment efforts. Determining how the college will address racism and racial inequality. Moving the needle on degree completion. A 40% graduation rate in five years just doesn't cut it.

Safety of students, faculty, and staff in returning to face-to-face work. Ensuring our college is helping to meet the needs of the community during COVID-19 and its associated changes. Addressing racial equity in our college, and responding meaningfully to the call that Black Lives Matter!

Continued focus on equity

Finding a way for students and employees to remain successful in a digital/virtual learning environment and if Valencia continues to remain mostly online, putting more efforts in making milestones more meaningful in a virtual setting -- career anniversaries, retirements, pinning ceremonies, and graduation. Enhancing the Valencia experience with active student and employee involvement.

Unsure, they are all important

- Racial equity

College-wide equity and the curriculum surrounding it.

Equity and opportunity.

College-wide plan to action for equity College-wide administration position vacancies Co-creation of a "new normal" work environment and learning environment

Hiring the Campus President's and getting the administrative teams in place on all campuses. Identifying what Valencia is to become with the new leadership (don't fix what isn't broken but rather what opportunities have we yet to harvest?)

re-structure the administration and eliminate redundancies since the campus president positions are all open

Racial Equity, COVID-19 Safety

Hire 3 presidents- the campuses feel the lack of leadership having multiple interim presidents Grow and find funding for current campus expansions (LN and PNC)

Become one of these: https://environmentamerica.org/sites/environment/files/reports/AME_081920_Campus-Renewables/AME_Campus-Renewables-Report_Sum20-web_V2.pdf

Recognize the importance of addressing climate change Allocate sufficient funding including developing and forming partnerships within the community to achieve carbon neutrality by 2050 Prioritize working with regional leaders to address public transportation for our students and our community

-Pandemic recovery -Pandemic-initiated economic collapse

Initiatives associated with maintaining instructional continuity and access due to difficulties caused by the COVID-19 pandemic will be immediate concerns. We also expect for complex budget decisions to be made given federal, state and local uncertainty. Developing equity initiatives are also critical. It will be important that the next President commit to clear actions and measurable outcomes for future equity work at the college.

-Pandemic recovery -Pandemic-initiated economic collapse

Strengthening our Direct Connect relationship. Strengthen the relationship with the people living in the downtown Parramore district.

definitely how we run business, hours, flexibility, opportunity to allow employees to choose a convenient schedule, I understand everything had its limits, but a content employee means exceptional customer service, and I can speak for myself when I work in a setting that I feel I am cared for as a human not just an employee it transcends into my capabilities and my dedication, my motivated most importantly :)

Re-uniting the senior team Determining the campus president leadership or new structure

Sustainability and transportation issues

Thorough assessment of the employment process to ensure qualified individuals are employed who are able to optimally serve the student, faculty/staff population despite differing cultures/ethnicity. Implementing strategies to improve the graduation success rate for students of color (especially African-Americans).

Equity issues

I imagine that many of our services will remain online after the pandemic is over, and the next President should support these new endeavors wholeheartedly

Part time employees, creating more faculty positions where warranted, CTE education.

I suppose keeping us financially afloat

SEIU issues for PT Faculty input and support Coming out of COVID 19 Expansion of LN

Reopen (when safe and appropriate) and establish what the new normal looks like. get Horizon West Campus built. The county and the area needs it, and it will help to drive infrastructure investment and anchor the community in a way it needs.

Changing the culture of the college toward accountability.

COVID and remaining online.

how to keep employees employed during a global pandemic

The new president will need to maintain the momentum regarding equity and inclusion (access, achievement of outcomes) as we continue to strive for excellence. However, while the VPs focus on the operationalization of this work and follow-through with specific initiatives, the president needs to understand this work, learn the strengths of that VP / Senior Team, provide guidance as needed, but more than that represent the college in partnership with other leaders across Central Florida specific to equity and inclusion. The president also needs to know the state and national context and be visible in that. The Aspen Institute has developed a set of interview questions, protocols, and rubrics focused on hiring community college presidents who can follow through on that commitment: <https://www.aspeninstitute.org/publications/hiring-exceptional-community-college-presidents-tools-hiring-leaders-who-advance/>

Staff turnover/morale. This has been deeply impacted by the constant change in leadership and top-down approach since March.

Classrooms, housing for students, growth, simulation center.

Better pay and benefits for adjuncts. Daycare on campuses or team with nearby daycares - for students and employees. Health clinics on campuses - most students have no insurance - maybe team with UCF med school. Vision program for students to get very discounted glasses - too many students need glasses and can't even see the board but glasses are ridiculously expensive.

Supporting the advancement of Valencia's sustainability goals, including funding for the big initiatives that will be needed in order to become carbon neutral. Also, the next President should address racial inequity within Valencia and our community. The President should additionally work with regional leaders to make improvements in area mass transit options, thereby improving accessibility for the students we serve.

The next President should address : • Managing the impact of COVID-19 issues • Increasing student enrollment • Strengthening technology to support online learning

Sustainability Online education Assessment as a tool for learning Equity, equity, equity

Prioritizes Reducing Valencia's Contributions to Climate Change: Climate change will have a significant effect on our students' lives in the future, but we have time now to act and determine the severity. A President who understands and recognizes the importance of addressing climate change for our students and ensuring Valencia does its part to reduce its own emissions will be critical.

Ensure that our Criminal Justice programs are producing law enforcement personnel that have a deep understanding of the history and root causes of racial injustice in America, and are trained to counteract those injustices as part of their everyday lives on the job. Broadcast to our local communities and the world beyond the excellent work our Criminal Justice Institute is doing to address racial injustice. Lead the nation with our programs, services and ideals.

Moving forward with the impact plan and hiring the campus presidents.

I think the next president needs to be prepared to continue to learn and adapt to the changing issues brought on by the pandemic. I'd like to think it will be over when they start, but that doesn't seem likely and our region may still have economic challenges brought on by the pandemic for years to come. I think maintaining a focus on equity and continuing to create the sense of belonging for students, faculty, and staff will be essential. The next President will want to ensure that our part time faculty are supported well as they may be most affected should enrollment drop. The next President should continue to support the huge outreach opportunities taken on by student affairs to recruit and drive students toward completing their degrees.

The next President should address : • Managing the impact of COVID-19 issues • Increasing student enrollment • Strengthening technology to support online learning

Sustainability Online education Assessment as a tool for learning Equity, equity, equity

Learn, learn, learn about the college, its people, and the community

Filling vacant positions to help the departments to effectively deal with the workload especially during peak times

I want to see a true commitment to equity--not just saying we have those values, but enacting them. Doing so will ruffle feathers, will make people feel uncomfortable or defensive, but we need to do this difficult work anyway. I want a president who will utilize the passionate and brave employees who are capable of organizing that work. I'm hoping for a president who is not afraid to take those steps and make real changes for the better.

Role of Valencia in the community/ economic support Active role in state politics and present in state budget conversations Healing the issues related to equity and inclusion Keeping what is most important, most important- the learning of our students and the support of our faculty and staff

How to move forward from the Coronavirus pandemic

Replace tenure faculty and continue to promote hiring of full time people instead of adjuncts.

covid Online mode of instruction training, building, offering All new campus presidents The fear we have because we don't have any campus presidents.

Not necessarily an initiative but more of a comment: I appreciate that tuition has not increased for students but understand if it might need to in the future to ensure proper education for all our students. I appreciate that we have received raises for the past couple of years, I think it really boosts morale and provides more opportunities for Valencia employees in this economy.

Financial and budgetary constraints that could prevent implementing the Strategic Impact Plan and other initiatives in a manner that will allow long-term success.

existing need to fill multitude of interim roles, commitment to equity practices, connection of continuing education to other areas of the college

A focus on equity--that should be priority one.

Technology

The college is lagging behind in sustainability. There is already (rightfully) strong advocacy on pressing issues like equity and online education. The same support is needed for sustainability.

Equity-minded practices in student access & outcomes, in curricular choices and offerings, in employment & systems related to being an employee at the college.

Equity and access; recruitment and retention issues; COVID 19 impacts

Allaying any fears of leadership change that would affect student experience. Fiscal continuity. Continued support of full and part-time faculty. Filling vacant leadership positions.

Safe and healthy environment for all students, faculty and staff

1. Grade inflation. Everyone makes an A! If you don't make an A clearly something is wrong with the class or the teacher. 2. Valencia's reputation in the community. 3. Valencia's reputation at UCF. 85% of our graduates transfer to UCF so we should care what they think. All of the above items can be looked at with the "happy face" method or a more serious, objective approach to considering data. Maintaining quality, like freedom, is not free. It must be defended and fought for constantly.

The COVID-19 Pandemic and Campus Security.

Establishing anti-racist policy and racial equity across all of Valencia.

Listening to lower level staff when making decisions that impact their work.

Equity, improved online teaching (actually, all teaching), better accountability and evaluation standards of all employees, and financial health of college beyond state funding.

We need to review our system for racist policies that are causing disparate outcomes in our students and staff.

-Sustainable Growth -Equity

Equity and diversity Faculty dev

Ensuring our educational standards are not compromised by our expansion of online education. Looking for opportunities to increase the average credit-hour per semester rate of our students. (e.g. full tuition at 12 credit hours, indicating a student could take additional hours at no extra cost.) Working with UCF administration to find ways to have programs require the "appropriate" mathematics courses, meaning students not going into calculus would not need college algebra.

Getting through the Pandemic, CARES Funds, making sure employees are paid during the work from home, enforcing social distancing and safety measures for people on campus.

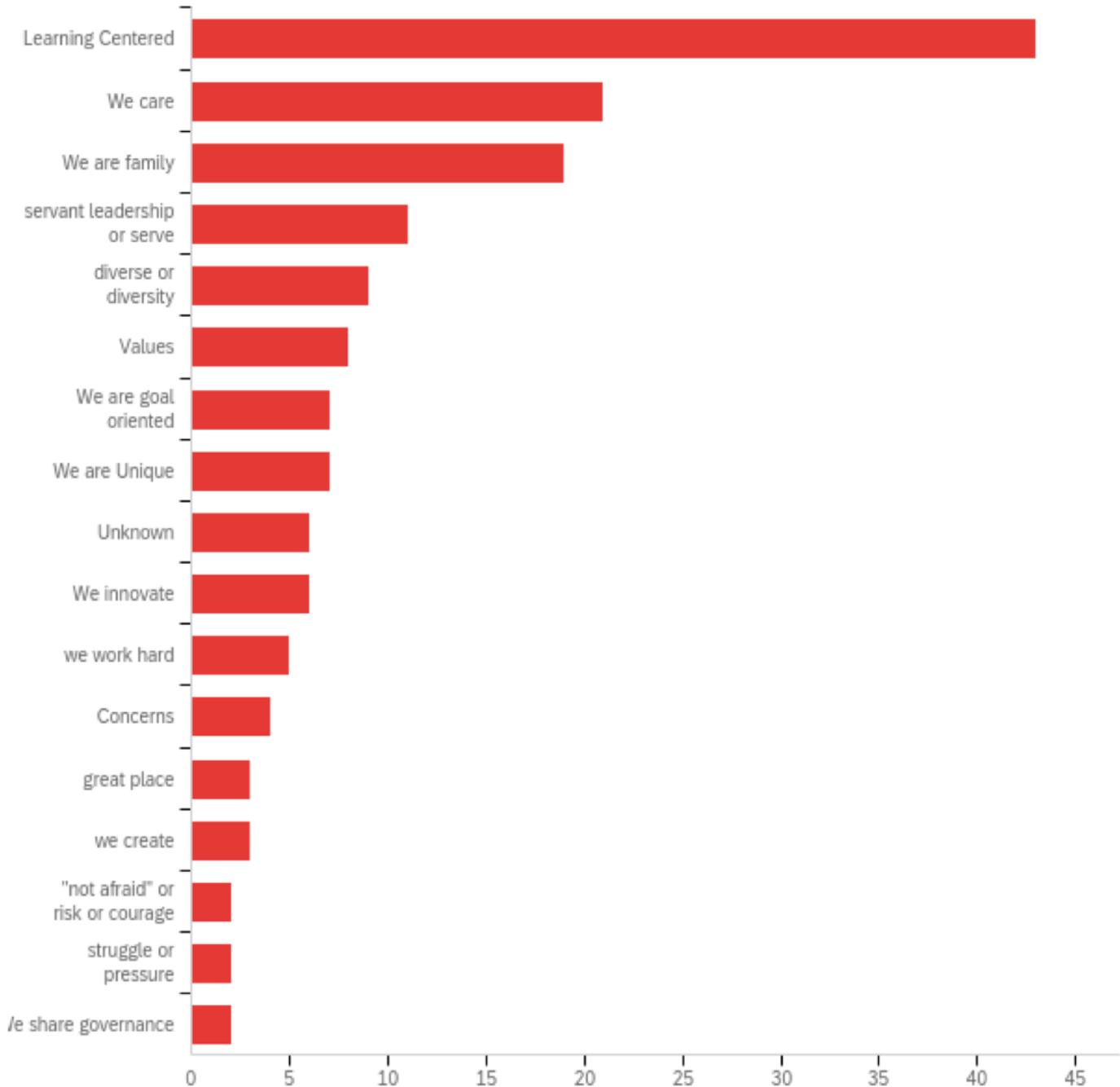
Racial equity, hiring practices, concerns of part-time faculty.

How the college will move forward after / through COVID-19. Continue the conversation on how Valencia will be a place of equity and inclusion.

-Online education focus-more resources to professors to film high quality videos, etc. -Increased Focus on academic retention and learning support services, not just removing course standards/barrier to success, but truly helping students rise to the occasion. -Decreased focus on forcing "equity of outcomes" at any cost and increased focus on promoting excellence in hiring, teaching, and learning, for all of our faculty, staff and students.

Open access learning materials for students who cannot afford textbooks and resources.

What would you like the next President to know about your Valencia College Community?



#	Answer	%	Count
1	Learning Centered	27.22%	43
2	We care	13.29%	21
3	We are family	12.03%	19
4	servant leadership or serve	6.96%	11
5	diverse or diversity	5.70%	9
6	Values	5.06%	8
7	We are goal oriented	4.43%	7
8	We are Unique	4.43%	7
9	Unknown	3.80%	6
10	We innovate	3.80%	6
11	we work hard	3.16%	5
12	Concerns	2.53%	4
13	great place	1.90%	3
14	we create	1.90%	3
15	“not afraid” or risk or courage	1.27%	2
16	struggle or pressure	1.27%	2
17	We share governance	1.27%	2
	Total	100%	158

Faculty and Staff Responses:

Valencia is about community, and family and you will see that at every campus you visit. 20 years ago Valencia was no where near as popular as it is today within the community. We would hear potential students call it the 13th grade that nobody wanted to have to join. Now, we hear them ask not only what they need to do, also what their siblings, and cousins need to be part of the place everybody talks about when they think of achieving their goals, improving their lives, learning in community, and hoping for a better future. That and much more is found at Valencia College.

That we are unique, Valencia is unlike most colleges, in how management has truly practiced servant leadership. That leadership has produced one of the most extraordinary colleges in the world.

Sustainability is the single, most important step to creating equitable, fair, and safe communities for our learning community. We cannot look at it as separate from the work we do; it has to be at the CORE of everything we do. I teach EVR1001 and I still do not know why we separate ourselves from the environment, as if it is a separate entity. It is not just another department (and in our case just one person with limited resources). Our schools are part of our environment. Our homes are part of our environment. My Valencia College Community is still not committed to protecting our communities as it should be. Let's make this change, together, and many of the problems we are facing will start to resolve. It's all interconnected, but it starts at making a sustainable college.

We're unique. We do things differently. We're not afraid to fail. We focus on the student experience, not the numbers/budget. Everyone at the college plays an important role in make Valencia a great place for students.

We strive for greatness and never settle; we're not afraid to try something and change it if it doesn't work. We are highly collaborative (which can sometimes be a double-edged sword) in terms of the pace to make a decision. We are proud of our college and we care about each other.

You have some big shoes to fill. To quote Josh Wyner of the Aspen Institute: ""The college is what students experience." That sentiment -- one of the Big Ideas @valenciacollege -- defines 2 decades of continuous improvement under Dr. Shugart's leadership, benefitting 100s of thousands of students & strengthening the Orlando region."

We truly love our students and believe in their ability to overcome barriers to succeed. We want to help remove those barriers for them, and help them to be the force of change in Central Florida that truly benefits our whole community. We love being part of Valencia College, we feel valued, appreciated, and when we work together, we truly collaborate. We are not micromanaged, and there is no need for "buy in" from faculty, as we are a huge part of decisions-- and the decisions are really in the best interest of the students and those who serve them.

It is a work place and community for which I am grateful to do important work in building a stronger Florida K-12 teacher workforce. The values, culture, and dedication to serving all stakeholders as people is what makes Valencia so special.

Valencia has a deep passion and dedication to peace and justice initiatives, partnering with the community, and increasing access to an affordable high-quality education, financial aid, scholarships, and maintaining an affordable tuition.

Valencia is a great place for students. The faculty work hard to give students the best opportunities possible. However, I do think that it has become a bit of a nightmare for faculty in terms of a push for "accountability". We are getting to the point where we are not much better than k-12 in that matter. Our academic advisors and counselors are great as are our librarians. They work with faculty to help with students on many levels. It is all about the students. Students could not find a better place to start.

We care about the people, not just the numbers.

We are a salad of diversity, so our working and learning spaces need to reflect the students who attend it. We need all of our employees involved to understand the needs of the community and eager to fill them. We are never done reaching our goals until 100% of our students - from every background - graduate. Although this task seems impossible, it just means the work continues to create opportunities for growth.

Valencia College is the best place I have worked in my career. It's like a large extended family and most people truly seem to like working here. Valencia takes care of it's employees and students.

The culture of Valencia College is like none other that I have experienced in 28 years of education. It is hard to describe accurately in words ... sense of trust, collaboration, student-centeredness, sense of belonging, welcoming environment, ...

All voices have value.

We work hard and we have a lot of fun together. The people that you will get to know at this place will inevitably become your family for life. We have a deep, internal responsibility to take of our students, each other, and this place.

Student learning come first - that is the mission of the college. Collaboration and shared governance is in our DNA and must remain in our DNA. That the big meetings (when not prescribed as a few have been) is a place where big ideas can generate innovative practices. That stewardship of the college includes the internal and external community where we work toward being of service to our environment as much as our citizens.

great potential and deep resources

We are a family. To be accepted by the family, there needs to be a level of respect and humility demonstrated in word and deed. We also serve a wide array of students and community members. The College is part of the Central Florida community and we take pride in the outreach and impact we make on the campuses and in our region overall.

Staff did not always feel appreciated or heard during the changes following COVID-19. Again, being so far removed from the day to day functions of the college, I would want the president to know that we all love this college and would do anything to help students, but we are still people with families, second/third jobs, etc. Just be realistic in the expectations because I feel like a new person may come in and reach too far without realistic expectations.

I would like the next President to know that we want to be a partner with her/him in helping ensure that we meet our commitments to our community. There is a strong culture at Valencia and Central Florida dedicated to supporting all students and united in the belief that all students can learn if we provide the right conditions for learning.

I found the pressure to be Tenured was unnecessary and should be a choice made by the faculty. Not everyone should be pressured to begin the process at the beginning of their teaching career. I would encourage the TLA process be encouraged and rewarded as it is without the pressure of tenure.

Valencia is at its best when its work is student-centered, ego-less, authentic, and focused on the greater good. Valencia is at its worst when its work is ego-centered, rife with braggadocio, and unrealistic (budget, timeline, etc.).

We collaborate. We CARE about our students. We care about our colleagues, our well-being, our work/life balance. We care about diversity and would like our teams to reflect our student body. We prioritize learning and professional development in order to better care for our students and help them complete their academic, personal, and professional goals.

This is a place we are intensely proud of, and that serving students is our major purpose.

we are known to be holistic in our approach, individualized with our students not just another body in a classroom or advising office, employees are given opportunities to expand their knowledge professionally, but through personal enrichment - I want this person to value or standards and emphasize them not diminish them :)

We love what we do.

My Valencia College Community is a Caring Space for learning ,opportunity, and growth if we ALL work together.

Valencia has operated within a shared governance model, yet there is less engagement from faculty, because they do not believe that we operate collaboratively, or because they have lost motivation and engagement since we have grown so much. When we went to a decentralized college, we lost the cohesion of one college.

we are invested in our students, we care about giving our students the best experience possible, we want leadership that trusts its employees

We have a lot of opinions, but I believe we all have the same goal. This person needs to be able to keep us all moving in the same direction.

Sometimes we struggle internally

Everyone has input and this is a special place. One might think the overall system should not work at all within Valencia as you look from the outside - it works and is quiet unique. If you come in and want to make drastic changes to make it your way, I do not see it being accepted.

I live in Horizon's West, and I work on the East Campus. East Campus needs investment in technology and digital infrastructure (badly). Horizon's West needs a campus badly.

We need to fix many issues. We have many people who do not do their job well and need to be held accountable and helped or removed. There is great potential at Valencia College, we just need someone willing to follow through.

I have been teaching as an Adjunct Professor at Valencia since January, 2001. I started out at East until I had foot surgery that kept me off my foot for 6 months, then I taught at Osceola and currently at West. I also helped to run the Testing Center at Valencia Enterprise for years, and also was the Instructor of record for the Professional Skills Development Center at the Winter Park Campus. I have applied for full time for most of those years with no luck. I was in hopes that with the retirement of both Betty Wanielista (East) and Marie Howard (West) that I could become full time in my department. I absolutely love teaching and helping my students achieve their educational goals for the job of their choice.

Valencia College is an all-inclusive university which provides a safe and educational experience to all students. We should all continue to work together in order to ensure student success, and the success of our peers.

We are all doing the best we can and many of us will see the college through all of the expected changes to the end of our careers. So we are family in the most real sense of the word. You can join that family and work alongside us or if your plans are not focused on the college for the long term please be candid with your leadership team and help us to set up systems that will see us through several large institutional changes over time. We have people working at the college who have never known any other organization. Some have had multiple managers due to the turnover from 2011-2019. There are some who have a high school diploma, a few years in college, or an associate's degree only; they are working in one of the largest community colleges in the country without extensive personal experience as students with higher education, but they are expected to pursue goals related to access and equity for current students. In some cases this works perfectly and much is achieved. It will take time and patience to move forward, some goals and timelines will have to be scaled back or left behind. We need to stay united in our focus on the dignity and rights of students, their families, and our local community --- and the new president should help us to do that.

There's a long rich history of fellowship consisting of so many talented individuals with a genuine interest in serving students. However, we've been experiencing an unprecedented amount of change over the past few years leading to a feeling of instability across much of the college. People have left the institution as a result, but more importantly others have quit but remained. Staff are feeling undervalued, overworked, poorly compensated and a top down leadership approach causing anxiety, stress and frustration among many. People matter and the work doesn't get done without them. I've heard from several employees over the past few years this isn't the Valencia I once knew. All organizations experience change, often necessarily but it's how that change is managed that matters. I'm confident we can return to that strong shared sense of responsibility and become bigger and better than ever.

That we have an aging fleet of faculty; that most decisions in middle management are based on the person in the position as opposed to written rules that are easily accessed and referenced for consistency; that we care and want great, positive outcomes.

We care about each other and our students. Our students are first - we are a student-centered college. We are who and what we are because of Sandy Shugart. Continue with his vision for Valencia.

We lead the nation. We boldly innovate. We research/think/investigate before we act, but we do not shy away from trying new things. We gather and utilize data to inform our decision-making. We place student learning at the heart of everything we do, second only to the health and safety of those in our Valencia family. We do not merely target metrics (enrollment, for example); we aspire to serve and know that the rest (graduation rates, for example) will fall in place on their own if our aspirations are thoughtful and aligned with our mission/vision.

Whoever takes over the role of President is very fortunate to have tremendous faculty and staff working for them. Valencia is a place you can take pride in.

I would like them to know that there are some amazing and brilliant individuals here who are eager to work and support the mission and vision of the college. As strong and great as Valencia is, there is still room to improve and we are not immune of the challenges of the world. I want the next President to be able to see each member of Valencia as an individual, as a human with unique challenges, and find ways to ensure that Valencia College can remain a place for everyone to build a career or achieve their academic goals.

The DTC is committed to community and engagement and outreach within and around the Downtown Campus, but especially Paramore.

Our college is excellent and of course can always be better. No need to shake things up on day 1! Just watch us a bit and get to know us before you do anything drastic.

That we are family looking to a leader who inspires and grows us...who wants to walk with us on our mission to grow and nurture our community.

We are a diverse and constantly changing community and need leadership to continue our adaptability to meet and embrace the constant challenges that we face

Valencia is a business, yes, but only because it has to be. The real purpose of this college is to serve our community and our students. Our next president should understand that in order for Valencia to maintain excellence, we must maintain our people-oriented values.

We have spent decades working on building learning community where engagement is as important as rigor...but rigor is also important.

Valencia is a beacon of hope for our underserved community and a front door for higher education for students of all types. Valencia is only as good as the people who work here and we are better when we come together as one to serve our students.

That we are a diverse, welcoming and loving community and that we will accept anyone who has the same vision as we do.

we are really freaked out that we don't have any permanent campus presidents and our college president chose this time to leave. We are worried that the hiring decisions made this year will affect our college culture for decades to come.

You have some amazing shoes to fill. There are lot of Alumni that work at Valencia, and it is for a reason. We are a community. Micro-managing does not work, actually talk to the people who work here - we are a family. I appreciate how VALENCIA has handled this pandemic transition, I have never been more proud to work here! Proud to have my career with Valencia for almost 10 years!

The accolades that Valencia has received over the years is due to the work of many, many individuals. While faculty are important and obviously critical to any type of student success, there are many who work behind the scenes - custodians, couriers, advisors, security officers, programmers, administrative assistants, etc. - who keep all the wheels in motion and should be recognized for their valuable and necessary contributions.

We hope that we're always asking ourselves whether a course of action is best for the students.

This is a highly relational organization where existing relationships will often times drive decisions. We have a dedicated group of employees who are truly putting students and the student experience first in all aspects of the work.

We are a family not just a community. We look out for our students and one another. It is the feeling someone cares about and understands life is difficult and we are all working at Valencia to make the lives of our students better.

Many of us are totally dedicated to our students and the college, and we walk our talk. We want the same from our president.

My Valencia College community truly believes in our students. We work hard to help support as many as students as possible regardless of their backgrounds or histories. We are proactive in helping them overcome hurdles and believe it is our role to do so. We also believe in listening to each other and supporting each other as colleagues — regardless of rank, age, race or gender. We are all in this together. We believe in doing the right thing, even when it's difficult.

I will celebrate one year at Valencia later this fall (nearly seven years in higher ed. overall) and so the majority of my first year has been working remotely. When we shifted to remote work, I feel like our team, did not miss a beat--and has worked so hard from spring break on to create an amazingly supportive virtual environment for students and staff. When I look back at March and see how far we have come since then--it just speaks to the unique nature of this place, to the heart of Valencia College and to the hope that we continue to put out into the world through the work that we do: that our students matter, that hard work matters, that being a force for good matters--that showing up and caring matters. We are not only showing that in the work that we do, from Deans on down the line, but modeling those qualities and characteristics to our students and helping them see the role they play in shaping their own future and path forward-- that if they work hard, they do their best, they ask for help when they need it and they keep trying, that anything is possible. That is what I have learned while working at Valencia, that anything is possible here--and I hope that sentiment continues as we all move forward into the next chapter together. Thanks so much for asking for our feedback and thoughts--I am looking forward to supporting this process however I can. Warmly, Karen Heine

That it is a place with enormous power of the group, and focused on authentic engagement with students. It has earned its' status in the nation through recognizing that every person matters, and being willing to ask ourselves hard questions first. We care about the integrity of instruction and the power of knowledge.

We are a true FAMILY.

Employees truly enjoy working at Valencia, but there is a lot of room for growth in showing appreciation for part-time staff.

We are a committed and caring community who strive to give our best to each other and our students. We believe that change is necessary for growth to occur and that change must occur through conversation and collaboration. We have a chance to write/establish new policy (or revise existing policy) in the names of anti-racism and racial equity, and any incoming President faces great opportunity.

That front-facing staff's opinions matter just as much as the high level administrators and they often have the most relevant information for decision making. However, they are not given the chance to or are not able to speak freely when asked for feedback for fear of retaliation, losing their job/getting pushed out, or not caring about students.

We can do even better.

Everyone has a different set of values and if those values are aligned and leveraged, then the work is phenomenal. We must get better at using all voices and allowing people to tap into their strongest gifts. I think that is what departments do exceptionally well at Valencia, but it falls apart a little further up the organization chart.

We have a saying that Valencia is what the student experiences. This should be held dear to his/her heart and all decisions and college practices should align with this truth about our learning community. Valencia is loved and respected by most in our community and a great place to work.

we are truly for the students, not administration, the government, etc.

Some jobs at the college come with measurable work- essays reviewed, students spoken with, applications checked. Other, often admin jobs, are more about communication and project management. There is a growing gap between these positions and it will take constant work to find amenable solutions as student needs for support and connection continue to grow.

The faculty/staff of Valencia are incredible to work with. I have only been here for three years, but it is, by far, the most uplifting environment in which I have ever worked. That said, the college is very proud of its innovative spirit, but I have found it very resistant to significant change.

People at Valencia care. Students are not just numbers, but people who we wish to see succeed in both their academic life and personal life. Whoever takes the role of president should understand that we are focused on the human being, not the dollar sign that comes to our class.

The voices of the college matter: students, staff, faculty

I have experienced Valencia as a student and as a staff member. I decided to remain at Valencia after graduating because I had a deep appreciation for the character of the community. I felt heard, supported, the environment was fun and friendly. I wanted to give back to future students the same experience that I had. In the Osceola Region we are friendly, we communicate with each other, we like to have fun, and we work hard. We put our students first but we look out for each other too as we know a good work-life balance will help us to feel fresh and ready to serve our students. I hope the next president continues to support each campus having their own unique needs and the ability to make decisions for those needs while also maintaining our image and work as one college with a unified mission and vision.

That there are many perspectives on campus, besides the loudest among us who tend to divide us up by superficial characteristics. He or she needs to be ready to lead by example, and committed to finding unity and leading the college into the next century of higher education with the unique challenges we face in the community college world.

Valencia is a diverse group of people that come together to face the challenges and adversities in our immediate community and around the world. We need to stand together in solidarity with our students to make sure they have the best educational experience as possible and get them ready for the issues they will face in their future, whether it is professional or personal.