Staff Listening Sessions

Six listening sessions: March 6, 8, 13, 14 and two Physical Plant-specific listening sessions on March 13 and 14

Number of participants: approximately 200 (170 in person and 32 online)

Facilitators: Rénard Harris (Office of Institutional Diversity), Ed Pope (Office of Human Resources) and Rudy Alisuskas (Division of Institutional Advancement)

What attributes, characteristics, credentials and qualifications should the Presidential Search Committee look for in our next president?

Key themes:
- higher education background
- accessible
- decisive
- fundraiser
- team builder
- strategic thinker/creative problem-solver
- good communicator
- visionary
- enjoys being with students, faculty and staff
- visible on campus

What are the three most important responsibilities of a 21st-century university president?

Key themes:
- fiscal health and finding additional resources (fundraising, S.C. Legislature)
- enrollment and academic profile
- strategic planning (what does the future look like for the College)
- diversity and inclusion
- building stronger relationships with the community

How would you measure the success of a president at the College?

Key themes
- enrollment and academic profile of student body
- employee retention/salaries and professional development
- fiscal health (fundraising)
- engagement/visibility on campus and in the community
- campus morale
- campus safety
• increased diversity on campus (in student body and in faculty/staff)
• improvement of facilities/physical grounds of campus

**How can the next president support you and your colleagues?**

*Key themes*
• visibility on campus/recognition on campus
• being a champion for staff (and faculty and students)
• improve facilities/workspaces
• increased financial support (fundraising, state dollars)
• active listening

**What should the top priorities of the next president be?**

*Key themes*
• fiscal health (fundraising, budgeting)
• establishing a shared vision (and communicating that vision)
• strategic planning
• increase campus morale
• enrollment and retention
• team building
• increasing diversity and promoting inclusion
• facilities
APPENDIX

Please note: any responses containing defamatory, personal or irrelevant statements were not included.

What attributes, characteristics, credentials and qualifications should the Presidential Search Committee look for in our next president?

“Next president should be an experienced administrator of higher education; someone charismatic; part of the college community, wants to interact with the students, faculty, staff; focused on growth (not just numbers); willing to be a part of the community - involved in student events, faculty and staff events, work in relationships in the community; personally connected to events”

“An inclusive decision-making process; more listening, rather than telling and selling; true strategic thinker and planner; someone who is competent; makes strategic goals, sets priorities; urgency for action.”

“Someone with a track record in student affairs, equitable use of time with students; understands the role of student affairs in retention; personal development, able to speak student affairs language. In student affairs, we don’t always provide data, make student affairs more robust with learning paradigms, shows how it is connected to our academic goals.”

“Academic credentials within higher education - should know how things generally work”

“Accessible”

“Flexibility”

“Strategic thinker”

“Good communicator”

“Allows those around them to do their job”

“Forward thinking with an understanding of enrollment management”

“Broad experience with government, business, and higher education”

“Someone who has led a diverse group”

“Empathy”

“Respect”
“Cross-cultural competence … we have a diverse audience at the College – students, parents, alumni, donors, faculty, staff”

“Big appetite for data and analytics; be willing to dive in and take advantage of the data and market research”

“Ability to speed up decision making; yes, colleges generally take time to make decisions, but sometimes quick decisions without consensus and debate are needed”

“Don’t have to go it alone … opportunities for delegation to other members of campus community.”

“Good fundraiser, who also understands cost management”

“Change manager”

“Great personnel here at the College with a lot to offer … he or she should be able to recognize and take advantage of the people resources”

“Ability to work with people – empower faculty and staff; someone who is able to interplay well with all constituency groups”

“Be research and faculty oriented; yes, other constituencies are important, but we can’t forget why we are here … education; harness power of the faculty.”

“Be able to motivate the different constituencies in the ways they receive motivation best”

“True active listener who takes action based off of what he/she hears”

“Think outside the box … creative problem solver.”

“Surround him/herself with good people who are experts in their areas; be comfortable with being counseled from peers; know his/her strengths and weakness and surround people who counter both”

“Someone who is flexible; understands they are serving the population, but not just solely driving the train.”

“Has vision, but also willing to look at the vision of others and recognize what’s actually happening on the ground and then decide whether or not to support that or not; be able to communicate the vision to all campus constituencies”

“Obviously, there will be a lot of contradictory characteristics and attributes … we need to see what each candidate has … keep on open mind … and decide which values and characteristics are most needed at the College.”

“How many years of actual experience does the person have in higher ed; doesn’t’ have to be PhD or provost … just years of experience.”
“Someone who recognizes the uniqueness of the city as well as is proactive in making a change in our campus and city community; doesn’t just mean diversity, but inclusiveness as well; Charleston as a city should be an incredible teacher and leader.”

“Include Charleston in the First Year Experience; make the students understand who lives in this city, who is cooking their food, why they can’t live downtown anymore, help the students understand the people of this city.”

“Academic credentials within higher education”

“Budget and financial management: should be able to have a balance in skills between budget and academic knowledge.”

“Change agent”

“Fundraising skills”

“South Carolina - there is a big push toward trade and tech schools; at a lot of conferences, these university presidents are there; incoming president should voice importance of a four-year degree and importance of liberal arts schools”

“Should have a great affinity for and with the students; students should know who their president is”

“Advocate for the staff and faculty, especially as resources become tighter and tighter and people are expected to do more with less; should be willing to talk to faculty and staff and ask them about proposal/ideas and what they think about it since they are the boots on the ground; anyone should be able to speak to the president and voice their opinions”

“Building, directing and leading a team is important; structure of the team is important and should happen quickly in the early days of the presidency.”

“Shared governance among faculty and staff, especially regarding the future of the institution.”

“Full CV in academia, particularly some administrative positions”

“Need a vision that fully fleshes out who we are as an institution and that is essentially a new Fourth Century Initiative [plan created under President Higdon in 2001-2005] or builds on it; make a call: liberal arts or comprehensive.”

“Someone who has been through accreditation and can put that into perspective”

“Understanding the cycles of an institution; staff work on different timelines than faculty; can do stuff in April, May, June, July vs. during the year.”

“Advocate for us with the state legislature; meal plans for live-in staff. Other universities do it - why can’t we?”
“Experience with physical growth of an institution: we are getting pressure from all around us; we talk about growth of student body, but we need to discuss growth of the footprint as well.”

“Consults with the experts, takes their opinions and uses it for the good of the College”

“Need an inclusive president. Welcoming to all members of society”

“President should be an active listener”

“Leads with energy”

“Active and engaged … communicates with all levels of CofC”

“Empowers and supports faculty and staff”

“Fosters transparency and inclusivity at all levels”

“Personable”

“Presence on campus”

“Believes and utilizes shared governance”

“Makes employees feel valued and appreciated”

“Leader that fosters a sense of community for all employees to support students. Builds community so it brings campus together … not staff vs. faculty.”

“Leader that pops into office and knows your name”

“Cheering on student-athletes with energy”

“Has charisma”

“Has a vision that everyone buys into”

“Pastides [USC president] is a great example of someone visible on campus – says, ‘hey what’s up’ to students when walking on campus.”

“Background in higher ed”

“Thinks outside normal gender box. Specifically, since student body is primarily female.”

“Liked model that CofC followed with Matt Roberts [CofC athletics director]; didn’t necessarily look for someone with ties to the College … just the best candidate.”
“Someone with experience in higher ed at an academic institution. Not necessarily someone with a PhD … just someone with years of experience.”

“Empowering employees to do their job, to be innovative, and to do great things; this should help break down silos”

“Someone that pushes power down to lowest level to empower people”

“Culture on this campus needs to change … create a culture where it fosters change and collaboration.”

“Want a president that's innovative”

“Ability to navigate dollars and fundraise: research dollars, state funds, private dollars”

“Transparent”

“1. Someone responsive to a higher education landscape that is rapidly changing. 2. Someone who knows higher ed from the inside and can guide the college in a way that makes use of the talents of his/her staff to make informed decisions for the good of the institution, rather than to satisfy the whims of other constituents, including the board.”

“A desire to be actively involved in the campus and community, responsive to the College’s stakeholders, honest, a progressive and visionary leader with the College’s best interests at heart, prior meaningful experience in academia.”

“I think Glenn McConnell has been a very pleasant surprise so I think he embodies the qualities we should look for plus academia.”

“proven track record of fostering a positive & open campus culture that encourages students, faculty and staff to be creative and work together for the success of the college. a good communicator, someone willing to commit the time it takes to be a visible and accessible leader of the campus; proven track record of fundraising - the College faces the unique challenge and opportunity of being part of the historic peninsula of Charleston. This means that we have the responsibility to be stewards of the historic buildings on campus while also finding ways to remain current and competitive with comparable universities. With the reality of shrinking traditional enrollments coupled with decreased investment from the state, the College must have a leader that realizes this is a top priority and a large part of their job as the face of campus. A president may not make the final ask/proposal for funding, but he or she can be the key to facilitating these opportunities; a love for the College of Charleston and understanding of its academic purpose. This is something President McConnell has come by easily. He benefited from the culture here as a student. He knows how much those four years can impact the choices that you make after graduation. I’d like to see the next president have the same passion for the things that make the College such a great place to study - small classes, individual attention from faculty and staff, a campus community that is integrated with the greater Charleston community, and most of all a liberal arts education that serves to prepare them for lifelong learning, curiosity and empathy which in turn prepares them to tackle whatever career path they decide to follow upon graduation.”
“Strong leadership; Someone who can give the campus a united focus; Someone who understands that learning and the facility-built environment are interconnected. Numerous studies show that good or bad facilities affect the learning environment and student success. Items such as poor indoor air quality (molds), poor thermal comfort, poor lighting, noise and acoustics, size and configuration of rooms, cleanliness and quality maintenance, aesthetics and lack of technology or lack of access to technology can all have a negative impact to the student experience. We need to keep our buildings dry (roof and window repairs) and HVAC equipment functioning properly. Things like mold, too hot concerns, or leaking steam from campus manholes all negatively impact the student experience, our campus’s reputation and the charm of our unique campus. Improving these conditions requires adequate resources. Someone who understands and embraces the concept of the ‘total cost of ownership’. We must invest twofold: ensure adequate on-going funding for maintenance staff and adequate one-time funds to address capital renewal and modernization of our campus facilities. When we build new buildings, we must also add more staff - HVAC techs, custodians, etc. The first cost of a building is only about 10-15% of the total cost of ownership; which means the other 85% is the cost of operating and maintaining the building. The total cost of ownership means we must have high-value project investments, optimal building and ground operations, asset life extension and investment, sustainable and energy efficient operations, and optimal space utilization and configuration. Therefore, our next president must understand that simply building new facilities does not address the bigger cost of owning a building. Our existing staff can only do so much and spreading them too thin affects our ability to optimize the total cost of ownership. The president also has the additional challenge of maintaining a historic campus. If we chose to maintain this aspect of our campus, anyone in a lead role must understand the implications. The costs per square foot and per occupant for these historic houses are much higher than our peer state institutions, who operate and maintain spaces that are more modern. Therefore, we need to be able to share that message when asking for state-supported dollars for infrastructure and building maintenance. Otherwise, we need to make the difficult decision to get out of that business and build facilities that are more modern and let the city retain the historical nature of our locale.”

“A growth mindset, focus on training the staff on software, social skills, and professionalism, and putting together a retention plan to keep talent.”

“An outsider with no ties to the SC Legislature”

“good fundraiser with a clear, concise message and vision for the college”

“Experienced leader; Honesty and integrity; Inspirational; Delegation and empowerment; Creativity; Embraces innovation to move forward in the 21st century.”

“Progressive attitude, emphasis on personal/professional growth, experience as professor/college faculty, experience in business operation and finances”

“Conservative.”

“Deep understanding of College of Charleston’s strategic goals, vision of building sustainable institutional effectiveness assessment and accreditation processes. A strong personal and professional
academic background and a sense of commitment to undergraduate education, as well as a dedication to and understanding of graduate and professional education and research.”

“Someone who knows the University culture and understands the importance of inclusion, diversity and how negative images and/or symbols have no place in a university that is striving for unity and acceptance of all people, cultures and communities.”

“Educator who know how to lead and delegate and understands the important issues facing colleges.”

“A change agent, someone who can unite the various departments/colleges of the campus behind a mission statement that is concise, that we all understand, and that we can all communicate to others.”

“Diversity”

“Qualified, honest, believes in shared governance, active listener, community builder, apolitical.”

“Intelligence, integrity, openeness”

“Academic credentials; A proven, successful executive-level experience record in higher education; A reputation as a leader with a vision for the future of higher education; a record of actions reflecting concern for the success and well-being of students”

“digitally literate, fundraising ability, and political deftness”

“Someone with academic experience, someone who can raise money, someone with a clear vision for the university, someone who can build consensus”

“I’d like to see someone who comes from academia and understands both the student and employee perspective. A person who has worked at several types of universities/colleges, in particular having both research and liberal arts backgrounds.”

“Someone with a leadership background in higher education who has proven to be a thought leader at moving toward sustainable, relevant models for delivering undergraduate and graduate degrees to a diverse student and faculty body. It is also important to have a candidate who is comfortable making difficult decisions that may not be popular but will ultimately be the best way to serve the institution and or the student body.”

“Leadership, actual higher ed experience”

“Higher education background with urban campus experience. Student experience centered. In touch with current issues in higher education to include diversity awareness, budget issues, admissions and recruitment, disability services, and pay issues.”

“Effective communicator; transparent and accessible; thoughtful and creative; effective leader; well-educated; tolerant and flexible; business experience”

“Energetic, Previous experience with an institution the size of CofC, doctorate degree”
“1) Previous experience in Higher Education 2) Fundraising abilities 3) Accessible to students, staff, and faculty 3) Leadership skills 4) Business Experience 5) Community Perspective 6) Tolerance to the different issues on the campus 7) Value School traditions”

“significant senior level work experience in a university”

“Fiscally responsible”

*Following are from Physical Plant-specific listening sessions:*

“Can attract more students and employees”

“Good leadership, with open door policy”

“Diverse work background, not just in education, wide breadth of employment background.”

“Good business background, successful in running an organization”

“Not many African-Americans here, retention of diverse students and employees is a problem.”

“Someone who has had led a large organization. Someone skilled in organizational development.”

“Someone who has had a lot of experience in the academic world. Often non-academics do not know Physical Plant exits. We run a city.”

“Lot of experience in academic world, particularly on a college campus”

“Struggled to get to where they were and worked hard; has a story, a fighter”

“Someone that looks at the grounds department, understands they worked hard and are lowest paid”

“Someone that will look at gender equity in terms of pay”

“Vision for the future, up-to-date with the times: what’s planned out for physical plant/the College; vision/identity; not just there to collect a pay check; don’t just want to keep going around and around in a circle.”

“Understands technology”

“Good communication: FDR fireside chats; daily/weekly chats with the campus”

“Expand the College throughout the state…various campuses/satellites”

“Implement good training; if you move someone up in a position, give them supervision training.”
“Delegates well, knows how to use his/her people well; trust his people; clear lines of who is in charge … organizationally.”

“True leader - embraces and showcases the College values; willing to take the hard stance, political or otherwise.”

“Look at structural integrity, age of buildings, age of equipment that they are working with; preventative maintenance”

“People person when it comes to customer service”

“Too many temporary employees; look at salaries and lines; less employees to maintain the bigger size of the College and its students.”

“Understands correlation between student success and campus environment/building maintenance; poor environment takes away from student experience and success”

“New employee training needs to stress supervision and responsibilities”

“Experience with creating a facilities plan; facility maintenance and improvements can only happen if funds are there; state monies, liquidating assets, fundraising; you can have the best workers, but if the money isn't there to do the improvements, it doesn't matter.”

“Open-door policy; feeling that he/she is willing to be heard from anyone on campus; appreciating all members of the campus community.”

“If we can get a candidate as close to McConnell would be a plus; open with everyone around campus; willing to talk to anyone on campus no matter where he was going”

“Experience with a major 5-year campus master plan, a vision: targeting future expansion opportunities; building on existing sites; space use survey…utilize that data for future planning; parking (identifying land for that); make sure it's realistic; person should be sensitive to challenges of an urban, landlocked campus”

“University experience”

“Should be approachable and visible on campus; talk with faculty and staff and students”

“Someone who cares about the institution and its constituency groups”

“Someone who will come in and work to offer competitive salaries”

“Someone who is not afraid to be an advocate for the College; say something that might not be popular with everyone”

“Have a reverence for traditions, but isn't afraid of change and innovation”
What are the three most important responsibilities of a 21st-century university president?

“Finding additional resources, rights our admissions; having a track record with equitable experiences, having our students feel like they belong, inclusion is a lived experience, that is this individual’s philosophy so that it effects the institutional philosophy; community partnerships – that they are part of our dialogue, they are a equitable partner with our initiatives.”

“Someone who understands and projects where higher education is going (distance learning, technology), have a feel for that; ability to interface with others and hire people that will interface with others; students come to college get a job and also have enrichment experiences along the way.”

“We have a lot of talented leaders, we need a strong leader who empowers them to really take their ideas and move forward with them; you can empower (through verbal, standing behind a leader, supporting them in advancing different areas on campus); a way a president can be more open, empower all faculty and staff to do more within their areas.”

“Believes in benchmarking; don’t just look at traditional schools, look at online schools as well for who is doing what the best”

“Enrollment: schools are so much more innovative than we are; it’s the marketing, it’s the branding, it’s the wooing; it costs money; need to have students choosing the College as their top 2 or 3 choices, not just Clemson; need to put money into marketing, into CRM, into retaining talent”

“Visibility on campus: students need to know what their president looks like”

“College presidents have a lot of different roles: fundraising; interacting with General Assembly; interacting with students and faculty; want a president to be brains of the institution; want a president to have a vision; manager in chief type role; be the heart of the institution”

“Defend academic freedom”

“Understand how the College fits into the landscape of South Carolina; understand what our mission and vision are; are we the small brother to Clemson and USC…the liberal arts school”

“Developing and implementing a strategic plan”

“Making the College more of a brand globally”

“Take a stand on social/moral issues as they arrive in society; be the face of what the students/faculty/staff want to happen; ethical responsibility”

“Looking 10-20 years down the road; need to think longer term”
“Get the College on a more solid financial foundation; feels like the College is living paycheck to paycheck; don’t need to be constantly cutting things or making tuition go out of control”

“Inclusivity and understanding the changing demographics of the United States”

“Understanding and championing the value of higher education in the 21st century”

“Instructors can come from a variety of places; we need to be open to tapping others that may not have a PhD, but have something to offer in the classroom”

“It’s all about technology – a lot of competing schools out there that exists over the internet, which is cheaper; we are competing with online schools; need to be aware of the challenges and opportunities; take advantage of the power of in-person learning, while potentially still utilizing online presence.”

“Look at the financial model of the College and its viability or lack thereof; diversifying our revenue model – more state funding or more private funding?”

“Fight for education, but also fund it; need a president that can bring in the money”

“We need to look at ways to attract new employees: value employees; look at compensation packages we are offering; quality of life at the College and in Charleston”

“President should be open to evaluation from the people that directly work for him or her; team around him or her should also be open to evaluation from the employees”

“Be a transparent president”

“Have a vision and identify what we are trying to achieve each year; can’t just be across the board – need to pick specifics; look at where we are losing competition and why and allow that to help drive vision for the future; then, be accountable based off of whether or not the vision is being achieved”

“Look at non-traditional options: degrees in 3 years vs. 4 years; allow people outside of residence life staff to work after 5 (maybe open some offices 10 to 7 or 9 to 6)”

“Prepare students for graduation: encouraging the culture that does that and making sure techniques and resources are available to do that.”

“fundraising”

“being aware of all the technology that is on campus and pushing students, faculty, and staff to use it”

“responsibility to community in which we live: expand the relationship with the city, the residents, businesses; ways to make the campus more porous (in New York, people look at Columbia and NYU as the life of the mind of the city) – CoC needs to be that for Charleston; enrich and elevate the life of the City; make sure neighbors are happy and there is a mutual respect”
“Articulate the positives of a liberal arts and sciences education and school: articulate our true identity and culture; talk to faculty and staff to learn about our liberal arts and sciences university culture; learn how we market ourselves”

“Bring in experiential learning as part of the curriculum: use city as part of our education; don’t just focus on internships; must sell real-world experience”

“Needs to come in and do a vision/identity planning session and get everyone on the same page”

“Has to understand the value of research to the job their doing: this is a CEO position at the end of the day; CEO needs to empower someone to do market research so he/she knows what people desire; businesses don’t desire hard skills - they desire soft skills; CEO needs to understand culture, market research and identity; then and only then can they set goals and vision and agenda for university”

“Creating a vision and matching it to the resources of the institution: can help limit the feeling of have and have nots on campus; success of said vision will also help with campus morale”

“The College hasn’t been market responsive in how to shape majors here: if not market responsive, at least be market aware; do we have levers in place to evaluate majors and what is the ROI on said major?; do we have key differentiators that make are programs more desirable?; create dialogue with local businesses and national organizations regarding skills and majors that employers want graduates to have.”

“Better awareness from the president and campus to be aware that education is a commodity; particularly, that a math degree from CofC is not really better than one from any other South Carolina university or one from another university around the country; delicate balance between selling city and academics

“Make sure faculty and staff are appreciated and know the value of their work, but challenge to enrich our program offerings because of impact it will have on enrollment and our public mission.”

“1. Being able to manage a budget responsibly using good accounting standards and principles. 2. Being able to understand that more isn’t always better; that we should focus on what we do well and strengthen those areas even more to make this an academic destination for a few core areas, rather than being mediocre at a smorgasbord of options. 3. Being agile enough to respond to a changing market while holding core values intact.”

“Authentically represent the College, spearhead strategic planning and fundraising, provide informed leadership”

“Transparency, communication, thinking globally while still taking advantage of the unique learning laboratory that is the city of Charleston, creativity. The next president needs to be able to think outside of the status quo that at times hinders the College’s ability to remain competitive.”

“1. Promoting student success (that is a deep and wide responsibility but from the Facilities Management perspective, it includes the concepts described above); 2. Financial stability - a tough challenge in today’s environment (especially from a facilities perspective in that maintaining many of
our historical buildings costs significantly more than maintaining newer modern facilities); 3. Strong organizational leadership”

“Inclusion of all races, preparing students and staff for the future, and the ability to enforce the changes that need to be made.”

“Organization/Administration; Influence; Innovation”

“fund raising, leader”

“Fundraiser in chief is the most important responsibility; Administrative and financial strengths to include strategic planning; Community relationships/partnerships”

“Increased student diversity and retention, increased faculty research and publications, and fundraising/tuition deregulation”

“creating a college which is relevant to the market, creating a sense of worth in CofC degree, streamlining bureaucracy.”

“Commitment to transforming lives and livelihoods through learning, discovery and partnerships.”

“Safety, Diversity, Prosperity”

“Open-minded, personable, smart.”

“Making progressive changes so that our college can adapt to an ever-changing student population and society and making space for diversity and inclusion efforts”

“Leadership, credibility, compassion”

“FUNDRAISING”

“Students, faculty-staff, alumni”

“Enhancing diversity; Fundraising; and budgeting/financial management”

“fundraiser-in-chief, institutional transparency, administrative and financial acumen”

“Fundraising, Visionary, Building consensus between academia and other external constituents”

“Diversity in life. Diversity in experience. Diversity in knowledge.”

“Understanding the business of higher education (balancing tuition, enrollment, expenditures, etc.), someone interested in moving toward new models for delivery (online programs, accelerated degree programs), someone who can navigate student, faculty and institutional needs in today’s challenging political climate.”
“Mission, communication, vision”

“Fair pay and perks for faculty/staff so the environment can keep good employees. Sensitivity to diversity and inclusion so that students are more prepared for an interconnected world and that staff/faculty can better serve the students. Budget.”

“Fundraising, sustainability”

“Able to nurture relationships with staff, faculty and students; Able to integrate the college of the Charleston community; Young and optimistic - not a lifelong insider”

“1) Able to have a vision for the future of the College”

“technology and the academy, creating and responding to a diverse population, ample opportunities for faculty, staff, and students to contribute to the success of the institution”

“Creating a real college vision or experience, tempering social activism which is counterproductive to real-world workforce needs, and solicit real monies for the foundation.”

Following are from Physical Plant-specific listening sessions:

“If we're going to be about sustainability, show it. Don't be hypocritical and waste resources”

“Establish the goals for the College, personality of the institution, and start making decisions; currently, it’s all over the map; what size should we be? What’s the characteristics of the College?; what’s the focus? Then start making decisions accordingly.”

“Safety on campus, especially because we are an open campus; for everyone - employees and students; more campus patrol, more police on corners”

“Balance between the living and learning environment and academics; student experience vs. academic experience”

“Maintain the funding – find ways to make sure money is still coming in; maintain the enrollments as well; maintain the positive brand of the university as well”

“Identify new careers that are coming out and match majors to them; need to make sure our students are able to be gainfully employed”

“Bring some of the students in from high schools and train them in trade; Boeing, Volvo, etc.; create a new pipeline of students to the College”

“Increase salaries: co it the right way, not just by loyalty, but by merit”

“Having a vision: ability to always be thinking a few years ahead … that's for anything: accreditation, data, technology; who are we as the College of Charleston and where are we moving; being able to maintain that and rally the campus around that idea”
**How would you measure the success of a president at the College?**

“Bringing students who come here to do well, that is reflected in the retention and graduation rates; you have a lot of people who need to feel valued and a president creates that culture of feeling valued.”

“Focus on employee engagement; retention of employees after three years - autonomy, mastery and purpose - a president that instills that culture, ability for employees to develop (through additional classes).”

“Fundraising has to be a part of the discussion - have to keep the lights on, keep the facilities at a high level, the older buildings need to be kept up; need to put more money into academics (no offense to athletics)”

“Likability; someone who can connect with all of the different audiences of the College, can recognize and acknowledge all of those areas to do better”

“That is the way things have been done”; “don’t poke the bear”; “just let it be”; a successful president would embrace the concept of innovation and dismantle what is not working for us; how to integrate our academics with entrepreneurship; we don’t want to be left behind; tear down barriers that keep us in the same place that we have been - won’t be attracting faculty, staff and students who are inspired by innovation.”

“Make sure that the measurement is transparent; transparency in what the measure of success for that president.”

“Increasing salaries: addressing salary compression”

“Converting temps to permanent employees”

“Retention: not solely president’s responsibility; retaining students, faculty, and staff”

“Rankings; decide do we want to be best value institution or what; take a school from non-ranked to ranked”

“Campus climate: are students comfortable in class? The residence halls?; certainly diversity related; not easily measured, but can be done”

“Increase in student enrollment”

“Increased reciprocity between Charleston and the College; we market the city a lot; let them bring us in to the fold more and look at us as their talent fountain”

“Know the campus goals and what we are working towards; be able to track them”

“How many big gifts did this person have their hand in closing”
“How involved and engaged are the alumni”

“Infrastructure is important, but we have been putting up new buildings and ignoring peoples’ pay; cost of living is rising … people being forced further and further out; College needs to weigh in with the city and tell them they need to stop the investors from turning apartment complexes into air bnbs.”

“Staff and faculty participate in the evaluation of the president; yearly or every other year - maybe listening sessions like this.”

“Evaluation”

“Campus climate with faculty, staff, and students: morale and retention of students, faculty, and staff”

“Make the vision readily available to campus community and the results of said vision”

“Candidate’s agenda should merge well with the campus culture”

“Great Colleges to Work For survey”

“Faculty and staff view themselves as working together”

“Trust between administration and rest of the campus is high; current divide between the two groups is bridged”

“Grow the endowment; know what we can tap now vs. 50 years from now; currently, very few are giving more to grow the College; should be more people giving more; where is the vote of confidence in the College?”

“Growth of the economy here in Charleston: our relationship and brand here in Charleston; meeting community needs; being able to shift quickly to meet new emerging markets; don’t get boxed in from other outside universities.”

“Marketing of the College: we can be more aggressive when it comes to marketing and the way we tell our story, esp. in the Northeast; no reason why the College shouldn’t be in every hotel, on every bus, or in an alum’s storefront (understanding that this all takes money)”

“Retention of students - important to get them in the door, but we need to keep them; we have awesome support services, but some students are still leaving; sometimes that’s finances, or majors, or emotional reasons; access to information from each other; right technology and people systems need to be in place”

“Decrease faculty/staff turnover; costs more money to train new people; competitive salaries to keep people here”

“Makes more general facts about the College widely available: enrollment targets and numbers; retention numbers”
“Communicates more of the why … why are things happening, why aren’t things happening…the reasons behind decisions”

“Grows and develops the faculty and staff: delegates and builds people below him/her”

“In regards to a vision, can the faculty, staff, and students actually articulate what the vision is?”

“Survey to campus asking, do you feel like you can communicate better with colleagues: hopefully, the answer is yes and silos are being broken down; should be an increase in communication among the campus constituencies”

“Understands that the campus culture likes to complain about things without necessarily standing up and fighting to create the change and how that negative energy seeps through campus and effects students and their experience.”

“Creating a safe, educating environment for our students”

“Engagement: How much we fill a room like this for a discussion that matters”

“Take time to meet with staff from two to three offices at a time when first comes on campus; staff gets to connect with new president and feels listened to; president learns more about campus and culture and begins to be able to make more informed decisions; physical boots on the ground … and then see something come from those visits.”

“Salary increases: particularly merit raises at increments (3, 5, 10 years); it’s built into faculty lives, why not staff?”

“Provide other incentives if salaries adjustments are not possible; extra vacation days for volunteer hours or whatever; get creative.”

“Make it clear how one gets a promotion on this campus and when it happens – and why it happens.”

“Hit the low hanging fruit that will help build moral: flex hours; work remotely; free access to gym; more opportunities to have fellowship with fellow staff as well as faculty; daycare … make it cheaper or free; parking - make it more affordable; expand and market free courses for faculty and staff”

“Bring back president’s professional development fund.”

“Be able to attend the public sessions with the candidates and interview them”

“Seeing that our feedback in the listening sessions was actually taken”

“1. Reputation 2. Enrollment funneled to key programs 3. Successful students and staff who contribute to academia.”
“Intangible but important measures include the overall improved reputation of the College and an inclusive campus environment for the diverse populations of students/faculty/staff. Tangible measures include increased student yield, more selective acceptance criteria, quality of curricular/co-curricular/extra-curricular opportunities, and outcomes for students during and after college.”

“Temporary lines that are really not temporary continue to be transitioned to full lines; building projects & renovations are funded and completed; a clear set of short-term and long-term goals are clearly communicated to students, faculty and staff in a way that fosters a cultural shift from ‘we can’t because we don’t have the budget’ to ‘how do we make this happen by leveraging the budget and resources available’”

“Are we adequately improving the overall campus facility condition index - i.e., are we improving the facility-built environment to support and enhance student success (and research excellence).”

“Whether his vision actually affects my job. If he comes and I don’t even notice that he is here, then he is not effective.”

“Initiatives, Morale, and Admissions/Retention”

“not losing money/job security”

“Is the college financially stable to meet and exceed the growing needs of its college community to include needs of the faculty and staff, students, housing, upkeep of buildings, technology, raises, etc. Again, lots of things come back to the money the College needs to operate. Fundraising is a key component.”

“Fund raising which allows for less dependence on Federal monies and the asinine requirements. Raising the caliber of student enrolled through higher SAT/ACT/Rank, less dependence on the crippling diversity as not everyone needs a college degree.”

“Successful reaffirmation of the institution, data-driven decisions, sustainable accountability processes and procedures, updated policies, enforcement of rules and regulations. Launching of new initiatives to establish faculty clusters that bring together researchers from different disciplines such as sustainable systems (economic, social, environmental), disability, aging and technology; and genomics and bioinformatics.”

“Respect of their peers, Values, Drive to want to be a part of change, Measureable knowledge of being a leader in a University environment and track record from other positions”

“Ranking improvement, fundraising, more applicants.”

“Retention of the student body, increase in donors/gifts, no increase in tuition, increase in faculty/staff salaries to be competitive with other state institutions and reflective of the cost of living in Charleston.”

“Focus on improving educational programs and campus climate”
“Making us financially stable and less tuition driven, investing in diverse faculty, raising salaries on campus to match Charleston’s cost of living, making it financially possible to retain good employees”

“Increased enrollment”

“Experience working in higher education”

“reduced costs, increased fundraising, and student growth”

“Strong endowment growth, strong financial standing for the College, ability to recruit and retain best students and faculty”

“If the diversity of the faculty, staff, and student bodies increased, I would consider it a successful presidency. In particular the top echelon of faculty and staff.”

“First measure would be ‘first do no harm.’ Second measure would be someone who has made practical decisions to improve academic programs and facilities. Lastly, a college president who can endear him or herself to students, faculty, staff and alumni as a unifying force is essential to being a successful president at any college or university.”

“The ability to pull the College out of the ongoing tailspin that it is in.”

“Ideas becoming initiatives and initiatives becoming answers. Flexibility. Listening to staff. Ability to enhance and maintain the town & gown relationship. Community building that would increase morale among staff and increase interest among applicants.”

“number of student applications, budget, job satisfaction of faculty/staff”

“Retention of students and staff”

“1) Experience 2) Understanding 3) Tolerance 4) Compassion”

“Administration, faculty, staff, and student investment and engagement in the success of the university”

“Money: did you raise it, did you find it, did you save it.”

*Following are from Physical Plant-specific listening sessions:*

“Morale; employees happy to come to work”

“Maintaining number of students and employees”

“Success of our graduates: the more people who see that CofC produces top-notch graduates, the better the brand of the institution”

“Enrollment levels”
“Construction of new buildings”

“Met the goals of the university”

“More in tune with the public – more conscientious of what’s going on in the community; increase the relationship with the city and the community; put out more communications in the community that let Charlestonians know what’s going on at CofC”

“How they handle situations that come up unexpectedly; how they respond to crises”

“Ability to make good decisions with limited funding”

“Better use of facilities space, not just when there are busy class times”

“Are we improving the conditions of our facilities”

“Explain employee benefits better, such as insurance”

“Faculty and staff retention”

“Ability to continue moving the College forward”

“Cost of tuition (currently it’s high)”

“Condition of the buildings … are they improving or degrading; are we building new facilities?”

“Enrollment: is it steady? Increasing? Decreasing?; ability to market the College to prospective students”

“Job placements of graduates and internships for students; local businesses seeking out to partner with us”

“Communication: frequency of communication; content of the communications; method of communications … not everyone on campus has a position tied to a computer … not everyone is computer savvy; cater messaging toward different demographics as long as messaging is consistent”

**How can the next president support you and your colleagues?**

“We do a phenomenal job in the Higdon Student Leadership; we engage them in a personal life; we are there for them; to be valuable you have to be visible; to have a presence on campus; that would make our lives so much better.”

“Visiting USC Upstate – he would go through the stands; personable nature – that meant a lot to me as a parent; a president that cares about the students; involved, recognizing.”
“Things seem to move so slow; decisions seem to take forever; the president can help speed things; we seem to be behind everyone else; it would be nice to catch up to other universities; student interaction - know the employees and the community (you should know who works for you).”

“Focus on fundraising; intentional effort to secure permanent funding lines for crucial offices and positions, especially in student affairs, where people are working evenings and weekends to support students; a president that knew a lot about what our students are doing and their impact in the Charleston community; getting public recognition from the president for their efforts.”

“Would want to see skill development for managers; what is supervision, what are we doing to educate our supervisors, help those in the trenches so that they feel that they belong and appreciated; how can the president empower supervisors, to work with the vice presidents on right fit.”

“This forum - this mechanism for finding a new president - would be useful once we find the president; create some mechanism - they need to do a listening tour, so that they can get the temperature read of campus; if they are having to listen to hard questions and hard answers, they will get a better sense of where they need to focus; a president to be in this type of setting (listening session).”

“Don't want someone who will make false promises.”

“A progressive salary structure - that is the elephant in the room.”

“Speaking specifically from the Graduate School, we are missing two key people; missing dean, missing dean's assistant, and missing recruitment officer; so the president can begin to take graduate education seriously: this isn’t a cash cow; this isn’t about being entrepreneurial; support graduate education with money, voice, time; make sure the graduate education staff know that the president wants them to have everything they need to have to be successful.”

“College is good at scope creep: growing position responsibilities without a raise; doing more with less”

“Decentralize CofC operations in a way that is reasonable and cost efficient: Ex. HR person in each school, so hires can be made more quickly and paper isn’t sitting on a desk.”

“Get a good mission statement”

“Spend time with students - spend time in residence halls … see how students live; renovate residence halls”

“Don’t tell me we can’t do something when other universities are doing it”

“Look at RA salaries … not up to par with other schools”

“Advocacy: be our champion; first step is understanding our university and vision so you can champion it and gain more money for the institution”
“Have the skills and heart to be able to go to the legislature to advocate for what we need; get laxer regulations”

“Increase salaries”

“Want a president that knows who employees/students are or is good at pretending”

“Catering contract is not reasonable; prices are crazy and have skyrocketed; orders are wrong sometimes”

“Renovate buildings”

“Create opportunities for social interactions; opportunities for mingling with colleagues … institutional vision committee as an example; if College can’t provide more money or flexibility in work hours … figure out what can be done to increase morale.”

“Offset healthcare costs for employees … it’s not ideal; used to be able to have MUSC healthcare options.”

“Only offer 2 classes a year - where other universities offer 2 classes a term.”

“President needs to be innovative and figure out how can we do what Google is doing: Blackbaud has free lunch for its employees; Charleston has a low unemployment rate … people can walk out of their jobs at any time and find another gig; company picnics held every summer … need to do something that is ongoing so people will want to go”

“No faculty/staff reciprocity for tuition … doesn’t make sense that someone who works here can’t send their child to come to the College; with poor salaries … can’t even offset the costs.”

“Need to have technology that works so we can do our job; upgrade IT.”

“Make jobs efficient”

“College should take better advantage of our research opportunities in recruitment of students: we need to support research at the College; it helps retain students, faculty, etc.; needs to have an understanding and appreciation of research at a teacher-scholar institution like ours; can’t make it hard for faculty to engage in meaningful research with students – making them have a higher teaching load.”

“With the assumption that the incoming president has higher education fundraising experience, the president should be confident in the vision, convey the importance of private support to the bottom line, be willing to meet with donors and prospective donors”

“President should come to a staff meeting; president should go to various departments and staff meetings”

“Be a listening ear and then taking action”
“Having an interest in breaking down campus silos; employees in student affairs should know IA’s goals and vice versa”

“Ardent supporter of the liberal arts model”

“Need a president that’s able to benchmark compensation packages from here vs. other state agencies and private businesses”

“Needs to know and appreciate the employees; people he/she may bring in also needs to appreciate the employees and understand higher education”

“Get rid of Yammer; bring back the College wide email system”

“Trust your on campus experts; know who to talk to on different areas; respects student affairs and the work they do and the knowledge they have in their area and with dealing with students”

“Standard end-of-the-year reporting on activities, achievements, etc.”

“Reinstitute the professional developments funds or just put the funds in actual budgets”

“Manage by walking around; see the leader, know they are interested in what the students, faculty, and staff are doing, and that he/she appreciates you”

“Bring back the winter holiday party”

“Provide incentive to put forward best performance; increased salaries in main way”

“Free courses: invest in employees and raise limit on number of classes employees can take a year.”

“Transparency and communication”

“Promoting people based on knowledge and skills and not personal loyalty”

“Push city on better public transit – CARTA”

“Paperwork gets lost or stuck in the president’s office; find a way to be more efficient with employees’ time; HR hiring used to be 6 to 8 weeks, seems to be taking 3 months now.”

“Be our advocate for College of Charleston; whether to fundraiser or legislative body; that starts with understanding culture and framework we’re already working under as a public institution in South Carolina.”

“Be an advocate for staff; faculty have plenty of advocates and processes to voice their opinions and concerns; staff only have SAC; this might help to untie the culture at the College.”
“Must be able to hit the ground running ... shorten the learning curve of South Carolina politics, CofC politics and resources, etc.; first way would be able to have someone from a higher education background.”

“Needs to be available and engaged; go to athletic events and go to alumni events.”

“Have a president that comes in respecting staff: Priority feels like: students, faculty, then staff; treat employees like they are not nimrods; president shouldn’t have to be taught to value and respect people.”

“1. Be present. 2. Allow staff to do their jobs without handcuffs (an example: allow hiring to happen without every position requiring presidential approval) and provide us with the resources to be successful. 3. Support our professional development (greater access to CofC classes, access to take outside workshops and classes, more support for conferences, etc. An investment in the staff is an investment in the college. 4. Make it possible for stellar employees to be retained through promotion, rather than degrading and demeaning them by making them apply for jobs that they could be successful at and in the non-academic world they would be awarded and rewarded with by promotion.”

“By listening and being responsive to the voices of our campus community - certainly Board of Trustees, EVPs, and Deans but also students, faculty, staff, and people who live in Charleston and are daily affected by the College of Charleston.”

“Be everywhere!”

“accessibility, clearly communicated goals and challenges, fundraising to improve facilities”

“Be willing to invest in the Facilities Management Department. You will likely hear that they want more pay; however, I have found that people are often willing to work for lower pay if they find other rewards in the work environment. They want to feel like they are making a difference - not chasing their tails or simply doing triage to put band-aids on systems that need more attention. We can only spread our staff so thin before they feel ineffective and demoralized. So to help support Facilities Management, we need more staff (based on benchmarks and national staffing guidelines), and improve their workspace. The Physical Plant building that they work in is one of the worst I have seen at the many universities that I have worked at or visited. This lack of adequate workspace is demoralizing and drives them to say things such as ‘pay us more.’”

“Coming to each facility and talking to the staff, listening, making changes, and if he can't make the changes, explain why.”

“Facilitate the finding of a clear identity, innovative recruitment, and high standards”

“fundraise in State and donors”

“By being visible, engaged, passionate. Acknowledge and recognize the value of the faculty/staff with a progressive salary structure. Be seen at student events. Develop a good relationship with the SC legislature as well as the city and county of Charleston.”
“Support student rights and diversity policies and programs, support staff/faculty through communication to promote simplicity and boost efficiency of policies”

“end the diversity and LIBERAL racket.”

“Focus on diversity and inclusion, research and entrepreneurism, educational and community partnerships, the arts and athletics.”

“By being leader and an active member of the University culture and show support to the local community and aboard.”

“Keep improving the facilities and listen.”

“Listen to stakeholders, trust the people working here and investing in our students, and be visible (within reason, I understand this person will have many other tasks to balance). Not making decisions based on alumni/political influence but making decisions based on what's best for our students”

“Inspire greater inclusivity”

“Listening”

“Listen to students, faculty and staff”

“Be seen around campus engaging with students on a regular basis. Making sure CofC is affordable and accessible.”

“make this campus a place for career and student growth, not a retirement home for academic and administrative retirees”

“The next president can best support our campus by having worked in academia and by setting a bold, strong vision for the school moving forward.”

“Increase professional development opportunities for staff and the salary/promotions to go with them. Improved satisfaction, an increase in breadth of knowledge, and upper management support can only improve their experience with the students.”

“Being sensitive but offering strong leadership on difficult topics from diversity to departmental needs.”

“Improve communications, set the College apart for something other than just being in Charleston, and eliminate some of the crony-style appointments that have been made in recent years.”

“Be present on the campus”

“Get input from the College Community, Faculty, Staff, and Students”
“Listening, meeting, communicating with members of the community on a regular basis”

“Make real changes in organizational structure; change the tenure system and engage with staff.”

Following are from Physical Plant-specific listening sessions:

“Fairness”

“Being a listening ear and then taking action”

“Increase funding to match expectations - or lower expectations to match current funding levels”

“Make attempt to increase salaries”

“Counteract narrative that physical plant employees are professional”

“Give respect”

“Make temporary employees, permanent, especially long-term temps.”

“Match job responsibilities with peoples’ true skills”

“Be more understanding and try to get to the root of problems and take actions to identify what’s going on”

“Hire more people; work demands are high, need more people to help”

“Realize physical plant employees’ safety is just as important as the safety of faculty, staff, and students”

“Communicate, but listen to the boots on the ground; when reopening campus and stuff, let the people who are actually going to be doing the work to voice their opinions on the plans.”

“Town hall meetings”

“Come out to the shops and other areas of campus, such as physical plant and say hi, listen to them.”

“Have meetings when physical plant team is here, not when they get off”

“Get better insurance plans for the faculty and staff: HMOs.”

“Need to stay alert and competitive with other institutions; keep talent at the College; people leave and go work for the contractors that work for the College.”

“Take an economic analysis of the College and make sure we are up to par with other state entities; particularly when it comes to salaries; be competitive with salaries that are offered; state agencies first; then, eventually competitive with private businesses”
“More diversity in contractors, more mom and pop businesses”

“Stop overworking employees, particularly those areas that are understaffed; work is still getting done with less people, which gives perception that everything is fine when it’s not”

“Purchasing more equipment so the staff can accurately perform their duties; when requests are put in, there’s always push back that the budget can’t afford it; create accurate budget lines for equipment maintenance and restocking”

“Make buildings more maintenance friendly, especially new ones or ones being renovated.”

“Proper equipment; currently a lot of it is outdated; proper equipment would put less strain on the individual”

“Pay equity with peer institutions”

“More employees to balance out the work load; a lot of departments are short ... people have either retired or left and not been replaced; last year there were only 8 people through the night; hire one to two more employees at minimum; look at the pay scale for positions that are posted; unfreeze certain positions”

“Clear avenues of communication ... being able to know where to direct your ideas, issues, etc.; where to best direct thoughts on improvement; what are the right avenues so you can be heard and action can be taken”

**What should the top priorities of the next president be?**

“A combination of what we have already discussed – fundraising, student engagement, urgency for action – engaging senior leadership to tackle those issues.”

“Figuring a way; what is our differentiator (outside of the town).”

“The mission statement is too long; we should all be able to say our mission statement.”

“Create a space of equity and justice within a framework of free speech; how do we create these experiences in a space with minority populations; while maintaining freedom of speech; president must be thinking about how our community creates equitable experiences (for faculty, staff and students), a place where we can share together, a place where we can make mistakes and learn.”

“To conduct an assessment of the college’s health”

“Develop a strategic plan”

“Increase campus morale”

“Strong understanding of diversity; sustained commitment to improving diversity and inclusivity”
“Campus morale: temps to full-time; increase salaries; create a true student center”

“Steady and increased enrollments; distinguished application pool”

“Retention”

“Have access to ideas … not just have a few ideas given to him/her; empower employees around him/her to have the ideas and make change; be a change agent”

“Establish an identity and a purpose for the university: cut down the silos; need everyone to feel like they are a part of something; need to build sense of community among faculty, staff, and students; must be something where people feel like they belong”

“Understand the Charleston culture and navigate the Charleston culture; roadblocks are abundant”

“Be innovative … traditional is not working anymore; not being traditional; everything is old school here; online education; be progressive and ahead of the time; transparency and investment in people is important; communicate to people what and why this is happening, particularly when it comes to change and innovation”

“Developing your team using inside (the College) and outside people”

“If you’re going to have middle managers, let middle managers manage”

“If you’re going to invest in a program, truly invest in a program”

“CofC is a community. As such, we need to grow as a community. We need to build our organizational structure as a community. If we do that, we’ll grow our community.”

“We need to communicate better a lot of the good things taking place at the College. We don’t do a good job communicating our great stories internally.”

“We need to consider strongly what our next president looks like in terms of gender, diversity, etc.”

“Getting us financially sound”

“250th anniversary: create historical markers; discuss the history of the institution”

“Fundraising”

“Boosting morale”

“Nitty gritty strategic planning work that leads to a solid vision and solid plan for the future”

“Make staff and faculty a top priority: attends staff meetings; visits departments; shows their face; earns the trust of the employees; shows his/her face a lot in the first year”
“Safety and security of our campus; we are a very open campus and need an interdepartmental plan to ensure safety of all campus constituencies”

“Need to be a financially viable institution”

“Salary increases”

“Get us some diversity, particularly in the cabinet and leadership roles across campus”

“Create a very deliberate process for onboard the president; overlap with the interim?; have a new president go to president’s school if not a sitting president or provost; want to set the person up for success; there is a lot of demand and a lot of different priorities”

“Possible challenges: 250th anniversary; earning the trust of the campus communities; not knowing state of South Carolina, it’s politics, state regulations on higher education, how higher ed in this state works”

“Come to interviews with a vision of where he/she wants the College to go: tremendous amount of homework should be done by the candidate before even coming to an interview; not really my place to set priorities for the next president.”

“Whatever priorities are should be substantive and qualitative: should be able to say here’s what we achieved or didn’t achieve in year 1, 2, 3, etc.”

“Whatever the priorities are should enhance and elevate the institution”

“Transparency around the why: I don’t have to like what you’re doing, but I should be able to understand why we are doing it; be able to communicate; be straight forward and honest about why things happen and how they happen”

“Value learning and teaching”

“Ability to clearly identify the big issues and clearly and concisely communicate them to the campus community”

“Messaging challenges across campus – information is bifurcated; Yammer, emails, flyers, etc.; find a way to streamline announcements to campus

“Cut through the waste on campus: limit golden parachutes and large salaries at the end; prior presidents should not get a cushy job teaching one class a semester”

“Hire the best person; don’t need to always promote internally.”

“List parameters and then say let’s come up with creative solutions within the framework: childcare…here are the parameters…let’s create some solutions.”

“Fundraising: demonstrated track record of being a closer; nailing the gift”
“Increasing enrollment”

“Enrich the type of education we are providing to our students: it all starts with students”

“1. Define and focus the qualities that make this college special which will lead to making us more competitive. 2. Create a 21st century culture; it's not 1770 anymore.”

“To support College efforts to be more inclusive and more academically rigorous/reputable”

“fundraising - the College is no longer sustainable when basic maintenance of the buildings cannot be done. Example: Rivers Communication Museum is now condemned. That we have allowed a historic building to get to that point on our campus when we have majors in Historic Preservation is shameful! If we can’t maintain our facilities, then students will not want to come here in the first place. We have an obligation to provide safe environments for our students, faculty and staff in which to work. We also have an obligation to be stewards of the historic structures that are unique to the College of Charleston and serve as a visible testament to the history of our publicly funded liberal arts education.”

“Helping us find the resources to improve the facility-built environment; knowing these are tough financial times with many other competing needs for limited dollars.”

“Physical Plant training of staff, training the campus on AiM, and training the faculty on how to make requests and interact with others on a human level.”

“Have Marketing and Admissions collaborate to help repair CofC's image and bring the College into the 21st-century and boost admissions.”

“fund raise and have a clear vision for the college”

“FUNDRAISING!”

“Move the college into the 21st century with technology, equipment, resources etc. Increase the speed in which things are done. For example: Hiring can take so long we lose our best candidates. Be competitive in compensations.”

“Student diversity and retention; encouraging new ideas/methods among staff/faculty”

“lowering indebtedness, fund raising and cutting unnecessary programs and departments.”

“Building a sustainable culture of assessment and accountability.”

“Show appreciation of staff (workers) with compensation (cost of living just keeps rising). Understand and work at wanting to be a part of the changing environment.”

“Keep improving the curriculum, be a great figurehead and hire the best faculty.”
“Innovation with budget sources - we cannot be tuition dependent long term; Addressing salary compression and establishing a living wage for employees; Addressing the condition of the residential facilities - where students live has to be a priority for the college (the college should have a building master plan that includes preventive maintenance as well as renovations and updates to buildings); Administrative audit - as people leave top administrative posts, evaluating if those positions are crucial to the success of the college. Do we really need to pay past presidents, ADs, special assistants six figures? I also think that there needs to be a serious consideration to space and how we are using it. Does it make sense to have the Undergraduate Academic Services office and the Peer Education Center in the basement of Lightsey? Departments that are heavily trafficked by students and/or parents should not be in the basement when auxiliary units that are not as heavily trafficked could easily be there. Are we looking at where it makes sense to have offices based on the needs of students or just what offices/people/departments have requested? “

“Improve educational programs, diversity, and address lack of students from lower income backgrounds”

“FUNDRAISING”

“Working with the city to do something about the high cost of parking permits in campus garages. As both an alum and current staff member, I've given the city enough money. It is also not normal to have such a large amount of our paychecks go to something like parking.”


“Increasing diversity and inclusion; supporting research and teaching; community/civic engagement; and fundraising”

“reduce inefficiencies”

“Diversity and Inclusion”

“Fundraising”

“Creating and promoting a distinctive brand/vision for the school”

“Increase in Diversity. This will not only improve the student learning experience, but should increase the out of state tuition, as well. Improved student involvement. The College is a great place to go to school, but many of our students are not at all involved in campus events. Promoting/Innovating opportunities. There are many opportunities for innovation throughout our campus. Working with other colleges on projects with students on our campus and across the globe would be a fantastic way to promote the College to faculty, staff, and students.”

“Creating a clear vision for the college for the next five years with specific goals ranging from academic programs and facilities to enrollment and strong fiscal management.”
“Not letting the College continue to fail, attracting students, setting the institution apart, recognition from sources that aren’t travel magazines or achievements that don’t involve being the most beautiful campus.”

“Build campus culture beyond how beautiful the campus is and how beautiful Charleston is.”

“Sustainability, communication across all campuses/departments/etc.”

“The next president needs to bring our campus community together students, staff and faculty”

“1) The morale of the staff and faculty 2) the retention of students at the college 3) Making the college competitive with other schools going forward”

“Diversity across campus, a salary study to determine if salaries are at market, opportunities and incentives for campus involvement in success of university”

“Clean house - there are too many administrators working to undermine success, Discontinue programs, raise the academic bar for entry, choose between being a research university or a Liberal Progressive insignificant college.”

Following are from Physical Plant-specific listening sessions:

“Addressing building conditions: this is the ripple effect for everything; deferred maintenance backlog is like 20 years; it’s not sexy, it doesn’t sell well, but it’s the reality; we’re starting to see what the lack of investment is causing (buildings being pulled offline, increase in mold, etc.); it’s stressed that buildings are in bad shape, but it seems not a priority until it hits the press; steam and water leaks on campus need to be fixed on time; don’t just kick the can down the road and waste more and more money; replace the golf carts with utility carts.”

“Give everyone a raise”

“Increase morale: find a way to incentivize employees”

“Sit with the board and senior leadership team and figure out how to get money. and then push that money down to the lowest levels because they need it the most”

“Expand our facilities and parking; another satellite building for physical plant.”

“Address the real safety hazards on campus; most of the time these are the things you don’t see and aren’t sexy to sell”

“Better recreational areas to eat; they shouldn’t have to always stay in the shops/physical plant buildings.”

“Physical plant becoming too cramped”
“Challenge/priority: money: money for capital improvements; money for positions; money to pay people so they aren’t enticed for private businesses”

“Competitive salaries will attract competitive skills”

“Even in a booming economy … our contractors are having problems retain employees … same in tech sector”

“Cohesive, clear vision of who we are and where we are going; an identity - Graduate programs? More research? Facilities?; should be a campus conversation where everyone’s voice is heard before something is decided”

“Temp to permanent line conversions”

“Making it a place where you can grow at the College … clear career paths for employees … upward mobility. Maybe a career center for faculty and staff.”

“Know it isn’t possible, but spend a day with each one of us; essentially get to know the faculty, staff, and students; go on a listening tour to every single department”

NOTE: “Christmas list from Physical Plant for Incoming President”

“Bring the Christmas party back”

“Create more jobs at the College”

“Break down some silos … make us truly one community; bring all constituencies together”

“Look into the evaluation situation; we’re getting good evaluations with no extra compensation; why be evaluated then?”

“Have a positive outlook on the campus and Charleston community”

“We should support and champion our president”

“Be an everyday person who makes everyone feel like one, like a family, like each person matters; make people feel appreciated”

“Restore the car pool lot … car pool incentive; employees would go in on a community pass; employees get a break on the parking fee. The lot used to be where Campus Center Apartments are now.”

“Spend time in a classroom”

“Spend time in an administrative office”

“Spend time in a residence hall”
“Have devotion to the institution and its constituencies”

**Additional comments from the online survey:**

“Please don’t settle for the status quo.”

“The next President must be someone we are proud to have representing the College of Charleston during our 250th anniversary. CofC is unique because of its position as an old school with rich traditions but it must also more intentionally move forward as a 21st century liberal arts and sciences institution. It is time for our first female or person of color President.”

“This institution has been allowed to slide for too long with mediocre performance and it shows with the decrease in enrollment. The people that work here are not equipped to do the job. Times change and in order to compete with other institutions, we need to change as well.”

“I hope our next President will be a leader with integrity and passion and love this school as much as I do but recognize we need to move forward into the 21st century. Respect the past and build on its historic foundation but don’t idealize it. Time to move forward. A 1976 proud alum and staff member”

“Integration of public service into the curriculum to connect students to a broader community”

“The new President should have a willingness to make strategic choices, timely decisions, responsive actions, a desire and ability to support access and inclusion.”

“This shouldn’t solely be on the president, but I think that an examination of why we can't do things that other colleges within the state do is in order. Why do we pay sales tax? Why can't we give residential staff members meal plans? Why can't we pay conference registrations with a state purchasing card? These are things that are happening at other state schools but not here.”

“The hiring process should target unconventional leaders who reflect the real demographics of the region.”

“Please give us someone with experience in higher education.”

“Our next president should be a digitally literate individual who can lead the College into the future without carrying the baggage of the past. They should reward innovation and remove inefficiencies. This College should be a place for up and comers, not a place for people who retired to Charleston to find a job. This will make us competitive, not a safety school.”

“Please seriously consider non-male persons for this position at the College. There are many qualified women who would suit the environment at the College and bring a broad spectrum of experiences to be able to implement the significant increase in diversity, improved student involvement, and promoting innovating opportunities that should be priorities for the next president.”

“Programs like Homecoming need to be bigger. There is no evidence that it even exists outside of social media. Programs like that serve to unite a campus culture. Merit raises for staff. Keep addressing
the bottomless pit of Temp positions. Keep building the SAC initiatives to unite the community and build rapport among departments. Solve for the community communication issue if possible. No one likes Yammer, so we have trouble finding and disseminating information.”

“The College long ago grew beyond the physical scale which the city, buildings and community could support all in the chase to bring in students and their money which was the panacea for all issues. But, we are poised for major failure, i.e., SC State, as previous administrations allowed the infrastructure to breakdown and debt to over whelm. This campus is 20 years behind others in so many areas while burdened with academics which fail to meet market needs.