

# Student Listening Sessions

Six listening sessions: February 27, March 9, March 14, March 15, March 27, and March 29

Number of participants: approximately **147** (76 in person and 71 online)

Facilitators: Alicia Caudill (Division of Student Affairs), Alexandra Helfgott (President of the Student Government Association), and Timothy Buttram (President of the Graduate Student Association)

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

### Key themes:

- strong academic background (both in holding degrees and experience in higher education industry);
- proven track record for fundraising in higher education space;
- deep understanding of higher education culture;
- Someone who will be visible and highly involved in the campus community, esp. student events;
- Someone who has a vision, can get buy-in from the campus community and can clearly articulate it for the College (or someone willing to work toward creating that vision);
- Someone who is a great communicator;
- Someone who is diverse, preferably a woman;
- Someone who cares about sustainability and diversity and will work on those issues;
- Optimistic champion for the institution;
- Someone who is from or is familiar with the Charleston area;
- Politically and cultural astute;
- Approachable and relatable

## **How would you measure a successful president?**

### Key themes

- Application numbers, enrollment numbers, retention numbers, transfer rate, and graduation rate;
- Fundraising and endowment numbers;
- Number of initiatives that the president wanted to get done and actually implemented;
- Campus survey results and morale;
- Creation of a strategic direction and plan;

- Financial health of the institution, including renewed state support;
- Increased amount and number of financial aid awarded to students;
- How visible and engaged he/she is on campus and in the community;
- Strength of the College's reputation in the community and around the country;
- Number of new or renovated campus facilities

### **How can the next president help enhance the student experience and support you?**

#### Key themes

- Champion sustainability
- Be visible, accessible, and engaged in the life of the campus community
- Support diversity groups as well as inclusion initiatives and events
- Create more flexible class options
- Be a great communicator, especially in times of crisis
- Be a champion of free speech

### **How can the next president help us foster a more welcoming, inclusive and warm campus community?**

#### Key themes

- Be a champion for diversity and inclusion
- Be accessible and visible on campus; hold 1 on 1 meetings
- Discuss campus safety and mental health and provide more resources to those areas
- Be open-minded
- Support free speech on campus

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

#### Key themes

- Presidential visibility and accessibility
- Diversity and inclusion
- Sustainability
- Campus safety
- Mental health
- Future of graduate education at the College

### **What are the three most important responsibilities of a 21<sup>st</sup>-century university president? (Online survey)**

#### Key themes

- Fundraising

- Diversity and inclusion
- Enrollment
- Visibility and accessibility
- Student safety and wellbeing
- Community engagement, especially in Charleston's fast-changing economy
- Champion for the College of Charleston

## APPENDIX

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

"A background in school administration, particularly classroom atmosphere. Someone with previous collegiate experience to understand student behavior and the student experience."

"He/she should be involved in the day-to-day, be seen on campus and at events and cognizant of what students are doing on campus, such as research, awards, activities in the Honors College."

"Someone who has school spirit, a friendly demeanor, is relatable to students, and is willing to champion the College. The next president should be approachable and someone you could have a conversation with."

"Someone who has been awarded grants and brought recognition to their institution."

"Someone who has had a direct impact on their previous institution. We want to enhance our diversity, increase our retention rate, increase our graduation rate, increase the number and size of our NSF grants, and help our institution stand out."

"Someone who is environmentally supportive and will help reduce single use plastic on campus."

"Someone with a political background: more about ability to navigate local, state, and federal politics and not actually about being a current or former politician. Someone who can increase state funding to the College. He/she should not have a strong political affiliation; preferably he/she is nonpartisan and non-biased."

"No problematic history or divisive past. Someone who can put his/her personal opinions aside for the betterment of the College."

"Someone who is familiar with the area and the alumni base."

"Someone who comes from a large institution so they can help propel us forward."

"Someone who is open to meeting with students on a regular basis. Someone who is willing to listen to student feedback and cares about the students."

"Someone who is capable of networking."

"Someone who has a reputation as a leader with a vision for the future."

"Someone who is not a micromanager...allows faculty and staff to do their job."

"Someone who has experience in business, particularly fundraising. However, he or she should not make commitments to corporations."

"There should be strong consideration for women candidates, especially since our student body is primarily female. That being said, diversity and representation are important, but at the end of the day, the most qualified candidate should be hired. But please strongly consider women and people of color for the job."

"Someone who has a history of promoting diversity."

"Someone who has the ability to lead, encourage diverse relationships, promote and exhibit a campus community that stands up against racism, gender inequality, rape culture, and will promote the excellence within our academics."

"I want a president who comes to a majority of student, Greek life and other student organizations events. Someone who participates on campus and is fun to be with. Harris Pastides is a perfect model of what a university president should be. He's involved and wants to see students succeed. Taking from President Pastides' characteristics, he is spontaneous, friendly, and hospitable. When Columbia had a snow day a few years ago, he opened his house for tours, hot chocolate and casual discussion. It was a generous act that sticks with me, and I wasn't even a student there, but my close friends were."

"The next president should should be trans-inclusive and have gender understanding."

"A Machiavellian style leader who I fear and as a result, respect. I should be able to look into her eyes and immediately trust that she will do whatever is necessary for the greater good of both the university and its student body. It must be understood that the ends justify the means."

"Character and integrity are both important to me and many other students. Our world is going through a lot of reform and change, and it would be so encouraging to have a president who would support all opinions and suggestions of students- not by granting them all, but just listening. A listening ear can do phenomenal change in the slightest bit."

"Someone who shows an interest in campus diversity plans and will carry them out."

"I want the president to be a Charlestonian so that they may have or obtain the place-based knowledge it will require to tackle place-based problems, such as loss of coastal habitats and gentrification."

"Someone who will support the arts and sustainability programs on campus as well as someone who will provide consistent communication to campus."

"The next president should be a Southerner and a male, with honesty and discipline."

"Someone with previous leadership experience."

"Someone who is adaptable and open to change and new ideas, but is committed to the College of Charleston mission."

"Someone who is an active change agent and enacts positive change."

"Someone who is incredibly genuine, transparent, and has a good personality."

"A good communicator, who is able to articulate his/her ideas. He or she should have the ability to easily switch from interacting with students to meeting with the Board of Trustees, donors, or state legislators. The next president should not be afraid to speak out and publicly on issues."

"Someone with a background in social justice work. Someone who understands inequities already established in society and has a background in trying to balance them out."

"Look at the great qualities of past presidents rather than just focusing on what needs to change."

"Someone who has positive metrics from their past work (diversity, enrollment, fundraising, student engagement) at the undergraduate and graduate level at their previous institutions."

"Look at recruiting someone who is skilled at a specific subject that needs improvement at the College, such as someone with experience in enhancing the graduate school and creating and identifying better feed schools into our graduate programs."

"Someone who is open-minded, ethical, eloquent, independent thinking, and has a PhD - preferably with teaching experience so they can relate to faculty and students."

"Someone who has been or will be involved in the Charleston community."

"Someone willing to host the students for a BBQ."

"Are we hiring a president to keep things the same? To tinker with the existing product with a new online program or two? To shake the tree? The next president needs to come in and shake the tree and create a new strategic vision."

"Establish and hold a vision in the face of opposition. Don't let the faculty opposition lead them to stray."

"Someone who will honor the traditions of the past while creating a new future."

"Someone who will be here for the long haul and has a vision for the long haul."

"Someone who will make the College relevant to world needs."

"Someone who will align our vision to our core values, especially respect for individual students."

"Someone who is receptive to feedback."

"Someone who understands adult students and their time constraints. Adult students have different financial needs."

"Someone who will expand educational offerings that fit with the different populations we have at the College, particularly more class time varieties for full-time working students."

### **How would you measure a successful president?**

"Retention rates, particularly if they go up in demographics that weren't strong in previous administrations. Can he/she increase the retention rates for students of color?"

"Increase in the number and size of financial aid that is awarded to students."

"How willing are students, faculty, and staff to interact with the president? Is there an increase in opportunities for students, faculty, and staff to interact with the president? Is he or she more visible?"

"What is the College's reputation among other institutions around the country? Do we have distinctive academic and student support programs?"

"Maintaining relationships with staff, especially the Physical Plant employees who are often overlooked on campus."

"Does the next president hold town hall meetings and take questions from the campus community?"

"Compare a successful president to a successful CEO. Are more students consuming the product aka are more students applying and enrolling at the College?"

"If students felt like what is important to them matters to him, such as student retention increase, affordability, elevated standards of acceptance, financial condition of the College."

"Increased fundraising and endowment numbers."

"Student-oriented goals rather than fundraising goals."

"Keeping CofC independent as an academic institution."

"Positive public perception of our campus."

"Financial health of the institution (debt reduction, cut waste)."

"Identifying creative solutions to our problems, such as parking."

"Ability to tie the Charleston community into student needs, such as job opportunities."

"The number of new facilities as well as improvements to current facilities, such as better Wi-Fi."

"Results of a faculty/student/staff survey."

"By reviewing a log of their engagement to see what events they're going to in order to measure the new president's commitment to visibility. The new president is actually seen on campus and has

meaningful engagements and interactions with students. Campus members should be able to pick their president out of a crowd. The next president should sit down in random classes."

"By the number, depth, and success of completed new initiatives. Examining their legacy during their tenure."

"Makes the transition to being president well with minor hiccups."

"By the response of students, faculty, and staff to the announcement of the hire of a new president."

"Higher application numbers and decreased acceptance rate. Increasing minority enrollment as well as out-of-state enrollment."

"Push the College to compete for more awards and grants."

"The number of new majors and minors."

"Establish a process for aligning program content and delivery methods that are responsive to the market. You want to be doing the same thing in your class that you will eventually be doing at your job."

"A decline in the transfer rate."

"By the amount of students receiving a return on investment on their education, especially minority students."

"Hire more minority faculty and staff as well as retain them. Make more temporary employees, permanent full-time employees."

"Increase the number and amount of scholarships that are offered, especially for upperclassmen."

"Transform the College; be able to problem solve and find ways around obstacles to achieve goals."

"Create better relationships with the Charleston community."

"Maintains communication with our alumni. Has data that looks into whether our alumni are employed, specifically in their field of study. How engaged and involved are our alumni?"

"I see the most fit president with exemplary leadership skills that exhibit community service, public policy experience, and well diverse individual. Not necessarily someone in office or a PhD candidate. They need excellent interviewing skills, which include interpersonal skills and soft skills."

"If a president accurately represents the values that this campus claims to uphold, such as the zero-tolerance policy on racism, sexism, homophobia, transphobia, and bigotry, then I will find this president to be successful. Actively stopping this behavior and making changes to eliminate it would make me feel like I am on a safe campus with a campus faculty that cares about me and my fellow students."



## **How can the next president help enhance the student experience and support you?**

"Increase fundraising and grow the endowments for the various schools."

"Be visible. Be seen by the campus community. Attend student organization meetings and events."

"Be a diverse individual (religious affiliation, sexual orientation and affiliation, racial, and so on)."

"Support diversity initiatives on campus."

"Uphold the values of the QEP."

"Increase funding for school spirit and campus activities."

"Provide transparent response to crises in a timely manner. Listen to students in real time."

"Provide more support and recognition for academic achievements and student organizations achievements."

"Focus more on students than alumni even though we recognize alumni are an important group for fundraising."

"Provide more on campus housing, especially more upperclassmen housing options."

"Increase the amount and number of scholarships that are offered. Make the College more affordable."

"Increase internship and networking opportunities."

"Support religious student organizations. Revamp or disband the Religious Life Council. Have the religious student organizations report to the Student Government Association like other student groups."

"Support Graduate Student Association and Student Government Association platforms. Allow them to influence direct change on campus and help solve problems and enrich the student experience. Be an advocate and champion for each group and encourage them to be action oriented."

"Foster a better sense of community among the students. Get students out of their daily routine and interacting more with their peers by hosting more events, such as cookouts."

"Better promote College services that students might not know about, in email or speeches, just so students know their options and have the information."

"Be accessible."

"Create more in demand majors and minors."

"Make Randolph Hall more than just a landmark and beautiful building. Make the facility a place that students feel more comfortable going into."

"Be an advocate for students. It would be nice to be able to genuinely tell other people that the president is great here."

"Showcase to the campus community what is a typical day in the life of the president. Many students don't actually know what the job of the president is."

"Participate in group travel activities. The president at USC travels with students when they do activities in the state."

"When addressing issues on campus, enhance those communications by maybe using videos so students can hear the president's voice, tone, etc."

"Increase and enhance the president's social media use."

"Bring a less professional tone in communication to students. Make the information more relatable."

"Institute a night-time transit system when the CARTA bus is not traveling."

"For the graduate school - streamlining processes; better communication from the top down (through departments)."

"Fix the brick sidewalks."

"Have more opportunities for students to receive personal letters of recommendations from the president (like the University of Alabama)."

"Create a student task force of 20-30 students that work directly with the president to accomplish what is important to that group of students."

"Bring in some high caliber speakers using their connections."

"Have a program at the College where you can get micro-loans for study abroad, research, etc."

"Expand opportunities for working students."

"Create more certifications and programs with post-college value."

"Create flexible class options. Make more classes available online and off the downtown campus. Hold more classes at the North Campus."

"Fight for funding for programs like ROAR Scholars."

"Advocating for a more wheelchair accessible campus."

"Comprehensive lists of resources around Charleston - Downtown and otherwise (sliding scale health care, mental health care, etc.)"

"Ensuring that no student can get kicked out of a class for not standing up for the National Anthem."

"Better staff/faculty/whoever education on non-binary inclusivity (application process, in emails that address students, in health care opportunities, etc.)"

"Active listener. Listening to understand, not reply."

"Better ecologically friendly practices...more education on how the waste bins are defined and what can go where (landfill vs recyclables vs compost)."

"Will the president have character that aligns with the values they claim? If you say you have respect for the individual student, but your actions don't reflect that then what are we doing?"

"Establish course requirements that are more relevant. They should be aligned to the goal of your degree and what you will be going into the workforce for. Also, look into the coursework consistency. Some faculty provide too much work, others not enough."

"We need and deserve fundamental classes/Gen Ed that correspond better to real-life subjects...loans/taxes/credit should not be an event a few times a semester put on by the Career Center. Also, social justice courses should not be flippant special topics classes that only Humanities and Social Science majors have access to."

"Advocate for gender neutral bathrooms and inform the campus on where they can find them."

"Establish better protocols and processes to catch more students who are on the bubble to ensure that we are helping them make it to graduation."

"Proactively demonstrate support for diverse students. Put money and capacity behind initiatives aimed at welcoming, including, celebrating, and retaining students of color, LGBTQ+ students, immigrant students, and students with disabilities - all of the beautifully diverse students who are members of the College community."

"Better the College's beauty! Fresh pine straw, repaint the buildings, spray on grass, trim the bushes, and power wash buildings and sidewalks."

"Be visible. Be open, honest, proactive and transparent even if the news is not good. Increase whatever brings funding and a positive public image to the College."

"Institute programs that promote the health and wellness of students. For example, health insurance for graduate students, affordable parking options."

**How can the next president help us foster a more welcoming, inclusive and warm campus community?**

"Recruit more minority students."

"Visit the North Campus more frequently. Make this campus more attainable for adult student and non-adult students (financially and in other ways)."

"Foster opportunities for a student to engage virtually in class if he/she is not able to attend in person."

"Help students be more aware of the chain of command if a faculty member is not responsive to a situation."

"Showcase pathways from degree to a career, such as here are companies where our alumni are employed or here are companies you may be able to apply to."

"Acknowledge the race problem in Charleston."

"Go out into the Charleston community and interact with the people."

"Bring more diverse speakers to campus."

"Host weekly dinners for different student groups so the president can communicate with them and get to know more students."

"Reaffirm that the College is a student-focused university."

"Recognize students or student organizations for their good works or awards in presidential emails."

"Be more visible and have a bigger presence on campus."

"Make an effort to get to know students on campus."

"Create less bulky emails; get straight to the point."

"Have a great attitude because it will trickle down throughout campus."

"Make campus and student demographic information more accessible online."

"Exude school spirit."

"Diversify the Charleston40."

"The next president should have more informal meetings with students. Establish more personal access."

"Vocalize support and empathy with students whether in public or private."

"Be outspoken against oppression and violence as well as celebrate positive societal victories."

"Change Convocation so it is less formal."

"Hold office hours; allow for 1 on 1 meetings."

"Be more open to beliefs that are not their own."

"There is a large feeling of invisibility in LGBT community when diversity and inclusion are discussed on campus. Create more consistent reminders to the campus that the LGBT community is also a part of campus inclusion. This needs to be more than words. It needs to be rooted in action and in solidarity and not just appeasing people."

"Discuss campus safety more, particularly resources for survivors of campus assaults. Also, discuss mental health and provide dental dams in health services."

"The next president should take hard stances on divisive issues."

"The next president should be proactive about diversity and have plans."

"He/she should maintain/increase the public safety presence on campus."

"Be very interested in events outside of sports that include faculty, staff, and students."

"A lot of the marketing efforts and internal communications are geared toward the undergraduate population. There needs to be broader communication to the graduate school."

"Would really like to have CofC engaged in national events - for example supporting Parkland students and standing up for students who are willing to protest."

"Support free speech on campus."

"It would be really beneficial if the president would attend student clubs meetings or events for graduate programs."

"The next president should be really proactive in reaching out to minority students first (ask what can I do for you, what issues is your community facing that I can help with)."

"Students should have the privilege to bring speakers on campus."

"Having the president show up for a halftime show or charity event."

"He/she should pump up school spirit on a daily or weekly basis."

### **What should be the top priorities of the next president? (3 priorities)**

"The safety and security of students, particularly regarding sexual assault. Stop victim blaming and create a safer campus community. Look into implementing the public safety app that the Student Government Association proposed."

"The mental health and wellbeing of students."

"The next president should add literary studies as a major or minor at the College."

"Renovate the dorms to be more modern."

"Working with QEP advisors and students to establish a working relationship between the campus and its responsibility to address water as a social justice issue and pertinent topic of the College and 21st century, broadly."

"Working with OID advisors and students to establish a working relationship between the campus and its responsibility to address structural inequalities that pervade our institution (specifically, addressing race, ability, financial insecurity (food, housing, etc.))"

"Getting a Taco Bell closer to campus."

"I would like to first see initiatives aimed at celebrating diverse students, and then for the focus to turn to how the College can positively benefit the Charleston community overall. We have a huge opportunity as a powerful force in this community to help fight the effects of climate change, income inequality, and gentrification."

"Food and housing insecurity is a big issue on campus. The next president should confront the issue and have an official view on the topic on behalf of the College. He or she should also take steps to mitigate food and housing insecurity."

"The next president should be accessible and approachable to potential students during orientation and school visits. He/she should have time to meet with students during tours and answer questions or concerns. The next president should also be visible and engaging throughout the school year."

"Standing in solidarity with the various identity groups on campus as a way to walk the walk and talk the talk about diversity and inclusion."

"Increase the retention rate."

"Create free or cheaper STD testing."

"Have a lot of school spirit. Wear Cougar gear often and encourage students to as well."

"Diversity, school spirit, and inclusion. I think our campus severely lacks diversity and including students from all walks of life - not just race, ethnicity, gender, and age. I'm talking about students with disabilities, students that may be poor or rich, and students that may consider themselves outcasts. In a unique campus like ours, it is easy to feel left out and uncared for. I think the president should care for all students and make that known by supporting organizations and events specific to these students."

"Fix the water lines on St. Philip Street."

"Improve faculty salaries and opportunities for advancement. Create merit increases."

"Increase sustainability efforts and create a green campus."

"Our safety on and off campus. While we have a great public safety office, they can only do so much if the City of Charleston won't help. For example, the streets of Charleston where many students live are not well lit, and this is scary when walking home alone at night. The president should be able to create a relationship with the City of Charleston to address these issues. I also believe that our buildings should have card-required entry. Almost all universities around the country use their student ID's to gain access to the library and other buildings, and I think this is a great way to have a safer campus. Because we are in the middle of a city, you never know who might just walk in the doors of library or your classroom."

"The top priority for the next president should be that the person chosen completely embodies the values of the College of Charleston, including a zero tolerance on racism, sexism, homophobia, transphobia, and other kinds of bigotry. This person should be setting an example for all students, faculty, and staff. They should be the leader on eliminating outdated and harmful ideas that hurt minorities and do not represent the atmosphere of inclusion and compassion that is said to be cultivated here at the College."

"As the next year's focus for the QEP is social justice, this should definitely be one of the priorities of the new president in terms of actions taken on campus."

"Be someone who takes actions, who does something as president."

"Be supportive of sustainability and sustainable practices, such as LEED-certified buildings. Have some background understanding on why that is a positive for campus."

"Bringing in good professors."

"Cutting dead weight at the College."

"Physical Plant processes seem to be hard to accomplish and take a lot of time. The next president should expedite those things."

"Take time to get to know the students and what they are experiencing - what they are going through on a day-to-day basis."

"Targeted recruitment for the graduate school. Reach out to other institutions and recruit from them."

"Having a specialized area for dorm/residence life for graduate students."

"Fixing the problem that does not allow new graduate students the opportunity to purchase parking."

"Fix the issue of graduate school tuition and credit hours."

"Hire a dean of the graduate school. Hire a new MBA director."

"Combine SLI and Office of Sustainability."

"Try to combat rising cost of living for campus community, particularly students."

"Partner more with the business community in the city and region to get more CofC graduates employed."

"Increasing financial assistance for adult learners."

"Establish more faculty engagement in student success and needs."

"Make resources that are available at the College easier to find and more accessible, such as tutoring. Some students don't understand all the resources the College offers or can't find them so they look elsewhere, such as online or on YouTube."

"Promote self-growth. Encourage students, faculty, and staff to grow as individuals during their time at the College."

"Encourage each Executive Vice President to host a student event to let students know that division's purpose and how they can help students during their college career."

"Evaluate institutional initiatives and effectiveness. Are we doing things right? Is there too much red tape? Are we doing things because we have always done them?"

### **What are the three most important responsibilities of a 21<sup>st</sup>-century president? (Online Survey)**

"Consensus builder."

"Defender of academic freedom."

"Fundraising."

"Empowering students to tackle humanity's biggest challenge: climate change."

"Teaching equality (gender, race, income, etc.)"

"Making education more accessible."

"A 21<sup>st</sup>-century president is most interested in the safety and wellbeing of their students, preparing these students for their futures, and encouraging students to change the systems at play that contribute to environmental and social degradation."

"Continue the College's continuity with the past, push for preeminence of western culture in the curriculum, and to encourage more literary studies as well."

"Maintaining the quality of education and improving it."



"Engaging with the students and creating relationships."

"Maintaining relationships with other institutions."

"Leaderships of faculty, Board of Trustees, and students."

"Having a good rapport with the city and state officials."

"Ability to listen to students, faculty, and community members."

"Being open-minded."

"Must be open to engaging with students, faculty, and staff on a transparent level."

"To ensure that all students feel that their needs are met, regardless of ability (mental, physical, FINANCIAL)...including and especially safety."

"Being engaged in the Charleston City Council and updating students about it."

"Being an advocate for current issues, guiding and servicing students, and achieving common goals."

"Understand the growing burden of student loan debt on students and their families."

"Advocate for equity and inclusion in admission and retention initiatives."

"Dedicate and put resources behind improving the community around a university, not just the university itself."

"High quality academics, student readiness, and a strong integrated campus community."

"Maintain a campus climate that emphasizes inclusivity, diversity, and unity."

"Timeliness and ability to efficiently report decisions and important information or issues."

"Focused on educational development of university."

"Mainly engaging in student affairs relevant to academia but allowing student body to be individual and make their own decisions and learn and grow from mistakes or successes."

"Putting a focus on providing affordable, higher education instead of turning a profit at the expense of his/her students."

"Being willing to admit that they are wrong or outdated and with that - being willing to learn about the world and the way the students see the world."

"It is important for our newly elected president to be aware and knowledgeable of social change happening on campus/in the community/in the nation. Our students are very responsive to these events and changes, and they want a president that is willing to go to the bat for them if their voices are not being heard. In addition, it's important that our president represents us well from all aspects of his audience. This means his past, present, and future decisions should all represent us well and have had the college in mind. Lastly, we cannot support a president who only tells us what should be done, but that will show us and participate with us on campus."

"Increasing enrollment."

"Promoting a welcoming and inclusive community."

"Maintaining a culture of high academic achievement."

"Enhancing research funding for faculty."

"Providing an open and encouraging learning environment."

"Keeping the College on top of cutting edge technological methods in higher education."

"Protecting students' individual rights, not falling for the peer pressure to create safe spaces: the entire country is a safe space where you can say what you feel."

"Representing the College's best financial interests."

"Keep up with innovations and technology, keep facilities clean and working, keeping in contact with community and students."

"Represent the College of Charleston on a state-wide, national, and global scale in a way that positively and accurately reflects on its student body and its values."

"Use their position to push for a change in racist, sexist, homophobic, transphobic, and bigoted attitudes that prevail on campus and encourage more representation and resources of these students, faculty, and staff."

### **Other comments**

"There is a perception that the higher ups cater to out-of-state students. Some in-state students feel left out. The next president should make sure all students feel valued and welcomed."

"Create better health programs and services for the university."

"Don't just add diverse people to positions or searches or committees just to have 'diversity'. Instead make sure they are actually included and empowered and listened to."

"I want a president who outright opposes hate and systemic oppression. I want a president who promotes love for all humans and the entire natural world."

"No more sustainability...EVER."

"Please do not hire any politicians. We need a woman to lead this school. More than 60 percent of students are female. There are many women who are more than qualified in our great country. Let's find one who is forward-thinking, well regarded and a scholar."

"This person needs to focus on what they can do to benefit the campus community - especially the students, who are paying countless amount of dollars in order to attend the College of Charleston. This person needs to listen to us and provide a safe, transparent environment for all people here, including faculty and staff. we want to know who are president is, what they stand for, what they are doing for us, etc. and be upfront about the work they're doing when it comes to talking with and hearing from other organizations on campus. This should be a community-wide effort, not just clubs and departments that get together sometimes and the president sort of stays back. We want to hear more from them, and we want whoever it is to talk about our concerns in a way that does not deny our experiences."

"Compared to other universities, i have found that at the college of Charleston there is a large focus on outside of school activities that are relatively unrelated to CofC such as Greek life. I think that it's a lot more important for the president to be allocating time and effort to areas that are positive surrounding these things and not become over involved in students personal lives. Although serious issues have arises from these activities, there are problems that are more easily fixable and important."

"Weed out those faculty who do not play by rules of good conduct—legal and moral. Complaints are reported, but ignored."

"Promoting the Honors College more would be immensely helpful in getting rid of the party school image and attracting academically successful students. Personally, I would hardly be prepared for life after CofC were it not for my honors advisor, and the classes offered are fantastic. The next president needs to fully support the Honors College and William Aiken Fellows."

"This president needs to embody the spirit of Charleston, but also accept the good with the bad. Make the bad part of history be known so that we can move forward, rather than backwards."

"One thing I really like about CofC is that even at 10,000+ undergrad students we still have pretty small class sizes and professors really engaged with their classes and not focused on research. I would be really sad to see this change and CofC lose the strong relationships between students and faculty."

"For a Southern college, particularly one as old and influential as the College of Charleston, I think it is ridiculous that a person of color or a woman has never been president. To choose someone who would bring a new perspective to the College and help students like me actually believe it when the faculty here says that the College of Charleston is a progressive and inclusive institution. The kind of president I want to see is a leader who is there for students, faculty, and staff and plays an ACTIVE role in eliminating bigoted ideals, actions, and demonstrations on campus. I want a president who takes a stand against such hatred and takes specific actions to make a change here at the College of Charleston. I want a president who makes their beliefs known and doesn't hide their feelings against such hatred and bigotry often seen here in the South. I want someone to take a stand against racism,

sexism, homophobia, transphobia, and other forms of bigotry so we can all feel inspired to help make changes here on campus and make it a safe and inclusive environment for everyone, especially minorities.”

“This school is arguably the best in South Carolina. We excel in sports, scholastics, our arts programs, and, of course, we have a gorgeous campus and a wonderfully rich history and location. We need to start acting like it and representing ourselves as such. This school is getting so much bad PR right now, and while not all of that is because of poor leadership, I think that with the right leader, CofC could come into its own rather than just being a ‘pretty school.’”

“I want a president who is willing to allow and see to all voices being heard on all of the CofC campuses. I am also an intern with one of the student campus ministry/religious organizations on campus. We have had a lot of censorship when it has come to our freedom to engage (freely and un-confrontationally) with students on campus. I understand that the College promotes freethinking and the protection of voices from gender identity to the expression of political opinion, but I have personally found that once beliefs are shared, they are no longer subsequently welcomed. Freedom of speech and religious freedoms have to be upheld on campus by whomever is elected to serve in order to promote freedom and institutional integrity.”

“Unfortunately, as of right now religious groups here at CofC are not supported due to the Religious Life Counsel. So in the next president, we ask that he supports the rights of religious student clubs even if their viewpoint differs from his or her own.”