



Presidential Search

Stakeholder Input

Prepared by:



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Innovative Research Solutions



Schoolcraft
College

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Introduction

Background/Objectives
Methodology



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Background/Objectives

Background

Dr. Conway Jeffress, who has served as Schoolcraft College's President since 2001, announced his retirement on January 10, 2020.

The College has begun formulating a process to search for the next College President, which includes the development of a search committee and selecting an executive search firm to identify prospective candidates.



Primary Objectives

The College recognizes the value of engaging stakeholders in the presidential search process and obtaining their feedback.

Specific objectives:

- Engage stakeholders in the process to select the next President, inclusively and transparently, while providing an opportunity for all voices to be heard
- Obtain input on the characteristics and competencies desired in the next Schoolcraft College President
- Establish clear, strategic institutional priorities to use in developing hiring criteria

Methodology

- ❑ Due to the COVID-19 pandemic, the initial qualitative phase using a focus group/open discussion forum was absorbed into the second quantitative online survey phase.
- ❑ The revised methodology resulted in both qualitative open-end questions and quantitative rating questions.
 - **Qualitative questions** included Schoolcraft College's (SC) perceived strengths, weaknesses, opportunities and threats; stakeholders were also given an opportunity to name, on an unaided basis, the qualities the ideal presidential candidate should possess.
 - **Quantitative questions** were derived from various secondary sources and were designed to learn stakeholders' priorities in terms of the characteristics and competencies most desired in the next president.
- ❑ The survey was conducted from April 1 – 7, 2020.
- ❑ Potential respondents were emailed an invitation by SC to complete the survey.
- ❑ Respondents consisted of four stakeholder groups, resulting in a total sample size of **n=400**:

| | |
|--|-----|
| Students (including continuing education and credit) | 83 |
| Community (including financial donors, retirees, community members, alumni, other) | 89 |
| Faculty | 57 |
| Staff | 171 |

Executive Summary



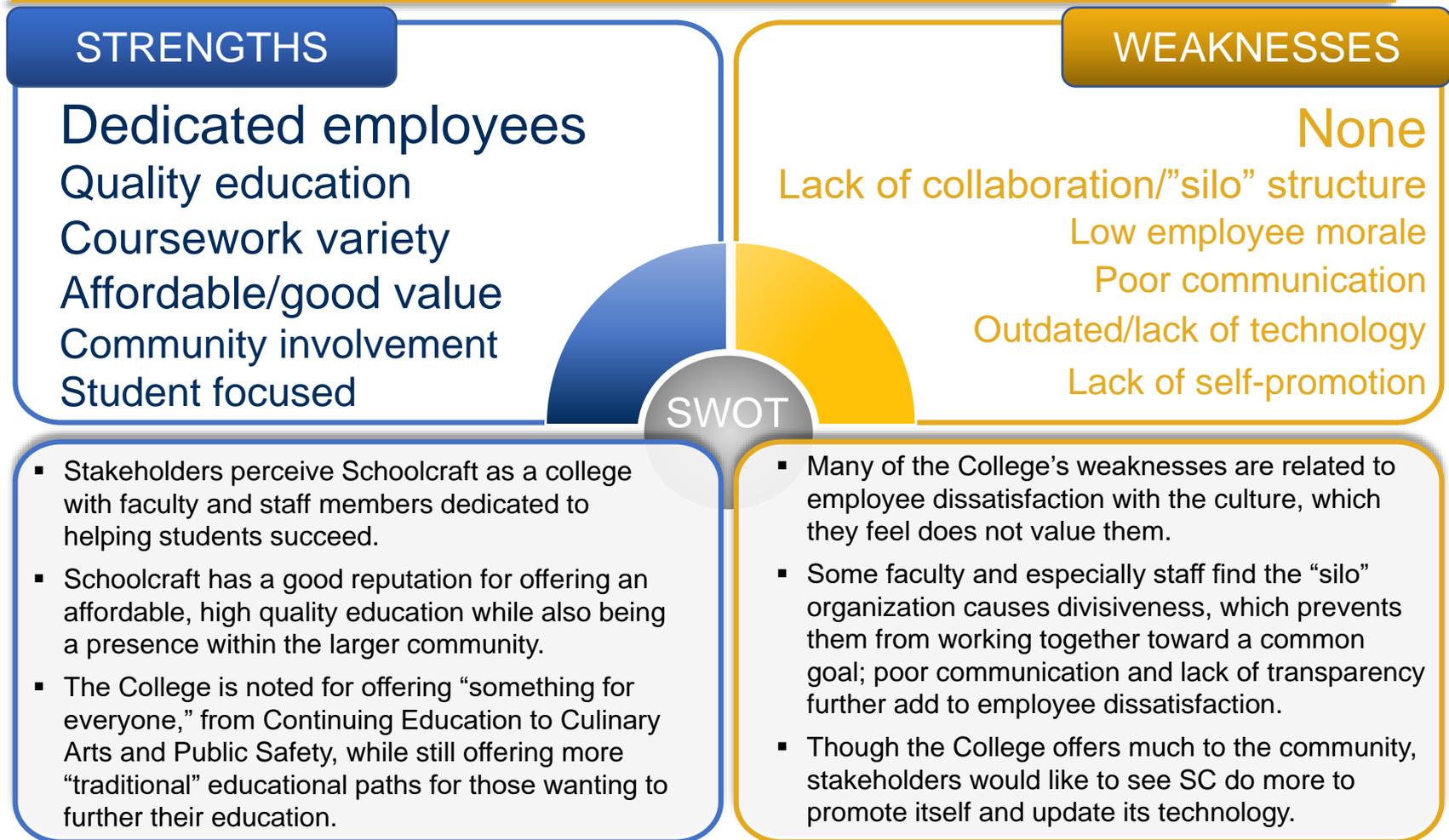
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Schoolcraft Strengths/Weaknesses: The next President of Schoolcraft College must be dedicated to preserving its numerous strengths, while simultaneously addressing its perceived weaknesses.



Schoolcraft Opportunities/Threats: With the College's biggest threats coming from competition and changing trends, the ideal Presidential candidate must lead Schoolcraft in successfully adapting to these trends.

- The emergent need for a skilled workforce with real world work experience via internships and apprenticeships provides an opportunity for growth.
- Given declining enrollment and changing demographics, Schoolcraft must pursue more innovative ways to remain relevant, including recruiting more non-traditional students and expanding online and distance learning capabilities.
- Schoolcraft's willingness and ability to adapt to change must be well communicated to the community.

- Neglecting to adapt to change (complacency) will only increase the competition for SC from other community colleges, online schools, 4-year universities and skilled training programs.
- An inability to adapt to the needs of changing demographic groups can also drive these potential students to other institutions.
- The ability of SC to address the affordability of higher education and to prepare for future public health crises may further help the College gain an advantage over its competition.

SWOT

None
More hands-on/
specialized areas of study
More promotion/advertising
Expand online/distance learning
Pursue new student populations
More internships/apprenticeships

OPPORTUNITIES

None
Competition
Public health
Changing demographics
Affordability
Complacency

THREATS

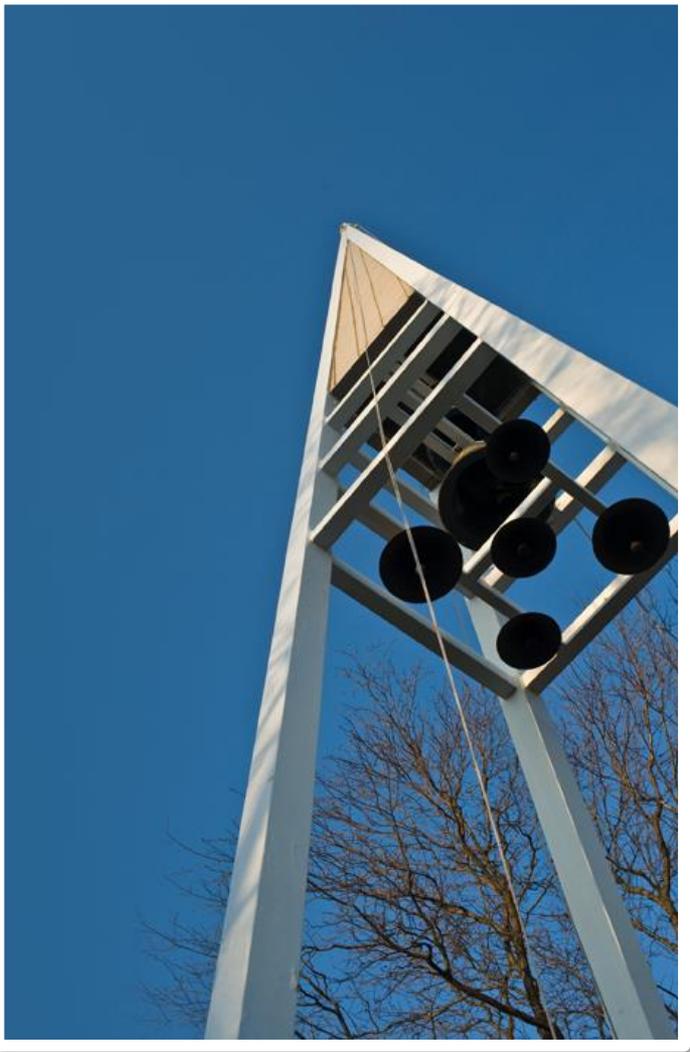


A firm commitment to students is the single most important quality the next President must possess.

In addition to being student driven, the next President must also:

- Have a **strategic vision** for the College developed with input from all stakeholders.
- Understand both the **business** (financial) and **education** side of the College.
- Fiercely **advocate** for Schoolcraft to attract students and forge/build partnerships with local businesses.
- Be an effective **communicator**, both internally (students, faculty and staff) and externally (community and local businesses).
 - Clear communication of the College's vision will ensure that everyone is **working together** to fulfill the College's mission of "providing a transformational learning experience."
 - Communication includes being **visible and approachable** to everyone on campus and within the community.
 - Building **positive relationships** with faculty and staff will improve **collaboration** and provide more of a "**team**" mentality among stakeholders.





Detailed Findings: Qualitative

SWOT Analysis



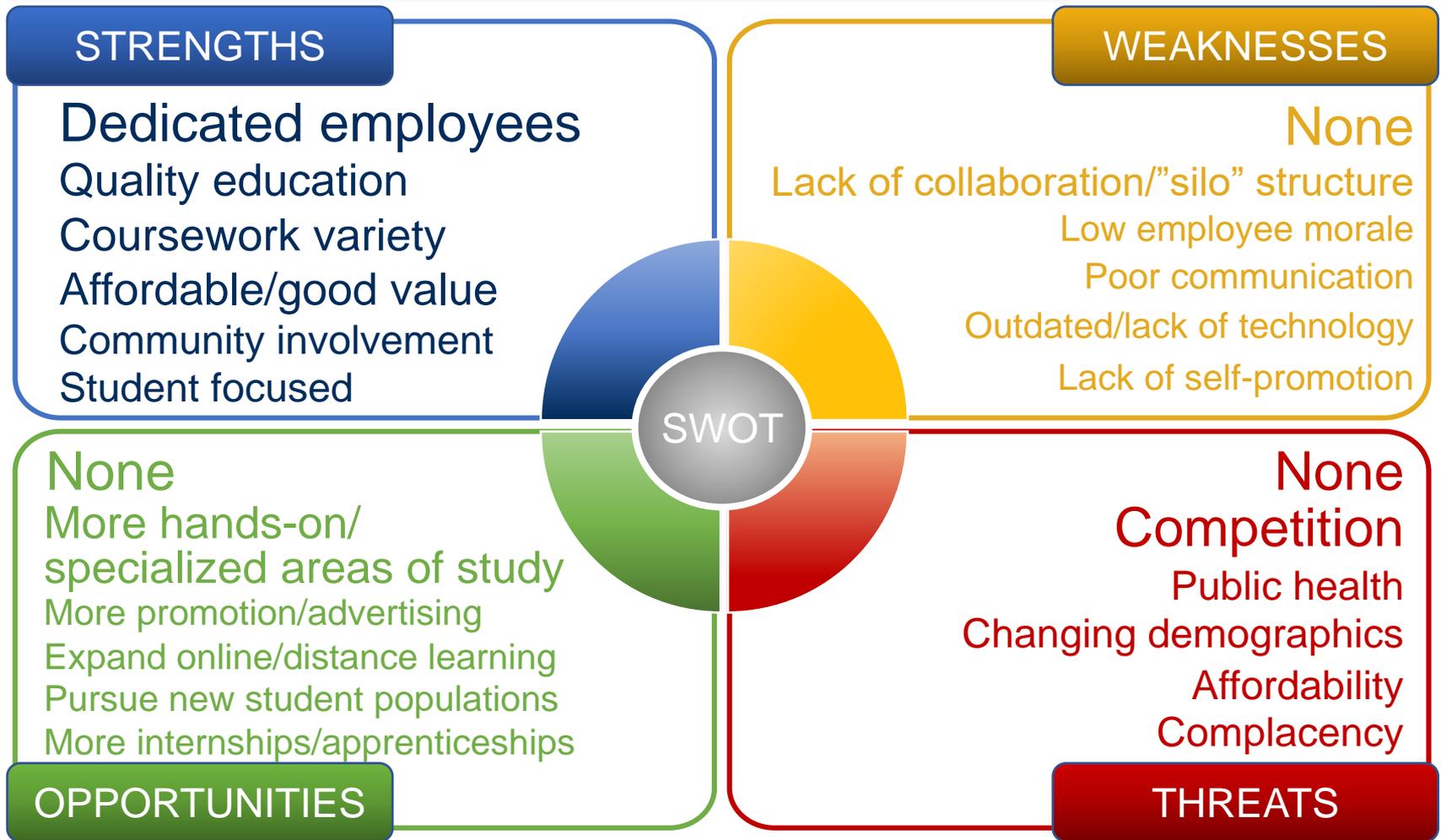
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Schoolcraft College SWOT Analysis



Top Schoolcraft College Strengths

STRENGTHS

(% Mentioning)

Employees

23%

- The dedicated, caring faculty and staff who work at SC are perceived as the College's greatest asset

"Faculty and support staff are devoted to helping students achieve their educational and professional goals."

"To me one of the most prevalent strengths of Schoolcraft is their selection in teachers. They do an outstanding job of finding teachers that are experienced in the field and with a variety of teaching styles. This is why I decided on Schoolcraft and am proud to graduate from here."

High Quality Education

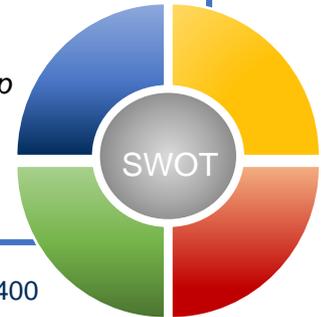
14%

- SC prepares students for their future (employment in trades, 4-year degree, etc.) with challenging coursework and high academic standards

"The high academic standards are a strength that should always be upheld."

"Students are recognizing that Schoolcraft is a challenging academic resource for education and not just a fluff school to get through two years after high school."

"I appreciate that Schoolcraft values offering a high-quality education. It is critical that we keep the quality and meaningfulness of a Schoolcraft degree high."



Q1. What do you see as the **major strengths** or **positive attributes** of Schoolcraft that you would like to see the next President preserve and/or build on?

Total Sample: n=400

Top Schoolcraft College Strengths (cont.)

STRENGTHS

(% Mentioning)

Coursework Variety

14%

- Stakeholders appreciate the many credit and non-credit opportunities of study offered at SC

"Schoolcraft College offers so much to such a wide variety of students; there truly is something for everyone within our curriculum."

"A welcoming place for all level of learners, from those not ready for a 4-year college, continuing education or technical training. Schoolcraft College has something for everyone."

Affordable/ Good Value

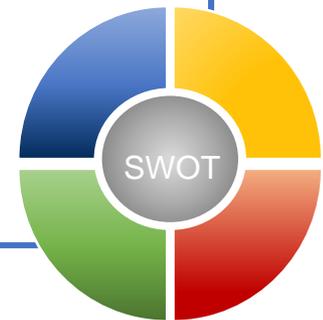
13%

- SC provides an affordable higher education, making it an accessible alternative to all students and a good value

"High educational return for tuition paid."

"SC provides high value to its students through courses that result in certificates, degrees, and transfer credits at a reasonable price."

"I believe as a community college Schoolcraft offers classes that are accessible and affordable for our local community."



Q1. What do you see as the **major strengths** or **positive attributes** of Schoolcraft that you would like to see the next President preserve and/or build on?

Top Schoolcraft College Strengths (cont.)

STRENGTHS

(% Mentioning)

Community Involvement

11%

- Stakeholders value the strong relationship SC has with the community it serves

“Deep engagement with community; seen as a resource for learning & developing skills for whole community.”

“Community relationship -- Schoolcraft has a valued and trusted position in the community as a provider of academic, technical and continuing education.”

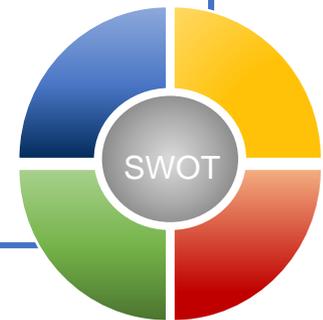
Student Focused

9%

- SC is perceived as prioritizing students above all else

“Schoolcraft is very student friendly. I like how willing most teachers are to help outside of class, and they give good feedback. I feel like Schoolcraft cares about its students and this is something I hope will continue on.”

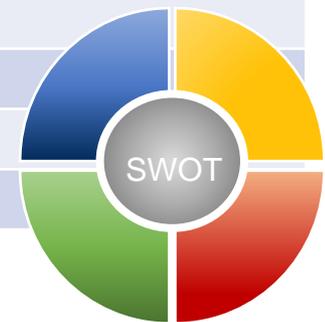
“We are student focused and committed to their success, with the majority of instructors very passionate about their instruction.”



Q1. What do you see as the **major strengths** or **positive attributes** of Schoolcraft that you would like to see the next President preserve and/or build on?

Other Schoolcraft College Strengths

| % Mentioning | Perceived Strength |
|--------------|---|
| 8 | Supportive environment – there is a sense of community and family |
| 8 | Diversity/inclusion – welcoming to all regardless of race, age, disability, socio-economic status, etc. |
| 8 | Continuing Education programs – variety of programs for non-traditional students |
| 8 | Student support services and resources (e.g., guidance counseling, learning assistance center, SC Aware, weblink, etc.) |
| 7 | Community/local business partnerships |
| 7 | Attractive, clean campus |
| 7 | Values and supports faculty and staff (financially and involves them in decision making) |
| 7 | Creates alternative revenue streams (leasing buildings, etc.) |
| 6 | Innovative/thinks outside the box |
| 5 | Excellent/well-known Culinary Arts program |
| 5 | Offers vocational, trade and certificate programs |
| 5 | Good reputation |
| 5 | Strong leadership |



Q1. What do you see as the **major strengths** or **positive attributes** of Schoolcraft that you would like to see the next President preserve and/or build on?

Top Schoolcraft College Weaknesses

WEAKNESSES (% Mentioning)

None

20%

- About 1 in 5 find SC to have no weaknesses

Lack of collaboration/ “silo” organizational structure

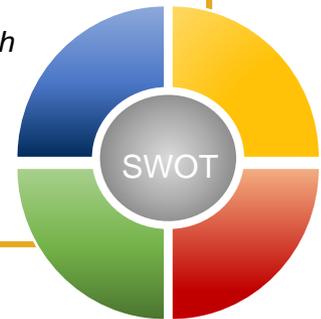
12%

- Stakeholders, especially staff members, find that the lack of collaboration among divisions due to the “silo” organizational structure prevents them from achieving the College’s goals; this structure also leads to divisiveness among divisions

“The greatest weakness present at the College is the divisiveness across divisions. We feel like a collection of fiefdoms rather than a cohesive group of professions. The next president needs to be collaborative and able to bring those of differing views together to accomplish common goals.”

“The College tends to have silos throughout various departments which at times can make issues more challenging to handle. Breaking down the silos would help the College run more efficiently and increase morale.”

“Internally, the college is very “siloed.” It needs a leader who has a completely objective eye as to how to reorganize and break down these walls which inhibit work and create a negative environment.”



Q2. What do you see as Schoolcraft’s most notable **weaknesses** that you would like to see the next President address?

Top Schoolcraft College Weaknesses (cont.)

WEAKNESSES

(% Mentioning)

Low employee morale

9%

- Employees, especially staff members, do not feel valued by the College, leading to low morale

“The way employees are treated. They are not made to feel valued and are even seen as expendable in some instances. There have been 1% annual pay increases, which means we don't even keep up with inflation each year, so pay falls behind with each passing year. Furthermore, there are little to no advancement opportunities.”

“Morale is lacking due to administrators missing the big picture and valuing employees. Leadership vocalizes that ‘you’ the employee can always be replaced.”

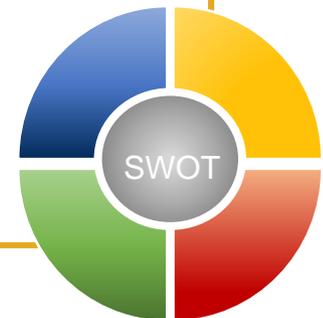
Poor communication

9%

- Poor communication both within the College and to the outside community is perceived as detrimental

“It seems that we could do a better job clearly and consistently communicating our priorities, plans, and services to the community, our students, and staff/faculty. This has improved in recent years, but I think more progress can be made.”

“Improve communication and rapport across all departments. This is mentioned all the time. Just figure it out and do it.”



Q2. What do you see as Schoolcraft's most notable **weaknesses** that you would like to see the next President address?



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Top Schoolcraft College Weaknesses (cont.)

WEAKNESSES

(% Mentioning)

Outdated/lack of technology

8%

- Technology is perceived as outdated, while the recent COVID-19 pandemic highlights the need for improved technology campus-wide

"The campus is not technology ready. Staff computer systems are not up to par for essential work. This weakness has been exposed even more due to COVID-19 and many people working remotely, but it has been present all along."

"Some areas of technology are about 20 years behind. The student service areas use outdated computer programs that don't meet the needs of modern students. The campus doesn't have basic high-tech necessities that other campuses have, like charging stations or USB ports for students to use."

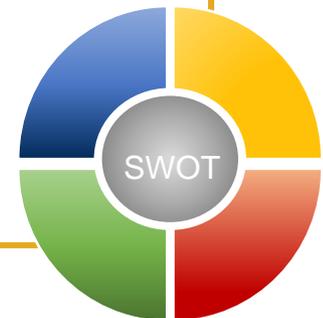
Lack of self-promotion

7%

- Stakeholders do not feel as though the College advertises or promotes itself; the College makes little effort to let people know what it offers

"One weakness is a lack of promotion for our excellent academic programs and innovations. Transformational learning experiences in fairly small classes made up of traditional and non-traditional students compete well with any 4-year college or university and should be promoted. I sometimes think Schoolcraft isn't fully aware of its own strengths."

"Improving Schoolcraft College's image through broader coverage in broadcast and social media platforms. Schoolcraft College still seems to remain under the radar of many potential students."



Q2. What do you see as Schoolcraft's most notable **weaknesses** that you would like to see the next President address?



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Other Schoolcraft College Weaknesses

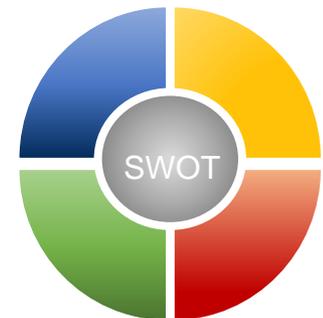
| % Mentioning | Perceived Weakness |
|--------------|--|
| 6 | Prioritizes non-education business ventures over education – the College seems to be moving away from its core mission |
| 5 | Outdated infrastructure |
| 5 | Not proactive – SC is not responsive to changing workforce needs |
| 5 | Disparity in the quality of instructors |
| 5 | SC does not include stakeholders in decision-making |



“Growing trend to run the college more like a commercial business rather than always placing education as the top priority.”

“I do think that the college needs an update in maintenance of current buildings and update in landscaping.”

“The College needs to get back to training a labor force -- not everyone needs a bachelor's or master's degree. Right now the State of Michigan is pushing for PRO jobs -- positions like electricians, mechanics, plumbers, manufacturers, etc.”



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Q2. What do you see as Schoolcraft's most notable **weaknesses** that you would like to see the next President address?



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Top Schoolcraft College Opportunities

None
32%

- Approximately one-third of stakeholders were unable to name opportunities for SC

**More hands-on/
specialized areas
of study**

18%

- The need for more skilled trade workers is an opportunity for SC to offer more specialized fields of study, including manufacturing, construction and healthcare

"I would like to see skilled labor training since it is in such high demand right now. Partnerships with the Trades? Expand on the focused training for specific jobs."

"Skilled trades, manufacturing, healthcare and technology are areas of opportunity for students in finding jobs. Provide hands-on training to ensure students have the skills and knowledge to be successful in their chosen career."

**More promotion/
advertising**

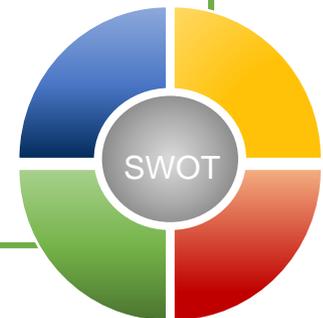
8%

- More promotion of the College and its benefits will enable SC to better compete with other institutions

"We need to capitalize on any and every opportunity to put ourselves out there more, and more consistently. Spend more money on advertising. We hear and see ads for OCC, Henry Ford, etc., but Schoolcraft seems rarely to be in the limelight."

OPPORTUNITIES
(% Mentioning)

Q3. Are there any particular **opportunities** Schoolcraft can capitalize on that they are not currently taking advantage of?



Top Schoolcraft College Opportunities (cont.)

Expand online/ distance learning

6%

- The trend toward more distance learning and online classes provides an opportunity for SC to expand and enhance its capabilities in this realm (which the COVID-19 pandemic helped bring to light)

“Given the current lockdown situation, education via remote telecommunications is certainly a big thing right now. I think that anything that can be done to improve the opportunities for this in the future will make things better for everybody.”

Pursue new student populations

6%

- Demographic trends and declining enrollment make it necessary for the College to recruit different types of students (including non-traditional students, those who previously thought college was not an option for them, etc.)

“More classes for non-traditional students and for those who are not seeking a 4-year college degree.”

“We need to be strongly changing our practices to recruit and design programming/support for non-traditional students and the students of the future.”

More internships/ apprenticeships

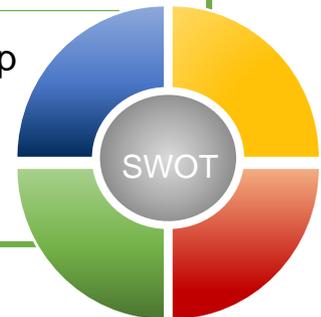
5%

- Stakeholders would like to see SC work with and develop more partnerships with companies to provide students with real-world work experience in their field

OPPORTUNITIES

(% Mentioning)

Q3. Are there any particular **opportunities** Schoolcraft can capitalize on that they are not currently taking advantage of?



Top Schoolcraft College Threats

None

41%

- A large proportion of stakeholders could not name any external threats to SC

Competition

24%

- Increasing competition from not only other community colleges, but 4-year institutions and online universities provides many alternatives for students

“Online learning will create a great threat if Schoolcraft is not able to better adapt. All of our competition is now in the same situation. We need to make sure the plan we create is a better alternative than our competition.”

“Schoolcraft shares the area of Metropolitan Detroit/southeast Michigan with several other colleges and universities, which will always pose the challenge of providing relevant, quality products and services at a competitive price.”

Public health

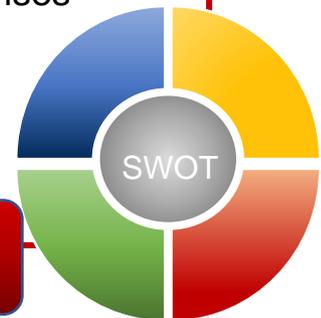
7%

- The recent COVID-19 pandemic has heightened stakeholder concerns about how SC will adapt to future public health crises

“External threats currently involve the pandemic, which will last in one form or another for the next 12 - 18 months.”

“Immediate threat with COVID-19 and impact on enrollment or even ability to offer classes during such times.”

THREATS
(% Mentioning)



Q4. Are there any **external threats** that may create challenges to Schoolcraft?



Top Schoolcraft College Threats (cont.)

Changing demographics

6%

- The decreasing population and changing demographics in Southeastern Michigan have led to declining enrollment; specifically, the population continues to age, while there are fewer traditional college-age students

"I feel the external threat is enrollment and this is mostly due to the lack of population in Michigan and the amount of colleges available."

Affordability

5%

- Stakeholders are concerned about the rising costs of higher education and the potential impact on the College

"The rising cost of education in relation to what jobs pay."

"The number one threat is people not being able to afford college."

Complacency

4%

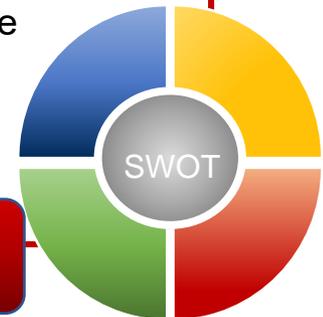
- Resistance to change makes SC more vulnerable to competitive institutions; altering the mindset that "it has always been done this way" is key to remaining competitive

"Most of my experience that presents 'threats' are internal and are wrapped up in bureaucracy and resistance to innovation. Doing things the same way and not rewarding innovation."

"Visions of grandeur is the biggest external threat."

Q4. Are there any **external threats** that may create challenges to Schoolcraft?

THREATS
(% Mentioning)





Detailed Findings: Qualitative

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Qualities



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Stakeholders would like to see a **visionary** who is **accessible** to all as the next President of SC; the ideal candidate would also establish a **good relationship with employees** and **communicate** well, both within the College and the community.

Top Presidential Qualities % Mentioning



Total Sample: n=400

Q5. Based on maintaining what you see as Schoolcraft's strengths and addressing the challenges facing Schoolcraft that you previously named, what qualities would the ideal presidential candidate need to possess in order to overcome these challenges?

The top qualities stakeholders want to see in the next President are inter-related and, when taken together, work to move the College forward.

Visionary/ Strategic Thinker/Innovator

The ideal President is one who has a clear vision for the College and is willing to think outside the box.

This vision must be communicated to all stakeholders and the President must provide the means to achieve it.

“The candidate should be a visionary, who can lay out a direction for the college and a leader who engages the faculty, staff and students to move in that direction with him/her.”

Visible/Accessible/ Approachable

The next President should make a point of being visible on campus as well as in the community.

He/she should have a physical presence and proactively interact with stakeholders.

“Very visible and accessible on campus on a daily basis, walking around the buildings, having conversations with staff, faculty and students, getting a real-time ‘pulse’ on the condition of the college.”

Establishes a Relationship with Employees

It is critical that the new President is respectful of and values all employees.

Faculty and staff who feel appreciated are more likely to feel they matter and are more willing to buy into the long-term vision for the College.

“The new president needs to recognize the talent and dedication of the current faculty and staff and continue to support us in our roles.”

Good Communication Skills/Good Listener

Transparency and frequent communication from the President (including listening to stakeholders) help stakeholders be more collaborative in working toward a common goal.

“Good Communication Skills--ability to convey to all associated with Schoolcraft the vision for the future success of the school.”



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Total Sample: n=400

Q5. Based on maintaining what you see as Schoolcraft’s strengths and addressing the challenges facing Schoolcraft that you previously named, what qualities would the ideal presidential candidate need to possess in order to overcome these challenges?



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The ideal Presidential candidate will be a champion for the College by being a strong presence within the community and using his/her leadership skills to unite SC internally.

Community Collaborator/ Liaison

A strong relationship within the community Schoolcraft serves will help the next President create bonds with potential students (K-12, Continuing Education, etc.).

A connection to the local business community may also lead to potential employment for graduates.

“The president must be a community leader who is comfortable reaching out to the general public on a regular and strategic basis.”

Promotes SC/ Passionate

Stakeholders are looking for someone to advocate for the College both within the community and politically.

The President must have a passion for Schoolcraft and be willing to ceaselessly promote it.

“Able to navigate and push to get the standing Schoolcraft deserves in the world of university education. The candidate needs to be able to negotiate fearlessly for the students and future students at Schoolcraft College.”

Morale Booster/ Unifier

The next President must address the divisiveness within the College as a result of the perceived “silo” organizational structure.

Boosting the morale of employees by providing more collaboration across divisions will be a priority.

“Able to boost morale, inspire each person to strive for excellence, and instill more of a sense of community and pride among the staff and faculty.”

Strong Leadership Skills

Essential leadership skills include building relationships inside and outside the College to achieve success.

The next President must surround him/herself with a team of people who are knowledgeable in their areas of expertise.

“Successful leadership is about relationships. Needs to be a transformational (change) leader; a leader concerned about the worker/individual. Enable others to act, encourage staff to act independently; take responsibility; use their judgment; make the best decision possible.”



Innovative Research Solutions Total Sample: n=400

Q5. Based on maintaining what you see as Schoolcraft’s strengths and addressing the challenges facing Schoolcraft that you previously named, what qualities would the ideal presidential candidate need to possess in order to overcome these challenges?



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Other Presidential Qualities

- Awareness of changing trends: eye on the future (both educational and workforce development trends)
- Student focused
- Partnerships: understands and values public/private partnerships
- Risk taker: willing to make difficult and unpopular decisions
- Prioritizes academics
- Fiscally responsible
- Open minded

“Innovative approaches to opening up new majors and training based on societal and technological changes that provide new career opportunities for students.”

“They must be authentically concerned with the betterment of the most valuable asset on campus which is our student population.”

“Build partnerships with business leaders - What are their needs? How can we help? How can we jointly create opportunities for mutual gain?”

“President needs to challenge the process, be a constant improvement fanatic, experiment and take risks and profit from mistakes – learn from them so that we don’t make mistakes.”



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Total Sample: n=400

Q5. Based on maintaining what you see as Schoolcraft’s strengths and addressing the challenges facing Schoolcraft that you previously named, what qualities would the ideal presidential candidate need to possess in order to overcome these challenges?



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Detailed Findings: Quantitative

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Attributes



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The future President's **commitment to students** is the most critical attribute he/she must possess, whereas **fundraising ability** is least important to stakeholders overall.

Total Sample: Most/Least Important Attribute*



Total Sample: n=400

* % ranking each attribute most/least important when choosing the next SC president

Prioritizing students is the single most important attribute the new president must preserve.

Schoolcraft's **commitment to its students** is one of its most notable strengths, and stakeholders want to see this dedication to students continue.



"We are student-focused and committed to their success, with the majority of instructors very passionate about their instruction."

"Schoolcraft is a transformational institution. The College allows for individuals to find themselves and their passions. Whether it be through the classroom teaching or the extracurricular opportunities students, have the opportunity to cultivate their skills and grow personally and professionally."

"Schoolcraft is very student friendly... I feel like Schoolcraft cares about its students and this is something I hope will continue on."



Stakeholders also require a president who is an **effective communicator** and demonstrates **financial and operational ability**.

Though it is important across the board, **communication** is especially important to internal stakeholders (staff and faculty).

“They will need have clear and strong communication skills... to motivate and inspire those around them to create a culture of trust, integrity, and collaboration.”



“A financially astute leader as SC has the complexity of several unique entities.”

A president who **demonstrates financial and operational ability** is equally important among stakeholder groups.



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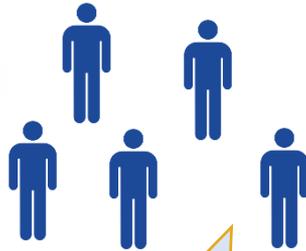
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Team building and strategic planning are also among the top skills the next president must have.

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enhancing so
team building
groups of em
members o
ark well



"The ability to engender a 'team' attitude throughout the college."



"A talent for managing and coordinating all of (the departments) successfully and strongly to achieve success with the College's mission."

"A strategic planner who can develop/monitor a multi-faceted strategic plan with the input of a broad base of stakeholders."

"A clear vision - that can be easily understood and acted upon by EVERYONE associated with the College (faculty, staff, students, partners)."



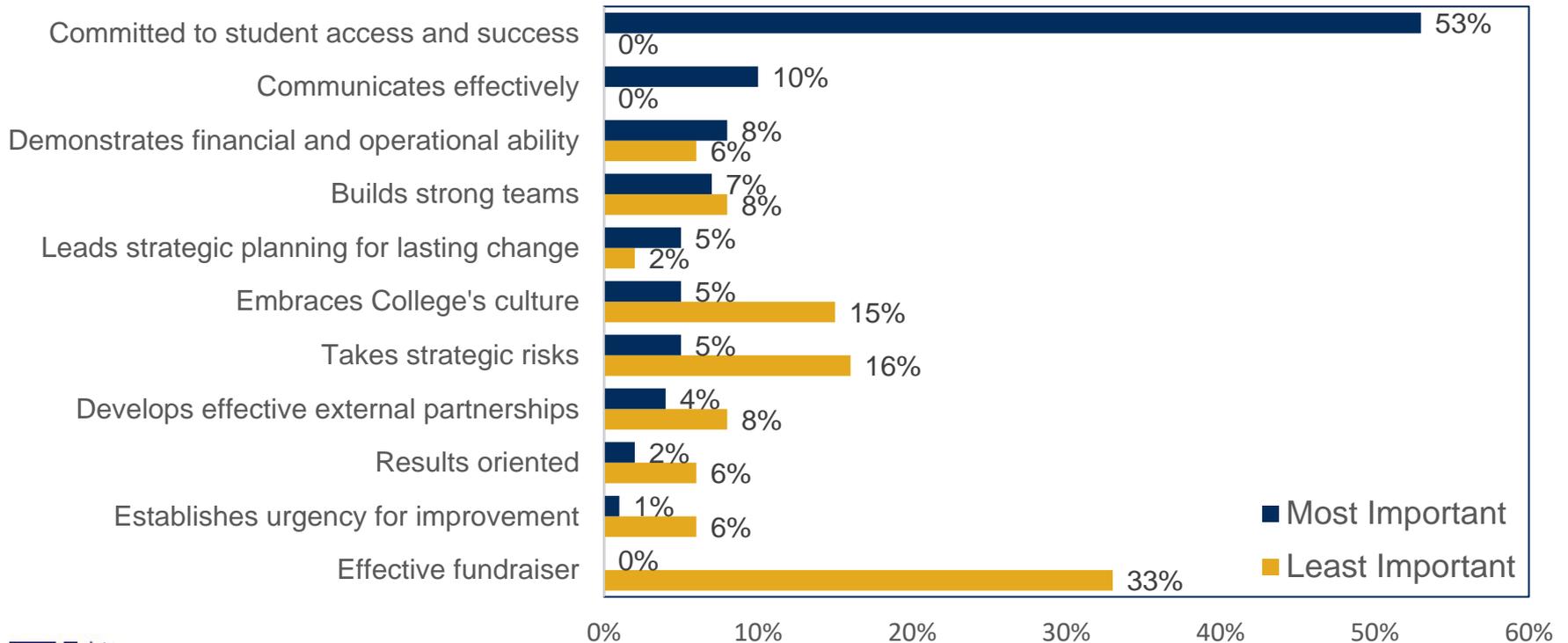
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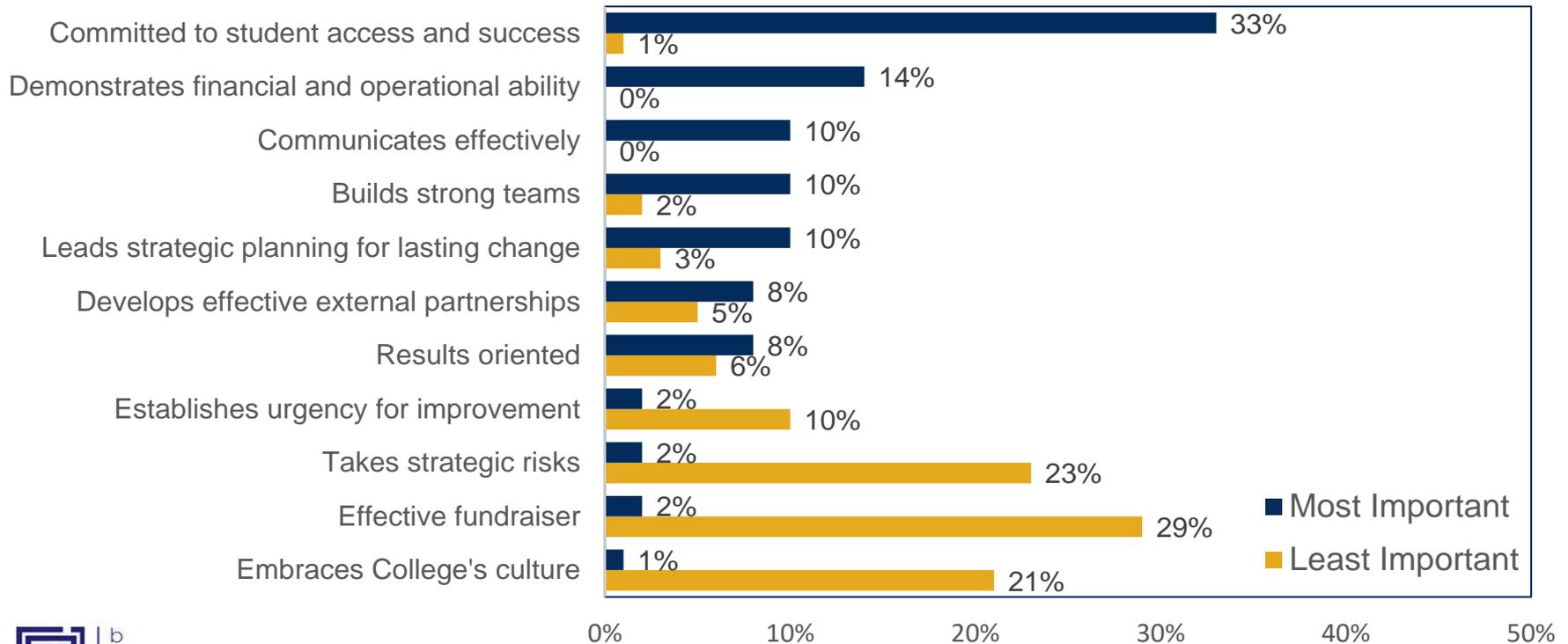
Not surprisingly students are most concerned that the next Schoolcraft president is **committed to their success** than any other attribute and are least concerned with **fundraising effectiveness**.

Students: Most/Least Important Attribute*



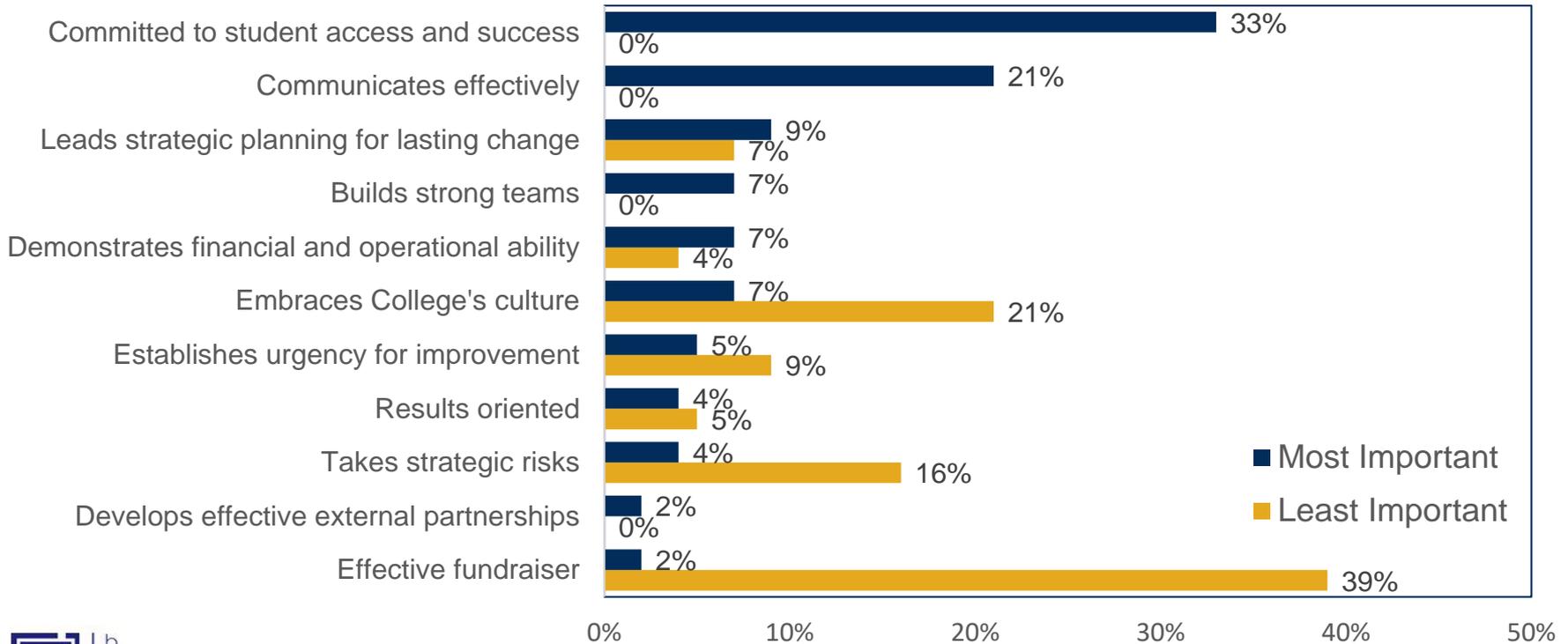
Commitment to students is also the most important attribute among community members, while **fundraising** and **strategic risk taking** are least important.

Community: Most/Least Important Attribute*



Similarly, faculty most values **commitment to student success** and **communication skills**, while **fundraising**, **embracing SC's culture** and **risk-taking** are the least important attributes.

Faculty: Most/Least Important Attribute*

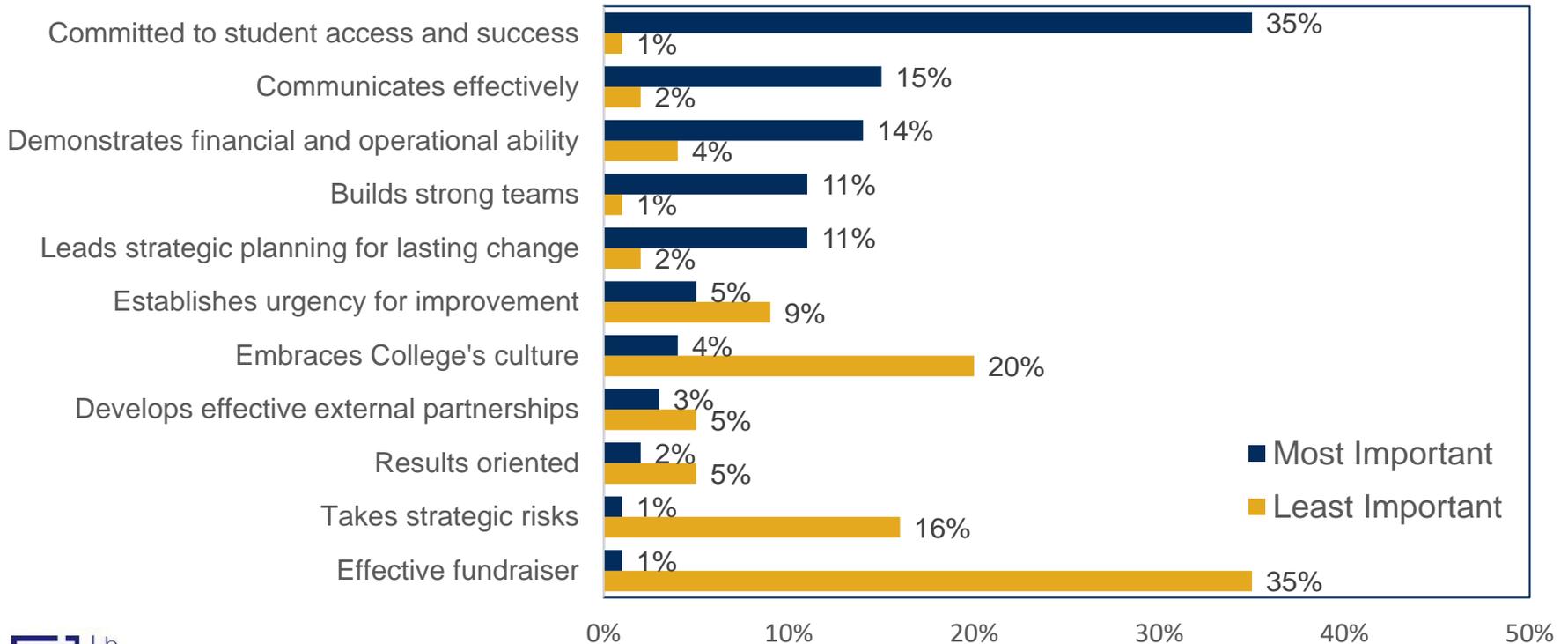


Base: Faculty n=57

* % ranking each attribute most/least important when choosing the next SC president

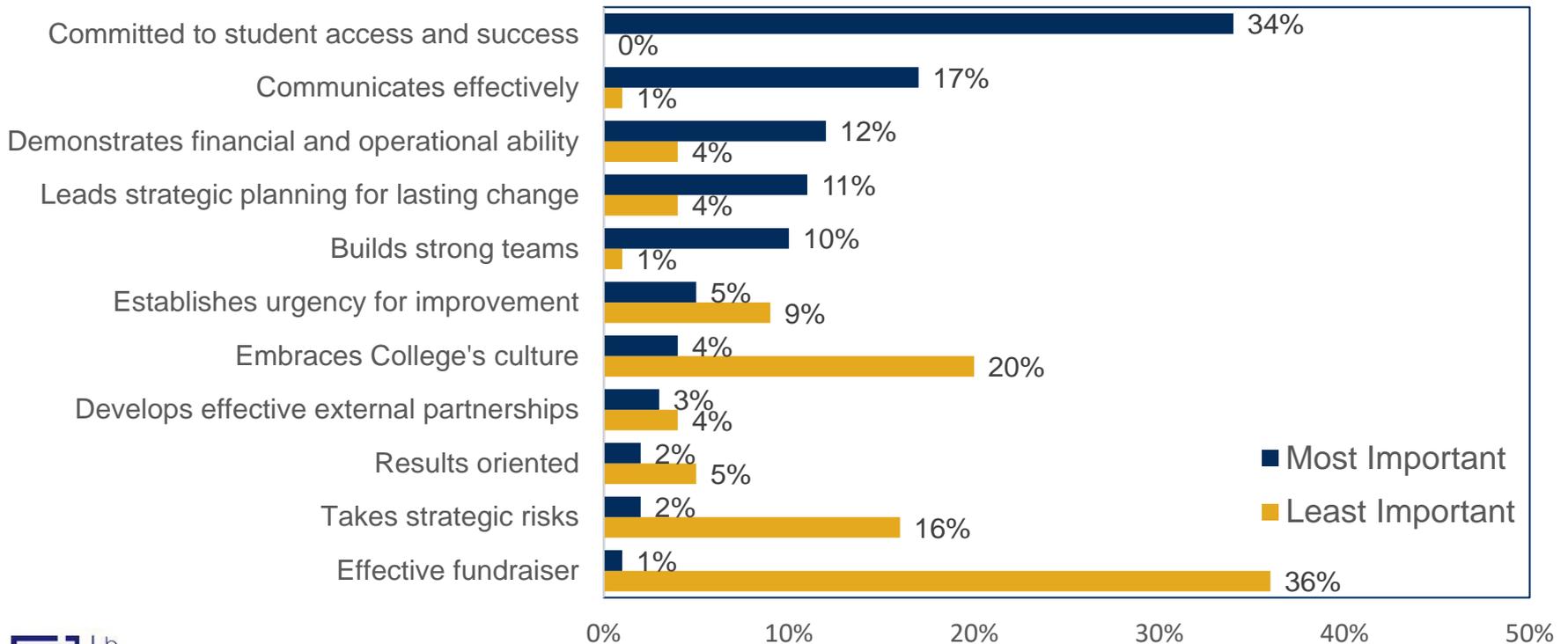
Consistent with other stakeholder groups, **prioritizing students** is the most important attribute staff members would like to see in the next President, while they are least concerned with his/her **fundraising ability**, **commitment to the SC culture** and ability to **take strategic risks**.

Staff: Most/Least Important Attribute*



Commitment to students is most important to College employees (faculty and staff combined), followed by **effective communication skills**; employees similarly find **fundraising ability** to be least important.

Employees (Faculty and Staff): Most/Least Important Attribute*



Base: Employees (Faculty and Staff) n=228

* % ranking each attribute most/least important when choosing the next SC president

Communication, team building and commitment to students are the most highly rated attributes across all stakeholder groups in terms of importance; **students** consistently rate all attributes lower in importance than other stakeholders.

**Attribute Importance
Summary Table:
% Top Two Box***

Communicates effectively

Builds strong teams

Committed to student access and success

Demonstrates financial and operational ability

Leads strategic planning for lasting change

Develops effective external partnerships

Establishes urgency for improvement

Results oriented

Embraces College's culture

Takes strategic risks

Effective fundraiser

| | Total Sample (n=400) | Students (n=83) | Community (n=89) | Faculty (n=57) | Staff (n=171) | Employees [^] (n=228) |
|--|-------------------------|--------------------|---------------------|-------------------|------------------|-----------------------------------|
| Communicates effectively | 86% | 76% | 83% | 88% | 92% | 91% |
| Builds strong teams | 80% | 69% | 85% | 81% | 83% | 82% |
| Committed to student access and success | 79% | 72% | 78% | 88% | 80% | 82% |
| Demonstrates financial and operational ability | 73% | 69% | 73% | 72% | 75% | 75% |
| Leads strategic planning for lasting change | 71% | 59% | 67% | 77% | 75% | 76% |
| Develops effective external partnerships | 67% | 63% | 67% | 75% | 67% | 69% |
| Establishes urgency for improvement | 64% | 59% | 62% | 61% | 68% | 66% |
| Results oriented | 62% | 51% | 70% | 63% | 64% | 64% |
| Embraces College's culture | 60% | 52% | 60% | 72% | 60% | 63% |
| Takes strategic risks | 55% | 51% | 57% | 63% | 53% | 55% |
| Effective fundraiser | 49% | 46% | 51% | 51% | 48% | 49% |

[^] Faculty and staff

* % of stakeholders rating the attribute a "9" or "10" on a 10-point scale where "1" = "Not At All Important" and "10" = "Extremely Important"



Though most attributes are equally important among stakeholder groups, students rate several criteria significantly less important than their counterparts, including **communication, team building, strategic planning and results oriented.**

**Attribute Importance
Summary Table:
Mean Rating***

Communicates effectively

Builds strong teams

Committed to student access and success

Demonstrates financial and operational ability

Leads strategic planning for lasting change

Develops effective external partnerships

Establishes urgency for improvement

Results oriented

Embraces College's culture

Takes strategic risks

Effective fundraiser

| | Total Sample (n=400) | Students (A) (n=83) | Community (B) (n=89) | Faculty (C) (n=57) | Staff (D) (n=171) | Employees [^] (E) (n=228) |
|--|-------------------------|---------------------------|----------------------------|--------------------------|-------------------------|--|
| Communicates effectively | 9.4 | 9.1 | 9.4 | 9.6 A | 9.6 A | 9.6 A |
| Builds strong teams | 9.2 | 8.8 | 9.4 A | 9.3 A | 9.3 A | 9.3 A |
| Committed to student access and success | 9.2 | 8.9 | 9.1 | 9.4 | 9.2 | 9.3 |
| Demonstrates financial and operational ability | 8.9 | 8.5 | 9.0 | 9.1 | 9.1 | 9.1 |
| Leads strategic planning for lasting change | 8.9 | 8.5 | 8.9 | 9.2 A | 9.1 A | 9.1 A |
| Develops effective external partnerships | 8.8 | 8.8 | 9.0 | 8.9 | 8.7 | 8.8 |
| Establishes urgency for improvement | 8.6 | 8.4 | 8.7 | 8.4 | 8.8 | 8.7 |
| Results oriented | 8.7 | 8.3 | 9.0 A | 8.6 | 8.7 | 8.7 A |
| Embraces College's culture | 8.5 | 8.1 | 8.6 | 8.9 | 8.4 | 8.6 |
| Takes strategic risks | 8.3 | 7.9 | 8.4 | 8.5 | 8.5 | 8.5 A |
| Effective fundraiser | 8.0 | 7.9 | 8.1 | 8.3 | 7.9 | 8.0 |

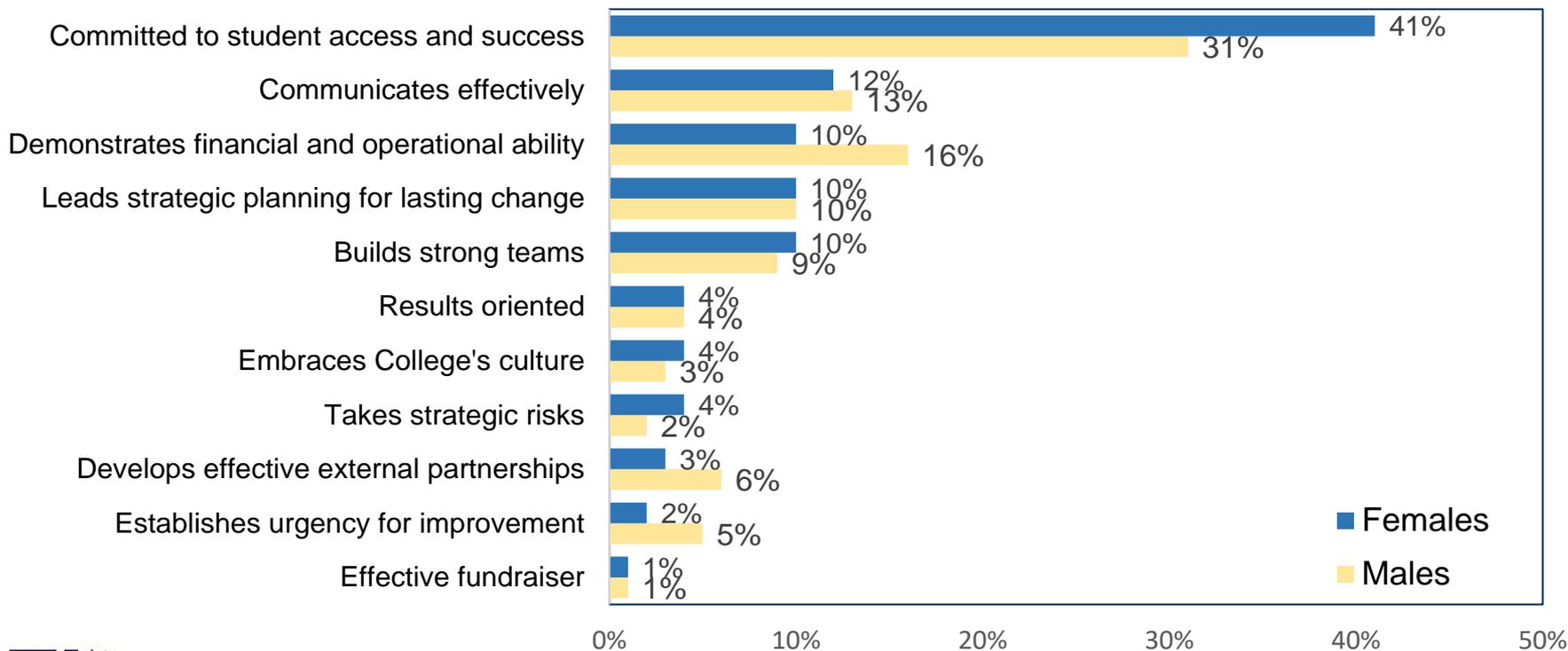
A = Significantly higher than "Students" at 95% confidence

[^] Faculty and staff

* Mean score based on a 10-point scale where "1" = "Not At All Important" and "10" = "Extremely Important"

Males and females are generally consistent in terms of what attributes they find most important; females, however, place more importance on **student commitment**, while males find **financial and operational ability** more important than females.

Most Important Attribute* by Gender



Total Sample: n=345

Males: n= 159
Females: n= 186

* % ranking each attribute most/least important when choosing the next SC president

Females find the presidential attributes more important than males overall and, in many cases, rate them significantly > higher in importance.

**Attribute Importance
Summary Table:
% Top Two Box***

| | Total Sample (n=400) | Females (n=186) | Males (n=159) |
|--|-------------------------|--------------------|------------------|
| Communicates effectively | 86% | 89% | 82% |
| Builds strong teams | 80% | 85% > | 74% |
| Committed to student access and success | 79% | 84% > | 74% |
| Demonstrates financial and operational ability | 73% | 80% > | 65% |
| Leads strategic planning for lasting change | 70% | 75% > | 64% |
| Develops effective external partnerships | 67% | 69% | 65% |
| Establishes urgency for improvement | 63% | 70% > | 54% |
| Results oriented | 64% | 65% | 62% |
| Embraces College's culture | 59% | 65% > | 53% |
| Takes strategic risks | 55% | 59% | 50% |
| Effective fundraiser | 47% | 46% | 48% |

> = Significantly different at 95% confidence level

* % of stakeholders rating the attribute a "9" or "10" on a 10-point scale where "1" = "Not At All Important" and "10" = "Extremely Important"



Appendix

Presidential Criteria Definitions
Online Questionnaire
Coded Open-end Responses



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Presidential Criteria Definitions*

A. Committed to Student Access and Success:

- A persistent drive to ensure student access and success, and retention manifested in long-term work to create lasting change on the community college campus and with external partners.

B. Takes Strategic Risks:

- The willingness to take data-informed risks – such as admitting to gaps in student success and visibly reallocating resources – that signal a deep commitment to student-oriented change.

C. Builds Strong Teams:

- The capacity to develop and maintain outstanding leadership teams and to consistently engage leaders, faculty and staff in ways that significantly improve student access, success, and retention institution-wide.

D. Establishes Urgency for Improvement:

- Understanding how to make the case for change so that the entire College is motivated to accelerate the pace of improving student outcomes.

E. Leads Strategic Planning for Lasting Change:

- Ability to strategically lead inclusive planning processes that result in focused, concrete, College-wide plans to significantly improve student access, success, and retention.

F. Results Oriented:

- Ensures effective implementation, routine assessment of progress, and continuous data-informed improvement.

G. Communicates Effectively:

- Communicates and listens in ways that foster strong relationships, develop shared priorities, and inspire trust and action.

H. Financial and Operational Ability:

- Ensures the fiscal strength and sound operation of the Community College.

I. Fundraiser:

- Engages external entities, promotes philanthropic efforts and secures funds from multiple sources to support the mission of the College.

J. Develops Effective External Partnerships:

- Possesses a vision that extends beyond the college to achieve broader aims for student success that the College alone cannot achieve, such as improving College readiness and post-graduation success.

K. Embraces the College's Culture:

- Embraces the mission, vision and values of the College, and acknowledges the significance of the College's past while charting a path for its future.

* Used in the quantitative importance ratings and rankings



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Online Questionnaire

Schoolcraft College Presidential Search Survey – FINAL

March 31, 2020

- Items in blue are programmer instructions and not to be programmed [Bracketed items are programming notes]
- Horizontal lines indicate placement of screen breaks for programming

INTRODUCTION

Schoolcraft College has begun formulating a process to search for the next College president. The College recognizes the value of engaging stakeholders in this process and would like to obtain your feedback in this brief online survey. The survey should take less than 15 minutes to complete. Be assured that the information you provide is confidential and will be used for research purposes only.

SCHOOLCRAFT COLLEGE MISSION

Before you begin to answer the questions, it may be helpful to keep in mind the mission of the College and their commitment to it:

"Schoolcraft is a comprehensive, open-door, community-based college. The mission of the College is to provide a transformational learning experience designed to increase the capacity of individuals and groups to achieve intellectual, social, and economic goals."

SCHOOLCRAFT STRENGTHS

- 1 First of all, we would like to learn about your views of Schoolcraft College. What do you see as the **major strengths or positive attributes** of Schoolcraft that you would like to see the next President preserve and/or build on? For example, what does Schoolcraft do well, what unique resources does the College have, and what do others see as Schoolcraft's strengths? Please be as specific as possible when typing in your response and please include a few words about each strength you name and why it is important to you. If you can't think of any strengths, please type in "none."

SCHOOLCRAFT WEAKNESSES

- 2 What do you see as Schoolcraft's most notable **weaknesses** that you would like to see the next President address? For example, how could Schoolcraft improve, what resources does the College need, and what are others likely to see as Schoolcraft's weaknesses? Please be as specific as possible when typing in your response and please include a few words about each challenge you name and why it is important to you. If you can't think of any weaknesses, please type in "none."

SCHOOLCRAFT OPPORTUNITIES/THREATS

- 3 Are there any particular **opportunities** Schoolcraft can capitalize on that they are not currently taking advantage of? For example, what trends could Schoolcraft take advantage of and how can the College turn its strengths into opportunities? Please name up to two opportunities you feel Schoolcraft should pursue. If you can't think of any opportunities, please type in "none."



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- 4 Are there any **external threats** that may create challenges to Schoolcraft? For example, what is the competition doing and what threats do Schoolcraft's weaknesses expose the College to? Please name up to two external threats you feel may create additional challenges to the College. If you can't think of any threats, please type in "none."

PRESIDENTIAL CHARACTERISTICS

- 5 Based on maintaining what you see as Schoolcraft's strengths and addressing the challenges facing Schoolcraft that you previously named, what qualities would the ideal Presidential candidate need to possess in order to overcome these challenges? Again, please be as specific as possible.

- 6 Now we would like to share with you some attributes we have collected from other sources regarding the ideal college president. Based on your impressions and experiences regarding Schoolcraft College, please rate how important it is that the next Schoolcraft president possesses each of these characteristics.

Please read each attribute, as well as its description, carefully before answering. [IF SCHOOLCRAFT HAS THE CAPABILITY, ROTATE THE ORDER OF ATTRIBUTES]

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

[ROTATE IF POSSIBLE]

- a. **Is Committed to Student Access and Success:** A persistent drive to ensure student access, success, and retention manifested in long-term work to create lasting change on the community college campus and with external partners.

- 1 Not at all important 2
3
4
5
6
7
8
9
10 Extremely important

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

- b. **Takes Strategic Risks:** The willingness to take data-informed risks- such as admitting to gaps in student success and visibly reallocating resources – that signal a deep commitment to student-oriented change.

- 1 Not at all important 2
3
4
5
6
7
8
9
10 Extremely important



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Online Questionnaire (cont.)

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

- c. **Builds Strong Teams:** The capacity to develop and maintain outstanding leadership teams and to consistently engage leaders, faculty and staff in ways that significantly improve student access, success, and retention institution wide.

1 Not at all important 2
3
4
5
6
7
8
9
10 Extremely important

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

- d. **Establishes Urgency for Improvement:** Understanding how to make the case for change so that the entire College is motivated to accelerate the pace of improving student outcomes.

1 Not at all important 2
3
4
5
6
7
8
9
10 Extremely important

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

- e. **Leads Strategic Planning for Lasting Change:** Ability to strategically lead inclusive planning processes that result in focused, concrete, college-wide plans to significantly improve student access, success, and retention.

1 Not at all important 2
3
4
5
6
7
8
9
10 Extremely important

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

- f. **Is Results Oriented:** Ensures effective implementation, routine assessment of progress, and continuous data-informed improvement.

1 Not at all important 2
3
4
5
6
7
8
9
10 Extremely important

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

- g. **Communicates Effectively:** Communicates and listens in ways that foster strong relationships, develop shared priorities, and inspire trust and action.

1 Not at all important 2
3
4
5
6
7
8
9
10 Extremely important

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

- h. **Demonstrates Financial and Operational Ability:** Ensures the fiscal strength and sound operation of the community college.

1 Not at all important 2
3
4
5
6
7
8
9
10 Extremely important



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Online Questionnaire (cont.)

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

i. **Is an Effective Fundraiser:** Engages external entities, promotes philanthropic efforts and secures funds from multiple sources to support the mission of the College.

- 1 Not at all important
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Extremely important

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

j. **Develops Effective External Partnerships:** Possesses a vision that extends beyond the college to achieve broader aims for student success that the college alone cannot achieve, such as improving college readiness and post-graduation success.

- 1 Not at all important
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Extremely important

Please use a "1" to "10" rating scale, where "1" = "Not At All Important" and "10" = "Extremely Important." You may use any number in between to express your opinion. How important is it that the next Schoolcraft president...

k. **Embraces the College's Culture:** Embraces the mission, vision and values of the college, and acknowledges the significance of the college's past while charting a path for its future.

- 1 Not at all important
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Extremely important

MOST/LEAST IMPORTANT PRESIDENTIAL CHARACTERISTICS

Please indicate which attributes you feel are the THREE MOST IMPORTANT when choosing the next President of Schoolcraft College.

First, please place a "1" next to the attribute you feel is MOST important.

[ONLY ALLOW FOR ONE RESPONSE]

- Committed to student access and success
- Takes strategic risks
- Builds strong teams
- Establishes urgency for improvement
- Leads strategic planning for lasting change
- Results oriented
- Communicates effectively
- Demonstrates financial and operational ability
- Effective fundraiser
- Develops effective external partnerships
- Embraces the College's culture

Next, please place a "2" next to the attribute you feel is SECOND MOST important.

[ONLY ALLOW FOR ONE RESPONSE]

- Committed to student access and success
- Takes strategic risks
- Builds strong teams
- Establishes urgency for improvement
- Leads strategic planning for lasting change
- Results oriented
- Communicates effectively
- Demonstrates financial and operational ability
- Effective fundraiser
- Develops effective external partnerships
- Embraces the College's culture

Now, please place a "3" next to the attribute you feel is THIRD MOST important.

[ONLY ALLOW FOR ONE RESPONSE]

- Committed to student access and success
- Takes strategic risks
- Builds strong teams
- Establishes urgency for improvement
- Leads strategic planning for lasting change
- Results oriented
- Communicates effectively
- Demonstrates financial and operational ability
- Effective fundraiser
- Develops effective external partnerships
- Embraces the College's culture



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Online Questionnaire (cont.)

Now we would like you tell us which attribute you feel is the LEAST IMPORTANT when choosing the next President of Schoolcraft College. Please place an "x" next to the attribute you feel is LEAST important overall.

[ONLY ALLOW FOR ONE RESPONSE]

- Committed to student access and success
- Takes strategic risks
- Builds strong teams
- Establishes urgency for improvement
- Leads strategic planning for lasting change
- Results oriented
- Communicates effectively
- Demonstrates financial and operational ability
- Effective fundraiser
- Develops effective external partnerships
- Embraces the College's culture

DEMOGRAPHICS

Finally, we would like to ask a few final questions so that we can classify your responses.

D1. Which of the following **best describes** your current relationship with Schoolcraft College? [ALLOW FOR ONLY ONE RESPONSE]

- 1 Current Schoolcraft student
- 2 Schoolcraft alumnus/graduate or have taken classes there in the past
- 3 Current faculty member
- 4 Current staff member
- 5 Financial donor
- 6 Retired Schoolcraft College employee (faculty or staff)
- 7 Community member, business/industry partner, higher education, or K-12 partner, etc.
- 8 Other _____ (Specify)

D2. Are you...

- 1 Female
- 2 Male

CLOSING

Thank you so much for participating in this survey to support the continued success of Schoolcraft College.

Please be sure to click the "submit" button so your answers are recorded.



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Presidential Qualities Coded Open-End Responses

| % Mentioning* | Total Sample (n=400) | Students (n=83) | Community (n=89) | Faculty (n=57) | Staff (n=171) |
|---|---------------------------------|----------------------------|-----------------------------|---------------------------|--------------------------|
| Visionary/strategic thinker | 17% | 12% | 9% | 18% | 23% |
| Accessible/visible/relatable/approachable | 15% | 6% | 4% | 18% | 23% |
| Values/respects/builds relationships with faculty/staff | 14% | 4% | 6% | 21% | 20% |
| Good communication skills (both internal and external) | 13% | 5% | 7% | 16% | 19% |
| Innovative/out of the box thinker | 11% | 7% | 10% | 7% | 15% |
| Community collaborator/liaison | 9% | 2% | 9% | 14% | 11% |
| Promotes Schoolcraft/passionate | 9% | 5% | 11% | 9% | 9% |
| Good listener | 9% | 6% | 4% | 12% | 11% |
| Team mentality/morale booster/can unite the College | 9% | 1% | 7% | 11% | 13% |
| Strong leadership skills | 9% | 8% | 7% | 7% | 10% |
| Awareness of changing trends/eye on the future (both educational and workforce development trends) | 8% | 4% | 12% | 5% | 9% |
| Understands/values public/private partnerships | 7% | -- | 10% | 4% | 9% |
| Risk taker/willing to make hard/unpopular decisions | 7% | 10% | 3% | 5% | 7% |
| Student focused | 7% | 10% | 4% | 4% | 8% |

Q5. Based on maintaining what you see as Schoolcraft's strengths and addressing the challenges facing Schoolcraft that you previously named, what qualities would the ideal presidential candidate need to possess in order to overcome these challenges?

Presidential Qualities Coded Open-End Responses (cont.)

| % Mentioning* | Total Sample (n=400) | Students (n=83) | Community (n=89) | Faculty (n=57) | Staff (n=171) |
|--|---------------------------------|----------------------------|-----------------------------|---------------------------|--------------------------|
| Fiscally responsible | 6% | 5% | 8% | 5% | 6% |
| Open minded | 6% | 8% | 4% | 4% | 6% |
| Prioritizes academics | 6% | -- | 6% | 16% | 6% |
| Education/academic background | 5% | 2% | 8% | 5% | 5% |
| Proven track record/experienced | 5% | 6% | 6% | 9% | 4% |
| Understands SC legacy while also moving SC forward | 5% | 2% | 3% | 11% | 5% |
| Integrity/honesty | 5% | 1% | 2% | -- | 9% |
| Advocate for inclusion/diversity | 4% | 4% | 6% | 2% | 5% |
| Empowers faculty/staff | 4% | 5% | 4% | 2% | 5% |
| Compassionate/kind | 4% | 6% | 4% | -- | 4% |
| Business/financial background | 4% | 1% | 7% | -- | 5% |
| Politically astute | 4% | 4% | 3% | 7% | 3% |
| Transparent | 4% | -- | -- | 4% | 7% |

Q5. Based on maintaining what you see as Schoolcraft's strengths and addressing the challenges facing Schoolcraft that you previously named, what qualities would the ideal presidential candidate need to possess in order to overcome these challenges?