

**PERALTA COMMUNITY COLLEGE DISTRICT
Board of Trustees Agenda Report
For the Trustee Meeting Date of February 24, 2015**

ITEM TITLE:

Consider Approval of the Chancellor Profile to Commence Search for the Next Chancellor.
Presenter: Board President Brown

SPECIFIC BOARD ACTION REQUESTED:

Approval of the Chancellor Profile.

ITEM SUMMARY: *(PLEASE DISCUSS THIS ITEM. IF A VENDOR IS INVOLVED, PLEASE INCLUDE THE COMPANY NAME AS WELL AS THE INDIVIDUAL.)*

SOURCE OF FUNDS (AND FISCAL/BUDGETARY IMPACT):

BACKGROUND/ANALYSIS:

DELIVERABLES AND SCOPE OF WORK:

ANTICIPATED COMPLETION DATE:

ALTERNATIVES/OPTIONS:

EVALUATION AND RECOMMENDED ACTION:

OTHER DEPARTMENTS IMPACTED BY THIS ACTION (E.G. INFORMATION TECHNOLOGY):

YES _____ No X

COMMENTS:

WHO WILL BE PRESENTING THIS ITEM AT THE BOARD MEETING? VICE CHANCELLOR TRUDY LARGENT

*(*****Board contract approval is subject to negotiation and execution by the Chancellor.)*

DOCUMENT PREPARED BY:

Prepared by: Trudy Largent, Vice Chancellor

Date: 02/20/15

[Enter Here - Your Name and Title of Individual]

DOCUMENT PRESENTED AND APPROVED BY:

Presented and approved by: Trudy Largent
[Trudy Largent, Vice-Chancellor]

Date 02/20/15

FINANCE DEPARTMENT REVIEW

Finance review required Finance review *not* required

If Finance review is required, determination is: Approved Not Approved

If not approved, please give reason: _____

Signature: _____ Date: _____
Susan Rinne, Interim Vice Chancellor for Finance and Administration

GENERAL COUNSEL (Legality and Format/adherence to Education Codes):

Legal review required Legal review *not* required

If Legal review is required, determination is: Approved Not Approved

Signature: _____ Date: _____
General Counsel

CHANCELLOR'S OFFICE APPROVAL

Approved, and Placed on Agenda Not Approved, but Placed on Agenda

Signature: José M. Ortiz Date: 02/20/15
Dr. José M. Ortiz, Chancellor

Community College Search Services
376 Hamilton Avenue
Ventura, CA 93003

February 20, 2015

Board of Trustees
Peralta Community College District
333 East 8th Street
Oakland, CA 94606

Dear Board of Trustees:

As part of the Board of Trustees' outreach to achieve District-wide and broad community input from all constituency groups, Community College Search Services' Consultants, Dr. Fran White and Mr. John Romo, solicited and engaged in the following activities:

- 1) Interviews with Board Members and Constituency Groups (Attachment 1):
 - All Board Members
 - District Academic Senate
 - Peralta Federation of Teachers
 - Classified Senate
 - SEIU Local 1021
- 2) Two District community surveys were conducted on February 9 and February 11, 2015. A total of 652 participants responded to the surveys and submitted 235 written comments. The results were summarized, and the raw data survey are attached (Attachment 2).
- 3) Two public forums were held on February 11 and February 18, 2015, with input provided at the February 18th event (Attachment 3).

Community College Search Services analyzed and tabulated the input, feedback, and comments from interviews, surveys, and public forums to assist the District in developing the Proposed Chancellor Profile (Attachment 4). Once the Board approves the profile, it will serve as the model for the position announcement to begin the recruitment for the next Chancellor.

Community College Search services will present the Proposed Chancellor Profile at the February 24th Special Board meeting, and will be pleased to answer any questions.

Sincerely,

Dr. Fran White
Search Consultant

John Romo
Search Consultant

Cc: Vice Chancellor Trudy Largent

PERALTA COMMUNITY COLLEGE DISTRICT

**Results of Interviews with the Board and Constituency Groups
Input for the Chancellor Profile**

Common Themes:

- Build a strong team.
- Build trust.
- Focus on internal culture, politics and relationships.
- Establish cooperation and accountability and focus on formal performance contracts and reporting.
- Create a positive atmosphere.
- Need enrollment management to deal with declining enrollment.
- Build positive relationships, partnership and leadership with the Board.
- Manage District internal operations.
- Accreditation.
- Student success, student achievement.
- Focus on community, business collaborations, and relationships.
- Need to be grounded in finance and resource management; raise funds.
- Be able to lead Strategic Planning efforts.
- Develop strong relationships with the presidents.

Leadership Qualities:

- All qualities mentioned by interviewees fell within the 10 Aspen qualities that are reflective of strong, positive leaders.
- Commitment to student success.
- Commitment to the building of strong (effective) teams.
- No one stated willingness to take strategic risks, but all said the need for creativity, vision, looking to the future and strategic planning; be proactive.
- Ability to create lasting internal change, however, all talked about systemic change, and long-term planning.
- No one stated establish urgency for improvement; however, all mentioned the need to improve internal relationships, systems and have better communication.
- Effectiveness in communication.
- Results-oriented; everyone wanted some sort of results related to being data driven and "getting things done;" not getting distracted or bogged down; staying focused.
- Financial and operational ability, without exception, this was a top leadership quality.
- Entrepreneurial in raising funds, this exact language was not used; however everyone mentioned the importance of finding alternate sources of funding, including state and national.
- Commitment to establishing external partnerships.

PERALTA COMMUNITY COLLEGE DISTRICT

**District and Broader Community Survey Results Conducted
on February 9, 2015 and February 11, 2015 to Develop Chancellor Profile**

Desired Qualities and Characteristics in the Next Chancellor

Top Five Qualities:

- Committed to student access and success (59%-74%)
- Communicates effectively (62%-67%)
- Builds strong teams (57%-50%)
- Establishes urgency for improvement (53%-50%)
- Plans lasting internal change (50%-50%)

Other Qualities:

- Financial and operational ability (46%-49%)
- Results oriented (46%-43%)
- Develops effective external partnerships (40%-45%)
- Entrepreneurial fund raiser (30%-45%)
- Takes strategic risks (36%-37%)

Summary of Comments: Top 10 Most Frequently Mentioned Desired Qualities:

Leader who is dynamic, strong, change agent, independent, bold, experienced and an innovator.
Educator focused on student success.

Leader focused on vision, mission, goals, strategic thinking and accountability; a leader who knows how to run a complex organization effectively.

Leader with integrity who is respectful, fair, trustworthy and honest.

Team builder who will keep good people (dismiss those not doing a good job) and attract new, high-quality people.

Leader who will understand the organizational culture and work effectively in leading a complex, sometimes difficult, district.

Leader committed to access, equity and diversity.

Leader who is good with people and oriented toward community outreach.

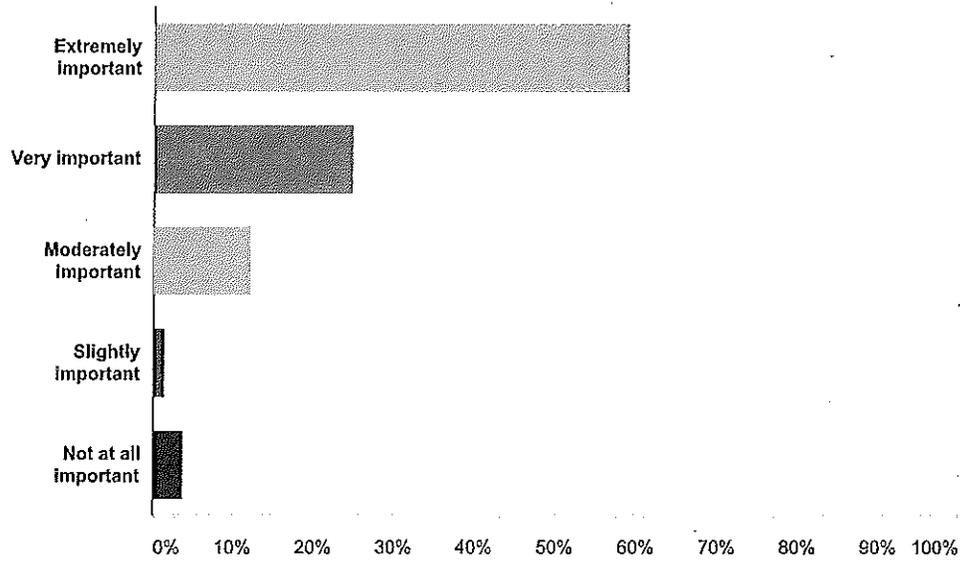
Good communicator and listener committed to transparency.

Leader who will be able to deal with, and at times, challenge the Board; the Board will need to let the Chancellor be the Chancellor and avoid getting into management and operations.

Peralta Chancellor Search

Q1 How effective I believe the leadership of a Chancellor is in terms of being committed to student access and success?

Answered: 519 Skipped: 14

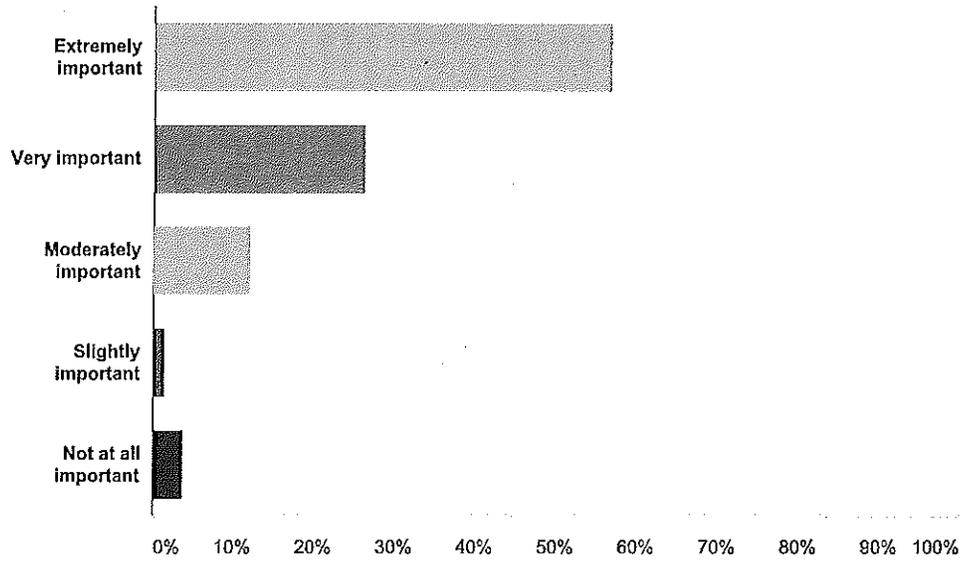


Answer Choices	Responses
Extremely important	59.15% 307
Very important	24.86% 129
Moderately important	12.14% 63
Slightly important	1.54% 8
Not at all important	3.66% 19
Total Respondents: 519	

Peralta Chancellor Search

Q2 How effective I believe the leadership of a Chancellor is in terms of being committed to building strong teams?

Answered: 516 Skipped: 17

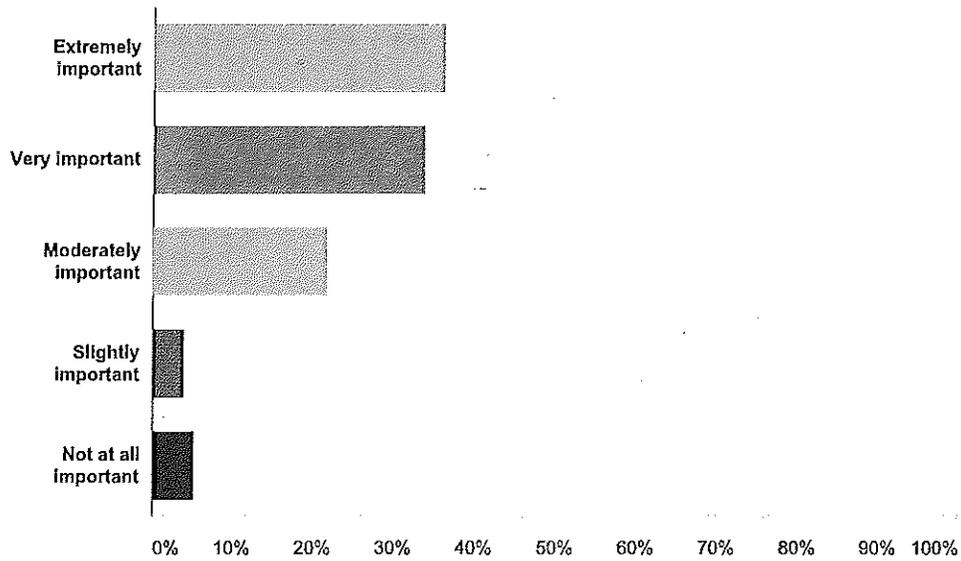


Answer Choices	Responses	Count
Extremely important	56.98%	294
Very important	26.36%	136
Moderately important	12.21%	63
Slightly important	1.55%	8
Not at all important	3.68%	19
Total Respondents: 516		

Peralta Chancellor Search

Q3 How effective I believe the leadership of a Chancellor is in terms of taking strategic risks?

Answered: 517 Skipped: 16

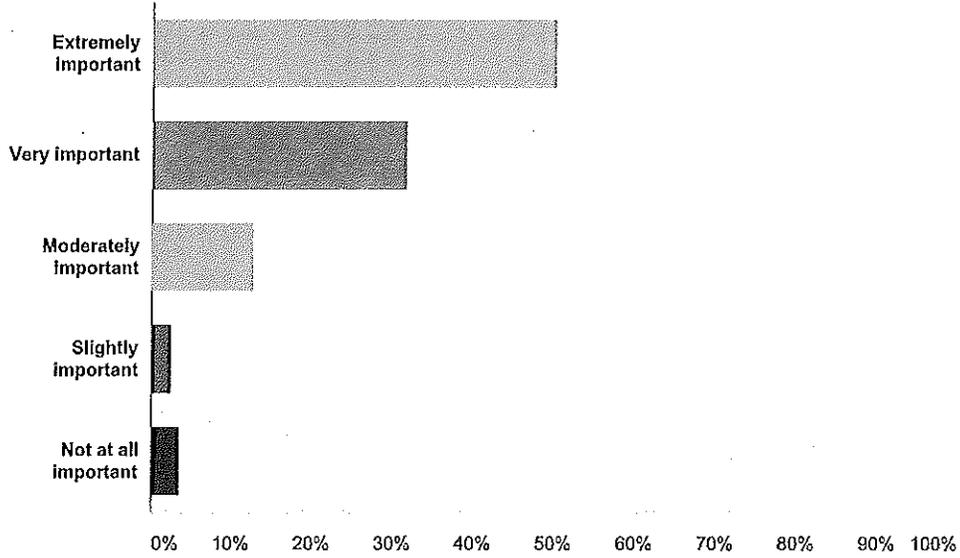


Answer Choices	Responses	Count
Extremely important	36.36%	188
Very important	33.85%	175
Moderately important	21.66%	112
Slightly important	4.06%	21
Not at all important	5.22%	27
Total Respondents: 517		

Peralta Chancellor Search

Q4 How effective I believe the leadership of a Chancellor is in terms of planning lasting internal change?

Answered: 513 Skipped: 20

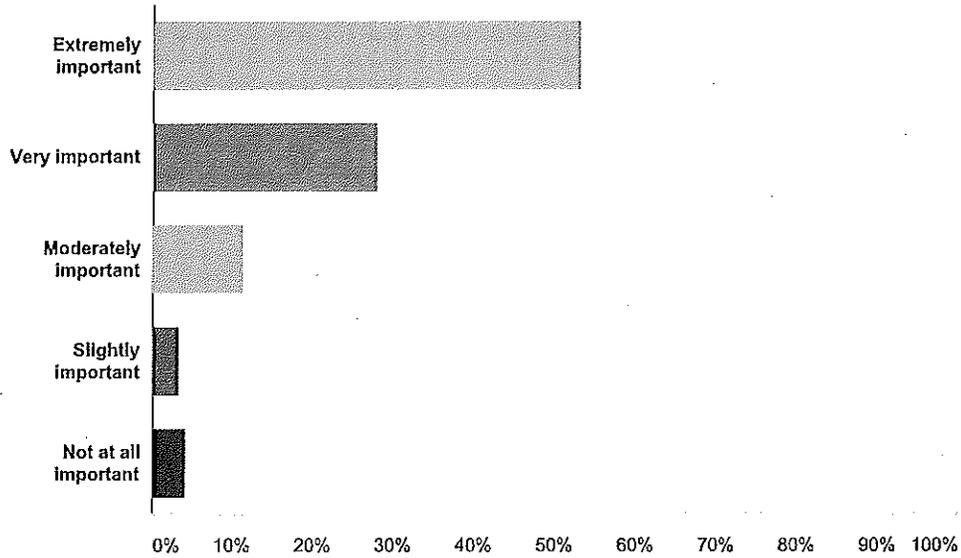


Answer Choices	Responses
Extremely important	50.29% 258
Very important	31.77% 163
Moderately important	12.67% 65
Slightly important	2.53% 13
Not at all important	3.51% 18
Total Respondents: 513	

Peralta Chancellor Search

Q5 How effective I believe the leadership of a Chancellor is in terms of establishing urgency for improvement?

Answered: 518 Skipped: 15

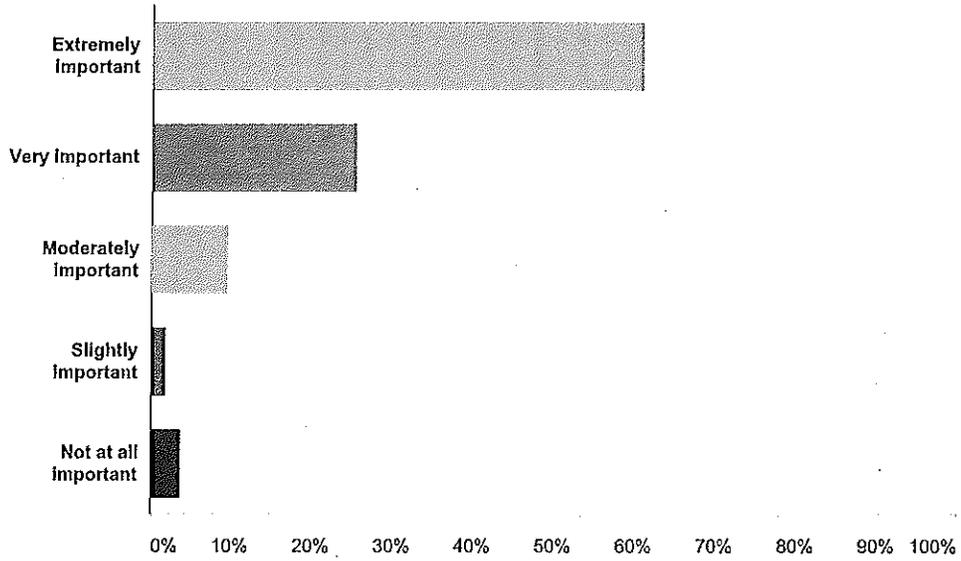


Answer Choices	Responses	Count
Extremely important	53.28%	276
Very important	27.99%	145
Moderately important	11.20%	58
Slightly important	3.28%	17
Not at all important	4.25%	22
Total		518

Peralta Chancellor Search

Q6 How effective I believe the leadership of a Chancellor is in terms of being a sound communicator?

Answered: 519 Skipped: 14

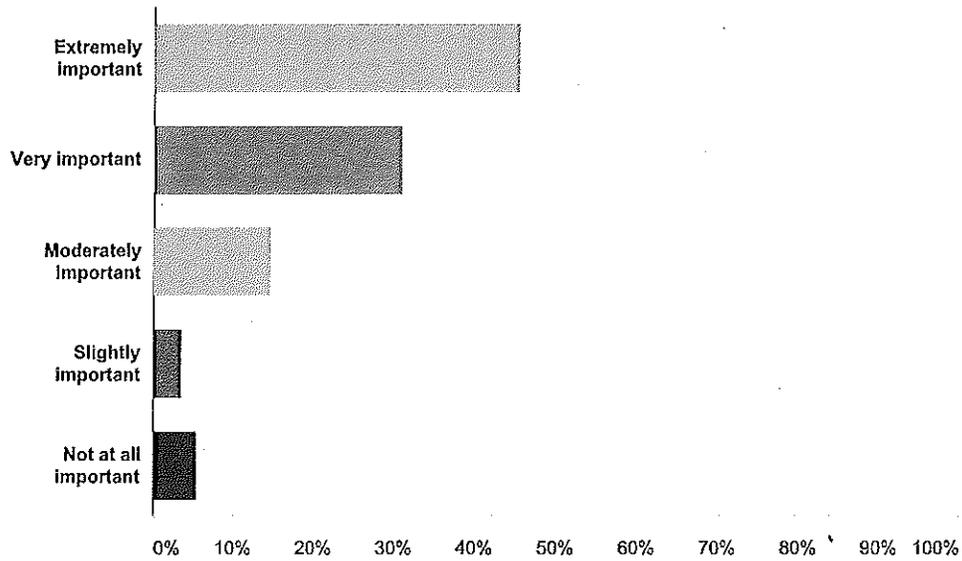


Answer Choices	Responses	Count
Extremely important	61.08%	317
Very important	25.43%	132
Moderately important	9.63%	50
Slightly important	1.93%	10
Not at all important	3.66%	19
Total Respondents: 519		

Peralta Chancellor Search

Q7 How effective I believe organizational advancement of a Chancellor is in terms of being results oriented?

Answered: 517 Skipped: 16

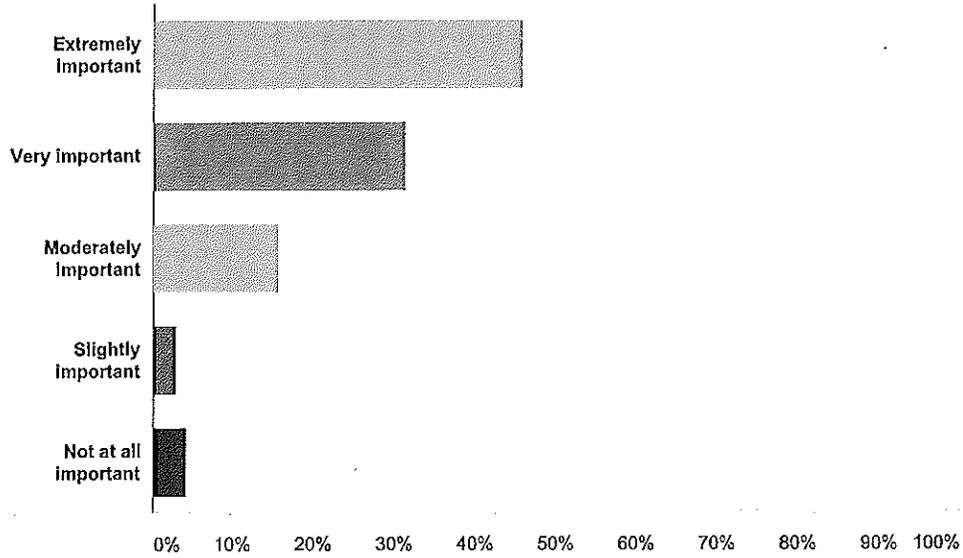


Answer Choices	Responses	
Extremely important	45.45%	235
Very important	30.95%	160
Moderately important	14.70%	76
Slightly important	3.48%	18
Not at all important	5.42%	28
Total		517

Peralta Chancellor Search

Q8 How effective I believe organizational advancement of a Chancellor is in terms of having financial and operational ability?

Answered: 515 Skipped: 18

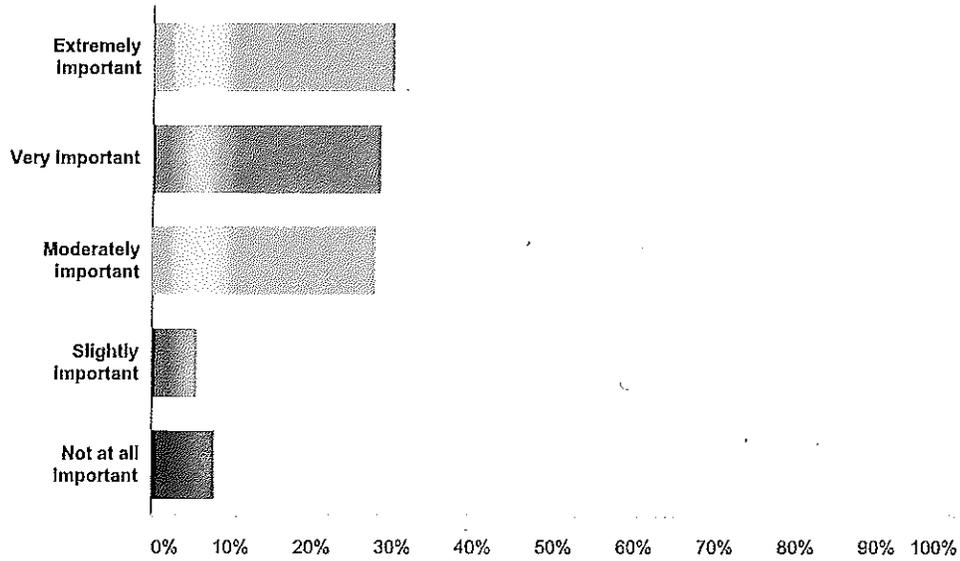


Answer Choices	Responses	
Extremely important	45.83%	236
Very important	31.26%	161
Moderately important	15.73%	81
Slightly important	2.91%	15
Not at all important	4.27%	22
Total		515

Peralta Chancellor Search

Q9 How effective I believe organizational advancement of a Chancellor is in terms of being an entrepreneurial fund raiser?

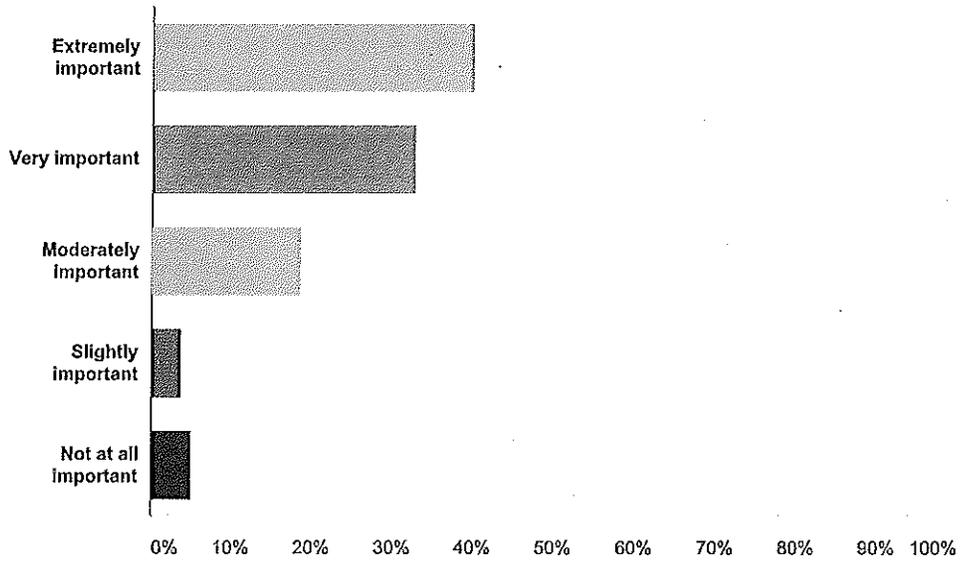
Answered: 514 Skipped: 19



Answer Choices	Responses	
Extremely important	30.16%	155
Very important	28.40%	146
Moderately Important	27.82%	143
Slightly important	5.64%	29
Not at all important	7.98%	41
Total		514

Q10 How effective I believe organizational advancement of a Chancellor is in terms of developing and cultivating external partnerships?

Answered: 519 Skipped: 14



Answer Choices	Responses	Count
Extremely important	40.08%	208
Very important	32.76%	170
Moderately important	18.50%	96
Slightly important	3.66%	19
Not at all important	5.01%	26
Total		519

Peralta Chancellor Search

**Q11 Thank you for taking our survey.
Please add any additional comments
concerning the search for a new Chancellor
at the Peralta Community College District.**

Answered: 190 Skipped: 343

Peralta Chancellor Search

**Q11 Thank you for taking our survey.
Please add any additional comments
concerning the search for a new Chancellor
at the Peralta Community College District.**

Answered: 190 Skipped: 343

#	Responses	Date
1	A good leader steers an efficient team to do good work.	2/17/2015 1:29 AM
2	Educated!! People With People!! Chancella is Equality,...etc!!	2/16/2015 7:08 PM
3	I pressed extremely important for everyone question but nothing happened when I tried to select it.	2/16/2015 10:54 AM
4	In order to attain the aforementioned goals mentioned, I hope you appoint someone who is experienced, a former community college attendee, and knowledgeable about our culture and struggles.	2/16/2015 10:14 AM
5	Chancellor Ortiz has been skilled at retaining the goodwill of the faculty, but he doesn't have the private industry experience to do financial planning with the business community as well as the district stakeholders. The current boomlet in the economy can't be relied on to create adequate state funding. We need to have someone who can address the long-term drop in State support, setting priorities with district personnel together with the wider community to generate self-supporting programs. When we did our community college study for the California League of Women Voters, ten to twelve years ago, we were impressed at the resourcefulness of local districts developing entrepreneurial partnerships--firefighting programs in Yosemite District, Bakersfield outreach programs at a military base in the desert, De Anza using the TV facilities of the campus in partnership with the local K-12 school district to offer courses on how a TV station works, renting it out for birthday parties, and so on. College leadership can't dwell on pie-in-the-sky solutions. The chancellor has to recognize that money has to come from a realistic source, somewhere else besides the legislature, and invent or advocate for a likely sponsor of some program that's valuable to the donor as well as the district.	2/15/2015 6:57 PM
6	It is very important that the Chancellor always needs to coordinate with his staff.	2/14/2015 7:26 PM
7	God Bless Your Efforts.	2/14/2015 3:10 PM
8	I think the Chancellor should be able to clean up a system that has long been run by individuals who think less about the long term success of the students and more about their own titles and nepotism.	2/13/2015 11:17 PM
9	Thank you for your survey!	2/13/2015 9:20 PM
10	It would be helpful if an attachment was sent, with details - or the job description of chancellor	2/13/2015 5:12 PM
11	We need a chancellor who is good at bridging cultural gaps and barriers within the system. Our system must serve the needs of ALL ethnic groups.	2/13/2015 5:04 PM
12	I believe that the next Chancellor that the Peralta Community College District should choose is a person they know can and will lead their district to a better future. One who is organized, dedicated, and one who is a great leader.	2/13/2015 12:57 PM
13	The Chancellor could be "off duty" for months and neither the students nor the faculty would be affected or care. Our district is plagued and economically pillaged by a completely unnecessary hierarchy of Chancellors, Vice-Chancellors, Assistant Chancellors, etc. who add NOTHING to student success and drain the District's coffers by their six figure salaries and "performance bonuses". Hierarchy is the enemy of true academic "productivity" - the quality of student-teacher interactions and true learning.	2/13/2015 12:54 PM
14	These questions are too general and seem too "corporate-speak." For example - "external partnerships" where? With community members, or with corporations? My answers would be different depending on this specificity. As a survey, I think this is pretty useless.	2/13/2015 9:34 AM
15	I think the new Chancellor has to be someone who, like Chancellor Ortiz, is committed to institutional advancement and excellence. I think they also have to be available to engage with people at the individual campuses more frequently. It shouldn't have to be a special occasion, especially if this person is charged with leading us "forward". I'd like to believe they'd have some connection to the students, faculty, and staff who can't be there for the Chancellor's appearances at the District Office (the vast majority).	2/13/2015 7:08 AM

Peralta Chancellor Search

16	The questions in this survey don't make sense!	2/13/2015 12:05 AM
17	You better change the Chancellor right now	2/12/2015 9:40 PM
18	This is the stupidest thing I've ever seen from an educational institution. There is a difference between effectiveness and importance. They are NOT interchangeable ! But, it explains a lot about my experiences with the schools in this district.	2/12/2015 8:30 PM
19	I think everything we teachers, custodians, administrators all are extremely important I have been gone for a long time so I have no current knowledge of what is going on at Laney.	2/12/2015 7:52 PM
20	Equity and access needs to be clear both internally and externally throughout the district. What has worked in the past no longer works. The students are greater due to the fact that we serve an impoverished community.	2/12/2015 7:47 PM
21	Please find a Chancellor who won't hire his or her less- qualified friends over more qualified candidates.	2/12/2015 7:46 PM
22	These questions are worded very weirdly. A lot of the meaning of this survey is lost in the obscurity of the questions being asked. Some of the questions are multiple-choice and others are pick-one. Get it together, guys. A chancellor should seek to create structure among the district and promote the well being of students as well as well being of district personnel. One would accomplish this by maintaining open and accessible lines of communication and being receptive to ideas that could benefit everyone mutually. That line of communication should be actively extended to the campuses. Information should be made openly available to interested parties to promote participation. You can accomplish a lot more with more eyes on a problem, and there shouldn't be any need to conceal information from people. As a hub of 4 campuses, there is a responsibility to keep everyone in the loop. Also, you shouldn't wait until the last second to do something like this if you're expecting a decent response. The gesture is appreciated, though.	2/12/2015 7:43 PM
23	As a member of the Peralta community, I urge the selection committee to select a new chancellor who genuinely cares to see students obtain their matriculation goals and has deep respect for human diversity.	2/12/2015 6:57 PM
24	Counselors should let students know how important prerequisites (math, english) are within the first two years, in order, to transfer to a higher education.	2/12/2015 6:05 PM
25	What an utterly poorly fomulated survey. These are not real questions and the options for answers do not align at all: " how effective" - extremely important . Your students need more and better!	2/12/2015 5:29 PM
26	The new chancellor should be someone with new vision, a problem solver, and preferably a woman.	2/12/2015 4:24 PM
27	The questions you've asked don't make any sense. It appears that you've taken a survey referencing a specific chancellor and just replaced their name with "a chancellor." This sort of incompetence harms the entire Peralta community. I hope whoever is reading this note will express my disappointment to the person in charge.	2/12/2015 3:55 PM
28	1. Very hard to understand what these questions mean. 2. No mention about quality of instruction--only fundraising. 3. What's the relationship between the Chancellor and instructors and student success. 4. Our colleges seem to have become privatized through "partnerships: and entrepreneurial fundraising. Peralta Inc.	2/12/2015 3:37 PM
29	I think it is very important for the Chancellor to be able to utilize the strength of the entire district to teach our children. If classes are available at one campus, why can't my child take that from a remote campus? That way they avoid the risk presented in travel, the cost of gas and can keep a full schedule. We've been teaching the same way for too long, it is time to mix things up!	2/12/2015 3:28 PM
30	Thank ul	2/12/2015 2:24 PM
31	It is critical that the new chancellor have extensive experience working in a multi-district environment as an accomplished administrator. It is also important for the new chancellor have an established track record working in a culturally diverse community.	2/12/2015 10:37 AM
32	You need to get someone who's actually committed to Peralta, not just looking for a stepping stone to advance their career. Or else just don't bother. You could put the salary money into capital improvements instead. Or hire more instructors.	2/12/2015 8:54 AM
33	Very good idea	2/12/2015 8:49 AM
34	This is a very bias, poorly constructed survey which is unlikely going to yield meanful results.	2/11/2015 8:59 PM

Peralta Chancellor Search

35	I think the chancellor should understand our unique community - comprised of not only the young, but displaced workers, low income, as well as those doing continuing education - we have many adults in middle age - we are not looking for some high-paid shiny executive on a hill but a down-to-earth person who can listen and communicate and advocate for the student population as well as the teaching population and ensure that the system is not too heavy with high executive salaries and low teacher salaries...but someone who believes in the ideals that education should be open and affordable to all and that educators should be well compensated for their services and their leadership - and that the chancellor listens to the on-site staff, educators and leadership and works within the system not trying to spend money unless it improves the salaries of professors and the course offerings - not just show and appearance!	2/11/2015 7:18 PM
36	I believe that the Chancellor is responsible for leadership in terms of the school or schools under his or her jurisdiction.	2/11/2015 2:49 PM
37	Next chancellor must be an effective listener and equally support and be inclusive of the various constituencies and stakeholders that comprise the Peralta district and its colleges.	2/11/2015 12:31 PM
38	All these traits and attributes are monumental in finding our new chancellor. This survey completes nothing. Ty	2/11/2015 9:17 AM
39	Trust is the most important aspect of any relationship. If that trust is lacking in ANY way, moving forward in a meaningful and expeditious way will not occur, leaving doubt and chaos in its wake. Choose carefully. I've been aware of problems at Chabot College in the past with our various chancellors.	2/11/2015 9:02 AM
40	Need to take the student feedback on teachers..	2/11/2015 8:57 AM
41	The Chancellor must have the ability to resolve issues of conflict with the board stakeholders in the Peralta culture. In order to survive and give the Peralta system the opportunity to grow.	2/10/2015 10:20 PM
42	There is a destructive competitive institutional culture in the District which makes student access difficult and replaces the basic needs of student "success" with testing and courses instead of addressing the stressors in student's lives.	2/10/2015 9:10 PM
43	we need a chancellor who can stay more than 3 years so that their vision can be carried out.	2/10/2015 6:23 PM
44	If you don't fire the chancellor, there are already three of us groups on campus that are willing to petition for you to.	2/10/2015 6:05 PM
45	This survey is pretty horrible.	2/10/2015 5:49 PM
46	Very important that our coming Chancellor will have a strong agenda addressing students' needs and underrepresented minority students.	2/10/2015 4:40 PM
47	the chancellor at BCC is awesome!! ,,, just putting that out there,,,, :)	2/10/2015 4:20 PM
48	This survey is utter crap! There is no definitive way for a student to measure the "chancellor" and it's involvement in improving the experience at Peralta Colleges.	2/10/2015 2:57 PM
49	I'm not sure how many positions are on the Board, so I would assume all of these questions would be answered as at least very important but I don't know how these qualifications are delegated to other members of the Board.	2/10/2015 2:30 PM
50	I also believe a chancellor should be a visible part of the campus. Students should have the opportunity to meet and get to know who the chancellor is.	2/10/2015 2:14 PM
51	STOP limiting the searches to certain RACE, SEX or ETHNICITY. We need the best person for the job - even a Caucase Anglo male!	2/10/2015 2:11 PM
52	Of course all of these are important, but what is extremely important from a campus based stand point is creating a SERVICE ORIENTED organization of the district office! Those at the DO do not know or perhaps do not care about servicing students and in relation to serving students, serving the campuses.	2/10/2015 1:28 PM
53	The new Chancellor must be technology smart; no exceptions! The new Chancellor must bring back college researchers that work with college staff (faculty, students, classified and managers).	2/10/2015 1:27 PM
54	Community colleges should be of the service for students, NOT the business profit.	2/10/2015 1:21 PM
55	There needs to be a level of consistency throughout the Peralta Community Colleges so that all of the Colleges are measured the same. One is told to go to Alameda straight out of High School because it is easier and not as challenging for a College. The opposite is said for Berkeley, professional and challenging if you want to transfer to a 4 year and be on track. Laney and Merritt both have good recommendations for academics even though they may differ according to your Major. There should not be on thought of as a High School, one as Professional and two as okay.	2/10/2015 12:31 PM

Peralta Chancellor Search

56	This place is in dire need of a strong leader.	2/10/2015 12:31 PM
57	Be visible to the many audiences with an interest - both up and down the internal structure and to the various external structures. Visibility is as much a well and appropriately articulated plan as well as public meetings. Clarity and directness.	2/10/2015 12:16 PM
58	The new chancellor should have more experience in bond management and infrastructure development, especially how future planning relates to (IT development, Capital Projects & educational planning), and the ability to navigate and leverage surrounding city/county resources.	2/10/2015 12:07 PM
59	I believe a hard working focused, ambitious etc. chancellor will work to have an equal balance of services, events, funds and all thereof for all Peralta district colleges. I believe the future chancellors sole objective at point of hire should be to bring consistent awareness and invites/ tours to all neighboring school (strong focus on the public school systems), a higher flux in Peralta district enrollment 95% or better, stronger involvement with school, business and community activities, sports, events and student productivity and a higher flux in Peralta District student transfers to institutions of higher education 97% or better. I believe the future chancellor should develop a stronger interactive foundation amongst the community and Peralta Community School District.	2/10/2015 12:03 PM
60	I hope that the Chancellor and his/her vision reflect the diversity of the students.	2/10/2015 11:46 AM
61	How important is the Chancellor Word?.In regards to the rules and regulations for A SAFE ENVIROMENT FOR EVERYONE NOT JUST FAVORITES OF THE OF THE ADMINISTRATION @ BCC. If the new Chancellor's WORD is no good, then the district should just hire Professor WagStaff and stop pretending.	2/10/2015 11:29 AM
62	I believe that it is extremely important for the chancellor to hold the president of each campus accountability for student equity, as well as student success.	2/10/2015 11:04 AM
63	The next Chancellor needs to have the ability and support of the board to lead the District. The current Chancellor was not supported by the Board in many of his actions, which hindered the District as a whole.	2/10/2015 10:52 AM
64	Please inform the participants of your survey WHO owns and operates CCSS, whether it is a privately held corporation, and how much it is being paid by the Board of Trustees to procure applicants for the Chancellor position.	2/10/2015 10:52 AM
65	A Chancellor Knowledgably about student services, including California State funded programs, like EOPS, is extremely important as these programs play a critical role in addressing equity at PCCD.	2/10/2015 10:51 AM
66	These questions where odd. I believe a Chancellor's position is important to the implementation of strategic plans and for the support of programs that have sound missions and goals and to steward well her/his position.	2/10/2015 10:46 AM
67	You need a person that can drastically improve the registration system at the college!	2/10/2015 10:40 AM
68	Want some one who looks for team members with student interests foremost and will not cave to pressure from political concerns	2/10/2015 10:32 AM
69	We need a chancellor who is young, energetic and who is willing to extend the Community College paradigm to meet the needs of the business community so that we can help people to acquire the skills needed as well as the academic community for those in search of other academic and non academic interest.	2/10/2015 9:37 AM
70	This survey was a waste of time.	2/10/2015 9:37 AM
71	The Chancellor should focus on change and improvement.	2/10/2015 9:13 AM
72	I believe that it is VERY important to have a Chancellor that does not show favoritism to those they feel will benefit them the most. Everyone needs to be treated fairly and heard.	2/10/2015 8:47 AM
73	Peralta Community College District need a chancellor that is young and energetic We don't need a chancellor that is old and just waiting to boost his/her salary for retirement.	2/10/2015 8:46 AM
74	There should be a way to fire teachers who are absolutely terrible in the classroom and seemingly fear no consequences because they are tenured. These instructors remain in the classroom and have not brought innovative and enthusiastic ways to teach in the classroom. Where has the commitment to help and quality gone? The culture has changed and thus the population of students has changed dramatically. I believe many of the teachers should be reminded that they are not in the classroom because of ego, a paycheck and a retirement package, but for the uplifting of students and the society they will eventually serve.	2/10/2015 8:42 AM
75	unfortunately, this survey is a waste. Would anyone disagree that each is important? What about all the political considerations? Board relationships? It's no wonder this District continues to struggle	2/10/2015 8:37 AM
76	I amun qualified 4 these 7's	2/10/2015 8:24 AM

Peralta Chancellor Search

77	Communication needs to be two-way. Chancellor needs to encourage and require that District team listens and responds to colleges, not just give directives. Not sure I understand what this means "organizational advancement of a Chancellor" but responded based on the concepts presented at the end of the question. Planning needs to be inclusive. One question that didn't come up: We need an EDUCATOR!	2/10/2015 8:21 AM
78	The chancellor must demonstrate a clear vision and passion for the mission of each college and the broader strategic priorities of the district. She must value the people, businesses and organizations of this community and be a catalyst for educational quality and institutional greatness. Foremost, the chancellor must be trustworthy, focused on continuous improvement and concerted in her efforts to welcome the level of broad scale support of the Peralta Community College District.	2/10/2015 8:16 AM
79	Please get someone to overhaul the website!!! It is impossible to navigate and the laughing stock of all who try to use it.	2/10/2015 8:12 AM
80	We need someone who is going to stick around for the long haul. A 10-year plan. Someone who has a background in education, who can work with unions, and understands current instructional pedagogy. A strong, clear communicator with vision.	2/10/2015 8:10 AM
81	None of the above items are important if the board-the ones that make the final hiring decision-cannot support the decisions of person that they choose to hire.	2/10/2015 8:02 AM
82	I really hope the chancellor prioritizes cleaner public spaces especially restrooms.	2/10/2015 7:18 AM
83	These questions were not well constructed.	2/10/2015 6:12 AM
84	I find all of the above important. #2 is most important. One person cannot do it all alone.	2/10/2015 6:02 AM
85	I believe that it should be someone who cares about themselves and the things they do and how they do it. Someone who respects the rights of others and expects that of the staff around them and someone who knows how to work with their staff, so that the staff can work for them - It takes everyone to do a good job in college social college environment.	2/10/2015 5:30 AM
86	Peralta is a unique district with the 4 colleges so close to each other in addition to the diverse student body we serve. The chancellor will need to be able to maintain the district-wide collaboration and coordination while providing the colleges with ability to run independently. Technology is key in moving the district and college to the next level. The chancellor needs to understand what data is being housed where and to increase use of technology to bring that data to life so that we can better support students and maximize our business processes. While IR has lots of great data at our fingertips, that data is historical and we are in a time where the data to better support students can be predictive given all the information we have about the student. Lastly, the chancellor has to be a learner and teacher too. Every interaction is an opportunity to teach and learn.	2/10/2015 5:17 AM
87	Peralta Community College District needs someone that can handle all these extremely important matters and throughout every Community College District. We all are together as one. Thanks for having me take the survey. - JRAJR.	2/10/2015 4:36 AM
88	Can we choose a Chancellor, entrusted with the name of our institution, who represents and emphasizes the value of the student experience in a fundamental and transparent way? #47	2/10/2015 2:33 AM
89	We don't need a Chancellor	2/10/2015 1:30 AM
90	Important that he'll interact with students on each campus via the dialog communication process.	2/10/2015 12:53 AM
91	May the best person win for this position. Good Luck!	2/10/2015 12:44 AM
92	Set goals and see things from students perspective. Make sure that pay check is not too high like other institutions remember we are community college can't afford unreasonable salary.	2/9/2015 11:37 PM
93	I understand the importance of a chancellor as an access point for outside groups, but I believe they should first and foremost be concerned with progressively serving the students and staff.	2/9/2015 11:03 PM
94	Please consider revising the questions on this survey as they literally do not make sense with the corresponding answers. The word "effective" is defined as "producing a decided, decisive, or desired effect". Please note that while "importance" can be used to measure meaning or worth, it cannot be used to measure how successful or "effective" something is. Please also note that due to the linguistic flaws of this survey, any statistics and information that can be gathered from it are therefore completely useless. Although I'm sure that no one will actually read this, on the offhand chance that someone actually does, thank you for your time.	2/9/2015 11:02 PM
95	I would like to nominate Thuy Nguyen to be the next Chancellor at PCCD. Thank you! Lakshmi Kerner	2/9/2015 11:01 PM

Peralta Chancellor Search

96	Community outreach, open honest leadership is important. Chancellor must be excellent communicator and be involved in community. Must be a good listener. The current chancellor does not possess any of these qualities.	2/9/2015 10:56 PM
97	We are an exceptionally political community of vision, idealism, and passion. We need someone we VERY strong operational skills, as well as the narrative abilities to explain why and how operations ties to such ideals, passions, and visions to get folks to work for our students, or move on to work more appropriate for them.	2/9/2015 10:25 PM
98	These questions are terribly phrased. It would certainly help the board could communicate in English. I would also help the Chancellor if the board could be unified rather than fighting among themselves.	2/9/2015 9:55 PM
99	Build strong collaborative teams. Make sure workforce development advocacy has a strong presence.	2/9/2015 9:50 PM
100	Please don't hire any political hacks like Elihu Harris again. http://www.sfgate.com/bayarea/matter-ross/article/Elihu-Harris-investigated-over-college-contract-2454726.php	2/9/2015 9:32 PM
101	A bit late, but the survey results would be more meaningful if the request were to rank these characteristics 1 to 10, rather than to rate each individually. As drafted, the results are likely to cluster around "extremely important" and ranking them after the fact will not be very informative.	2/9/2015 9:21 PM
102	Many of these questions were filled with administrative jargon that was not defined in the survey. Consequently my answers may be meaningless for your purposes. Fir example, what is "organizational advancement", and how does a Chancellor who has it behave differently for a Chancellor without it?	2/9/2015 9:08 PM
103	Get a good one. There is so much wrong in the district. Students get the trickle down and they need to be able to reach goals and deserve the best facilitiesinstructors and resources for those goals	2/9/2015 9:00 PM
104	It's extremely important for the chancellor to be open to the needs of the students.	2/9/2015 8:42 PM
105	I believe after 10 years they should drop old grades if 20 years later the student returns will a good focus and GPA. No student should be punched after finding out 23 years later they have a disipilty. Don't ignore!	2/9/2015 8:41 PM
106	Questions could be worded more clearly. Do you mean to say,"how important" instead of "how effective" in the question? Of course at all times a Chancellor should be effective, the question should be how important I think a topic is.	2/9/2015 8:35 PM
107	Best of luck!	2/9/2015 8:33 PM
108	This survey was very poorly written. Not sure exactly what you were asking!	2/9/2015 8:18 PM
109	No one is going to have all of these qualities. Good luck in your search!	2/9/2015 8:17 PM
110	this survey makes no sense	2/9/2015 8:16 PM
111	The new chancellor should be an advocate of students. While they should be a good communicator, what's more important is that they represent student needs effectively (not their own or outside interests, like those of funders). They should be willing and committed to challenge any level of making our educations less accessible. By this i mean, no tuition hikes, no privatization, no ROTC, no corporations invited or allowed on campus, as well as increased funding for ethnic studies programs and minority recruitment and retention.	2/9/2015 8:05 PM
112	Opportunities for African American students must be a priority to the Chancellor. Encouraging High School students to start their education early in College. Especially in Science, Math & Law. Community Colleges has to step up and encourage our young African American student's into leadership roles for a future in America. If that is not a priority for our new Chancellor, then there is no real purpose.	2/9/2015 7:49 PM
113	thanks	2/9/2015 7:49 PM
114	We need someone who truly understands our diverse population and the need to offer both educational and vocational training opportunities to succeed in the work world.	2/9/2015 7:48 PM
115	It would be great to have a Chancellor that dedicates two hours a month to chat with students at the Student center to bridge the gap between students and top level staff.	2/9/2015 7:41 PM
116	can you guys hire the new chancellor because basically all the department employee are the black adults and students at Laney college,Please! don't tell me that is the meaning of diversity.	2/9/2015 7:37 PM
117	The Chancellor must also consider the importance of providing adequate resources so that the colleges are fully staffed in order to provide better service.	2/9/2015 7:26 PM
118	seriously, grammar?!	2/9/2015 7:04 PM
119	THANK YOU < GO CHANCELLOR	2/9/2015 7:02 PM

Peralta Chancellor Search

120	The chancellor needs to have vision and be able to replace powerful employees hired prior to the chancellor coming on board with Peralta. Like Dr Ikaro.	2/9/2015 6:45 PM
121	Military customer service is lacking at all locations	2/9/2015 6:36 PM
122	Chancellor should be about fixing what is broken: PeopleSoft System; Facilities; A & R system; payroll connecting to PeopleSoft; etc	2/9/2015 6:35 PM
123	Related positions need to support these goals as well not be oppositional.	2/9/2015 6:33 PM
124	There nothing more I would like to add but, keep doing what the new chancellor is doing.	2/9/2015 6:33 PM
125	Often, in Peralta, managers lack wisdom and conscience. Rather than spending energy and effort trying to get to the bottom of problems so as to seek a wise resolution, even if that is difficult to do, before things "blow up" out of control, managers often take what they think is the easy way out, dodging issues and being passive bystanders to crises that they should instead be working hard to resolve. They often ignore the concerns of the people being harmed -- faculty, staff or students -- treating them dismissively and failing to comprehend or empathize with their concerns. I don't know how it possible to assess whether or not a candidate for Chancellor is a leader possessing both wisdom and conscience, but that's what Peralta needs. At least two Peralta Chancellors in the past 15 years have failed in those categories, ultimately causing harm to our students.	2/9/2015 6:33 PM
126	I do not approve of your survey. It's the same question with one different word at the end of each.	2/9/2015 6:23 PM
127	I would like a Chancellor who is capable of balancing student development/ success and operational/ financial management.	2/9/2015 6:14 PM
128	Please, there is much redundancy in your system, why are there two campuses that offer Photo classes. Why does the fancy campus continue with outdated and antiquated photo practices: i.e. the wet lab...other schools around the country have either eliminated these or decreased their importance in their curriculums and have focused on digital photography. There are professors who are incompetent, yet they are permitted to maintain their positions. IE the FT professor in Anthro at Alameda. These are just a few examples of where the leadership has failed in the past. The college needs to be lean, mean, and efficient! It will take someone with Hutzpah to move the place forward so that it can effectively serve the east bay community.	2/9/2015 6:13 PM
129	A new Chancellor shall be able to equally provide and allocate the needs for each Peralta Colleges, so that the PCCD, its employees and its students as a whole would be able to succeed	2/9/2015 6:04 PM
130	Yaaaaasssssss	2/9/2015 6:03 PM
131	The wording of these items is very confusing. I'm really not sure what the heck you are trying to get at here.	2/9/2015 6:01 PM
132	I feel like this form could have been written more clearly.	2/9/2015 5:53 PM
133	New leadership gives the district an opportunity to harness the strengths of the sister colleges while allowing each one to shine in its areas of expertise. Excited for the board and all key stakeholders to take the district into the vision of President Obama's proposal regarding free Community College for all who qualify. Excited for this new chancellor to be a connector among the private, public, legislative, and educational entities to support the growth and success of our student population, the growth and success of our sister colleges, and lead the Peralta Community Colleges to become a leader among community colleges across the nation.	2/9/2015 5:46 PM
134	A chancellor should be a public face in the community of students. He should interact with them regularly to bridge the gap between the students and the administration, to hear their voices and better serve their needs.	2/9/2015 5:45 PM
135	Change is needed at the Peralta unified school districts.. we need to see new staff with new ideas, or old staff who have not had their changes implemented. Change is needed stop living in the past and really invest in your students!!! Stop hiring fiends and family members and let people who want to teach teach...	2/9/2015 5:31 PM
136	This is a waste of time. Once these BURROcrats reach this level they are thinking of their next position and keep climbing the ladder. It's musical chairs once you reach this level.... No long term commitment	2/9/2015 5:30 PM
137	Cancellation of class is not good	2/9/2015 5:29 PM

Peralta Chancellor Search

138	This survey incorporates very odd wording that at best only captures what respondents Think ("believe") about a subject most respondents will have no idea about in relation to how the PCCD organizationally works, nor what the exact role of the Chancellor is within PCCD. Therefore this survey only surveys the ignorance or the hopes of its respondents for filling the role of Chancellor. The questions herein can be answered with objective statistics about what actually is the case -does the leadership of a Chancellor being committed to student access and success make an extremely important difference in any quantifiable way? Few students will have any personal interaction or motivation coming from the Chancellor past or future. Instead of asking a limited set of formulaic (& awkwardly phrased) questions most people will predictably answer as 'Important' to some degree. Further, all of these metrics fail to really get one closer to a quality chancellor. For example, certainly having a Chancellor with 'leadership' can make significant positive impacts on finances, results, student access & success, etc....- theoretically. Whether the new Chancellor actually does is entirely different and clearly not dependent upon just this one person, but the prevailing economic conditions, the results desired, the student body, etc.	2/9/2015 5:29 PM
139	The chancellor should be concerned with being a proponent for adjunct professors becoming full time so that they may have office hours and a larger say in the Peralta Community College District. This can be done with allocating monetary disbursement and hiring that has been generously given to administration, to faculty instead.	2/9/2015 5:28 PM
140	thank you!	2/9/2015 5:24 PM
141	A chancellor is just a waste of money. Last thing we need is another high-priced administrator.	2/9/2015 5:24 PM
142	We want a chancellor who is both committed to advancing students to careers and further academic careers as well as serving the needs of continuing education for middle aged and seniors in the Oakland community.	2/9/2015 5:21 PM
143	I believe the best chancellor is one who has moved up the ranks by having been a part of our institution and understands the diverse demographics that s/he going to serves. I hope Peralta's next Chancellor is one who honors and appreciates the important role of faculty in the student success as well as in institutional advancement.	2/9/2015 5:13 PM
144	we need a Chancellor that can help the Peralta students succeed and providing services that help us succeed. We need services that are easily accessible. Personally if I didn't have the services that are provided I wouldn't be able to afford to go to school.	2/9/2015 5:11 PM
145	We don't need a bureaucrat and we do need someone who is dynamic, seeks input and really cares about student advancement in life.	2/9/2015 5:10 PM
146	Do you think this Chancellor will be as successful at giving Administration raises while increasing class size and watching the campus facilities degrade?	2/9/2015 5:10 PM
147	Having a chancellor that's understands and values the support staff of the college is very important.	2/9/2015 5:08 PM
148	This survey is poorly written and ambiguous.	2/9/2015 5:05 PM
149	Dear Peralta Colleges, I BELIEVE that the best way to recruit a strong Chancellor is to hire a qualified consulting firm. This survey is poorly worded to the extent that it is impossible for me (a Phi Beta Kappa graduate) to understand what is being asked. I suggest that you ask CCSS to re-administer the survey after having it vetted by communications professionals. I hope to have the opportunity to participate via a more accessible process.	2/9/2015 5:05 PM
150	I feel that there are a few internal mechanisms at BCC that can be streamlined. For example: -the computers have a 20 minute usage limit, but take 5 minutes to start up and are very slow at processing. This makes doing real school work almost impossible on the school's computers. -Putting a printer card payment machine 20yds away from the printers makes no sense regarding ease of access. -Requiring students to stand in a 2+ hr long line at the cashier's office to pay library fees, etc. can be an unnecessarily large Impedance on a student's day. There are more internal things that are just convoluted and unnecessarily slow thank you for your time	2/9/2015 5:02 PM
151	Student access to education and success at our colleges are a direct result of a district that supports its educators.	2/9/2015 4:57 PM
152	extending the period to drop a class would be useful	2/9/2015 4:55 PM
153	A chancellor must be brave, bold, and yes, enterprising. He or she 'must' take risks the like of which we seldom countenance today, certainly not midst the ways of bureaucrats and politicians, which character and ways chancellors tend to exhibit.	2/9/2015 4:55 PM
154	A Chancellor should be able to develop and maintain strategic external partnerships that enhance the financial and academic strength of the district. The vision and network of a Chancellor can help college Presidents enhance their programs while creating a well defined fabric of the district with each college serving the needs of its community or providing unique educational experiences based on its facilities. The Chancellor has the opportunity to weave all elements of all colleges into a tapestry that benefits the Bay Area.	2/9/2015 4:55 PM

Peralta Chancellor Search

155	Please consider Mike Wooten, who is on Inked-In and has community college management experience.	2/9/2015 4:54 PM
156	How effective I believe organizational advancement of a Chancellor is in terms of developing Diversity whether racial, gender social, socioeconomic, political, religion, while creating space for intergroup dialogue across Peralta's campuses?	2/9/2015 4:53 PM
157	Students need a new chancellor.	2/9/2015 4:53 PM
158	AGAIN?	2/9/2015 4:51 PM
159	I did not even know there was a new Chancellor.	2/9/2015 4:49 PM
160	Good luck!	2/9/2015 4:48 PM
161	I think the chancellor sets the tone for the whole district, and would like to see a chancellor who is willing and able to fix a lot of the dysfunction that I see at the district level.	2/9/2015 4:39 PM
162	We need someone that is willing to stand up to the Board of Trustees.	2/9/2015 4:35 PM
163	Peralta needs to break the long term practice of bloated administration, cronyism, if not outright corruption. We need a change agent who is willing to step on some toes, even though it may not be politically advantageous.	2/9/2015 4:32 PM
164	It is my hope that this search is taken seriously, and that it will net a professional responsible person who values that fact that our first priority is our delivery of services to the students that we serve, for without them, none of us would be employed. Secondly, I would expect that the candidates that the district is seriously considering are independent, thinkers, effective communicators, who are not about playing games, but are individuals of great integrity and have demonstrated in their careers excellence in past leadership roles. If we don't seek these qualities, and are steadfast on finding them, things in this district will not change.	2/9/2015 4:30 PM
165	the search committee should make sure all applicants has all proper/real degrees. not like the X- alameda college president has a bolonge degree and now he is acting deputy chancellor and gets \$204,000+ annually. what kind of institution we are running?	2/9/2015 4:21 PM
166	Due to the location of PCCD in a culturally and socio-economically diverse region, the chancellor should hold a strong background in representing and advocating for disenfranchised students on issues related to equity, particularly systems of structural inequality related to class, gender, race/ethnicity and disability. Serving these constituents is the primary strength of PCCD and should not be lost in the change of leadership. In order to help PCCD grapple with persistent issues related to technology and technology literacy, the chancellor should hold a strong background in successfully re-tooling large-scale digital systems without lapse in service to better support institutional processes, such as financial aid and data-driven decision making. Finally, it would be ideal if the new chancellor could have skills in making and developing a positive institutional culture.	2/9/2015 4:21 PM
167	THIS SURVEY overstates the role of a Chancellor is in a shared governance environment. Effective chancellors are those that can convey the need for change in an effective and comprehensive manner. Many believe that change is necessary for changes' sake. That is absurd.	2/9/2015 4:14 PM
168	The only way to improve the Chancellors ability to have a more effective role in the leadership at the Colleges and the District as a whole is to stop the Trustees from sabotaging the overall efforts and let the managing lie with the Chancellor. Dr Ortiz, was making good, solid progress by listening to the students staff & faculty about the changes that needed to come, when the Trustees were influenced by a few vocal church leaders to override the students, staff, faculty requests and Chancellors new management direction. We will never see the change we want to be, until we trust in the ability of a selected chancellor to make the change happen. Thank you	2/9/2015 4:05 PM
169	I would like to see more cohesiveness between campuses and an emphasis on student needs vs. faculty wants.	2/9/2015 4:00 PM
170	Roughly 30% of Peralta is CTE, yet 0% of those who are in charge and make decisions (Chancellor, Vice Chancellors, Presidents, Deans, etc) have a CTE background. It is vital to recognize this oversight and would be great bring in a Chancellor that has direct experience with CTE, not just oversight of CTE, but personal experience.	2/9/2015 3:56 PM
171	We need a strong leader, but one who values classified employees and not just cater to faculty demands. I see management take on a us vs. them toward classified employees. We are not the problem, but we can only do so much within a day. Faculty dump anger with classified and the management see them as being justified. We more classified staff to accommodate the growth of the institution, not just faculty. The is a faculty center district and that idea has to change.	2/9/2015 3:54 PM

Peralta Chancellor Search

172	The job for the next Chancellor will be extremely difficult and will require someone eager to take on a complex and perhaps intractable challenge. The next Chancellor needs to have exceptional analytical, political, motivational, creative, and visionary skills. There is so much untapped potential here but it will not be easy to release.	2/9/2015 3:53 PM
173	Despite what the louder voices say, a lot of people were very pleased with the present Chancellor.	2/9/2015 3:52 PM
174	It is very important that the new chancellor being independent and let him or her do the job with out attachments or political concerns. I believe Dr. Ortiz was doing a good job but the board did not support him enough. As a result the collateral effects affect our students. the board forget the students are the ones who put the food on theirs tables	2/9/2015 3:50 PM
175	We need someone who sees the big picture and has an active and passionate interest in seeing not only our academic programs succeed but our CTE programs too. CTE disciplines such as biotech, graphic design, software development, communication and multimedia arts are seeing unprecedented growth in California and we should be rising to the challenge by providing employers with qualified candidates. We can only do that when our programs are fully funded and equipped. This not only includes software and hardware but qualified and trained full-time faculty ready to take on the challenge of building the workforce of the 21st century. Traditional academic disciplines are important, but realistically, most people who come to the district want general education and a direct path to a career in CTE. We also need a chancellor who will respect, support and honor the opinions of our part-time faculty by working with us, both individually and in groups and with our union. We represent over 70% of the district teaching force. We ARE the backbone of the district. Shared governance should not be just a clever meme to pass around at fundraising cocktail parties. It should be the foundation of how we do business. Every faculty member, in every discipline should be part of any and all decisions made by the district.	2/9/2015 3:48 PM
176	As the last three Chancellors have shown, the Chancellor has no positive impact in Peralta. The best they can do is nothing, like the current Chancellor, or damage Peralta like Elihu Harris. Either way, the position is a waste of money that would be better spent on student access and learning outcomes. Ditto for the new Deputy Chancellor.	2/9/2015 3:46 PM
177	We need someone with the highest level of honesty and integrity who is willing to root out dishonesty, self-interest and corruption.	2/9/2015 3:46 PM
178	The most important qualifications should be an experienced CEO from either the private or public domain who knows how to hire and keep the best managers. Also, someone who can enlist support in changing the organizational structure of Peralta so that the administrative functions are efficient.	2/9/2015 3:43 PM
179	Can we please consider someone with experience in instruction? I don't understand how someone can be effective at running an educational institution without knowing the business of teaching.	2/9/2015 3:42 PM
180	Important to recognize and leverage the talents and abilities of the current employees. Important to listen to the current employees.	2/9/2015 3:42 PM
181	The District needs a Chancellor that is well-rounded, forward thinker, innovator, and motivator. The District needs someone who is a mover and shaker, and is willing to take risks for the betterment of students, colleges, district, and employees. This person needs to be a problem solver and have the ability to "Think Big" and run the District as a business to make progress, change, and improvements. There are so many collaborative opportunities for the District to achieve to make the institution better. Chancellor Ortiz, bless his heart, he surrounds himself with administrators who are outdated and can only provide him with data. But they are incapable of giving solutions to improve the organization. The new Chancellor needs to surround himself with innovated administrators, perhaps from the Generation X, that can identify problems and provide solutions. This is the only way that the District will improve.	2/9/2015 3:42 PM
182	The questions are all top priority. I strongly support a chancellor that will reduce the stronghold the unions have on decision making, onerous contracts of teachers and the advancement of the college as a leading educator.	2/9/2015 3:40 PM
183	The higher the position the further away from the classroom a Manager becomes. that being said I believe that a Chancellor should be not only in tune with the business and operations side of the District but in tune with the students and what they need for success. Not as a " I know what's best for you" but "Lets work together with a strategy to do what's best" . To not throw a bunch of money at an issue, using charts and graphs as a smoke screen, but come up with tangible, strategic, realistic, plans to effect real change for the students we as a community college district serve.	2/9/2015 3:39 PM
184	We had a very good Chancellor who is retiring because any changes he attempted to make were halted by the Board of Trustees. Chancellor Ortiz made some very good changes at Peralta. Yet, the Board would not let him do his job. The Board should provide oversight, not be so involved in the daily activities of the District You can ask all the questions you want about what type of Chancellor we want and the PCCD needs, but until the Board recognizes what their role is, nothing will change.	2/9/2015 3:37 PM

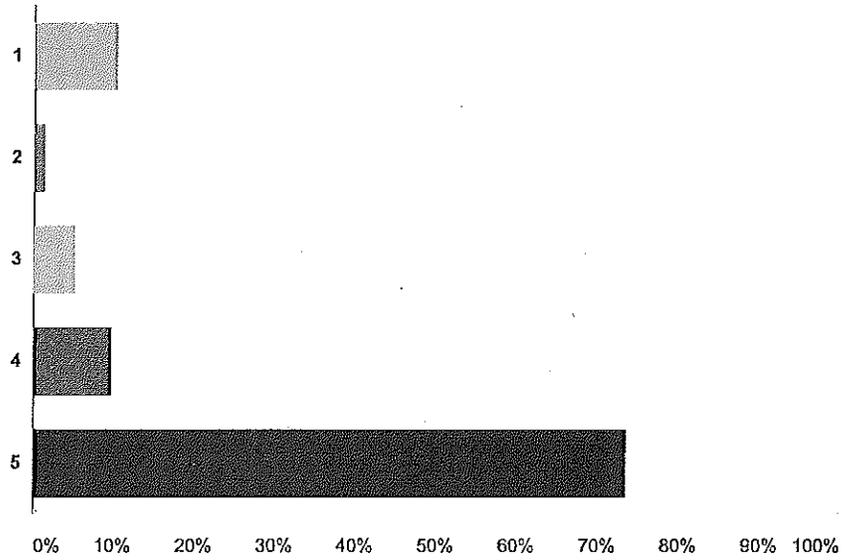
Peralta Chancellor Search

185	We continue to talk about the widening proverbial gap in education between the under-educated and underserved populations; we put all kind s of programs into place, but nothing changes. Nothing changes because we do not hire the kind of leadership that believes in change. It is as if the leaders that we elect think that it will be too much trouble to effect change. I disagree. We need to change or get out of the education business.	2/9/2015 3:36 PM
186	I believe we need a new leader who can move mountains and implement "strictest" guidelines within the District existing policy and procedures. My observation if the problem arises, the remedy is applicable to one campus and not applicable to rest. Each campus has little of their own policy and procedures which not good as the entire community. Also, promises are good but MAKE IT HAPPENED!!	2/9/2015 3:35 PM
187	I believe the next Chancellor should be highly supportive of actions taken to obtain continuous improvement and compliance with policy and procedures. Improving efficiency and documentation of key business processes will automatically create a stronger culture of accountability, which will minimize personal conflict and increase productivity.	2/9/2015 3:34 PM
188	The new Chancellor should understand the importance of investing in programs that generate revenue for the college, such as the International Program which consistently creates revenue for all colleges. The new Chancellor should support international student recruitment, increase the international office budget, and allow support the growth of this cash cow.	2/9/2015 3:29 PM
189	What is the point of a survey that asks for no input on specific skills, desired background, or any information beyond confirmation that the Chancellor is or is not important? Yes, the role of Chancellor could be important. Surprise! This is just awful.	2/9/2015 3:25 PM
190	Our time is now to select the best person to lead Peralta!	2/9/2015 2:40 PM

Peralta Chancellor Search Survey Part II

Q1 Commitment to Student Success

Answered: 133 Skipped: 4

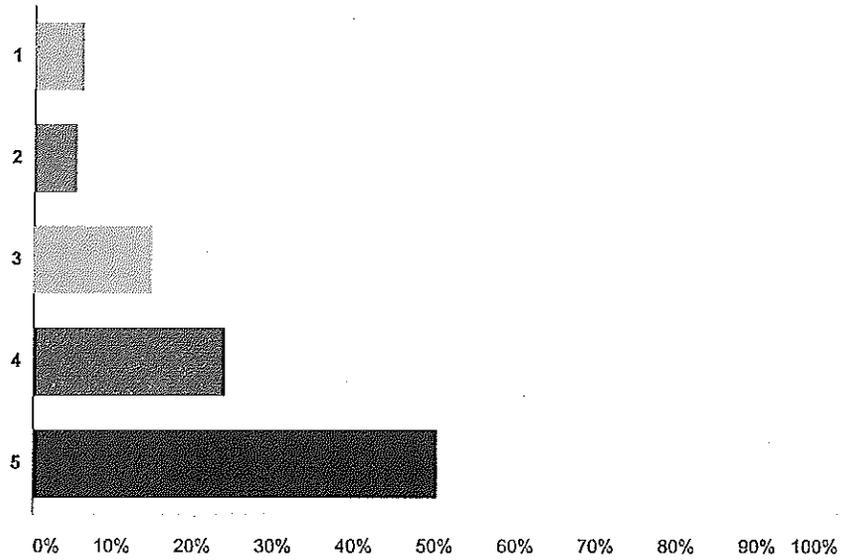


Answer Choices	Responses	
1	10.53%	14
2	1.50%	2
3	5.26%	7
4	9.77%	13
5	73.68%	98
Total Respondents: 133		

Peralta Chancellor Search Survey Part II

Q2 Commitment to Building Strong and Effective Teams

Answered: 129 Skipped: 8

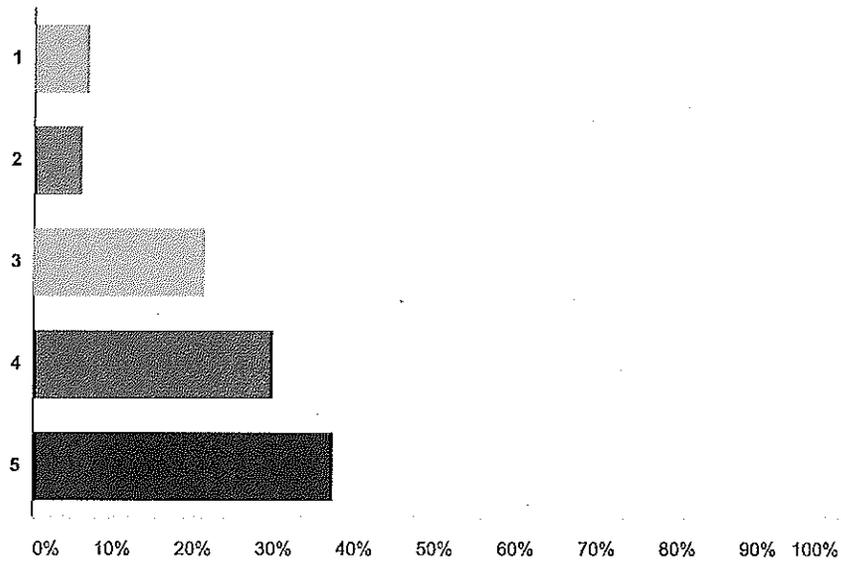


Answer Choices	Responses	
1	6.20%	8
2	5.43%	7
3	14.73%	19
4	24.03%	31
5	50.39%	65
Total Respondents: 129		

Peralta Chancellor Search Survey Part II

Q3 Willingness to Take Strategic Risks to Accomplish Institutional Goals and Objectives

Answered: 131 Skipped: 6

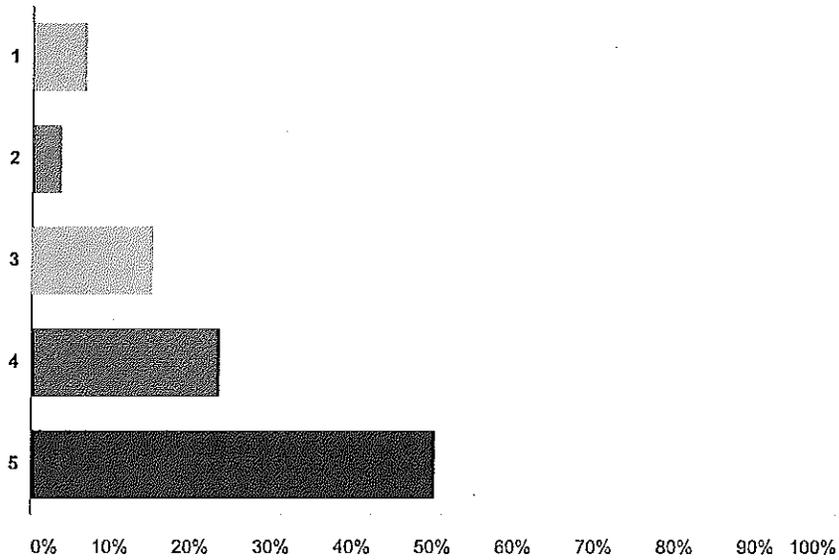


Answer Choices	Responses	
1	6.87%	9
2	6.11%	8
3	21.37%	28
4	29.77%	39
5	37.40%	49
Total Respondents: 131		

Peralta Chancellor Search Survey Part II

Q4 Ability to Create Lasting Internal Change

Answered: 131 Skipped: 6

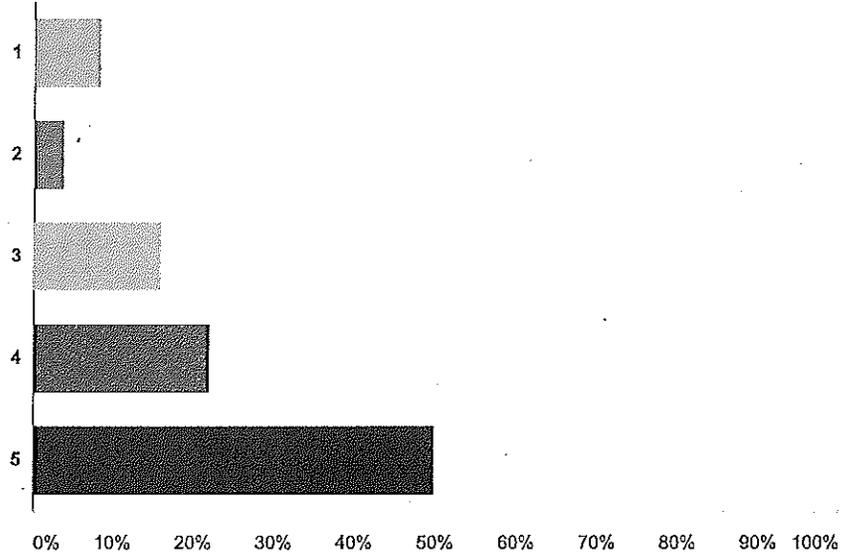


Answer Choices	Responses
1	6.87% 9
2	3.82% 5
3	15.27% 20
4	23.66% 31
5	50.38% 66
Total Respondents: 131	

Peralta Chancellor Search Survey Part II

Q5 Commitment to Establishing an Urgency for Improvement

Answered: 132 Skipped: 5

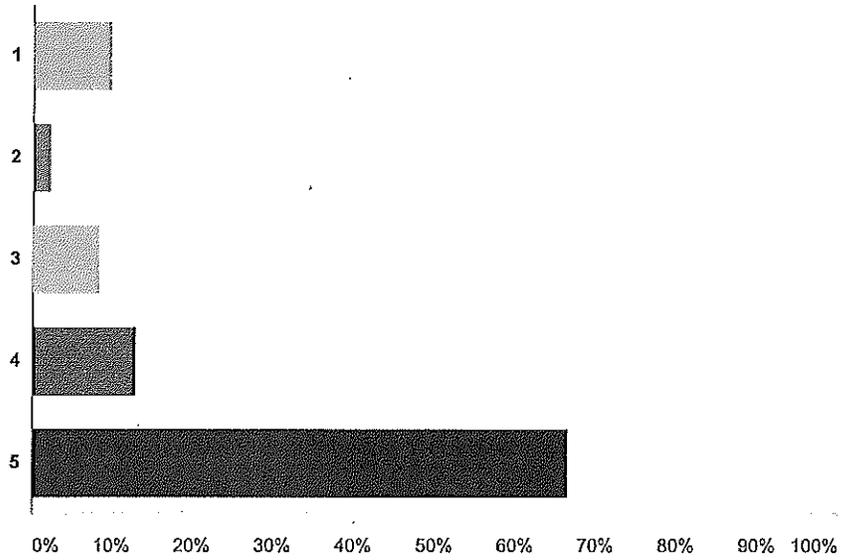


Answer Choices	Responses	
1	8.33%	11
2	3.79%	5
3	15.91%	21
4	21.97%	29
5	50.00%	66
Total		132

Peralta Chancellor Search Survey Part II

Q6 Effectiveness in Communication

Answered: 132 Skipped: 5

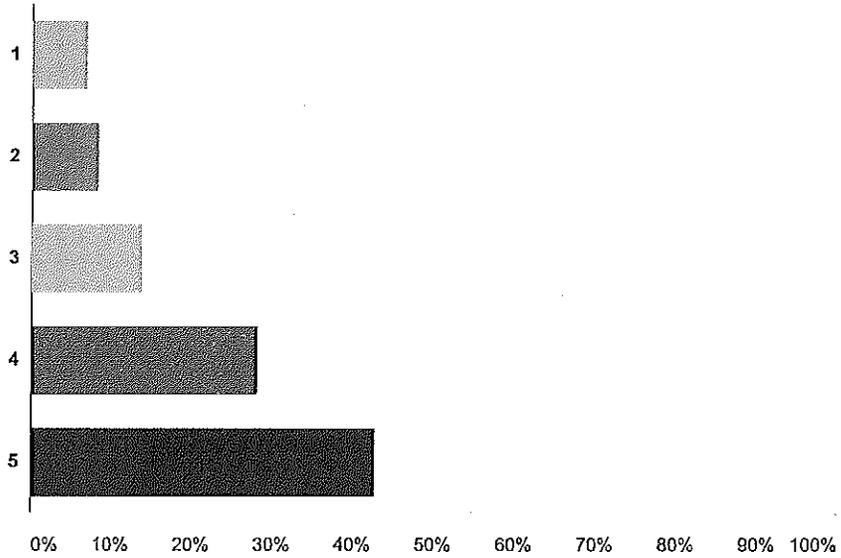


Answer Choices	Responses	
1	9.85%	13
2	2.27%	3
3	8.33%	11
4	12.88%	17
5	66.67%	88
Total Respondents: 132		

Peralta Chancellor Search Survey Part II

Q7 Commitment to Being Results-Oriented

Answered: 131 Skipped: 6

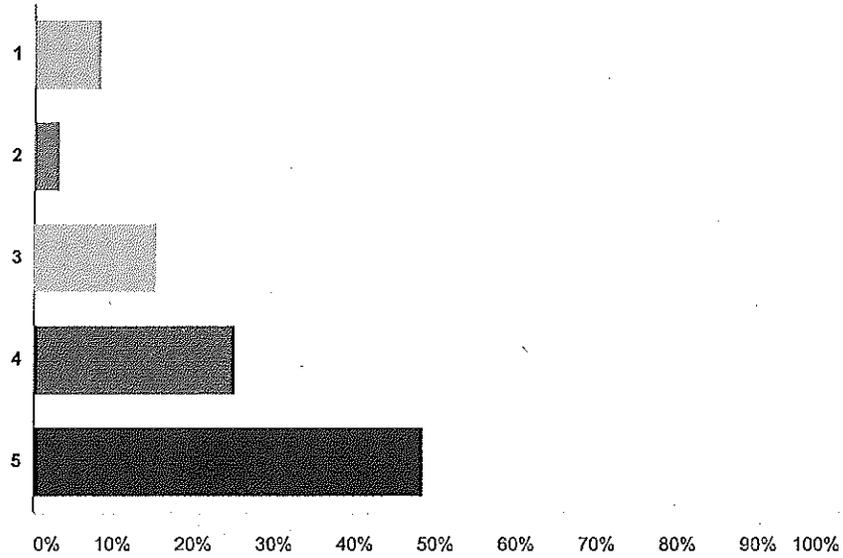


Answer Choices	Responses	
1	6.87%	9
2	8.40%	11
3	13.74%	18
4	28.24%	37
5	42.75%	56
Total		131

Peralta Chancellor Search Survey Part II

Q8 Effective Financial and Operational Ability

Answered: 132 Skipped: 5

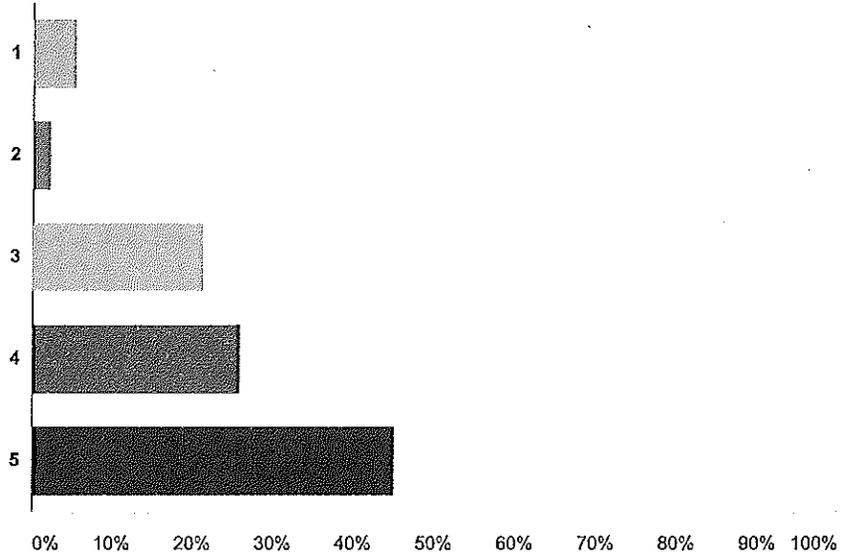


Answer Choices	Responses	
1	8.33%	11
2	3.03%	4
3	15.15%	20
4	25.00%	33
5	48.48%	64
Total		132

Peralta Chancellor Search Survey Part II

Q9 Commitment to Finding Alternate Sources of Funding and Raising Funds

Answered: 131 Skipped: 6

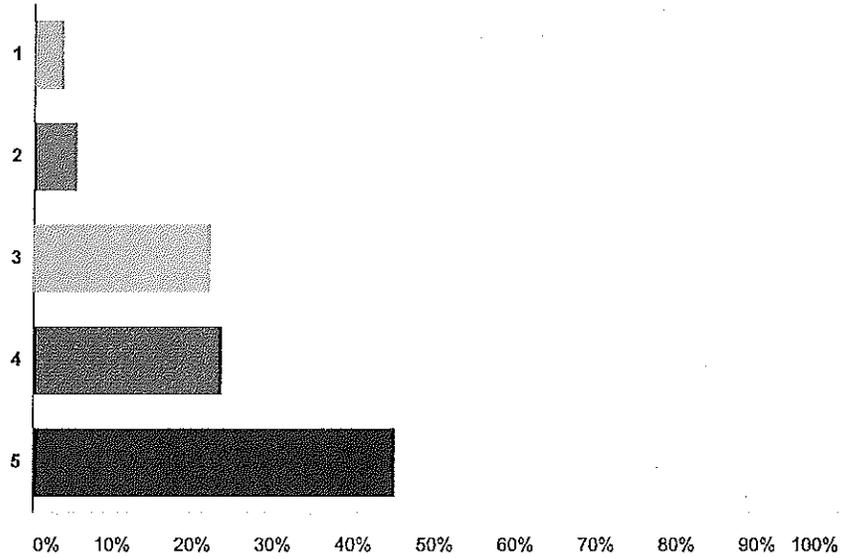


Answer Choices	Responses	
1	5.34%	7
2	2.29%	3
3	21.37%	28
4	25.95%	34
5	45.04%	59
Total		131

Peralta Chancellor Search Survey Part II

Q10 Commitment to Establishing External Partnerships to Achieve Short- and Long-Term Objectives

Answered: 131 Skipped: 6



Answer Choices	Responses
1	3.82% 5
2	5.34% 7
3	22.14% 29
4	23.66% 31
5	45.04% 59
Total	131

Peralta Chancellor Search Survey Part II

**Q11 Thank you for taking our survey.
Please add any additional comments
concerning the search for the next
Chancellor of the Peralta Community
College District.**

Answered: 45 Skipped: 92

Peralta Chancellor Search Survey Part II

**Q11 Thank you for taking our survey.
Please add any additional comments
concerning the search for the next
Chancellor of the Peralta Community
College District.**

Answered: 45 Skipped: 93

#	Responses	Date
1	Must be sensitive to employee needs while trying to attain institutional goals.	2/16/2015 5:02 PM
2	There must be a willingness on the part of the Board of Trustees to let the new Chancellor take charge and not to be micromanaged by the Board.	2/15/2015 7:40 AM
3	It is very important to find funding sometimes for the tools, equipments and materials for the labs in science and technology departments.	2/14/2015 7:31 PM
4	Develop transparency in the financial segment of operations.....interested in supporting programs public affiliations.....	2/13/2015 8:04 PM
5	At Merritt College, in particular, there is an ongoing power struggle between African American leadership and the Latino leadership. The next chancellor must put an end to this as the school is no longer primarily African American.	2/13/2015 5:07 PM
6	get someone who will stay and not use the position to retire	2/13/2015 4:48 PM
7	Please find a Chancellor who has an interest and respect for the pre-existing leaders. Dr. Elnora Webb must remain at Laney as she is an asset to both Laney College and the greater bay area community. It is important to have leaders reflective of the community and the new President must respect those leaders when coming into leadership.	2/13/2015 3:58 PM
8	Eliminate the position and apply the \$300,000/year to increasing the "quality of instruction" in District. That would save us the cost of searching too.	2/13/2015 12:59 PM
9	Commitment to student success should be the first and foremost quality in the new Chancellor. Without student access and success, why have a college at all?	2/13/2015 11:03 AM
10	I added my comments to the original version of the survey. Thank you.	2/13/2015 7:13 AM
11	As I said last time, the results will be useless, UNLESS the 10 questions were ranked AGAINST each other, so that each question is assigned a number one through ten, with no numbers used twice.	2/12/2015 8:45 PM
12	This looks familiar. I don't think taking strategic risk with high consequence is the best route for the district to take at this point. The new chancellor should work on stabilizing the district and strengthening weaknesses. Bring the bottom up, then move forward. Being results-oriented cuts both ways. Campuses need to have a say in what results are being sought. If the results are something that aren't mutually beneficial, then why go full steam ahead with them? I know you all need money to operate, but be careful what sources you seek for funding. We don't need a chancellor that comes with a bunch of strings attached. Be careful who you partner with. I know a lot of folks are looking to get their friends a sweet gig that pays well from district money, but keeping an engineer's mindset and making sure that systems work is vital to making things at the district run smoothly.	2/12/2015 7:50 PM
13	Find candidates who are more interested in the District than in their own self interests.	2/12/2015 7:49 PM
14	I urge CCSS to consider that the fundamental aim of the community college is to increase access to intellectual and vocational advancement of the diverse communities in which they are situated. Formal education should not be commodified; a commercial product-oriented outlook does not best serve to achieve this aim. Please do not emphasize commercial ability over the spirit of liberal education.	2/12/2015 7:02 PM
15	I recently read an article detailing the responsibilities expected of a university or college president and they include an expansive list beyond the above ten that are outlined.	2/12/2015 6:25 PM

Peralta Chancellor Search Survey Part II

16	We need a chancellor that understands the impact of diversity which includes racial and socio-economic diversity. We also need a chancellor that will work hard to include bachelor degree programs as a major part of the curriculum.	2/12/2015 6:11 PM
17	Make these students be accountable for their educational goals.	2/12/2015 6:09 PM
18	Again? Why can't you hang on to anybody?	2/12/2015 5:34 PM
19	Re-establish concurrent enrollment with UC Berkeley!	2/12/2015 5:34 PM
20	The new chancellor needs to reach out more to the community and establish relationships with them. That is workforce development. That also translates to more donations.	2/12/2015 3:29 PM
21	it would be nice if the district did something logical, like select someone who behaves professionally and is capable. In my opinion, I would encourage Gravenberg (COA President) to apply. Well spoken, good with people, capable, sincere and most importantly well-adjusted with no ulterior motives other than doing the job and most importantly, actually cares about the students and their successes. Oh and one more thing, no more New Yorkers please. Maybe someone who is from this area? or at least has enough respect and common sense to leave the culture the way it is, can make a logical decision, or any decision at all that does not cost thousands upon thousands of dollars to rectify and is not socially challenged.	2/12/2015 2:53 PM
22	Peralta Community College District has had a past reputation of dishonesty, inefficiency and disorganization. Let's hope that can be changed. Most organizations reflect the character, interests, personality and standards from the top down. Let's hope we can get better and better.	2/12/2015 12:06 PM
23	Two criteria are most important for this position. 1. Chancellor should be someone who knows how to (and does) hire good people under him (or her). That goes for an immediate staff (the collegial equivalent of the West Wing) and for the Presidents of the four colleges. He or she must be able to have enough confidence in those persons to let them do their jobs. 2. The Board of Trustees needs to select someone in whom the BOT has confidence. The BOT needs to have the Chancellor's back, and needs to let the Chancellor do his or her job. Note: the Peralta District has had way too much turnover in the highest positions. The Board of Trustees needs to take responsibility for this, and the Trustees, individually and together, needs to commit to hiring a person who is the best person for the District, not just someone the members know, or a former politician who needs a job, or someone "connected." Find someone who is committed to academia—no, let me rephrase that, someone who loves academia, someone who has ability to think, who can communicate, who has integrity. Although this is not something I would say as a general rule, at this time, above all, do not hire someone as Chancellor who is currently serving as a President of one of the Peralta colleges. We need to be shaken up, and we need to have confidence in our Chancellor—and our Board. Good Luck.	2/12/2015 9:54 AM
24	Commitment to reducing top heavy administration who just have meetings, talk a lot and collect big paychecks.	2/12/2015 5:08 AM
25	Successful experience with a political driven work environment (f)	2/12/2015 3:42 AM
26	as a PUBLIC SERVANT, HE/SHE, needs to THINK WHY YOU ARE HERE. not just pick up your monthly pay check (tax payer's hard earned money). he/she needs to focus on the communities, support the faculties need as well as building a TEAM that really cares about the MOST IMPORTANT -- the STUDENTS' security need. WITHOUT STUDENTS -- there's no community colleges. currently, the district is paying the outgoing chancellor and acting deputy chancellor. is peralta community college district has that much money??????	2/11/2015 7:35 PM
27	I scored Student Success really low because I feel it becomes second. I'm talking in general, no student enrolled in our institution will recourse to failing his/her courses. Everybody wants a good grade and a career future! I scored "strong lasting internal change" high instead. We need a good leader with SUPERB restructuring background under his/her belt, hence he/she can move mountains and utilize the best of our existing resources. A good example, making the lives of our students easy as far as enrollment processing is concerned; getting the ease of getting student's financial aid without the hassle of pointing to another party; updating and house-keeping at our existing PROMT database. In conclusion, we need an excellent leader to accomplish his/her set of goals and fully addressing the obvious issue(s), and absolutely apply thorough remedy for our existing issues.	2/11/2015 6:16 PM
28	this is pointless and vague	2/11/2015 5:57 PM
29	Half these questions aren't substantive in the slightest. How about we hire a chancellor who isn't a dirty crook like Harris and isn't an ineffectual dumbass like Ortiz. How about someone who would actually listen to the teachers and students as to what is needed at Peralta. For an annual salary of \$300k+ this shouldn't be that damn hard!	2/11/2015 5:43 PM
30	get someone local who is already a community leader with business experience. no non profit careerists. no politicians. someone boring who knows what they are doing and treats the organization like a business.	2/11/2015 5:27 PM

Peralta Chancellor Search Survey Part II

31	The structure and questions on this survey are absurd. This is so full of generalities and feel-good terms as to be meaningless.	2/11/2015 5:14 PM
32	The next chancellor will find themselves in a very difficult and challenging position - this assignment will require someone who has tremendous energy, creativity, analytical, political, inspirational, technical, and perseverance skills to solve this complex puzzle. The reward is the release and flowering of the tremendous untapped potential of this Institution.	2/11/2015 4:45 PM
33	Thanks. This made more sense than the last one.	2/11/2015 4:45 PM
34	We need someone with honesty and integrity to deal with the corruption in the District.	2/11/2015 4:22 PM
35	All of the above!	2/11/2015 4:21 PM
36	Items #1-10 are important and will take a strong leader who is result oriented to achieve these goals. However, items 9-10 should be the Board's primary responsibilities in engaging the community and external businesses with partnering and promoting Peralta.	2/11/2015 4:16 PM
37	A person with vision and a long-term plan, someone who can look 10 years down the road, and wants to stay around a while.	2/11/2015 4:13 PM
38	Strong leadership skills coupled with the ability to build a team that includes faculty and staff is essential. Being able to bring in new ideas without the belief that nothing has ever been tried and implemented within PCCD. Commitment to serving all students, but a strong commitment to lessening the achievement gap that exists for African American students must be addressed and acted upon. Ability to work with the various ethnic communities that make up this district.	2/11/2015 4:10 PM
39	We need young, caring, strong, energetic leader that cares.	2/11/2015 4:06 PM
40	commitment to cleaning up corruption	2/11/2015 4:05 PM
41	What's the point of these surveys? We are losing a very good Chancellor, because the Board does not allow the Chancellor to make decisions or do anything that they do not agree with. I am surprised that one of them does not apply for the Chancellor position.	2/11/2015 3:51 PM
42	All of the factors are important. We need someone who can excel in these areas to serve our campus communities. We need a strong leader who can unite all of us.	2/11/2015 3:50 PM
43	Surveys I and II have been worthless. How about a survey on qualifications, strategic planning, and goal-setting? Otherwise this is an empty sop to the notion that "yes, these good things are good." Surprise!	2/11/2015 3:40 PM
44	Want a chancellor to commit in their objective as promised.	2/11/2015 3:38 PM
45	Test, test	2/11/2015 3:32 PM

PERALTA COMMUNITY COLLEGE DISTRICT

Public Forum Input for the Chancellor Profile

February 18, 2015

Desired Leadership Qualities in the Next Chancellor:

- A servant leader, driven by mission, objectives and accountability.
- Inclusive and engages/respect all stakeholders.
- A good listener with objectivity and empathy.
- Knows how to delegate, and supports those under his/her charge.
- Knows when not to be political; must be anchored to PCCD mission and objectives.
- Celebrates and shows commitment to diversity.
- Able to establish partnerships with K-12 and neighboring community colleges and other institutions of Higher Education.
- Knowledgeable and experienced with accreditation.
- Committed to student access and success.
- Visits the colleges and offices, a walk-around to know and understand the lay of the land.
- Establishes good working relationships with the Board of Trustees.
- Able to recognize when to ask for help.
- Able to understand when to bring stakeholders together.
- Able to recognize reality and the truth.
- Understands the total cost of ownership.
- Honest and truthful.

PERALTA COMMUNITY COLLEGE DISTRICT
Proposed Chancellor Profile

In leading the District, the next Chancellor will:

- Articulate a vision for the future of the Peralta District in a clear and compelling manner, and inspire and direct staff to make the vision a reality.
- Work in concert with the Peralta Board of Trustees to achieve defined financial goals and maintain financial stability through strong oversight, collaborative budget development and strict adherence to sound budget policy, procedures and timelines.
- Develop alternative strategies and sources of funding to support the outstanding programs and services of the District.
- Increase reliance on data-driven information in making informed decisions at all levels of governance.
- Identify innovative opportunities for advancing the use of technology in the areas of teaching, learning, assessment, student services and administrative systems.
- Respond to changing demographics within the community, and ensure that District programs and services are comparable to, and reflective of, the current needs of the service area.
- Aggressively advocate for the District with all relevant governmental bodies of agencies, including the state legislature.
- Be responsible for ensuring that board policies, applicable collective bargaining agreements and state and federal education statutes are consistently adhered to in the District by holding accountable those responsible for their implementation.
- Be committed to student access, success, equity and diversity.
- Recruit and retain talented and diverse faculty, staff and administrators who are reflective of the District's service area, and provide them with the opportunity to achieve high standards of performance in order to succeed.
- Advocate for maximum participation in activities and partnerships that will continue to strengthen the District's image, reputation and community relations by developing or maintaining relationships with local educational, civic and business interests.
- Foster mutual respect and democratic values, which have historically created a unique *esprit de corps* among the students, faculty and staff of the Peralta District.
- Strengthen management systems for sound decision making, effective policy implementation, equitable resource allocation and long-range planning among the District's programs and services.
- Provide leadership in the integration of the principles of environmental sustainability throughout all aspects of the District, from our educational mission to the management of our physical plants and purchasing.
- Appreciate and respect the rich diversity of cultures and perspectives present in the communities of the Peralta District, and take leadership to achieve social class, racial and gender equity that promotes student achievement.
- Implement leadership and management practices that reflect strategic thinking/planning and rigorous accountability.

Leadership, Management Characteristics and Expectations

The next Chancellor shall have a strong, documented leadership and management style that:

- At its core, is based on ethical principles that value integrity, honesty, open communication, transparency, humility and flexibility in all District matters.
- Includes strong skills in recruiting and appointing outstanding staff, delegating to them responsibility for accomplishing the work of the District, and evaluating their performance in achieving clearly defined, measurable goals.
- Is goal- and results-oriented, employs the specialized skills required to build strong teams, and creates institutional improvement and change.
- Creates a culture of accountability, and demonstrates the ability to analyze and implement appropriate responses to complex issues.
- Demonstrates an appreciation of the unique mission of the comprehensive community college as a gateway to learning open to all residents of the District.
- Demonstrates commitment to the collective bargaining process for all unionized employee groups, as mandated by the California Community Colleges.
- Demonstrates success with fulfilling accreditation standards and compliance demands.
- Demonstrates an ability to work productively with an elected seven-member Board of Trustees.
- Demonstrates commitment to the integration of environmental sustainability throughout all aspects of prior work history.
- Demonstrates a history of successful implementation of student equity and student success initiatives at the campus and/or district-level.
- Demonstrates a history of establishing partnerships with community, business and educational organizations, and government agencies, at the state and local levels.
- Demonstrates a commitment to open communication within the District and the broader community.

In addition to these leadership qualities, the Chancellor shall:

- Honor and employ the District's Planning and Budgeting Integration Model (PBIM), which is based on a shared/participatory system of governance that relies on transparency, open communication and listening in dealing with District employees, students, the community and the Board of Trustees.
- Invite all college constituencies to join in creating a communal vision and shared governance process for updating and implementing the District's Strategic Plan and the unique Educational Master Plans for each of the four colleges.
- In addition to having experience with planning, development and the construction of educational facilities, demonstrate an understanding of, and commitment to, bond financing programs and their role in successfully fulfilling the District's multi-year Facilities Master Plan.
- Enhance District success through strong financial and in-kind support for entrepreneurial programs, pursuit of extramural funding in the form of grants or contracts and partnerships and aggressive fundraising for the Peralta Colleges Foundation.
- Strengthen the Peralta name and the prestige and service of our four colleges through vigorous community involvement with local organizations, groups and activities.

- Be a proactive leader and a competent administrator with a high degree of energy.
- Demonstrate appreciation of, and support for, staff and faculty.

Revised: February 20, 2015

Approved by the Governing Board: _____