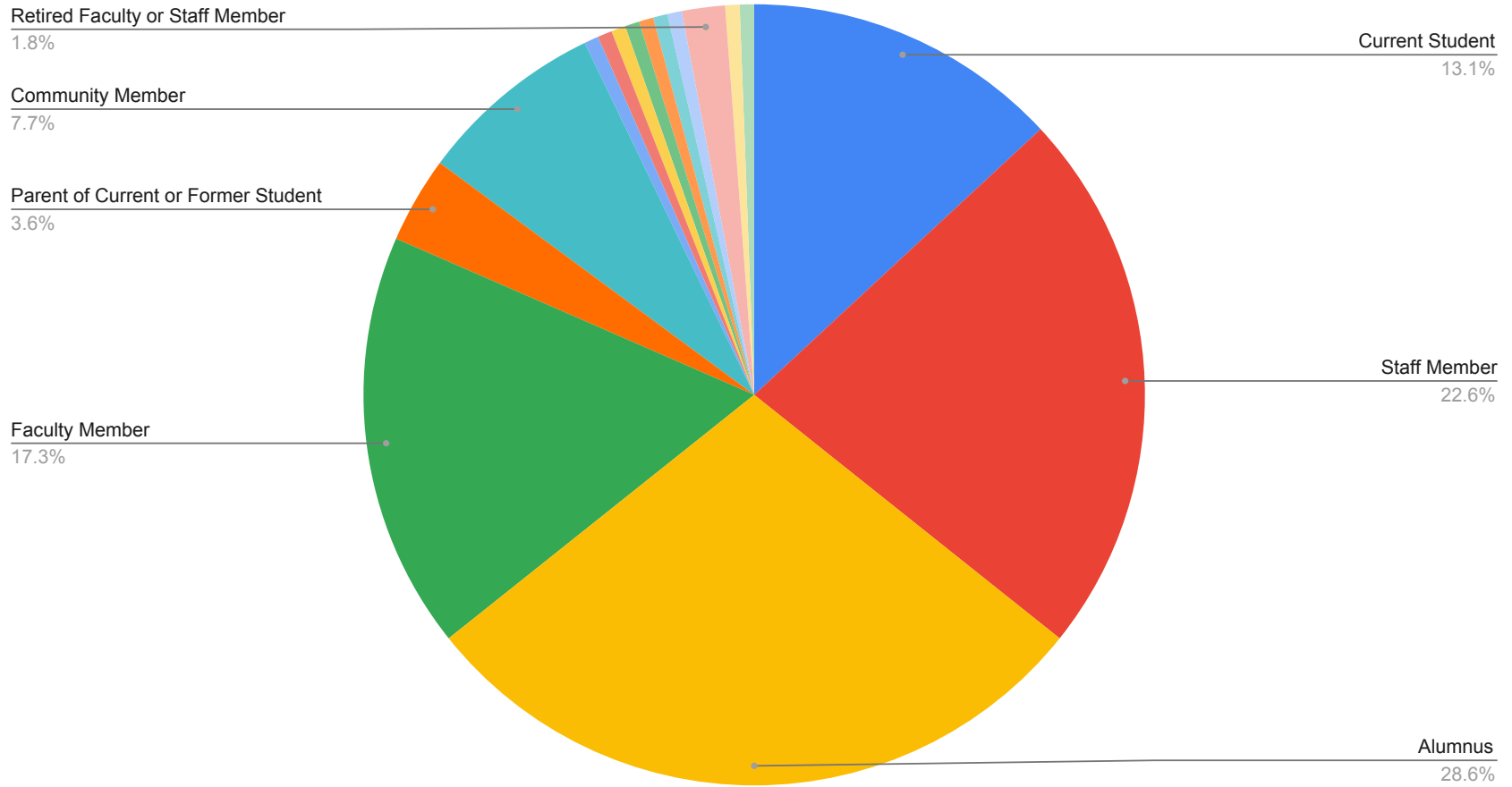


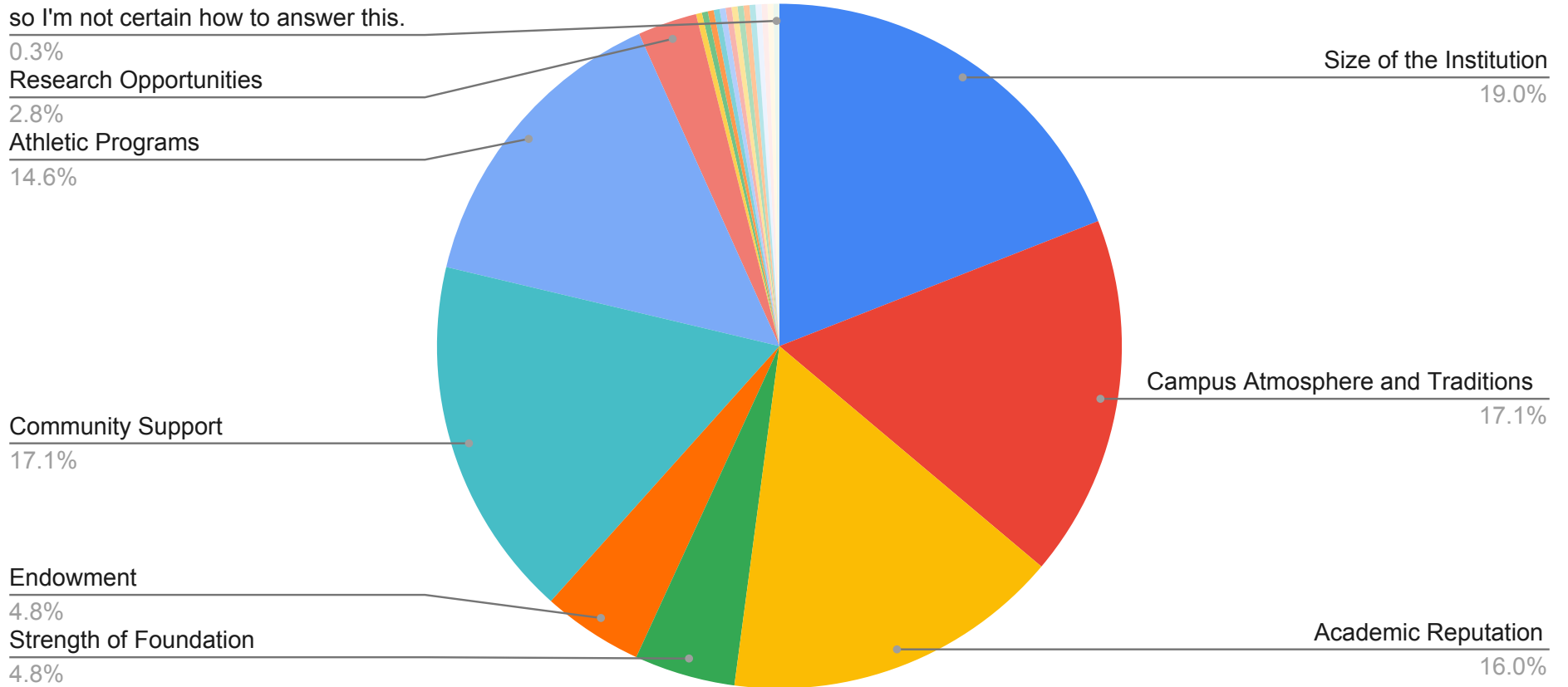


Results for the DSU Online Listening Session  
November 9 - November 16, 2022

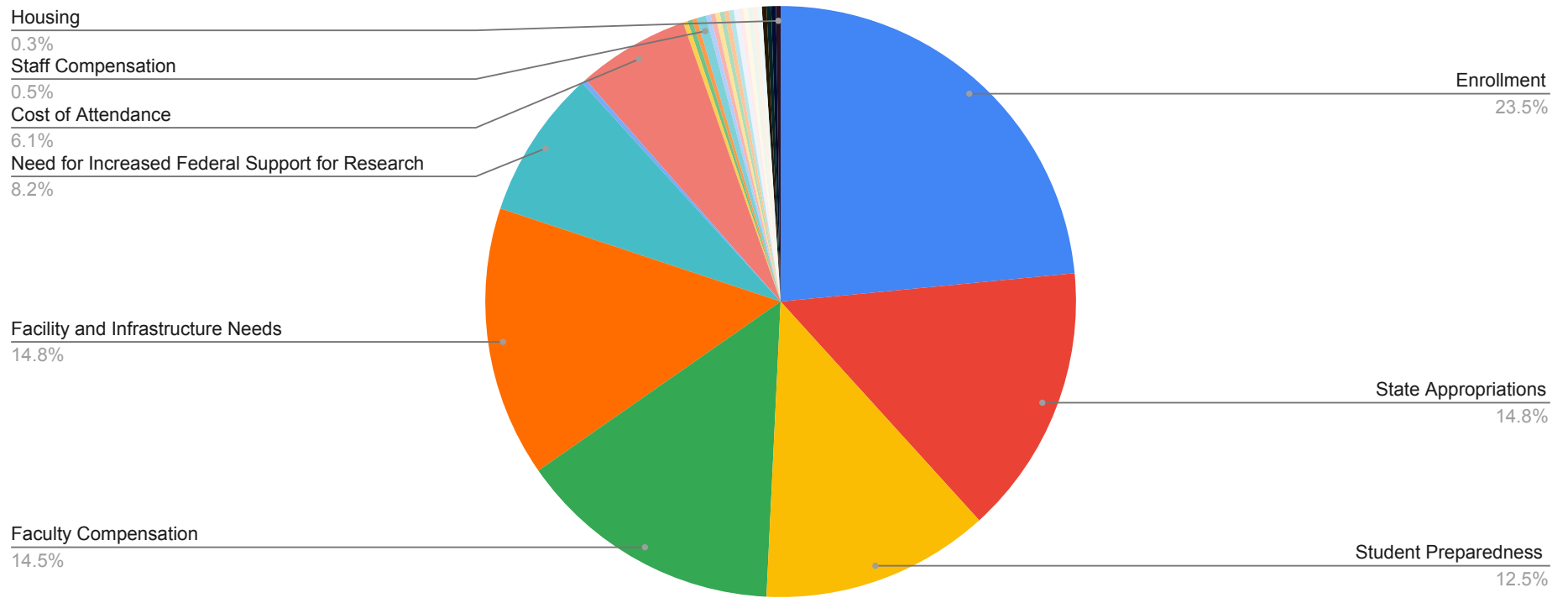
1. Which of the following best describes your affiliation with Delta State University?



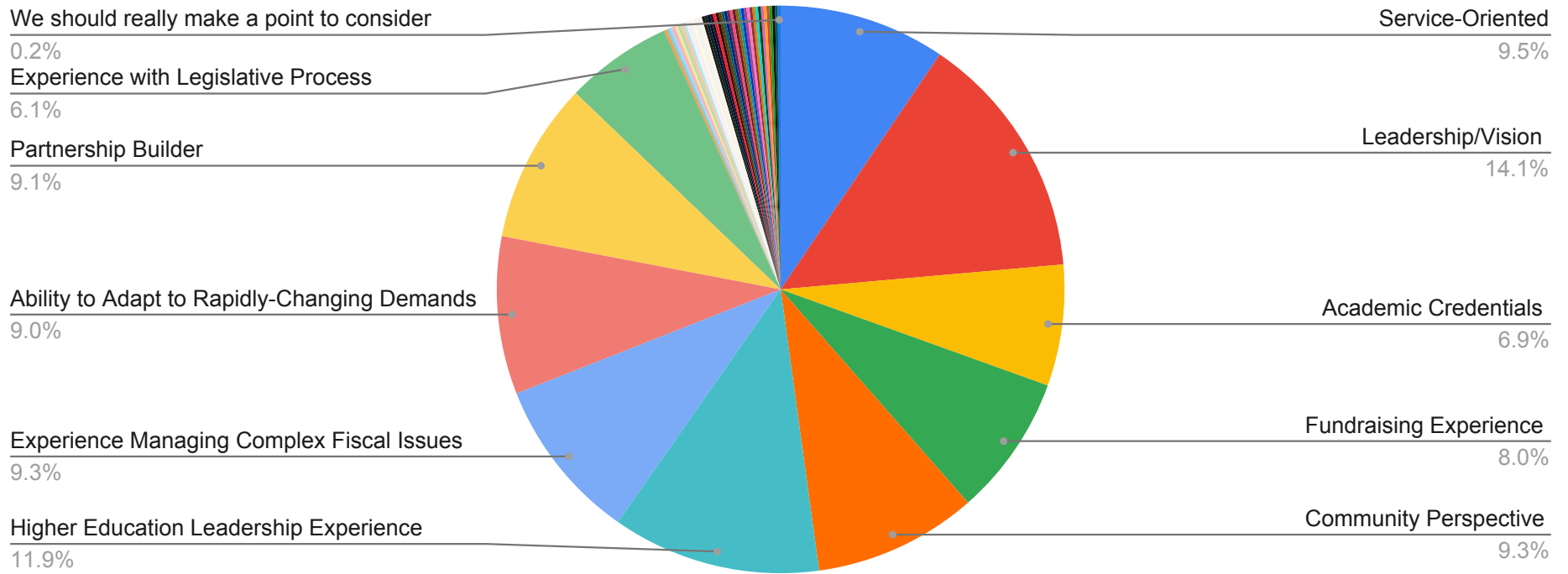
2. What are the attributes of the institution—the strengths and opportunities—that make it appealing to candidates?



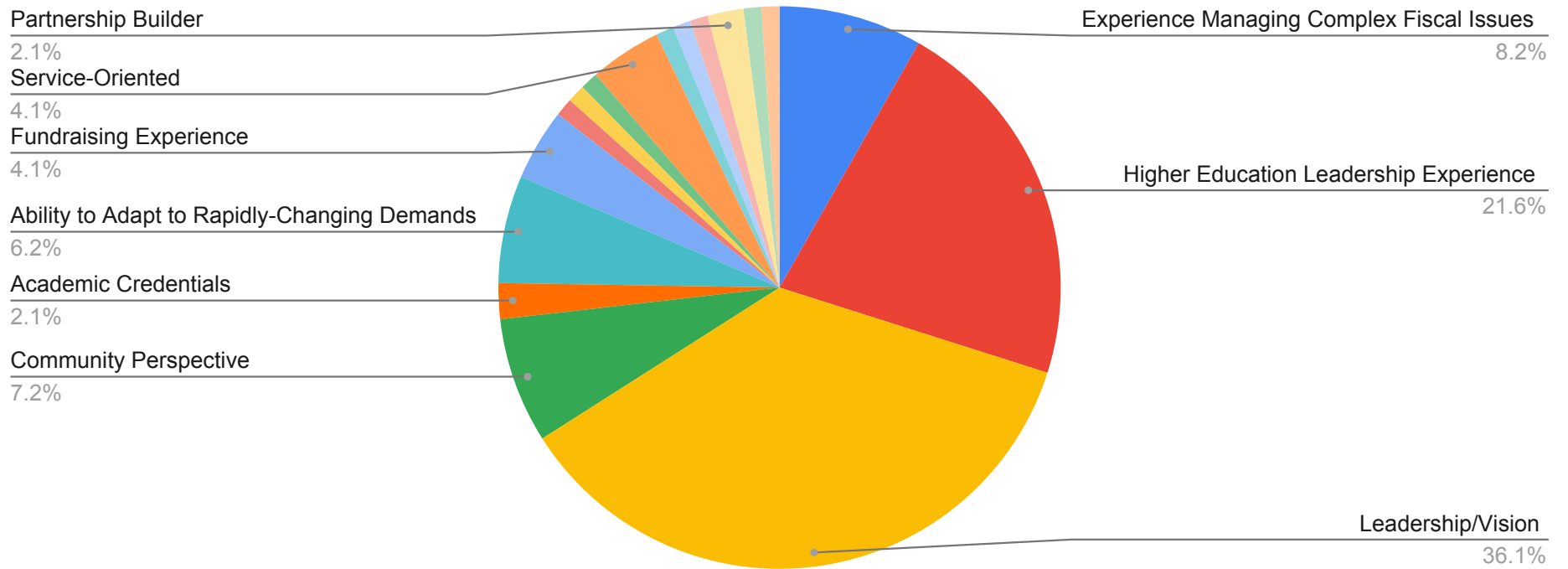
### 3. What are the challenges facing the institution?



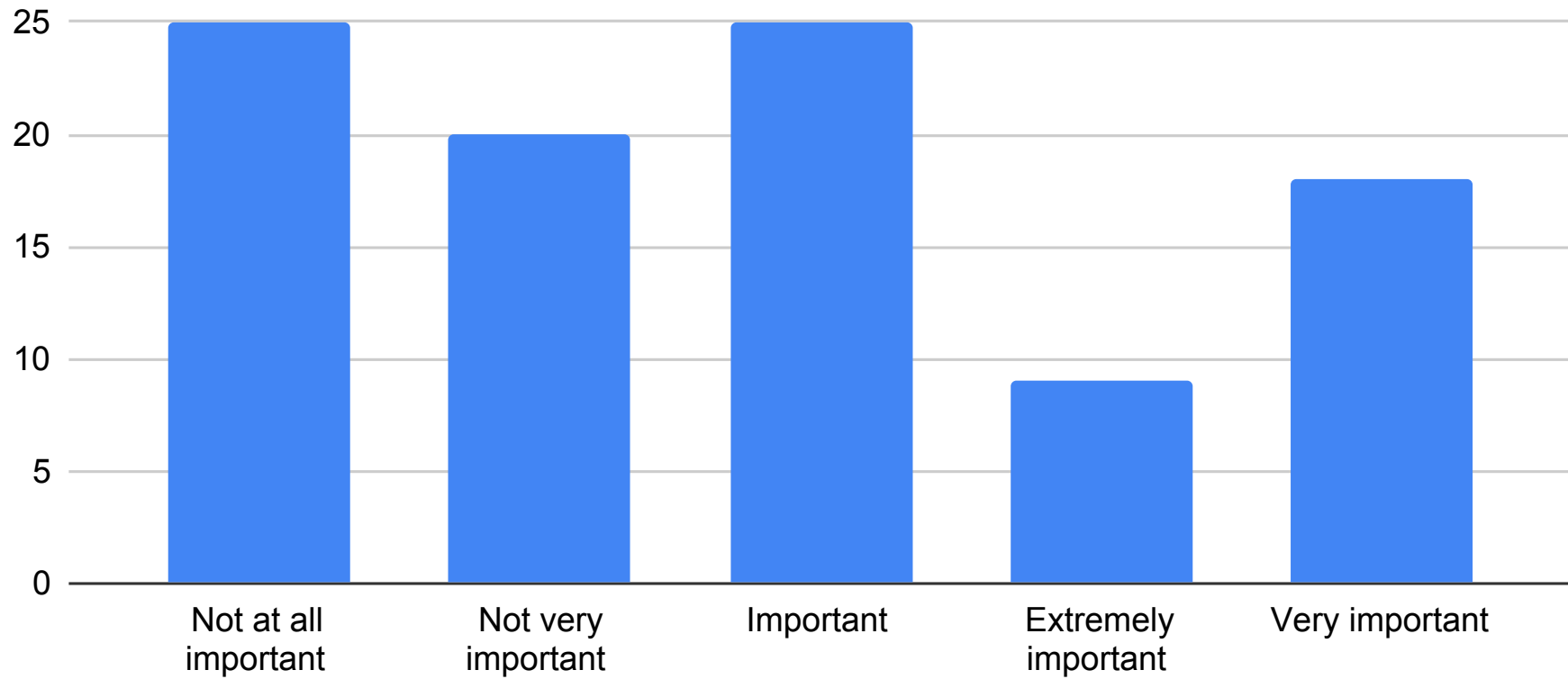
#### 4. What attributes should we seek in candidates to be our next president?



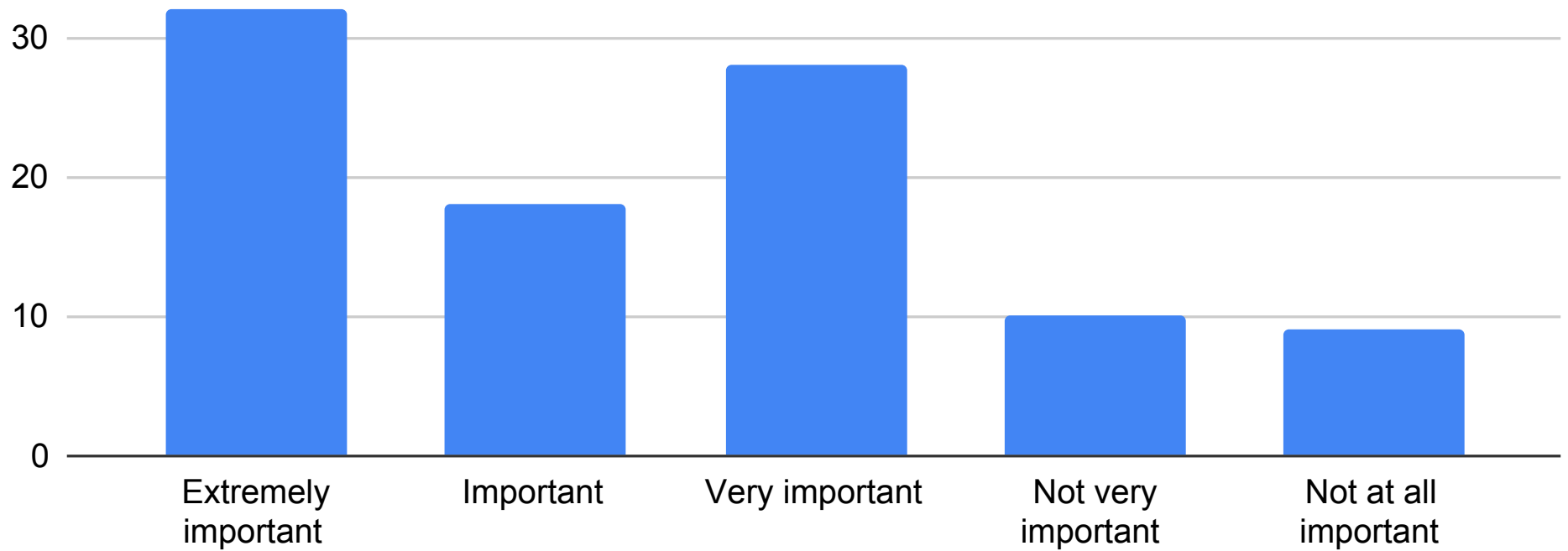
5. Of the attributes you selected, which one is the MOST important?



6. How important is it that the next President is an alumnus of the university?

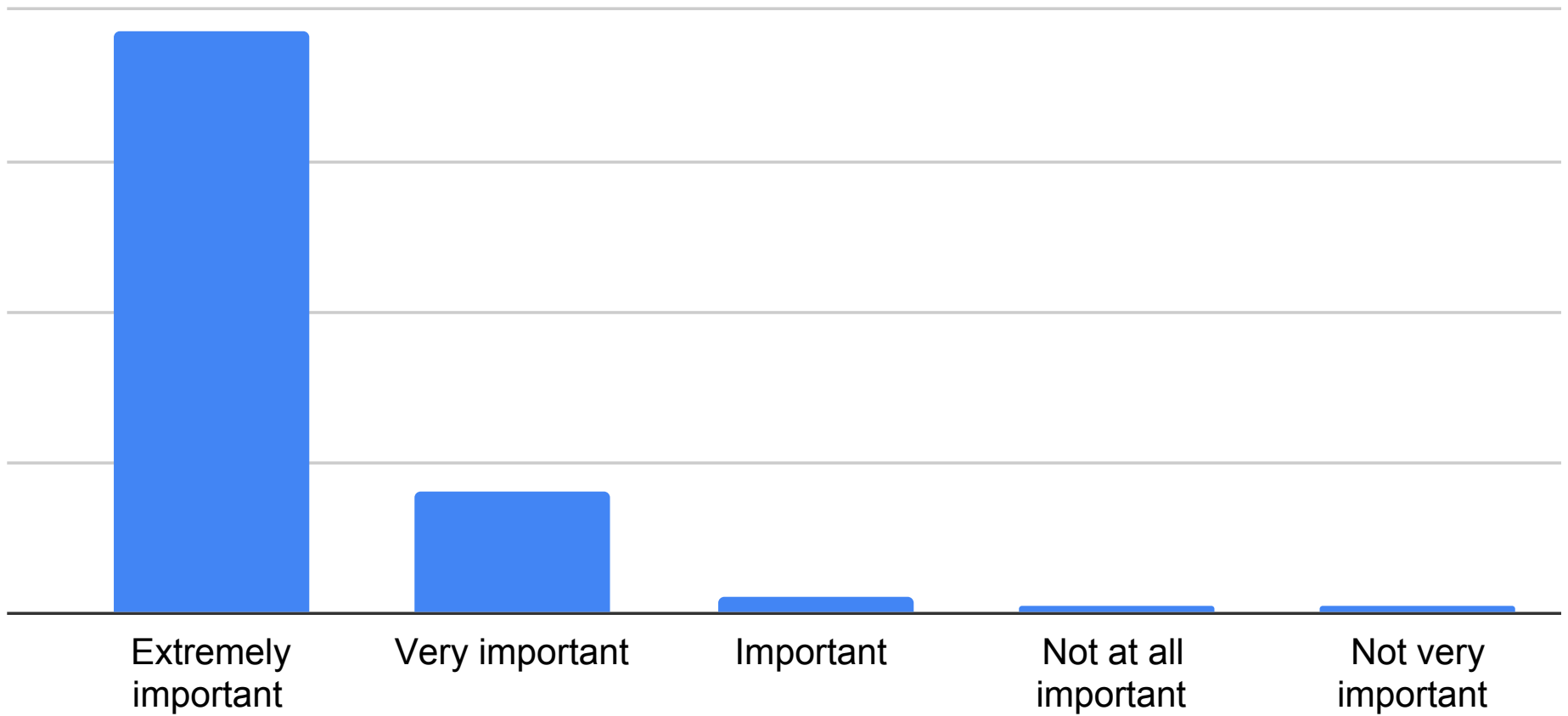


7. How important is it that the next President be from or intimately familiar with Mississippi, the Mississippi Delta or the immediate surrounding area from which Delta State University primarily draws students?





8. How important is it that the next President has a vision on how to attract students, given the declining population in the region DSU serves?



9. If you were interviewing candidates for President of Delta State, what are the most important questions you would ask? What information are you trying to obtain with these questions?

1. What is the most humbling moment you have ever had as an educator in higher education? What did you learn from it and how does it affect your decision making?

2. How they would treat the university as an academic institution, not a business. How would they cater to the morale of students, staff, and faculty without thinking of the institution as a business or political entity.

3. What can you do to help with the declining enrollment rates? How involved would you be with students and the community?

4. Please provide three feasible activities Delta State University could start doing today that would lead to a 10% student enrollment increase, without increasing scholarships? Please provide two activities you would implement to increase faculty and staff morale without tremendous pay raises?

5. Where the future President sees DSU in the next ten years - his vision of growth and sustainability.

6. What fundraising experience do you have?

7. Can you show a time where you were successful at changing financial stability of the University? I would like to know that this person has actually DONE this and not just THINK they can change the stability.

8. "While all of the topics mentioned in today's listening sessions were important, I believe it is crucial that our next leader have a vision. One of the problems at DSU is our culture of top-down management. A relatively small number of administrators make the majority of decisions at DSU. There is very little input from students, faculty, or staff as these decisions are made. When these stakeholders are included in conversations, their voices often do not matter. I've heard many students speak about their frustrations of not feeling heard, and I feel the same way as a faculty member. This has all contributed to the issues of morale.

9. I hope that we hire a leader who considers our students as our customers and seeks to understand the wants and needs of these customers. I hope that we hire a leader who values and respects our faculty and encourages us to have a voice in the issues that matter. "

10. I would ask what they are willing to do and what ideas they have for improving the campus and how they would help students graduating with achieving their next step in life.

11. How would you describe yourself as a professional?

12. What would the custodian of your current workplace say about you? I want to know how he treats people of all walks of life. If the interviewee treats the custodian with kindness and respect, I'd want to keep going with the interview, but if the interviewee sticks his nose in the air like they're better than the lowest level employee, then I'd want to keep going.

9. If you were interviewing candidates for President of Delta State, what are the most important questions you would ask? What information are you trying to obtain with these questions?

13. What experience do you have working with regional business, community, and political leaders to strengthen external relations with the institutions previously served? Are there any specific ideas on how to strengthen Delta State's relations with the community and business leaders in Cleveland and the Mississippi Delta?

14. How do you respond to criticism? (how well the candidate takes and uses feedback); What is your plan to increase morale among DSU staff, faculty, and students? (strategic thinking/how well the candidate considers the needs of "lower" level constituents); What is your 4-year plan for the University? (mission/vision/goals for the career move)

15. "What ideas do you have for increasing the student population?"

16. What ideas do you have for increasing research opportunities?

17. What ideas do you have for improving collaborations with the city of Cleveland and the greater Delta area?"

18. What will you do to save, maintain and even grow existing academic programs? Faculty are constantly threatened with the closure of more academic programs. A few niche programs are heralded by administration and those programs are good for DSU but niche programs mean niche students - students that have the money to enter aviation, students that have the ACT scores to enter nursing, students who know what GIS and DMI are and how they could benefit from those programs and enter careers. What about students who want to study non-niche programs? Will these continue to exist for those students who are interested and don't have whatever is necessary for the niche programs which is the majority of our student base?

19. How will you address the enrollment issue? How you will address the faculty retention issue? How will you repair DSU's reputation of having lost its way by focusing on things other than academics and student success?

20. How would you help to increase enrollment at Delta State University?

21. What motivates you to seek this job?

22. I would ask how they would try to improve morale and salaries on campus for faculty and staff. I would ask how they would plan to increase retention in not only students on campus, but among the faculty and staff too. With this information, I want to know how they can improve the lives of not only our students but our faculty and staff as well.

23. "What detailed examples can you provide where you had to make an unpopular, but needed, decision and how did you handle it, before and afterward?"

9. If you were interviewing candidates for President of Delta State, what are the most important questions you would ask? What information are you trying to obtain with these questions?

24. What examples can you give where you were successful in reversing public opinion about the challenge you were presented with?"

25. What do you see as the identity of the institution moving forward? Does the candidate have a vision for the future.

26. Demographics of the university. How do you get the demographics of the university more in-line with the geographic region that it predominantly serves?

27. How can we recapture the DSU of old and drive students from all over the state not just the Delta to DSU?

28. Will you invest in programs already on campus, many of which are historically underfunded, or are you more interested in starting new programs? If you want to start new programs or new units, how will you fund them, and what is your long-term sustainability plan for these new programs?

29. "How will you not only attract, but retain, high quality faculty that are also in demand at other seemingly more prestigious universities?

30. How will you compensate faculty that are undervalued (salary wise) compared to their peers?

31. To be honest, student life is pretty boring at DSU, especially compared to other Mississippi public universities. Getting students involved in campus life will help with retention. What measures will the new president support to encourage students to live on campus and participate in campus activities? "

32. When you think of new upcoming ideas for students, do you truly understand our perspective and are you willing to listen to the students ?

33. If I was interviewing potential candidates, my question to them would be "how important is it to them that a university is able to rely on its president and what qualities do they believe they can bring to the table that would help lead our university towards growth and change?"

34. What step would take in your first 100 days to correct the decline of enrollment.

35. How do you plan to increase enrollment of students who are prepared for and focused on academic success? By recruiting nontraditional and students outside of the Delta, growing online programs and 2+2 programs. Requiring underprepared students to attend summer preparation and ongoing support during first year.

36. How to build student life to attract more students

37. Their perspective on diversity and inclusion.

38. Do you have any out of the box ideas to help with enrollment? I feel this is of utmost priority for a new President and should be priority #1.

9. If you were interviewing candidates for President of Delta State, what are the most important questions you would ask? What information are you trying to obtain with these questions?

39. What is your plan to course correct a rapidly declining enrollment at DSU? Hoping to gain insight into candidate's ability to set vision in the area of recruitment AND provide the necessary budget to get the job done right. Former President simply paid lip service to this important area.

40. What are some practical examples of how you would be more engaged on a consistent basis with students? What do you see as the differentiator for Delta State? What do you consider your area of greatest professional weakness?

41. What ideas do you have to increase retention of quality instructors? What more can DSU offer to students and staff to become increasingly attractive?

42. What will you do about the lack of faculty retention and steadily decrease in enrollment?

43. How did you establish trust at your current employment and if trust was broken how did you re-establish it? Trust has been broken at DSU and I want to know the strategies the next president will use to re-establish trust.

44. We currently have an open enrollment policy at Delta State University. As a faculty member, I see firsthand how under-prepared many of our students are. Quite frankly, many of them are not "college material." We are focusing on getting our numbers up and not focusing on the caliber student we attract, and this is ultimately not a sustainable policy in terms of retention. What are your thoughts regarding this policy and what might potential changes look like?

45. "What is your plan to increase enrollment and retain students at DSU?"

46. How can you and the DSU community attract students to stay on campus at DSU?

47. Media reports have listed enrollment and budget challenges as primary issues confronting Delta State... issues that have been on the forefront for 20+ years. Those are two very big and very broad topics. Since previous administrations have been unable to significantly change these negative trends, what makes you think that you can reverse the downward spiral? What are the underlying issues that have caused these enrollment and budget challenges? How will you address these problem areas in a timely and effective manner?"

48. What experience do you have with controlling egos and managing personalities? Where do you see yourself in ten years and where does DSU fit into that? How do you see the Delta now and how do you want to see the Delta in twenty years?

49. How will you help Delta State become relevant and a good choice for students and for personnel? What strategies will you bring to position Delta State to right-size its enrollment and improve its global appeal?

50. What will you do to draw local students back to DSU?

51. "What is your experience with managing finances on a larger scale?"

9. If you were interviewing candidates for President of Delta State, what are the most important questions you would ask? What information are you trying to obtain with these questions?

52. What goals do you intend on achieving as a university president?

53. What do you bring to the table that others do not?

54. Are you willing to put the students first, and make their experience here as rewarding and successful as possible? How will you put in efforts to do this?

55. What are your plans to improve enrollment and faculty quality and quantity?

56. For many years, outside consultants/groups have pointed out that Delta State operates with numerous silos that significantly impact the university's overall ability to be successful. Leaders all across the university (president, vice presidents, deans) have enabled and encouraged these silos by focusing on goals/needs specific to a certain department/unit instead of causing all entities to work together toward common goals for the overall advancement of the university. If selected as president, how will you break down these silos that have become such a significant part of the campus culture? How will you bring all department/unit heads together to help Delta State make significant advances in strategic areas instead of "trying to be everything to be everybody?"

57. How important is being the president for Delta State University? How will you support and engage with students and staff on a personal level? Are you willing to work with other universities and the community to better support programs for transfer students and international students? What is your vision improving student used facilities such as the library, dining hall, and bookstore to engage more students? I could ask more questions but I believe these are very important for our president to work on for our campus. To have a great university sometimes it's about improving the little things that make it more successful.

58. What is your philosophy of leadership? How do you envision the organizational chart of the university? The intent of the questions is to hear the candidate's heart regarding leadership and, hopefully, not hear a standard definition. A leader who values all members of the university, regardless if faculty, staff, administration, etc. is one who will captain the ship well.

59. What weaknesses do you have and how do you plan to address those weaknesses if considered for this position? I would like to determine if the individual is aware of personal/professional weaknesses and understands the importance of self-reflection in order to hire/rely on colleagues/staff who may possess traits or skills that they may not have.

60. How important is a University's mission and vision statement to its viability and success? Delta State continues to operate under a mission and vision that has changed totally. The University has no vision and lacks innovation outside of the college of business and the school of nursing.

61. For what reasons do you want to come to DSU as our President? What do you hope to accomplish here? How do you plan to engage faculty, students, staff, and administration in your efforts to achieve the things that you want to accomplish? These questions establish motive, intent, and goals that are important for any future president to answer and for all DSU constituents to know about each of the potential presidential candidates.

9. If you were interviewing candidates for President of Delta State, what are the most important questions you would ask? What information are you trying to obtain with these questions?

62. Vision?; plans for including all types of students? Plans for attracting quality students and employees?

63. "What were some major accomplishments in your career?"

64. What attracted you to Delta State University?

65. How could you improve DSU?

66. What will be your first goal if you were to come President?

67. While managing a certain segment of a university (finance, enrollment, academics, athletics) can have similar job responsibilities as that of the president, how have those experiences prepared you to be successful at having ultimate responsibility for ALL aspects of the university?

68. What will be your top priority & how will you achieve successful results?

69. Assuming the person is coming to DSU from a successful institution, what strategies were employed to ensure success? What is his/her philosophy on collegiality? DSU needs drastic measures to improve not a wait and observe philosophy, what would he/she do?

70. Why Delta State, and what uniquely qualifies you to be the institution's next leader?

71. Where do you see the University in the next 20 years

72. Can you process varied opinions and viewpoints and make difficult decisions? Are you a person of integrity? How important is humility to you? Are you a person of faith?

73. How to add new programs and increase enrollments and improve the vision of the university, and improve the state supported

74. "How would you attract student given the drop in student enrolled at DSU?"

75. Lots of faculty can not be attained or leave DSU because of the low salary compared to other institutions. Cleveland also has a very high COL. would you look into salary increases for faculty? That way we could possibly hold on to faculty for longer. "

76. How do you plan to bring in money outside of enrollment to boost the value in facilities/ events at Delta State to help increase enrollment and retention?

77. What's ur goal at delta state university?

9. If you were interviewing candidates for President of Delta State, what are the most important questions you would ask? What information are you trying to obtain with these questions?

78. What are your plans to be involved in the Cleveland community where you will live? How important is advisory committee input to your administration? Will you seriously consider recommendations or simply be a listener? Do you welcome the input of long term community leaders? How will you address the failures of the past of attracting students to DSU? What goals do you hope to accomplish your first 3 months as President?

79. "When things are not working as you wish, what would you do? - checking if the candidates are patient and creative and have an ability to turn negative things to positive.

80. How would you understand people's abilities and use them efficiently to achieve your goals? - checking on the candidates' ability to evaluate people correctly and complete their tasks efficiently.

81. What social issues would you be interested in addressing? - checking if and how the candidates are willing to contribute to the community and the world."

82. N/A

83. Are you willing to be disliked by the good ol boys because you won't be controlled by the city?

84. Are you able to make hard decisions even if they are unpopular? Past presidents have not taken difficult steps that were necessary, such as eliminating positions and/or programs, in order to be more well-liked on campus, and have not stood up to the community when they are making requests or demands that would benefit them personally or their businesses, but actively harm DSU. We need someone who is willing to be unpopular but will better DSU.

85. My focus would be on the longevity and stability of the university. I would like to know how the candidate will work to increase enrollment numbers to aid with this aspect. Further concern would be not just quantity of undergraduate numbers but quality as well. This is an ever growing problem in our region. DSU has a family atmosphere that must be maintained. The smaller class ratio is equally important, but for the longevity of the university enrollment must be increased.

86. (1) Please give examples of your experience in: managing complex fiscal issues. In looking back at your experience in managing complex fiscal issues, what would you change in handling past complex fiscal issues and what would remain the same? (2) Give the listing of items in #4 to the person and ask him/her to rate on a scale of 1-10 with 1 being the most challenging to them and 10 being a high strength. Ask for examples. (3) Tell us about the strengths and challenges you see at Delta State, the Delta, and Mississippi. The questions being asked are to view their communication skills, learn their experience, listen for openness of their strengths and their challenges, taking responsibility, knowledge of DSU, Delta region, and Mississippi, and not getting "canned" answers

87. How do you plan on obtaining and retaining new students? How vital do you think Greek life is to this university?

88. What would you do to make DSU more attractive to prospective students and financial supporters?



9. If you were interviewing candidates for President of Delta State, what are the most important questions you would ask? What information are you trying to obtain with these questions?

89. Why do you want to lead DSU? Will you commit to restructuring the university and move away from a top-down leadership model, and give faculty a real voice? Will you take faculty concerns seriously?

90. How do you intend to increase the enrollment? How will you build the endowment? How will you fix the imbalance in administrative salaries and faculty salaries? I think these are the most important issues.

91. Will you accept faculty input into the budgeting process and recruiting? Will student needs be considered before community needs? Assuming significant enrollment growth is not possible (quite likely), what comes next?

92. "How do you make decisions that are best for Delta State while having to worry if certain power-hungry members of the community (who have significant influence with certain IHL board members) will go after your job if those decisions don't comport with what is best for the personal and financial interests of those community members?"

## 10. Other Comments:

1. Please don't hire another politician.

2. It is important that our president be able to cater to the needs of a small regional university and that they have academic/administrative experience at such an institution. They do not necessarily have to be from the Delta or DSU, but they have to understand the kind of institution we are. They should be committed to diversity, equity, and inclusion and willing to not dwell on the past and be progressive and move forward. They should not be a politician or businessman, they need to be an academic administrator at heart and willing to work as such. This university is amazing and needs someone who knows how to cater to its needs and surround themselves with others who understand that need.

3. The best person to be the next President should have a proven track record of pulling a University out of a financial crisis/budget issues, has experience as a University President (not on the community college level or a Vice President), and can show the ability to grow and make difficult decision. The hiring of a President without DSU ties could prove to be the best choice for DSU. It is obvious, with the last hire, that just because a person knows the University history/legacy, they may not be the best person for what we need at this time.

4. "You may have noticed that not many faculty members spoke up during the listening session. This isn't because we don't have an opinion, but rather because we are afraid to speak up. I was glad to hear a staff member speak about morale. It seems morale is at an all time low. We have lost some tremendous faculty members because some of the administrators at DSU do not value our opinions and/or treat us with respect, and we will likely lose more.

5. We provide annual evaluations for our Deans and Department Chairs, but we are never asked to evaluate the Provost. It would be interesting to gauge the faculty's confidence in this position. Our new President will inherit his/her cabinet. It would be helpful for them to have a solid understanding of what they are inheriting. "

6. We come together looking for an individual that knows they needs each Faculty and Staff to make Delta State University. One that knows they cannot do it all.

7. "I'm currently reading through the book Good to Great by Jim Collins. I think the next President needs to have a vision of capitalizing on the things that DSU does well and improve upon the weakness. I realize this person cannot do that alone. I hope this person is able to listen to the faculty, staff, and students and put together a network of people that will allow him to take us from ""good to great.""

8. I hope a search firm will be utilized to find the person who has the qualifications, experience, and skill set needed to successfully lead Delta State...instead of just "picking" someone who is known and well-liked by a group of individuals.

9. "DSU needs to find its identity so that we can become relevant and intentional with our endeavors. We are our worst enemies when it comes to selling and promoting the university.

10. The alums continue to talk about things of the past yet, what is being done to promote and sell that positive experience others.

## 10. Other Comments:

11. We operate in silos and assume students are just going to come to us. Higher education does not work like that any longer, and we must adapt to the changes.

12. The President must have qualified people to help guide decisions and support the university's current vision, not the vision of the past, which many of the local community people rely on at this point. When we continue to place administrators with only ties in to DSU and no other experience, the university suffers. Perhaps listen to the voices of outsiders.

13. Tough decisions regarding budgetary matters have not been addressed due to have people closely connected to the university in decision making positions.

14. DSU has an issue with faculty/staff believing they have more of a voice and right instead of being in a supportive role. Everyone wants to create a change.org document, write letters to the editor, or complain about declining enrollment. When this mentality filters into the student population, no wonder there is so much negativity and lack of encouragement. Complaints of lack of pay are frivolous, specifically when faculty are not held accountable for helping to promote and sell the university as recruiting efforts or maintain academic standards. Due to not being a research-based institution, many of the professors should have adequate time to provide service to the university.

15. The stark divide between faculty and staff is ridiculous, especially when most of the people are products strictly of DSU. Where is the diversity in ideas when only hiring DSU graduates?

16. Where are the positive stories of things happening within the DSU community? Many stories go untold. Again, we have to sell our story, or no one else will do it.

17. Again, we wonder why we are not excelling. It is because we are our worst enemies. Everyone is operating in survival mode instead of trying to be proactive, innovative, and a team. It is constant competition to see who has the most authority instead of how we can make this a success. DSU is at a critical point where change must occur so that we can become competitive among MS, GSC, and D2 institutions. As of now, we're just an afterthought for those without any connection to the university."

18. As mentioned at the listening session today, staff and student morale has gotten lower and lower over the years. Employees need to be supported in doing their work. We need to focus on QUALITY over QUANTITY when it comes to student support services. We can have 100 student support programs, but it doesn't mean anything if we don't have enough staff to run them effectively. Further, the president needs to focus on making QUALITY experiences for the students. Students leave this University because they feel that they don't matter to the administration and that they are not seen and heard when they express concerns. We also need to focus on developing programs/resources to meet all students' needs, not just traditional, on-campus students. We lose students to other schools that have a) more scholarship options and b) online programming that fits their schedules. We need a president that will do what it takes to meet the STUDENTS' needs, even if there is push back from other constituents. A university cannot survive without students and staff to run it, so I ultimately believe we need a president who will help us to do our jobs effectively so that we can retain more students so that DSU can have a future.

## 10. Other Comments:

19. "Delta State needs a President who recognizes opportunities. While reducing and canceling have their places, they are the simplest form of correction. There are many positives at Delta State, but they are being overlooked. There is VALUE beyond the actual dollar.

20. MORALE on campus and beyond is at an all-time low because each department or unit is fending for itself rather than there being a unified, helpful approach to solve problems or build solutions. Together, we could accomplish much more than we are separately.

21. Delta State needs a CULTURE change-agent who will make tough decisions, who will not accept subpar performances from key areas, who will ask the right questions, and who will understand more than the surface level information or framing-biased data.

22. \*No one on campus currently has demonstrated these traits."

23. "The University needs leadership that has experience in changing momentum. The candidate should possess the experience of being placed in a similar situation and correcting it.

24. Someone that earned the respect and trust of their employees/stockholders based on how they overcame challenges hand-in-hand with them...not a "'do as I say, not as I do'" type leadership.

25. Successful business owners/managers are often given unenviable tasks. The great leaders accept the challenges, get creative and motivate everyone to work towards the same goals. While the ideal candidate would possess both business and academia success, more weight should be given to the business experience in this situation.

26. DSU is at a major crossroad...some of it through no fault of its own. If it is to survive and prosper, it may very well not resemble the DSU that so many know and love...it already doesn't to a lot of people. That's just an unfortunate reality and will be a tough pill to swallow should it come to that.

27. This hire is critical, and it is imperative that the right candidate be found-regardless of the timeframe to avoid the aforementioned scenario."

28. I have several degrees. None of them are from Delta State and most of them aren't even from Mississippi, yet every day I come to work doing my best to make us a better institution. This isn't about finding someone that bleeds green. This is about finding someone with the integrity and ability to lead DSU in a new direction.

29. Fiscal management skills are critical. Over the last twenty years, so much of our budget planning has been year-to-year planning, rather than looking at longterm planning, or paying close attention to realistic expectations of growth and current higher education enrollment trends. As a faculty member who was asked to lay off several faculty colleagues, all in the name budget exigency, imagine my surprise when the past administration added a vice presidency, a new associate provost, and created a new deanship, even though our enrollment was plummeting and our "90-day reserve" was nowhere near 90 days. That isn't the type of leadership Delta State needs to survive. And, I hope the new president understands the reality of a 2,500-student institution, rather than pretending we are a 15,000 student institution, or telling everyone we can get enrollment up to 5,000 students in a short time.

## 10. Other Comments:

30. "It is my hope that the new president will recognize the importance of our STEM faculty as we prepare students for careers in the sciences.
31. It is also my hope that the new president will value maintaining STEM facilities to state-of-the-art levels, such as our science labs and the planetarium. Our STEM facilities are not being maintained to the level that they should be if we want to attract top math/science students. "
32. As a faculty member, I feel the current DSU administration is stuck in the past. We do not have an electronic system for signing and submitting forms up the chain of command. Every year I have to re-fill out many forms (four times from August to November 2022), because they were lost. Additionally, current admins. require in person attendance at meetings. They do not offer an option to join by zoom and you are penalized for not attending in person. Moreover, they require faculty to hold 10 in person office hours every week even if they teach most or all of their classes online or hybrid and hold virtual office hours with students. They do not count virtual office hours toward the 10 required office hours. Being required to sit in our offices alone for 10 hours makes no sense. The admin. also think certain classes cannot be offered online and certain students cannot be successful in online classes. Each and every student should be given the option to take online classes.
33. We need a President who is a go-getter, full of energy and ready to start recruiting on day 1. If possible, since this is such a critical hire for DSU right now, we may even want to show preference to a president that is single and doesn't have any children at this time, so they can put 100% of their time and energy towards DSU right NOW!!!
34. Alumni-Foundation needs a leader that understands Delta State and its people. That is currently lacking
35. I listened to both sessions via live stream today, I was home with the flu or I would have attended. The former President did a lot of the things people said they wanted in a President. He did not have a good relationship with the Cleveland Community. This was his fault. He didn't listen, huge ego, and crumbled relationships locally. Outside of Cleveland he was looked at in a more positive light from alumni. I saw it first hand for years. Campus moral is an issue, which was stated today in the sessions. The former president micro managed departments on campus. The new President needs to empower and let faculty and staff do their job. Winning Cleveland is a big deal for the next President. This is the MS Delta. Not Starkville, Jackson, or Oxford. It is more difficult to make a home here, unless you have family or grew up here. Good luck.
36. Good luck
37. We need a president with an academic background who cares about the business aspects but the educational as well.
38. I am expounding on question 7. It does not matter to me if the next president is from Mississippi but what does matter is that they are extremely familiar with Mississippi, the Delta and the culture. This is a unique place!
- 39."RECRUITING

## 10. Other Comments:

40. Recruiting students is the top of the agenda

41. Passion to recruit

42. FUNDRAISER

43. Need a fundraiser with a vision to raise funds, not JUST a professional businessman or just a fundraiser, but someone with a passion for it. Someone with experience in private giving at previous institutions. Someone who believes in and financially supports their own alma mater in all areas (Honors club member, performing arts, their athletic programs, etc.)

44. VISION

45. Understands the culture of DSU, but not afraid to make changes, has a vision and ability to energize and engage students, faculty, staff and supporters. A vision that can become bold enough to implement new ideas, but a common vision that is shared and will unite our campus.

46. URGENCY

47. Has an urgency to take DSU to a higher level.

48. DSU is in their soul. We have struggled to find our footing and identity, it feels like we are at a crossroad.

49. Urgency to give us stability, unite us.

50. ALUMNI

51. Knows that alumni matter

52. Knows our traditions, helps to grow loyal alumni, cultivates lifelong loyalty to our alma mater.

53. Embrace our alumni who are actively involved, have a love and devotion to DSU, like Kent Wyatt and Butch Caston. Help to create/build more like them.

54. Resumes are great, but resumes do not equal leaders.

55. Bring experience – grow/graduate alumni who care. Alumni who care – bring passion back to the university, which improves our recruiting/numbers.

56. Define our brand (cannot be uncertain about who we are)

57. Appreciates our campus

58. Engaged, energized and able to energize us

## 10. Other Comments:

59. Loud, proud and unapologetic about who we are!

60. Being present – community at large, internal and external communities – not one over the other

61. A story teller - DSU has a good story to tell. Our past has molded us, shaped us and has us prepared to move to the next level.

62. Hits the ground running

63. Pride

64. Hire the right leader who sees this/us as their passion/career, not a stepping stone.

65. Help us recognize what we are good at and make sure we are doing it, because right now, we are not.

66. We are losing students who are driving by us on their way to other schools – understands our history but does not get bogged down by it.”

67. As a faculty member, I was very dismayed when the former President sent a campus-wide email regarding his dismay regarding the events of January 6. This was overstepping a boundary in my opinion. University Presidents are free to have their own political persuasions, however emails such as this are uncalled for. Maintaining a neutral stance in this regard is extremely important.

68. DSU plays a vital role in the state of Mississippi. So many alumni have forgotten about our school, and that hurts my heart. DSU is top-notch school and it deserves more credit and recognition than the big state schools.

69. We do not need the community advisors and the board to have made their decision, especially with the rumored frontrunner being a person who has been extremely negative about Delta State since retiring. That community leader, who is rumored to be the chosen one, has been largely to blame for the negatives surrounding Delta State’s position recently. The community members on the advisory committee are all extremely close to that person and are swaying discussions in that direction. Please do more due diligence before naming such a person as president, I beg you.

## 10. Other Comments:

70. We need the president and administration to better prioritize the needs of the students. There needs to be major improvements to the residence halls, academic buildings, landscaping, and maintenance. The science building is leaking severely (which puts expensive equipment at risk of damage), and has mold in nearly every classroom. There are missing tiles throughout the building, and cleaning needs to be more thorough. There needs to be an increase in faculty and class options for variety and scheduling. Students have a hard time finding classes that fit their degree plan and schedule. There need to be more considerations for religious students, and more guest speakers that focus less on controversy, and more on topics that are relevant to academics, mental health, adulthood, leadership skills, teamwork, work ethic, and preparation for school after graduation. The classroom is meant to be a place of education, not indoctrination. There is no justifiable reason professor/faculty should be impressing their political and social opinions on students, and there is no reason the classroom should be turned into a place where students feel compelled to share their stances on controversy. I realize all of these things cannot be fixed by the president alone and that the last few years have been difficult on the school, but the deviation must begin making more efforts that show care and priority for the students.

71. This is my first semester here on campus, but I've already have noticed things that need to be improved around campus that our president needs to focus on. I am a transfer student from Northwest Mississippi Community College. The president was engaging and seen around campus, so students knew who he was. I knew him through the programs i was engaged in and he spoke to students around campus. I remember seeing him in the dining hall with his family every week. I also think our future president should be resourceful and work with his team to improve the campus infrastructure (draining systems) and finding ways to engage students in using the library's resources. I personally love to be in the library and finding books to read. I remember running to the library to explore reading options to find out there isn't a separate fiction section and what modern literature books that most students read today aren't very many. I understand this is a university library and not a community college like i am used to but I believe if there are more books that appeal to students then more students will come into the library to use the resources available. That is one of the examples I believe our future president should invest in for student engagement. I mentioned the dining hall improvements because the quality of the dishes is horrendous. I am confused on how the health department passes them with an A. I do want to say I love all the faculty and staff and teachers on campus. They really want students to succeed, and I think our president should reflect that. Since I am a transfer student from a technical college there was a problem with transferring my credits. A lot of universities have problems with credentials of classes matching up, so I am having to retake classes I took at northwest. I think the president should work with other universities to promote the problem to be fixed for future students. Finally, my first semester at delta state, I had the experience to befriend several one semester international students and I agree with what was said in the listening session about them. This is a once in a life opportunity and I think there should be more interaction between American students, the community, and leaders on campus, etc.

72. I believe the most important aspect that came from the listening sessions was that not ONE PERSON can posses all of the characteristics that were listed by the students, staff, faculty, and community members; however, this person SHOULD be able to able to LEAD DELTA STATE. This person should be able to rely on members of the executive cabinet to develop and implement a vision for DSU. This person should also hold these members accountable when shortfalls occur. DSU needs a leader who understands Higher Education, communicates effectively, and demonstrates a willingness to solve problems that currently face DSU.



## 10. Other Comments:

73. Please do not choose a DSU alum just to maintain the status quo. If IHL really wants DSU to grow and excel, we need an outsider and visionary.

74. Please select someone who listens and cares and is fair, honest, full of integrity, personable, and determined to do what is in the best interests of faculty, staff, and students and other primary constituents. The future president will have a lot to deal with but should always listen to and prioritize the needs of primary constituents.

75. "The university is not sustainable if enrollment continues to decline. Need to focus on recruitment & retainment. DSU offers a great value, what are recruitment efforts in metro area such as Memphis, New Orleans, etc...since no out of state tuition.

76. For graduate programs, what's being done to partner with companies? I am from Kansas & selected DSU based on price but most companies have never heard of DSU. My company is based in Seattle but has a large workforce in Columbus, MS & we are required to get a graduate degree to progress last certain jobs."

77. Why has a nearly 100 year old institution never had an African American or woman president? Let's fix that!

78. n.a

79. My recommendation is Brad Teague. Alum and Athletic Director at Central Arkansas. Why should we trust in you to our President ?

80. I personally think it is important that the new President not only have the educational and financial management qualifications but be a people person who interacts with the local community. We would like to have a president who is visible and transparent.

81. N/A

82. Do NOT let the Cleveland community attempt to control this university. The same people had Laforge removed. The selection of the advisory committee shows you're likely to hire a good ol boy to make the mayor and his cronies happy.

83. During the last year I had the opportunity to research DSU at length with my daughter. I see small class sizes, which is great. But, I see fewer on campus courses which seem to have occurred during COVID. Most classes are limited to Tues/Thur and prove to be problematic when building a schedule for a student. While I certainly feel online courses have a place with the university, I also feel there should be a distinction between the face-to-face and online realms. I am able to instruct in both worlds, so I see a need for in person as well as online. Hybrid courses would aid with bringing people to campus (undergraduate namely.)

Thank each of you for your passion, time, and service in the search for the next President at Delta State University.

## 10. Other Comments:

84. The only person on this campus who should be considered to be the president is Dr. Michelle Roberts. She is no nonsense, and she has what it takes to lead the university. Michelle has worked in the president's office for 20 years and has worked under 4 presidents. She has been at DSU for a long time and knows the history of the university and what it would take to turn it around. No other on-campus candidates should be considered!

85. "From what I have seen in the last couple of months, I fear many are looking for a president that can be controlled by the community. While community relations are important, a university is run for its students, not to please the locals. I am having a hard time understanding how everyone thinks DSU can grow significantly following the same path it's been traveling for years. I think by now most involved should recognize that major growth isn't possible if we keep peddling the same product every year. The product and public perception of that product must change in order to sell it. As we say in my business, ""Sell the sizzle, not the steak."" Seems to apply here. We have to sell programs we offer that others can't."