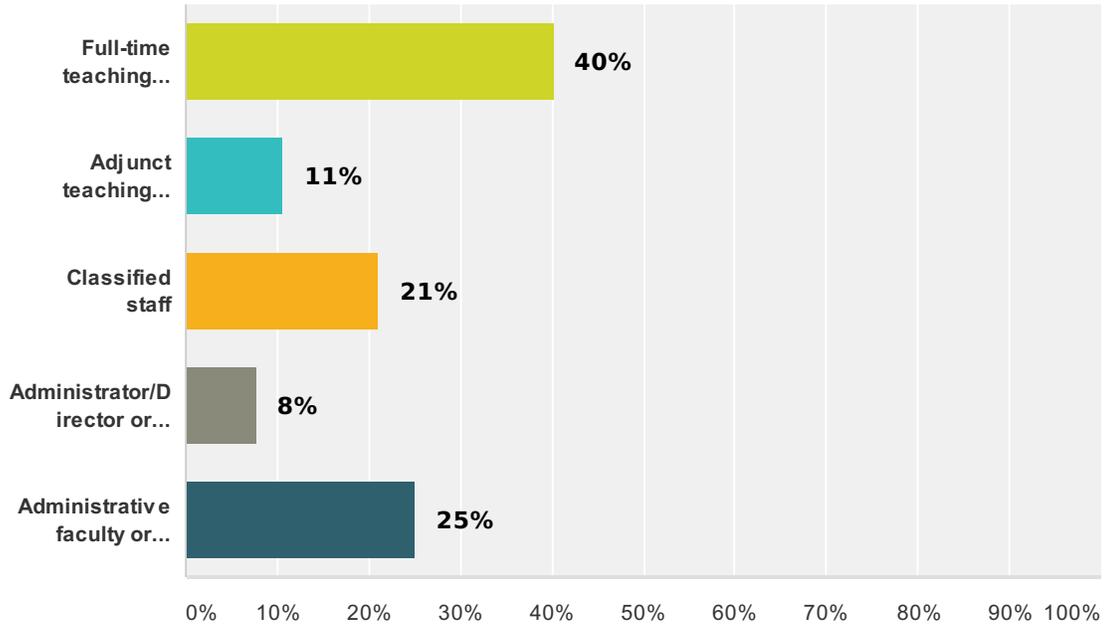


### Q1 What is your primary role at Great Basin College?

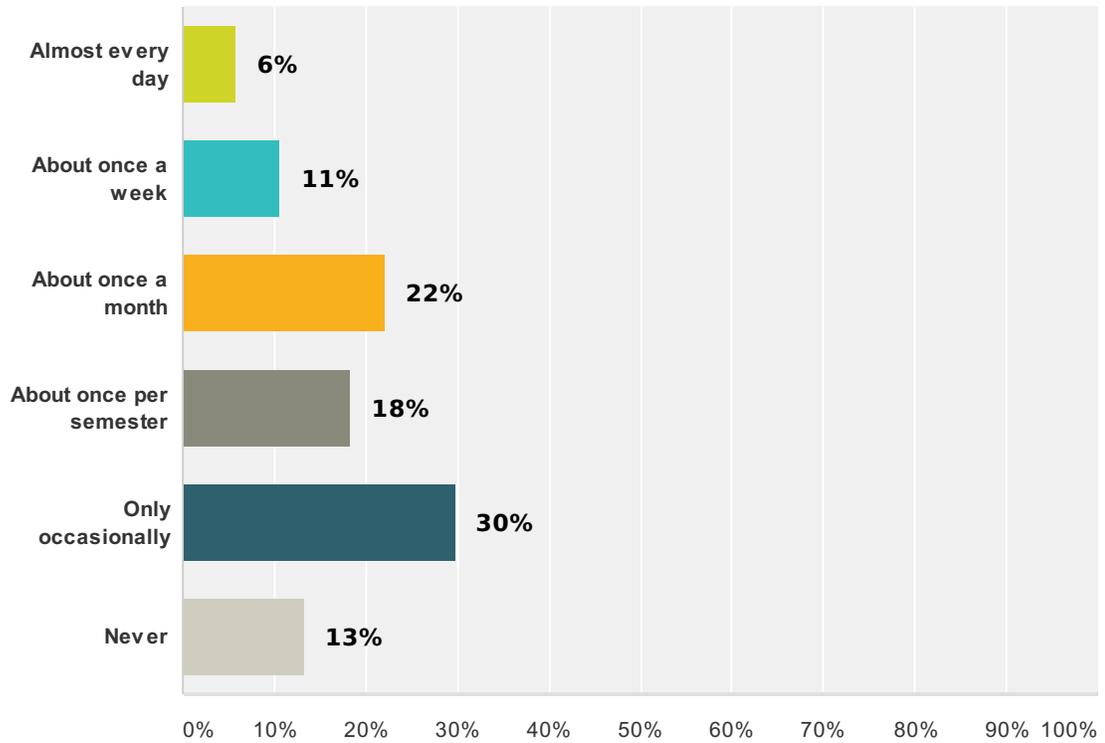
Answered: 104 Skipped: 0



Answer Choices	Responses	
Full-time teaching faculty	40%	42
Adjunct teaching faculty	11%	11
Classified staff	21%	22
Administrator/Director or higher	8%	8
Administrative faculty or professional contract	25%	26
<b>Total Respondents: 104</b>		

### Q2 How frequently have you had direct contact with President Curtis during the recent academic year?

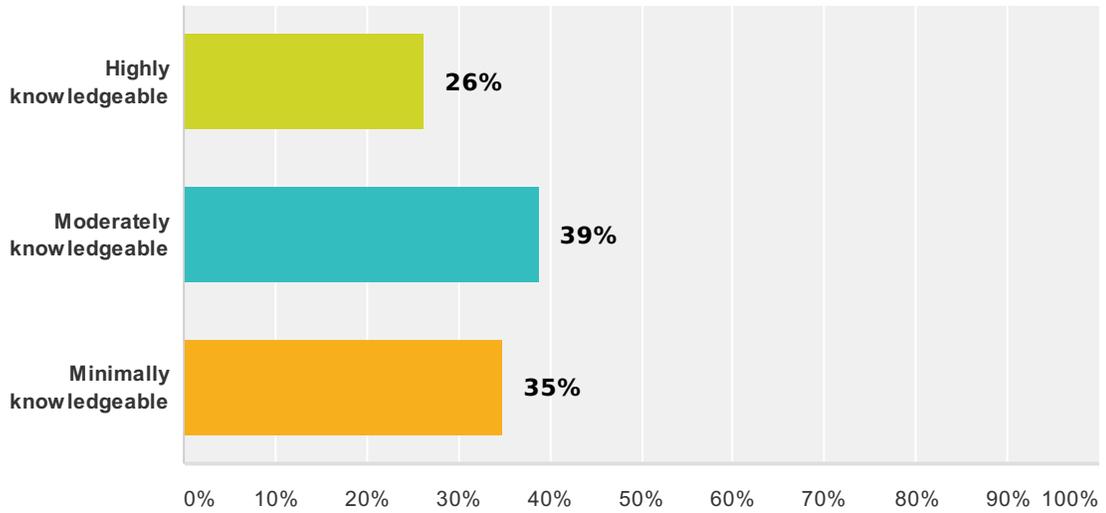
Answered: 104 Skipped: 0



Answer Choices	Responses
Almost every day	6% 6
About once a week	11% 11
About once a month	22% 23
About once per semester	18% 19
Only occasionally	30% 31
Never	13% 14
<b>Total</b>	<b>104</b>

**Q3 How would you characterize the level of your knowledge concerning the specific duties, responsibilities, and constraints of this administrative position?**

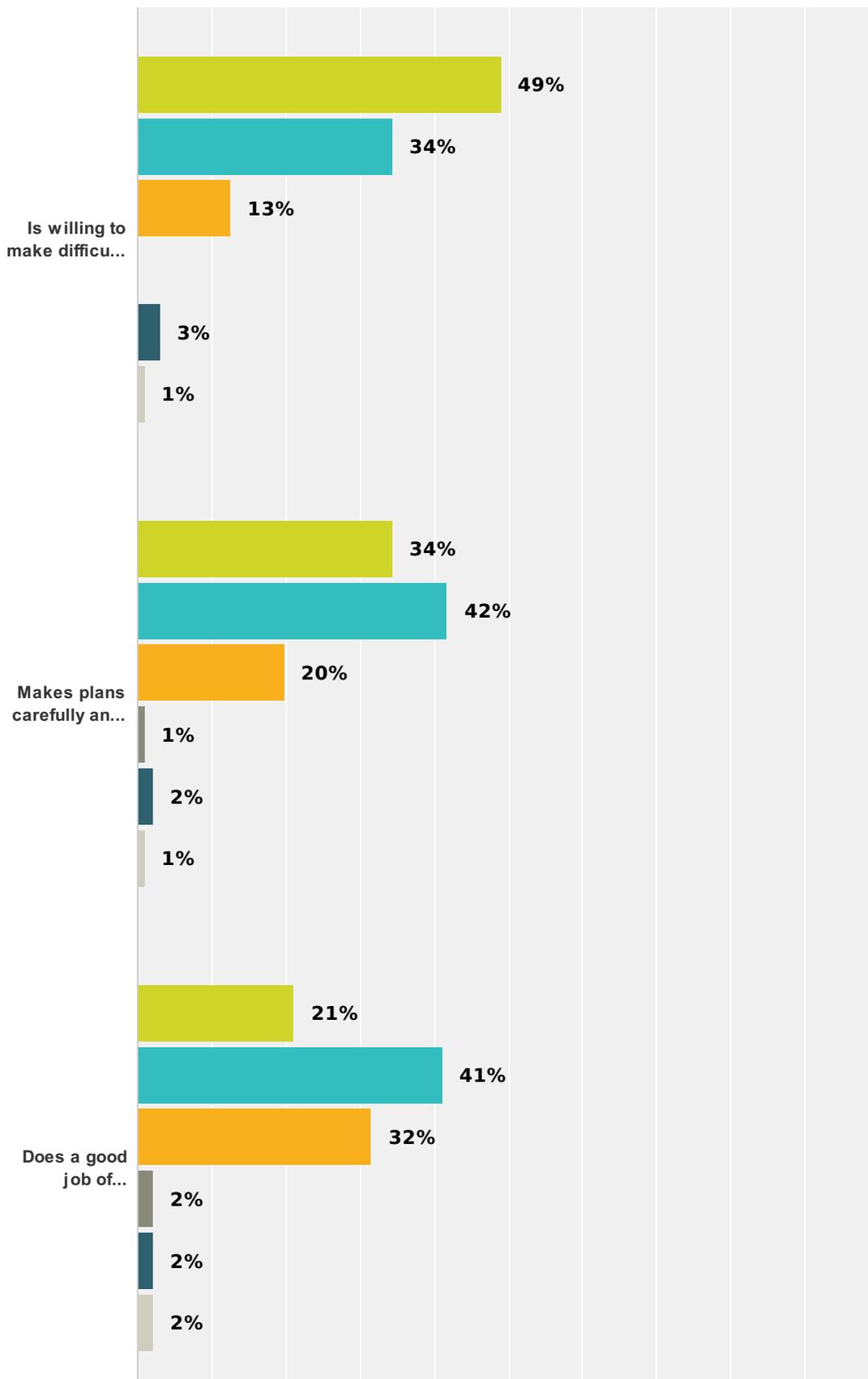
Answered: 103 Skipped: 1



Answer Choices	Responses	
Highly knowledgeable	26%	27
Moderately knowledgeable	39%	40
Minimally knowledgeable	35%	36
<b>Total</b>		<b>103</b>

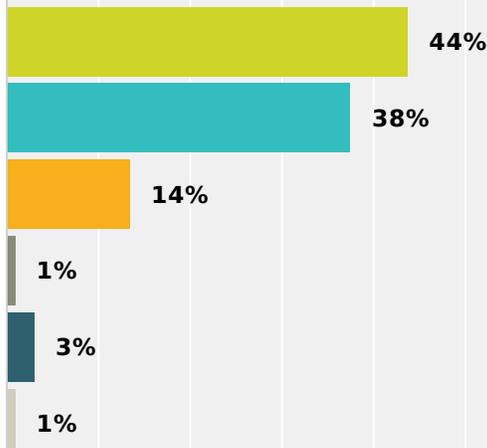
### Q4 Please rate your agreement with the following statements about the President's organizational leadership:

Answered: 96 Skipped: 8

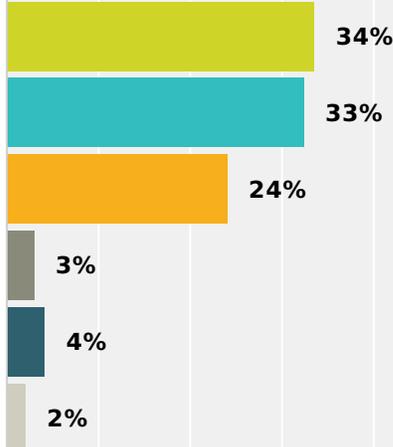


# Periodic Performance Evaluation Survey for President Curtis

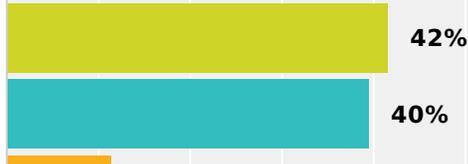
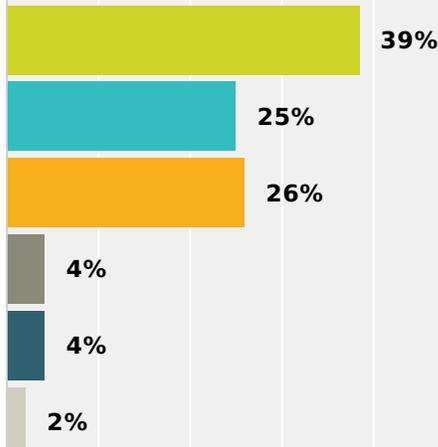
Can see the  
big picture ...



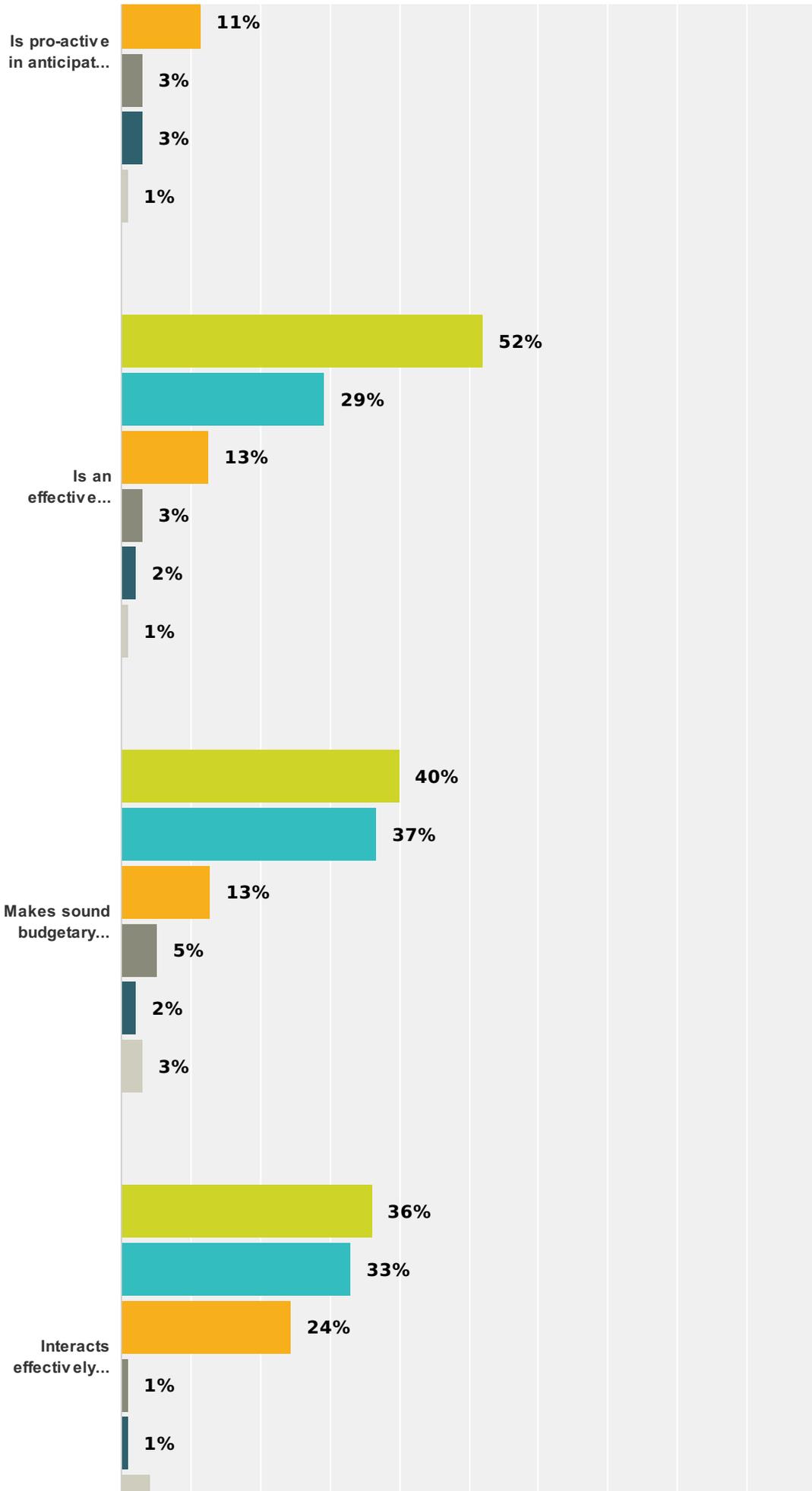
Leads by  
example.



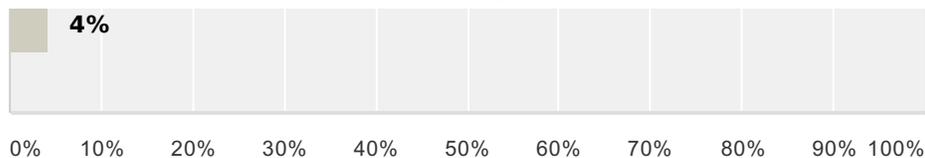
Inspires  
cooperation.



# Periodic Performance Evaluation Survey for President Curtis



## Periodic Performance Evaluation Survey for President Curtis

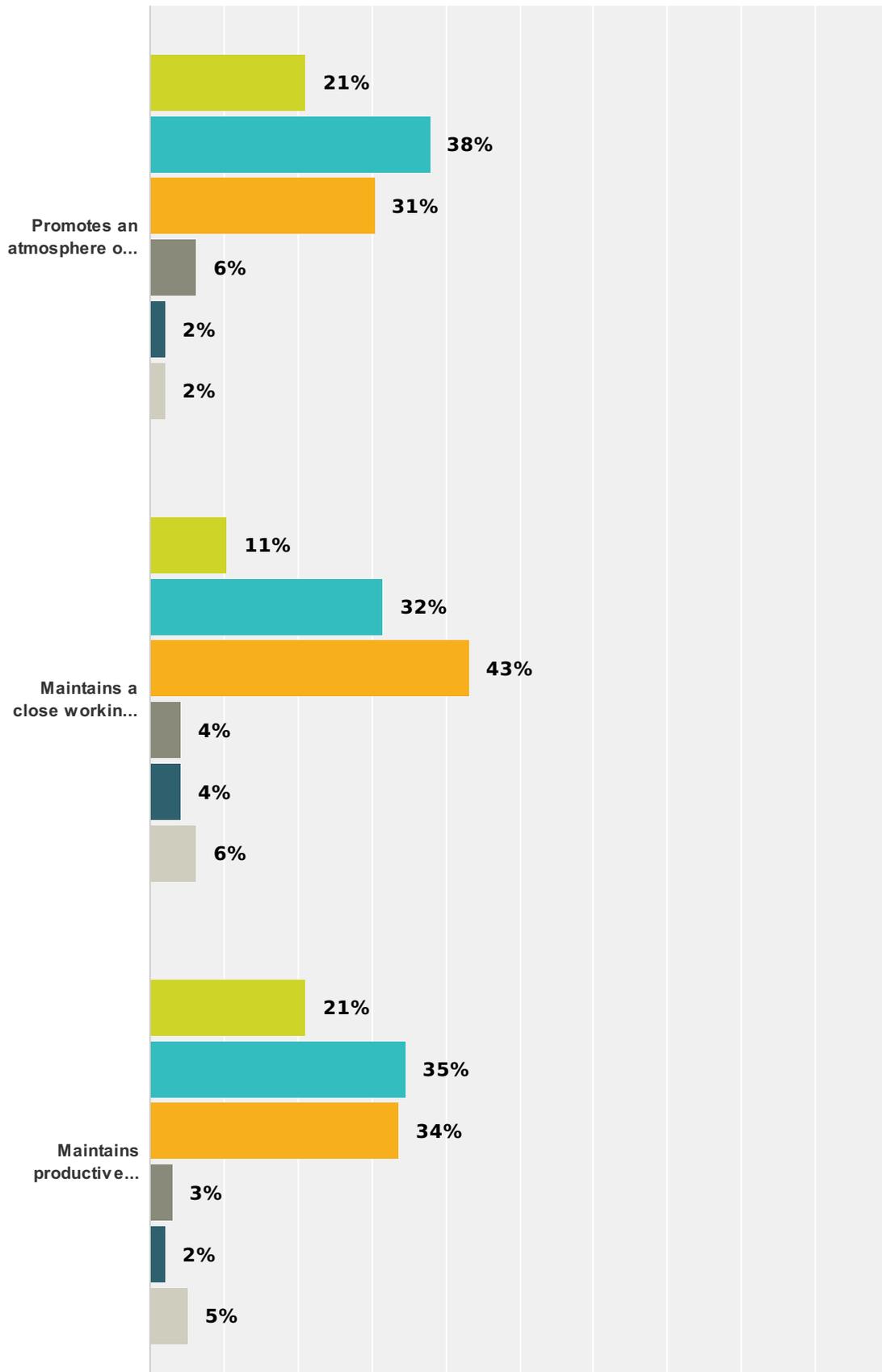


■ Strongly agree   
 ■ Agree   
 ■ Neither agree nor disagree   
 ■ Disagree  
■ Strongly disagree   
 ■ Not applicable

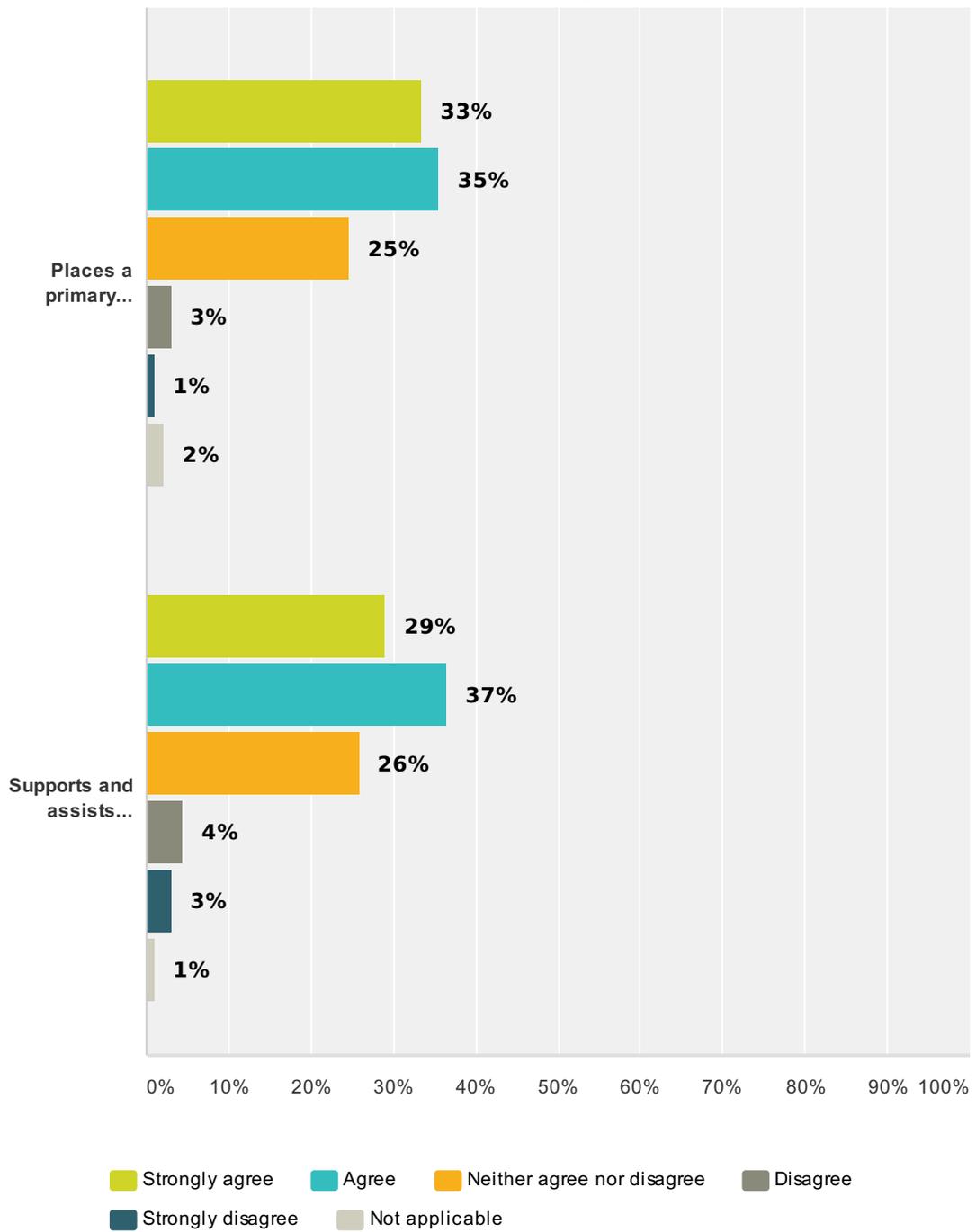
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Total
Is willing to make difficult decisions.	<b>49%</b> 47	<b>34%</b> 33	<b>13%</b> 12	<b>0%</b> 0	<b>3%</b> 3	<b>1%</b> 1	96
Makes plans carefully and completely.	<b>34%</b> 33	<b>42%</b> 40	<b>20%</b> 19	<b>1%</b> 1	<b>2%</b> 2	<b>1%</b> 1	96
Does a good job of systematizing and coordinating units of work.	<b>21%</b> 20	<b>41%</b> 39	<b>32%</b> 30	<b>2%</b> 2	<b>2%</b> 2	<b>2%</b> 2	95
Can see the big picture as well as how the details interact and affect the big picture.	<b>44%</b> 42	<b>38%</b> 36	<b>14%</b> 13	<b>1%</b> 1	<b>3%</b> 3	<b>1%</b> 1	96
Leads by example.	<b>34%</b> 32	<b>33%</b> 31	<b>24%</b> 23	<b>3%</b> 3	<b>4%</b> 4	<b>2%</b> 2	95
Inspires cooperation.	<b>39%</b> 37	<b>25%</b> 24	<b>26%</b> 25	<b>4%</b> 4	<b>4%</b> 4	<b>2%</b> 2	96
Is pro-active in anticipating future needs and preventing future problems.	<b>42%</b> 40	<b>40%</b> 38	<b>11%</b> 11	<b>3%</b> 3	<b>3%</b> 3	<b>1%</b> 1	96
Is an effective advocate for and representative of the college with the public.	<b>52%</b> 50	<b>29%</b> 28	<b>13%</b> 12	<b>3%</b> 3	<b>2%</b> 2	<b>1%</b> 1	96
Makes sound budgetary decisions.	<b>40%</b> 38	<b>37%</b> 35	<b>13%</b> 12	<b>5%</b> 5	<b>2%</b> 2	<b>3%</b> 3	95
Interacts effectively with accreditors, licensing agencies, course contracting businesses, and other critical entities outside the college.	<b>36%</b> 34	<b>33%</b> 31	<b>24%</b> 23	<b>1%</b> 1	<b>1%</b> 1	<b>4%</b> 4	94

### Q5 Please rate your agreement with the following statements on the President's values:

Answered: 95 Skipped: 9



## Periodic Performance Evaluation Survey for President Curtis

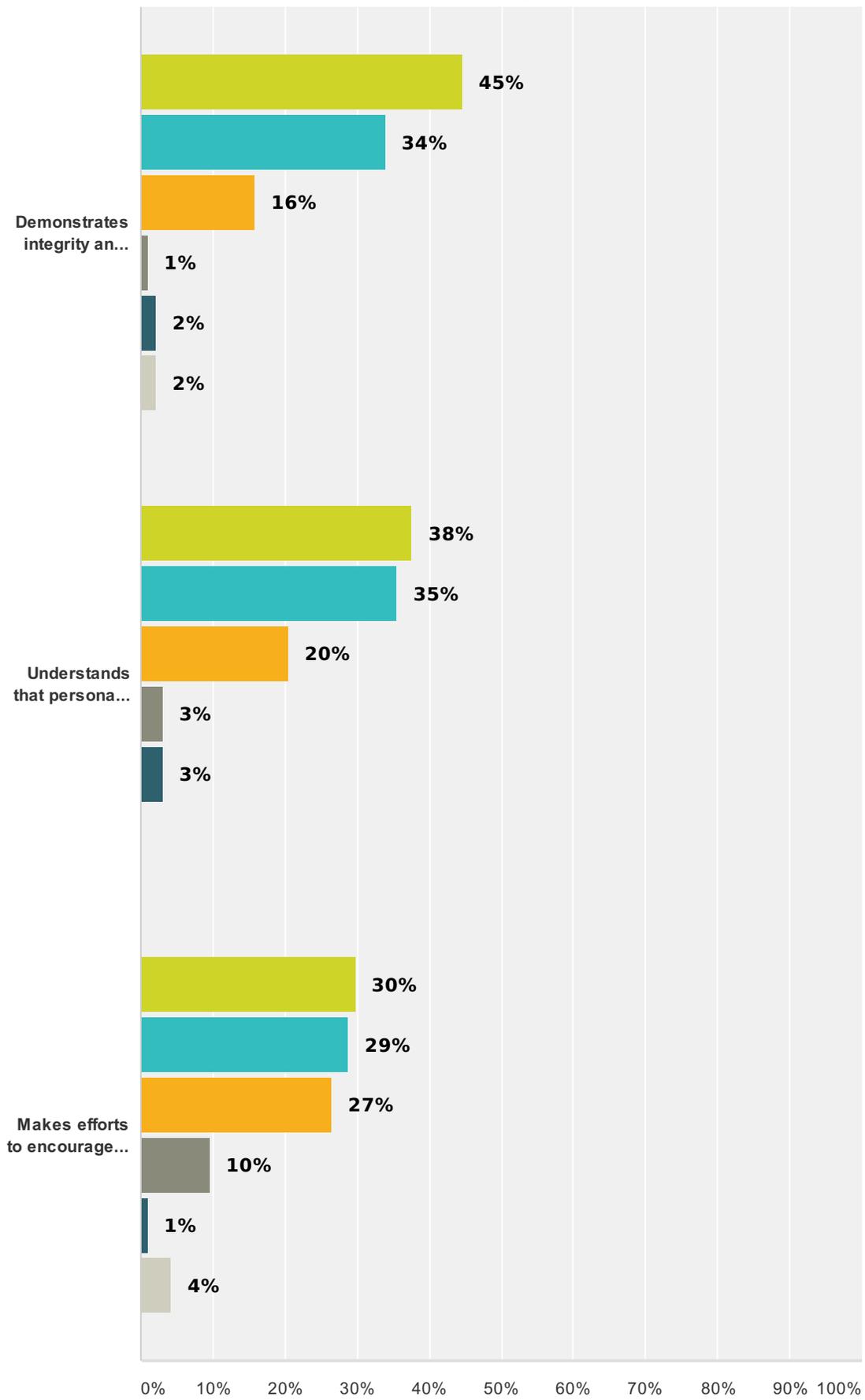


	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Total
Promotes an atmosphere of mutual trust and high morale among those supervised.	21% 20	38% 36	31% 29	6% 6	2% 2	2% 2	95
Maintains a close working relationship with those supervised.	11% 10	32% 30	43% 41	4% 4	4% 4	6% 6	95
Maintains productive relationships with administrative peers.	21% 20	35% 33	34% 32	3% 3	2% 2	5% 5	95
Places a primary priority upon student success and effective teaching.	33% 31	35% 33	25% 23	3% 3	1% 1	2% 2	93
Supports and assists programs for the growth and improvement of faculty and staff.	29% 27	37% 34	26% 24	4% 4	3% 3	1% 1	93

**Q6 Please rate your agreement with the following statements on the President's personal integrity:**

Answered: 94 Skipped: 10

# Periodic Performance Evaluation Survey for President Curtis



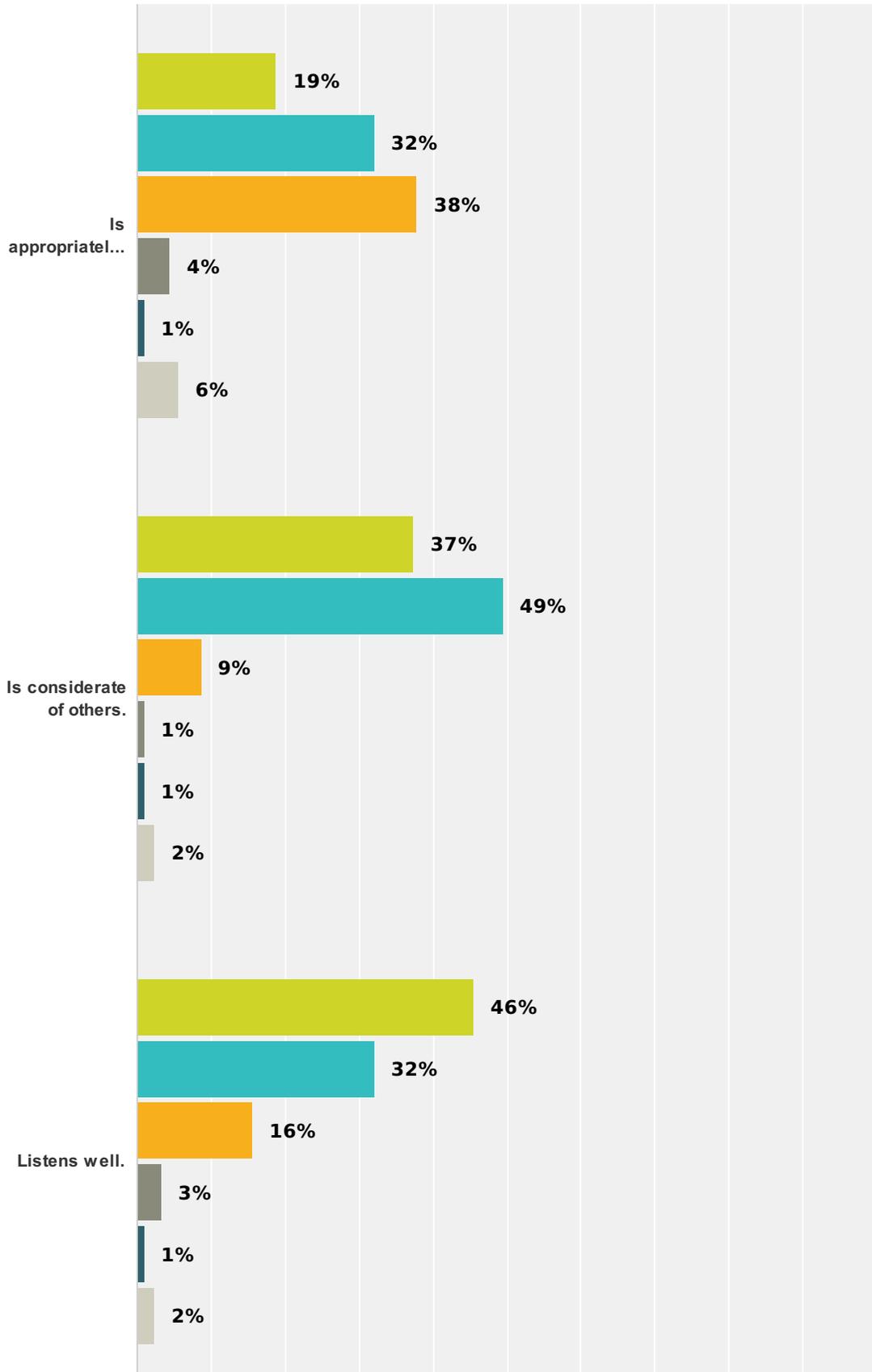
Strongly agree   Agree   Neither agree nor disagree   Disagree  
Strongly disagree   Not applicable

## Periodic Performance Evaluation Survey for President Curtis

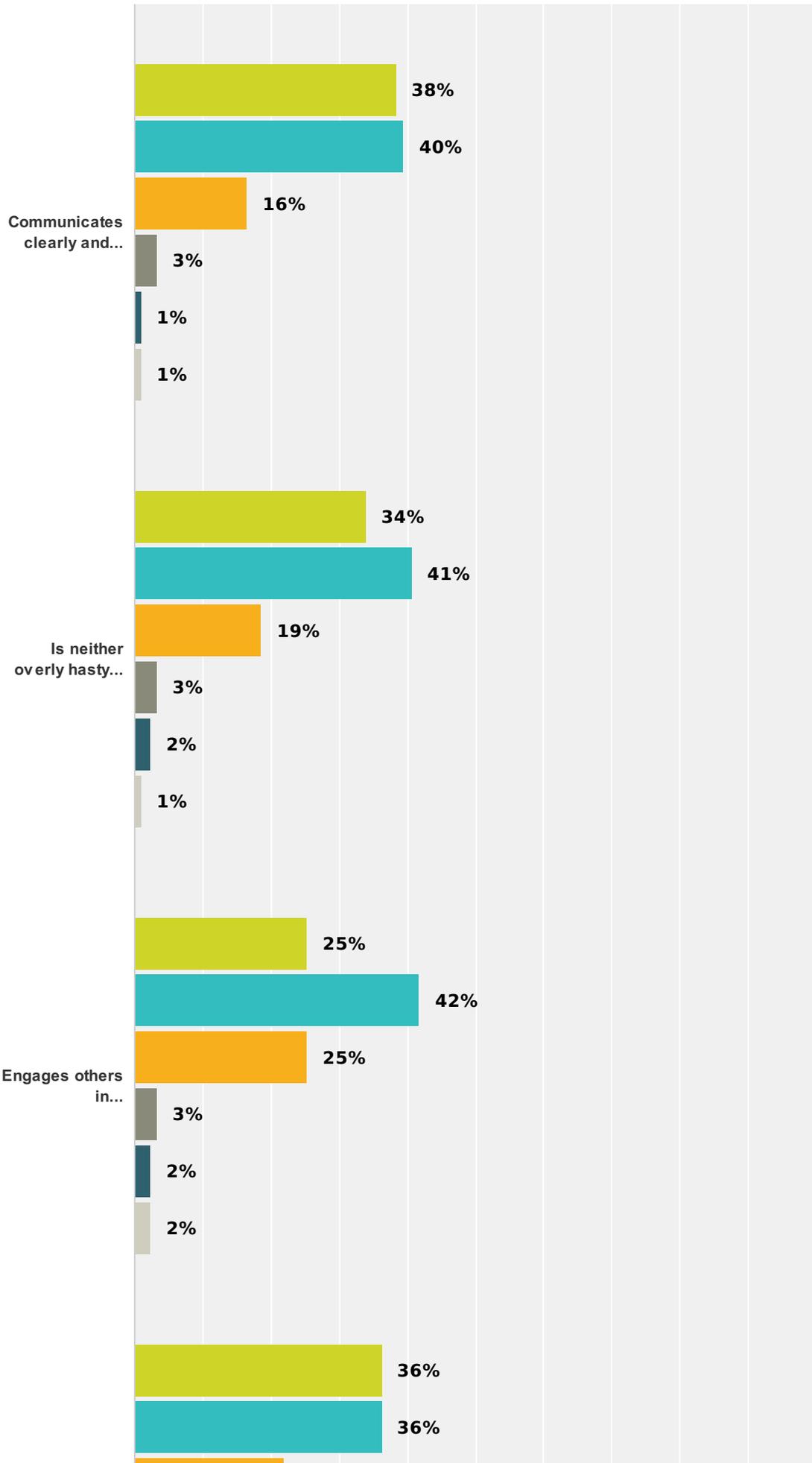
	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable</b>	<b>Total</b>
Demonstrates integrity and honesty in dealing with others.	<b>45%</b> 42	<b>34%</b> 32	<b>16%</b> 15	<b>1%</b> 1	<b>2%</b> 2	<b>2%</b> 2	94
Understands that personal success is at least partly dependent upon the success of subordinates.	<b>38%</b> 35	<b>35%</b> 33	<b>20%</b> 19	<b>3%</b> 3	<b>3%</b> 3	<b>0%</b> 0	93
Makes efforts to encourage and advance subordinates, consistent with their ability and achievement.	<b>30%</b> 28	<b>29%</b> 27	<b>27%</b> 25	<b>10%</b> 9	<b>1%</b> 1	<b>4%</b> 4	94

### Q7 Please rate your agreement with the following statements on the President's human relations:

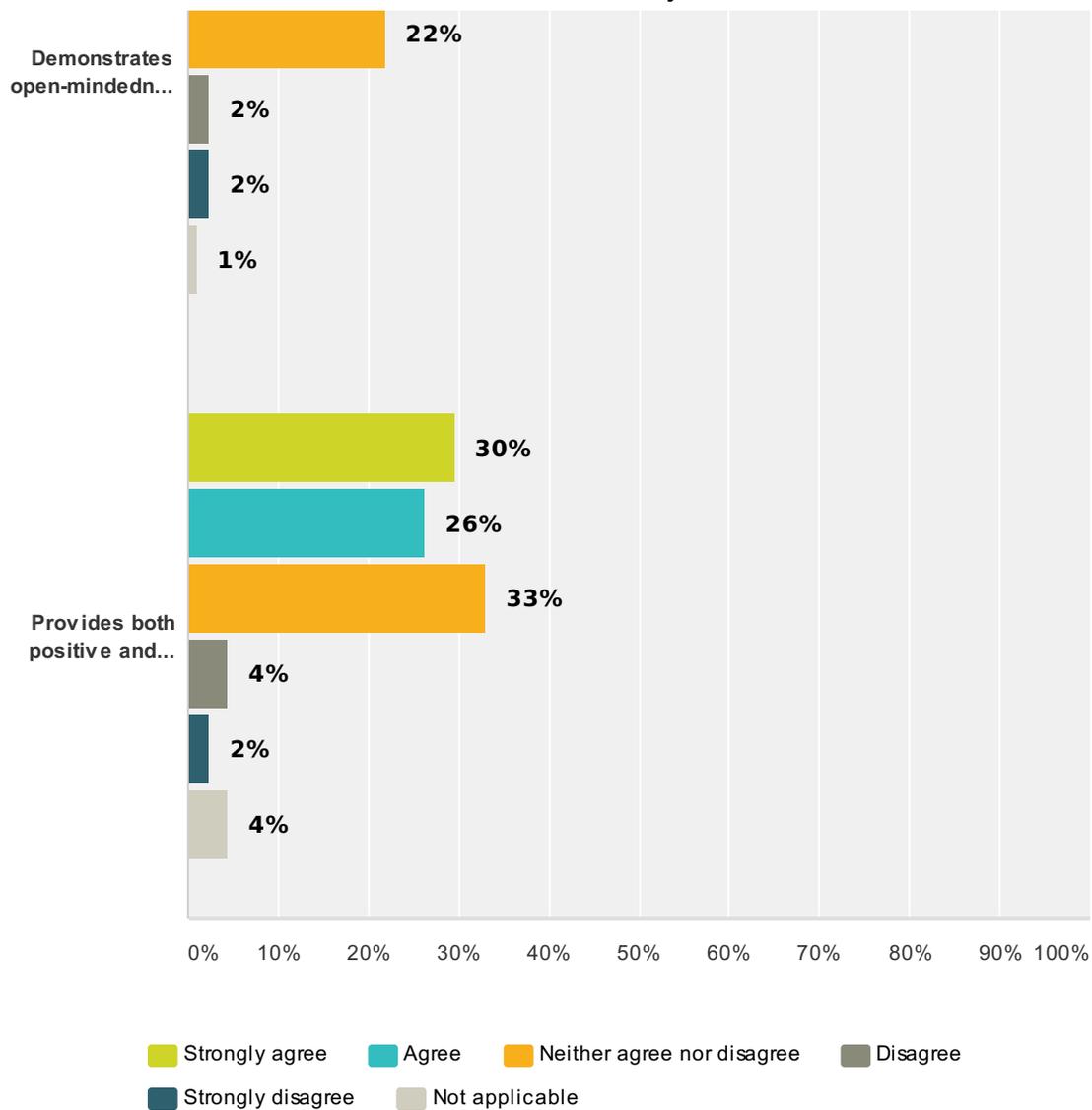
Answered: 91 Skipped: 13



# Periodic Performance Evaluation Survey for President Curtis



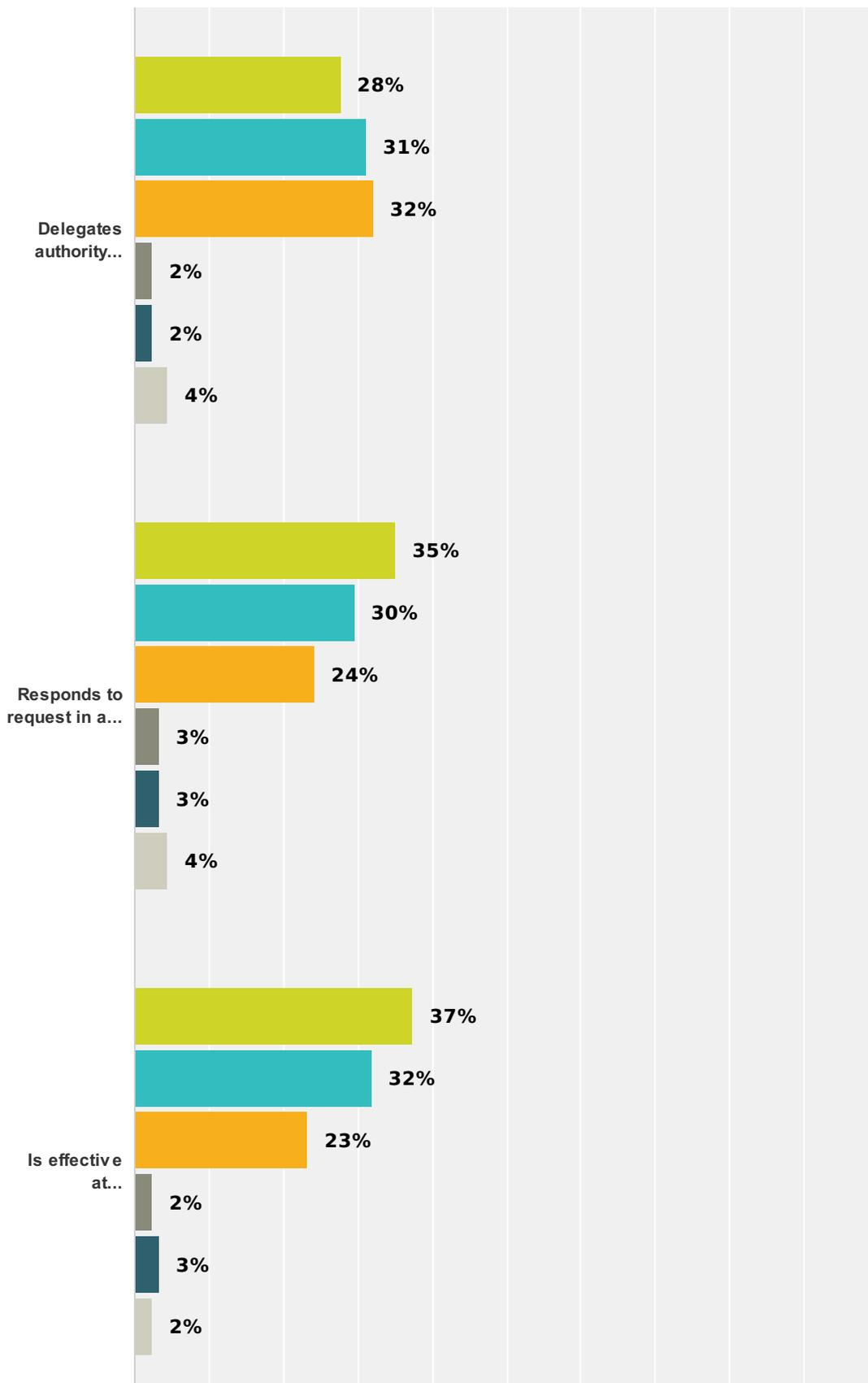
## Periodic Performance Evaluation Survey for President Curtis



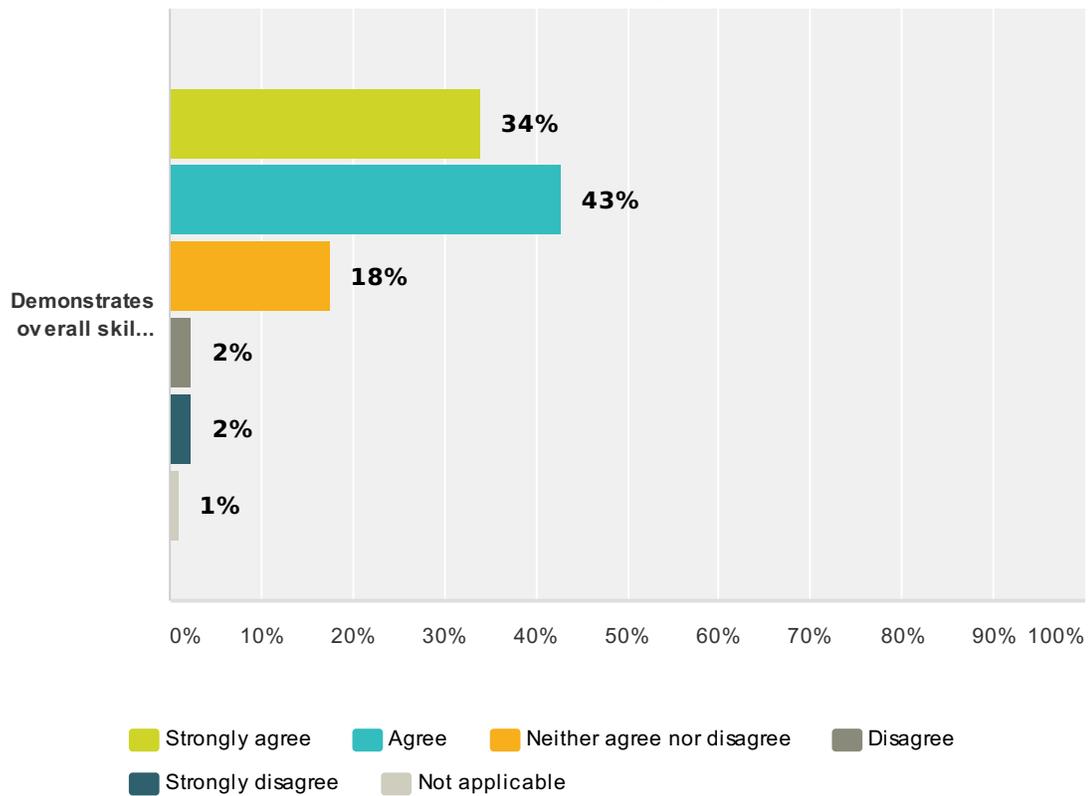
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Total
Is appropriately attentive to those supervised (neither micro-manages or neglects).	19% 17	32% 29	38% 34	4% 4	1% 1	6% 5	90
Is considerate of others.	37% 34	49% 45	9% 8	1% 1	1% 1	2% 2	91
Listens well.	46% 41	32% 29	16% 14	3% 3	1% 1	2% 2	90
Communicates clearly and effectively.	38% 35	40% 36	16% 15	3% 3	1% 1	1% 1	91
Is neither overly hasty nor overly deliberative in making decisions.	34% 31	41% 37	19% 17	3% 3	2% 2	1% 1	91
Engages others in decision-making processes when appropriate.	25% 23	42% 38	25% 23	3% 3	2% 2	2% 2	91
Demonstrates open-mindedness and welcomes different points of view.	36% 33	36% 33	22% 20	2% 2	2% 2	1% 1	91
Provides both positive and negative feedback in a way that encourages excellence.	30% 27	26% 24	33% 30	4% 4	2% 2	4% 4	91

### Q8 Please rate your agreements with the following additional statements on the President's human relations:

Answered: 91 Skipped: 13



## Periodic Performance Evaluation Survey for President Curtis



	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Total
Delegates authority effectively when appropriate.	28% 25	31% 28	32% 29	2% 2	2% 2	4% 4	90
Responds to request in a timely fashion.	35% 32	30% 27	24% 22	3% 3	3% 3	4% 4	91
Is effective at follow-through and bringing issues, projects, etc. to conclusion.	37% 34	32% 29	23% 21	2% 2	3% 3	2% 2	91
Demonstrates overall skill in human relations.	34% 31	43% 39	18% 16	2% 2	2% 2	1% 1	91

# Periodic Performance Evaluation Survey for President Curtis

## Q9 Describe the President's strengths.

Answered: 50 Skipped: 54

#	Responses	Date
1	No strengths.	4/24/2014 4:38 PM
2	Dr. Curtis is a wonderful storyteller and put people at ease when talking with him.	4/24/2014 3:33 PM
3	I believe he is trying to keep GBC alive.	4/24/2014 12:13 PM
4	Mr. Curtis dresses well. He is courteous and polite when walking through Berg Hall; however, one can't connect to Mr. Curtis. Faculty at this institution are, as a community of learners, trying to promote togetherness and cooperation. Mr. Curtis might be an excellent president, unfortunately, we have no interaction or insight into his motivation, goals, or values. I feel more involvement is needed with respect to the instructors that are being hired.	4/24/2014 11:54 AM
5	Thoroughly understands our current budget issues and is dealing with them face on	4/24/2014 11:33 AM
6	Dr. Curtis strength is moral leadership by example. I have worked under a number of Presidents and he cares far more about the student and faculty than any of the others. GBC is very fortunate to have him in this time of need when are budgets are being cut even though the economy is getting better.	4/24/2014 9:33 AM
7	Accessibility, responsibility, commitment to GBC and each employee, deftly handling the difficult financial situation.	4/24/2014 8:50 AM
8	He does what he says he is going to do. Dr. Curtis treats everyone with respect.	4/23/2014 4:56 PM
9	because the president has a business background in the private sector brings a different perspective to budgetary issues and in growing the college, which greatly benefits the college	4/23/2014 1:50 PM
10	President Curtis is knowledgeable in technical areas. He understands the mission of a community college and the challenges of providing services in a vast rural area. I like that President Curtis encourages faculty and staff to dress professionally and that he places a high value on the campus looking its best.	4/23/2014 12:47 PM
11	Positive attitude, extensive experience in education and in industry.	4/23/2014 12:30 PM
12	Concern for welfare and success of GBC, its employees and students.	4/23/2014 11:42 AM
13	President Curtis is very cordial and approachable. He also has a clear and strong vision for the future direction of the college.	4/23/2014 11:24 AM
14	Professional and friendly, calm	4/23/2014 11:01 AM
15	He is well organized.	4/23/2014 10:45 AM
16	He has made attempts to personally interact with all employees at the college. Seems warm and welcoming and interested in the person, not just the work that person does. Has knowledge of other systems not in Nevada and has brought good ideas to GBC, including financial matters. In my interactions with Dr Curtis, he has been kind and considerate, and I feel like I can trust him.	4/23/2014 10:30 AM
17	He strongly supports and promotes the college in the face of great adversity for the college. He is being given an almost impossible job with the budget, and he is giving it his best shot.	4/23/2014 10:27 AM
18	Very personable. Took the effort early on to get to know faculty personally. Has been quite supportive of new initiatives from faculty.	4/22/2014 9:28 AM
19	I feel that the President interacts well with faculty and staff and also with the community. I believe he has the college's best interest at heart. I feel he is a good leader.	4/21/2014 2:00 PM
20	Dr. Curtis has a vision for GBC and wants us to not only survive, but to thrive in the future. He has a good relationship with faculty and staff and is open to ideas. I think GBC is fortunate to have Dr. Curtis as our president in these challenging budgetary times.	4/21/2014 11:05 AM
21	He does his homework and is prepared.	4/21/2014 8:46 AM
22	He is very quick to address concerns and respond to questions or concerns.	4/18/2014 5:47 PM

## Periodic Performance Evaluation Survey for President Curtis

23	Intelligence, leadership, delegation	4/18/2014 5:41 PM
24	I am sorry, I suppose I should not have taken the survey as I am just adjunct and have no actual knowledge of his performance.	4/18/2014 1:26 PM
25	Mark is a great President. He listens to his Directors and understands that when people are the one's doing the actual work, they need to have a say in planning and decision making. He is a VERY effective LEADER, not just a boss.	4/18/2014 10:31 AM
26	Willingness to travel to other sites.	4/18/2014 9:44 AM
27	Dr. Curtis is a people's person. Dr. Curtis is not afraid to talk to people around campus and is not afraid to visit the shops on campus.	4/18/2014 9:40 AM
28	He is very easy to talk to if you have a chance to visit one on one.	4/18/2014 8:56 AM
29	Has a clear vision for the future of the college, effectively advocates for the college with stakeholders and legislators	4/18/2014 8:40 AM
30	I teach at an outlying campus--so I have little opportunity to interact with President Curtis. However, he made a point to spend time with each faculty member when he arrived. I believe that President Curtis has a bold but viable vision for Great Basin College. Our institution is facing difficult times: I believe President Curtis has the chops to get us through them.	4/18/2014 8:14 AM
31	He is smart, straightforward and funny.	4/17/2014 8:44 PM
32	strong interpersonal skills: values others excellent listening skills excellent strategic planner/manager thoughtful and humane highly intelligent	4/17/2014 8:44 PM
33	Meets the general public well.	4/17/2014 8:24 PM
34	Willingness to take on the big projects and headaches.	4/17/2014 4:59 PM
35	Excellent listener, personable, trustworthy.	4/17/2014 4:58 PM
36	Very good at external relations. Has a vision for GBC.	4/17/2014 4:56 PM
37	He listens and seems to have the welfare of the college in mind at all times. He is fair and approachable.	4/17/2014 4:44 PM
38	Dr. Curtis is an amazing listener and an effective leader. I feel that he will continue to lead GBC in a positive direction.	4/17/2014 4:42 PM
39	He is a great visionary and leader. His outside experience with private industry make him well adjusted to handle the challenges at hand.	4/17/2014 4:22 PM
40	President Curtis came into his position in July 2012 at a time when the budget reduction and it's impact on GBC was still unclear. He has done a remarkable job in navigating the politics of his position, the geographical challenges that GBC location and service area provide and has come up with creative ways to minimize the impact of budget cuts and balance the budget.	4/17/2014 4:20 PM
41	He a great leader	4/17/2014 4:14 PM
42	President Curtis is very proactive and has assisted our department with many problems and concerns. He addressed problems quickly and also informs the faculty at the college and in the community about the state of GBC, which has really been a great service to us in Elko. He is a very strong leader and admire his ability to communicate well with others.	4/17/2014 4:03 PM
43	Personal Communication and commitment.	4/17/2014 4:02 PM
44	Very supportive of efforts to protect GBC's sustainability.	4/17/2014 3:51 PM
45	Open, honest, brings broad perspectives to his role, has experience with many types of higher ed institutions which is badly needed at GBC	4/17/2014 3:50 PM
46	He believes that staff and faculty...people..are our greatest asset.	4/17/2014 3:50 PM
47	Dr. Curtis communicates well with all individuals and the community. He is respected due to his integrity. He is very knowledgeable and has business acumen, as well as, academic experience to draw from to make decisions.	4/17/2014 3:45 PM
48	Knowledgeable Looks at the big picture Supportive	4/17/2014 3:45 PM

## Periodic Performance Evaluation Survey for President Curtis

49	Communication, commitment to excellence, maintains composure and professionalism while making decisions, forward thinking and inspires trust and loyalty.	4/17/2014 3:41 PM
50	He seems organized and knows what needs to get done.	4/17/2014 3:40 PM

# Periodic Performance Evaluation Survey for President Curtis

## Q10 What could the President improve upon to become more effective?

Answered: 45 Skipped: 59

#	Responses	Date
1	The president is very disappointing.	4/24/2014 4:38 PM
2	I wish Dr. Curtis would have more of a presence around the campus, walking around, talking to more than just his Vice Presidents. I sometimes feel his decisions are limited in scope due to lack of information and insight because he may not be getting all of the view points and knowledge he needs to steer GBC in these difficult times. Regular meetings with mid-level administrators and department chairs who regularly have contact with students and make program decisions would benefit all.	4/24/2014 3:38 PM
3	I was upset with the president when he was cutting positions for the budget. He only wants to cut classified and professional staff. Which leads to mistrust with him and the people that actually do the day to day business at the college.	4/24/2014 12:16 PM
4	See previous comment.	4/24/2014 11:54 AM
5	Take time to get to know the faculty a little better	4/24/2014 11:34 AM
6	The biggest challenge I feel that prevents Dr. Curtis from being more effective are the "old timers" who have been at GBC forever and don't recognize that it must change to survive. I wish he would deal a bit more forcibly with those individuals who need to recognize the "old days" are gone forever and GBC must adapt to the new world if the school is to survive. He is far more patient with trying to make them understand than I would be.	4/24/2014 9:39 AM
7	He is a very fine President!	4/24/2014 8:50 AM
8	I can't answer that question because I have not worked with him in that capacity.	4/23/2014 4:57 PM
9	Communicate a little more to faculty and staff what he is doing in the community to fortify the image and importance of Great Basin College. (I was unsure how to answer that question on the survey.) I'm sure he works with the advisory boards, but I'm not sure what other functions he attends or what other boards he contributes to in each community.	4/23/2014 1:00 PM
10	N/A	4/23/2014 11:43 AM
11	President Curtis could be more effective in communicating his vision for the college's future to faculty and staff. He could also be more active in seeking faculty and staff input into how to make this vision a reality. I would also like to see the president around campus and interacting with faculty a bit more. This might allow for a more accurate reading of faculty morale and concerns.	4/23/2014 11:29 AM
12	Take more walks around campus to increase visibility. Even though he is friendly, I think this will help him become more approachable.	4/23/2014 11:03 AM
13	He needs to encourage senior administrators to recognize and advance faculty members who show initiative and leadership. The VP's seem reluctant to give up their own responsibilities in a way that would encourage and advance young leaders within the institution.	4/23/2014 10:47 AM
14	I don't have any improvement remarks other than he is doing a great job in difficult times at GBC!	4/23/2014 10:35 AM
15	Since I don't deal with him on a daily basis, I can not speak to his effectiveness. However, it feels as if he gets a great deal accomplished, and has always appeared prepared and knowledgeable. This can be partly due to having good help, so have to give a certain amount of credit to his staff, in particular, Mardell Wilkins.	4/23/2014 10:32 AM
16	Sometimes he forgets that we have procedures we follow at GBC that are different from in his previous positions.	4/23/2014 10:29 AM
17	visit the teachers individually one on one if he really wants to know what is going on at the college.	4/22/2014 3:31 PM
18	Don't change a procedure on implemented policies to bypass extra paperwork. (Stipends to employees are to go through HR, not on a PO).	4/22/2014 2:03 PM

## Periodic Performance Evaluation Survey for President Curtis

19	While President Curtis operates under unreasonable communications restraints imposed by Chancellor Klaich in an apparent effort to stifle internal and external discussion of GBC's challenges, given the trying times of the college there is a need for more communication. Even something as simple as visiting various departments on campus from time-to-time to see what we are up to would be appreciated.	4/22/2014 9:31 AM
20	Dr. Curtis inherited an administrative staff that was not all 100 percent high functioning. GBC still has some personnel issues and mistrust of administration. I believe Dr. Curtis is trustworthy and wants the best for students, faculty, and staff. However, if he could have more oversight of administrators, this could help alleviate some of the mistrust and ill feelings that are prevalent in the staff. Students are also afraid to speak with administrators (except for Lynn) about problems they are having with full-time instructors. This has been an ongoing issue at GBC, and I know Dr. Curtis is working to resolve these issues. It is just taking a long time.	4/21/2014 11:12 AM
21	I'm not sure why budget task force and other committees are formed to be advisory to President Curtis, as he usually has his mind made up before the efforts on these committees is made. I'm not sure if this is shared governance or not, or if these advisory committees are just a waste of everyone's time or not.	4/18/2014 5:48 PM
22	Again, my interactions have been zero, so I have nothing to offer	4/18/2014 1:26 PM
23	Focus more on boosting moral at GBC. This is not an issue he has created, but one he inherited.... Moral here is very low and no one seems to be happy at work. This needs to change!	4/18/2014 10:32 AM
24	I would say generally interact more with staff but I am not sure if this is appropriate of his duties.	4/18/2014 10:28 AM
25	Communicate to legislature to start working on removing the furloughs and reactivating pay steps.	4/18/2014 9:46 AM
26	No Comment	4/18/2014 9:40 AM
27	He needs to have a presence on campus. He stays in his area and the rest of the college community never sees him. I had problems answering these questions as I never have contact with him. It would be nice for him to check on us from time to time. He did stop by once and was interrogated by faculty when the legislature was in session so I don't blame him for not wanting to stop by very often.	4/18/2014 9:04 AM
28	Interact more often with all of the sites and employees at GBC	4/18/2014 8:41 AM
29	The President could understand the instructors points of view when dealing with administration. For example if an instructor has an issue with an administrator he will not oppose that administrator's point or decision.	4/18/2014 7:56 AM
30	He could work on a succession plan. Nurture, encourage and advance younger leadership.	4/17/2014 8:45 PM
31	deal with antiquated leadership model/team on VPAA level	4/17/2014 8:45 PM
32	Stronger at defending the GBC budget from cuts	4/17/2014 8:25 PM
33	Say what you mean, and mean what you say. Don't tell me you will look into an issue, and then NEVER get back to me.	4/17/2014 5:00 PM
34	Communication and listen to all sides of a subject matter before making a decision.	4/17/2014 4:57 PM
35	Letting other make decisions and not getting involved in every little decision.	4/17/2014 4:52 PM
36	I would like to see Dr. Curtis interact more with faculty and staff. When one has the opportunity to sit down and converse with Dr. Curtis, the experience is refreshing and enlightening.	4/17/2014 4:46 PM
37	He is a great collaborator and communicator of the big issues, but not so much on the day to day business. Makes straight from the hip decisions before getting the full picture from all sides. Micro manages a bit more than he should.	4/17/2014 4:23 PM
38	I feel that Dr. Curtis is as effective and efficient as he could be given lack of both fiscal and human resources.	4/17/2014 4:22 PM
39	Get out into the trenches of the faculty more often to see how things are really going.	4/17/2014 4:03 PM
40	I think he is doing a good job. I think he has to depend upon some administrators that have been in place a long term and that limits his effectiveness in some areas.	4/17/2014 3:53 PM
41	I have no suggestions	4/17/2014 3:52 PM
42	More contact with the staff, perhaps via a blog or other social media.	4/17/2014 3:50 PM

## Periodic Performance Evaluation Survey for President Curtis

43	engage with others more on a personal level when appropriate.	4/17/2014 3:47 PM
44	More visible on campus	4/17/2014 3:45 PM
45	Make more effort to be seen by staff and students on campus.	4/17/2014 3:41 PM