

**A Survey of The University of Alabama Faculty Opinions**  
**Concerning the Search for a New President**

Prepared for the Presidential Search Advisory Committee

Presented by Steve Miller, Faculty Senate President, January 29, 2015

An email was sent January 15, 2015 to all UA faculty members: *We will be preparing a document for the Search Committee that will present your thoughts on the characteristics that you would like to see in the next President. What do you think the focus of the Search Committee should be, as the search moves forward? In what direction do you believe the University must move in the future? How does that direction need to tie to the leadership and vision of a new President?*

The following are email responses presented in the order they were received. Two comments were removed because they dealt specifically with UA employees — a personnel issue not speaking directly to the questions. Any word that was bolded, underlined, or italicized, was italicized for ease of reading. SM

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- We need a president who has broad experience with several disciplines.
- We need someone who is prepared to commit to the position for at least 5 years.
- We have had too much turnover and instability in our upper administration.
- We need someone who has demonstrated progress in promoting diversity and inclusivity.
- We need someone who understands and appreciates the important role of our strong athletics program.

In what direction do you believe the University must move in the future?

We need a much stronger emphasis:

- on online education
- externally funded research

- international partnerships and learning opportunities

How does that direction need to tie to the leadership and vision of a new President?

- He/she should have a very progressive mindset and experiences with multiple types of course delivery
- Need strong experience with fundraising and revenue generation – from both research and development

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In the eight years that I have been at the University of Alabama, I have seen tremendous growth in several areas including:

1. Increase in the number and some overall quality (subsets of excellence in the Honors College students, University Fellows and special leaders programs) of both undergraduate and graduate students
2. More collaborative research and support overall from the administration for research
3. Increase in building renovation, new construction
4. Growth in quality of all athletic programs adding to the morale of students, faculty and staff
5. Increased walking and cycling, and attention paid to health promotion

Despite these successes, there are several key areas where I think the strong leadership of a President can move the University forward. Some of these include:

1. Entrenched institutionalization of the White Greek system, SGA and SGA election procedures which discourage diversity and promote a resistance to change needed in the 21<sup>st</sup> century to dispel stereotypes about the Deep South.
2. More emphasis and support for research which is Tier 1- NIH or NIH equivalent funding including the hiring of support staff, beefing up of Research offices and personnel,

support for more competitive PhD graduate training programs (recruitment and funding of GRAs) to support these efforts.

3. A serious lack of transparency in communication of administration and faculty, students and staff as including PR efforts both internally as well as communication externally with the public.

4. A feeling of “cronyism” which permeates the hiring and firing procedures within the University which goes against a culture of professionalism and merit based on competency rather than “who you know”.

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I think the next President has to be able to articulate not only the successes of the University but must have the humility and courage to name the problems and tackle them as well as master the skills listed in the advertisement around fundraising, etc.

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For the last few years the administration of the University of Alabama seems to have been focused on undergraduate education. The impressive boost in enrollment certainly helped to improve fiscal independence of the University, a fact many faculty members appreciate. From the perspective of this faculty member research and graduate education seem not to be priorities of the administration. It seems that research is largely perceived as a distraction for the true mission of our institution: teaching undergraduate classes. Not only is there no effective focus on research, it seems to be actively undermined. This seems to be the case from top management down to the dean’s level. The university’s commitment to its research mission seems to be lip service at best.

Considering the already large number of students a further 50% boost in student number seems unrealistic and perhaps not even desirable. Change in the direction of this university from its current course towards a first tier research institution seems to me the way to go, holding benefits to the people of this state. The ability of the state to recruit new high tech industries will certainly be helped by the university’s status as a research innovator with nationwide visibility.

For the upcoming presidential search I would like to see a focus on candidates who emphasize the university’s research mission. The goal I would like to see: becoming a first tier research university, moving up in terms of solicitation of federal funding. In my view

this goal is not achievable by handing out internal stimulus funding. There should be a re-focus on giving research-productive faculty the time to do this work, unencumbered by numerous other demands on their time. Startup packages need to become competitive with other research universities. Right now we seem to hover among the “dead last” institutions in this respect. This does not allow us to recruit “the best and brightest”. The new president needs to be allowed to influence the ongoing provost search to assure coherence in goals and approach.

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A. Here we go again. In 2013 President Guy Bailey resigned his short-lived appointment, ostensibly because of the fatal illness of Mrs. Bailey, but in reality, if the rumor mill is not in error, because the Board of Trustees blockaded his plans to rein in the “Machine” (the century-old lock of fraternities and sororities on the UA student government). Now we are again starting a national search for an effective leader for UA. But much must be re-examined and re-directed.

B. Under the creative leadership of President Robert Witt, UA has expanded so much (in size alone) since 2003 that the numerical majority of the undergraduate student body is now from outside Alabama, and their quality, measured by National Merit Scholarships and other metrics, has vastly improved. Now we need a new president *who develops graduate research and education*.

C. In the old days (1865-1990), UA (as well as the University of Mississippi) functioned nominally as public universities, but, in the absence of very strong private colleges or universities in the respective states, they also functioned, unofficially, as training grounds and marriage grounds of the children of the Alabama and Mississippi elites. So the prevailing philosophy of the mission of the university was a purely regional one, commingled with the semi-professional ethos of the football programs. The alumni have supported these undergraduate and intercollegiate athletics roles generously. UA is now a very strong regional university, but not more.

D. There is a mantra (in words but not deeds) that UA should become a Research

University (which would mean in the top 30-40 nationally, including public and private universities, out of about 150 comprehensive universities). In the last 30-40 years, even when counting our best graduate programs (and some excellent individual scholars), UA has ranked somewhere between sixtieth and ninetieth nationally. Since 2003, the UA graduate programs have expanded measurably, to support the education and research opportunities for undergraduates. The vast building programs since 2003 have helped (but without equipment upgrades). UA has talented faculty, whose effectiveness would be vastly improved by costly new equipment and by better graduate students (a professor's individual effectiveness is multiplied by the hard work, creativity and inventiveness of his/her research students). Better graduate students would be recruited from good sister Universities by (i) careful vetting, (ii) publicizing that UA is hiring and supporting new top-notch talent, and (iii) a publicizing that UA is on the move.

E. Now is the time, and the chance, to push for graduate excellence; but this can be brutally expensive. The federal support for research (NSF, NIH, NEH, National Foundations) is, alas, limited, so that funding rates are typically 10% of proposals, with severe limits on how frequently proposals can be submitted. *Nevertheless, the new President of UA must find ways to make graduate excellence happen.*

F. My proposal is that new President petition and enlist the faithful UA alumni to a different pattern of support, and raise about *\$80 million* to improve the national competitiveness of at least 4 UA departments. For each of those departments, \$10 million to hire and support the work of a nationally prominent scholar in his/her 40s or 50s, of the caliber and renown of senior faculty at, say, Harvard, Berkeley, Chicago, etc., plus \$10 more million for major equipment upgrades and support personnel. These costs are estimated for a science or engineering department, but would be much less for a humanities or art department. These hires and selections of candidate departments would be guided by reports from a subject-specific external Board of Visitors who would be appointed for 3 years (travel costs included) to advise the President and the department/dean. After that one senior hire, each selected department would be encouraged to hire other star faculty (for maybe lesser sums). The senior hires should be so significant that the Research

Universities would have to take notice, and be willing to send some of their better undergraduate seniors to UA for a graduate degree. Departments not initially selected for enhancement would nonetheless bask in the limelight of the selected hires and improve, albeit more slowly. Another, ancillary thrust would be to develop a new and better research park on cheap land in Tuscaloosa County to invite technology and engineering start-ups (to help employ UA graduates).

G. The new President should be given full freedom to hire a senior staff (Provost, etc.) and to fire those who cannot help him/her in the great restructuring of UA.

H. This plan is patterned after Stanford University, which rose from a “playground college for the rich” to a serious Research University in the late 1950s, thanks to the joint leadership of J. E. Wallace Sterling ((1906-1985) a historian, President of Stanford 1949-1968) and Frederick E. Terman ((1900-1982) an engineer appointed Provost 1955-1965).

I. The present and fantastic chance to hire a President with a vast vision for UA as a future Research University comes only once in every 50 years.

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The biggest problem facing the university is that there is an insufficient amount of money being allocated to the operating budgets of colleges and departments. Now many departments obtain almost all of their operating revenue from teaching on-line and evening courses. This is about as stupid a policy as one can possibly imagine. Departments are not allocated funding based on the number of students they teach, rather it is when they teach them. So a department teaching students totaling 15,000 credit hours per semester may have a lower operating budget than on teaching on 2,000 credit hours but at night.

I am not sure what this question is asking. I suppose the Search Committee should be soliciting applications and nominations for the position independently of the search firm that has been hired for this. I think the work of such executive search firms cannot be completely trusted. The members of the search committee should gather information from people they know at other universities, etc. The focus should be on people who have shown

the ability to direct the management of a university of our size and who is likely to be committed to various directions towards which it would benefit the university most to move. (But more on this later.)

I think that this is a common question that diverts attention away from something more important: The ability to recognize what practices currently benefit the university and maintaining enough oversight to ensure that these practices continue or continue to improve. This notion includes the related observation that as external conditions in the markets for undergraduate and graduate students, as well as in the markets for funding academic research change, the university must make carefully calculated changes in these practices. It is an important point often missed by many people that it takes a lot of work to maintain a well-managed organization. We cannot assume that because many out-of-state students currently find the University to be an attractive place to attend college that they will necessarily continue to do so. If we do not continue the marketing policies that have caused our increased enrollment of strong students, and adjust them as conditions change, we might find ourselves with several thousand fewer students and therefore in a deep hole. In fact I think the most important issue today facing the university is properly managing its resources in the face of the very rapid enrollment growth that has occurred over the past several years. I don't think the current administration has thought carefully enough how to manage the costs and benefits that have resulted from the successful recruiting of additional students. Furthermore, it is my understanding that there is no "plan B" if there is a decrease in the number of paying students. The administration should spell out these plans, if they exist, to the various deans on campus as well as the Faculty Senate and the Graduate Council.

Given the above, the most important issue facing the university is a shortage of doctoral students, which, of course, is the result of the relatively low amount of resources allocated to graduate student stipends. Any policy designed to be a solution to this problem, however, will be subject to the constraint that most of the university's resources come from tuition and fees paid by undergraduate students.

How does that direction need to tie to the leadership and vision of a new President?

The new president and his/her provost and other vice-presidents must know what will be in the best interests of the university if enrollment continues to grow, remains

about the same, or declines. All of these outcomes are possible, depending upon how well those responsible for recruiting students do their jobs.

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Finding and recruiting an individual with ideal characteristics for visionary and collaborative leadership. Beyond exemplary academic credentials, someone who has demonstrated skills in the areas of consensus building, multi-directional communication and decision-making, leading through vision and inspiration, resisting temptations to micro-manage, courage in the face of competing political and cultural viewpoints, intimate knowledge of student development, advocacy for and trust in leaders whose boots are on the ground.

As growth slows, finding alternative revenue streams and avoiding the temptation to focus only on efficiencies which leads to a lack of creativity. Building campus human resource infrastructure to match the demands created by growth. Developing courageous visions which firmly place the campus in its best possible status: a beacon of light and hope for all people.

This direction will require a leader with integrity, courage, vision, creativity, ability to establish powerful relationships, and effective management of constituencies, not all of which place the best interests of the institution foremost in their agenda.

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1. A new president will want to choose his/her own provost. The provost search should be halted until a new president is in place.
2. As a faculty member, I feel a serious lack of leadership and communication from Rose Administration. The university needs a strong leader with a clear plan for guiding the university in the next 5-10 years. This is critically important with the current and planned growth of our student population. This person must also communicate with the faculty and staff and articulate their vision/plan for the university. A strong record of leadership and good communication is key.
3. The president should understand the unique challenges of the current federal funding



environment (particularly in the sciences) and have a clear vision (working in conjunction with our vice president of research) to assist and support faculty, departments and schools/colleges in securing funding in this challenging environment.

4. The president should have a clear commitment to research and to raising the profile of the university as a world-class research institution through initiatives, faculty hires, centers, etc.

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The new President needs:

1) to determine and report the maximum student capacity for the university.

2) to take the data from 1) and looking at the predicted number of students entering colleges and universities over the next ten years to work with faculty and staff to develop a long term strategic plan for the university. This needs to include a comprehensive review (after all the changes over the last decade at UA) of who we are now and what we want to be.

3) to demonstrate a true commitment to improving the quality of research at UA! We need to determine what our research priorities and areas of strength are. I suggest (as part of the conversation) getting the endowed and named professors and select others together to have discussions on determining what our current areas of strength are and the best areas for future growth. A complete evaluation of personnel in the Office of Research is needed.

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This is a very exciting time for The University of Alabama. The university has done a superb job over the past decade to attract high quality undergraduate students and to increase undergraduate enrollment.

The next logical move is to bolster research and economic development in order to retain high quality UA graduates in Alabama either as part of the workforce or as high quality graduate students. This will contribute to the economic prosperity and well-being of the state of Alabama and the city of Tuscaloosa. This must come from the top and we need both the incoming President and the incoming Provost to engender a perspective that

encourages productivity in research and economic development activities.

The university must move towards the following in order to strengthen and support research:

Focus on research thrusts that align with national, regional and state priorities

Attract industrial sponsorship

Attract high quality graduate students

Attract highly productive and well-known experts to hire as research faculty.

Due to the strong presence of specific industries in the region and state, we should focus on attracting the most relevant industries with respect to our core research strengths; for example automotive, textile, health, education, aerospace, and archeology may be considered.

The incoming President must be an encouraging yet strong leader that communicates his or her vision effectively with all UA faculty, staff and students in order to improve the quality and quantity of our research and economic development efforts. The vision must be long term and encompass and emphasize research and economic development over the next decade.

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In our next president, I would like to see someone who has a vision for capitalizing on our recent and continuing investments in research infrastructure on campus. Many schools, which we would like to call peer institutions, would include their annual research expenditures in a search ad; ours are embarrassingly low given the size of the university, and are not included in the draft advertisement. We need to put similar energy into growing our graduate program that we did into our recent undergraduate growth. In many fields, our reputation will depend on the quality (and quantity) of research we produce. Although new facilities will be the site of much of this work, it will be accomplished by students, faculty, and support staff, all of which we need to invest in further. I would also like to see a leader who will grow the faculty to a size that can adequately serve our enlarged student body.

As state support continues to decline, this will require a concerted and ambitious fundraising effort to be led by the new president, and we should seek someone with a prior demonstrated record of success in this area.

I would most welcome a strong, accomplished academic as the new president.

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I think it is really important for the new president to have a research focus. The campus is doing wonderful on enrollment and undergraduate education. If we are able to find someone that can beef up our research and graduate side, we will be a much stronger university overall.

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A major priority in the search should be to find a president to expand UA's research efforts, both graduate and undergraduate. This was a conclusion from the faculty survey made before the search that hired Guy Bailey and it is still true!

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- finding a person who thinks of him-/herself as an *intellectual* and a *scholar* first and foremost (rather than having a primary identification as an administrator, politician, businessman/woman, financial officer, etc.) Our next president must think “I am a scholar about to assume leadership of a community of scholars.” Our next president must have a record of scholarly accomplishment to support this definition.

- finding a person who believes that the primary, overriding mission of the University is *intellectual* and *scholarly*. All other activities of the University must be seen as subsidiary to our role as producers of original knowledge and communicators of that knowledge. Our next president must have a vision that *always* keeps our intellectual and scholarly mission first and foremost.

- finding a person who does not see the University as having a glass ceiling over us. Too many people here (administrators, faculty, students) have a vision for the University based in an assumption that “Well, at the end of the day, we’re *just* Alabama...” – in other words, sure, we can go ahead and try to excel at those things that are basically appropriate for a university of our caliber (mid-level flagship state university; mid-level SEC school), but that it is basically a foolish waste of time and effort and resources to try to reach and compete beyond that. I want a president who does not buy into the idea of a self-imposed glass ceiling hanging over us and sees no reason why we shouldn’t *try* to compete nationally and

internationally at the very highest level. I want a president who says “Why not Alabama?” rather than “We’re just Alabama.”

- finding a person with a backbone, independence, and integrity. The faculty does not trust the administration and believes it is beholden to a corrupt system. Plenty of evidence exists to feed this impression, whether it is in fact true or not. In order to repair faculty trust and to move the University in the correct direction, we need a president who is free from connections to the (corrupt) system, and who has the strength of character and personality to squelch any concerns that s/he is being manipulated from behind the scenes. I therefore think that putting any premium on finding a candidate with prior connections to our University (or to leadership elements in our state) would be a disastrously bad idea, and in fact would strongly suggest that bringing in a candidate without such connections and with clear and strong independence would be a very positive move.

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I believe the next President of UA should:

- 1) understand and strongly support the research mission of The University;
- 2) not be beholden to or intimidated by Greek Alumni;
- 3) support but not be intimidated by the Athletic Department.

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The ideal candidate should clearly articulate a strategy for improving UA’s scholarship profile, particularly research productivity. I would like to see shift of focus from growth of student body to improvement of the quality of scholarship. We should seek true R1 productivity and stature. This will be far more difficult to achieve than growth, and require creative funding.

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It would be wonderful to have someone committed to the Liberal Arts, and to the idea that while students attend college to prepare for specific professions, that they also ought to study broadly, and learn skills of inestimable value, including how to think critically and how to communicate effectively. I also hope that we don't choose someone who advocates approaching higher education like a for-profit business — that way lies the dilution of what we do best.

In my opinion, we need to hire a president from outside of the UA orbit — someone who's not overly beholden to or cozy with the Greek system, big donors, boosters, etc. I'd like to see a president with broad experience in other parts of the country, and who is committed to helping UA expand its support for research in particular and thus its ability to compete with other top state institutions for faculty and graduate students.

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As a person born and bred in the state of Alabama, as an alumnus of the University of Alabama, as the son and sibling of other alumni, and as a current faculty member in the Honors College, I have many thoughts and concerns about the University's search for a new President. However, my two biggest concerns can be summarized as follows:

1. The University must appoint a lifelong academic to this position. Only someone who has spent his or her career in academia knows how (and perhaps more importantly, why) a University functions in the way that it does.
2. The University must not consider persons from other walks of life, however successful the person has been in his or her own area of expertise. A person successful only in business or politics does not and cannot know how (and why) a University functions as it does.

Thank you for considering the opinions of faculty members in this matter.

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Periodically through history, UA presidents have inspired faculty and community, even the state, to achieve remarkable accomplishments for the good of Alabama. Is not now the time to secure a president who will galvanize this university and higher education in this state to a substantial and continuing commitment to join with the Black Belt of Alabama to come to a common understanding of the issues from all perspectives and a unified participatory approach that respects the region's history, culture, and children? The opportunity for universally acclaimed greatness as a president, university, and state resides in this opportunity. Can we find someone with broad enough scope to grasp it?

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- Aims to be great and not just good (Jim Collins, "Good to Great"). This means setting long-term goals higher than the goals of other academic institutions within the State of Alabama.
- Is a leader of the people. Such a leader follows the popular opinion of an institution's faculty, staff, and students.
- Aggressively protects junior faculty, the most vulnerable demographic on campus yet foundational to its future, from administrators and students who maliciously retaliate on them. Not doing so would give the impression that UA is not an institution of higher learning.
- Considers impartiality fundamental to the Due Process Clause of the Fourteenth Amendment. This is especially important while persons from the candidate's office down make procedural decisions. Disregarding conflicts of interest gives the impression that UA is not an institution of higher learning, and it nucleates corruption.
- Does not tolerate academic misconducts. Tolerating academic misconducts would give the impression that UA is not an institution of higher learning.
- Values competitive federal tax payer dollars invested at UA relative to pork or earmarked funds.
- Does not tolerate student prejudice of or retaliations on persons of northern indigenous. Tolerating such would give the impression that UA is not an institution of higher learning, and it allows students to socially isolate faculty, staff, other students, or administrators.
- Expects that UA's administrators practice ethics while conducting RTP reviews, and does not tolerate any administrator using the RTP system to retaliate on junior faculty. Tolerating unethical misuses of the RTP system and/or any retaliations by administrators on junior faculty gives the impression that UA is not an institution of higher learning.

- Understands why and enforces that junior faculty are not to be "touched" by tenured faculty and administrators while they are building their research programs. Administrators "touching" junior faculty in any way potentially interferes with their teaching, research, scholarship, and service activities. Allowing administrators to do so also gives the impression that UA is not an institution of higher learning.
- Understands why and enforces that university policy that jeopardizes the safety of any persons on campus and/or policy that violates state and federal guidelines must be revised.
- Understands why and creates opportunity for growth from the bottom up. Top-down growth creates an unstable organization.
- Identifies the merits of locally, nationally, and globally competitive performance metrics of faculty, students, staff, and administrators, and uses them to measure the successful completion of milestones.

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I think the presidential search committee should emphasize transparency and consideration of the faculty voice throughout the search process. It should seek candidates who promote academic excellence and support research, as well as those having concrete experience in a similar job (i.e., a sitting president from another US university of similar size and similar or greater academic prestige).

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I would like to make the broad suggestion that it is critically important that the next president be invested in graduate education and the research mission of the university. The two go hand-in-hand. They are central if the University wishes to move beyond its status as an excellent destination for undergraduate students, and really enter the top tier of national universities. Especially in terms of graduate education, we are not there yet. A strong commitment by the next president can build on the excellent work of Dean Francko to take us to the next level.

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The University of Alabama has made tremendous strides over the past few years in

reaching new enrollment milestones and this is commendable. However, while new faculty has been hired to help with the tremendous student growth, the ratio of faculty- to-students feels higher than the published 19:1 ratio. In fact, I don't know of any undergraduate classes in our program where the ratio is 19:1, with the exception of graduate classes or maybe some online courses. If there are faculty teaching 19 students per class section, this is rare rather than a reliable occurrence.

That said, I feel that the focus of the Search Committee should be to search for a visionary President who has at the top of his/her list to shift focus from a teaching university to making the University of Alabama a first rate *research university*. By focusing on building the research infrastructure and research faculty to support the growing enrollment, students will experience an enhanced quality education and faculty will have the time to construct new knowledge in their research labs. The University of Alabama is a great institution and to keep it that way, we need to watch the exponential growth because growing so fast might lead to a collapse in program quality and/or losing faculty who may be looking for a more balanced academic career.

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The most important characteristics I would like to see in the president are intellectual and moral leadership.

Intellectual leadership: I would like to see someone who has been a serious scholar and teacher, and who will focus the university resources — not on the “experience” it offers — but on the education, intellectual life, and research that it cultivates. For me, this would mean a shift from spending on buildings, administration, and student life—to a focus on human resources, smaller classroom sizes for more student-teacher interactions, and more positions and pay for teachers. I would also like to see a shift in the discourse about how the university markets itself to putting scholarly life and education at the center. As for moral leadership, I would like to see a president who puts student groups that are based on intellectual and other interests ahead of private organizations (Fraternities and Sororities) that foster inequality, classism, hazing, segregation, and a diversion from the intellectual life on campus. If rush were postponed, studies show, students would join student groups based on their talents and interests first, and so the university would cultivate university student groups that are in general more tolerant to debate, openness, egalitarian



participation. This would take moral courage, important for the future of our institution.

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I am writing because I do not feel that either the arts or humanities are properly represented on the advisory committee in the search for our next UA president.

There is just one person with a humanities background on the advisory committee (Robin Behn from English), and *no one* on the advisory committee representing any arts discipline.

While Steve Miller is a fantastic artist, he is present on the advisory committee in his role as faculty senate president, not as an artist.

This is a serious concern, as UA is decades behind other comparable state institutions in our arts facilities and commitment to the arts.

If there is one quality I hope to see in our incoming President and Provost, it is a serious commitment to the arts and a clear vision for developing the arts at UA, so we might take our place amongst top-tier flagship state universities in our development and allocation of resources and support for the arts.

My opinion, is, of course, stemming from my perspective as an artist/scholar at UA who is deeply involved in cultural programming both on and off campus (as Co-Director of Creative Campus, and as Artistic Director of New College's Sonic Frontiers concert series).

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This will be short. But it promises to affect many people. And that is a new president's commitment to the UA arts, especially the performing arts. As a member of the Theatre and Dance department, I can testify that audiences are growing, that we occupy a large part of the community's identity, that are enrollments are growing and in both our graduate and undergraduate programs we need to keep pace with technological developments. Currently there has been a drive to construct a new performing arts center which would also provide new studios and classrooms for the department. This is important and I will look for a solid commitment from a candidate.

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The President must provide a compelling vision for the future of the University that includes *all* faculty, whether they are involved with only teaching, with a combination of research/creative activity and teaching, or with only professional duties. The President

must be charismatic in person and an excellent public speaker, so that his/her vision will motivate and inspire the faculty, students, and staff. The President should also use these skills to effectively interact with the System Office, Board of Trustees and State Legislature, to recruit highly qualified students to the University, and solicit donations from alumni/friends. Perhaps most importantly, we need someone who has the courage and backbone to stand up to the BOT/Chancellor when asked to do something that is not in the best interests of the University. Loss of another UA president will demonstrate beyond any doubt (if any doubt remains) that there are toxic *Systemic* problems that must be addressed by 'cleaning house' at the highest administrative and governing levels.

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I would like the president to have a cultural awareness of the needs of the diverse faculty, students, and staff of our campus.

I would like to see what he would say if we asked him about the situation last year with the Greek situation. How would he support the alumni who are not always concerned about the "cultural diversity issues" on an academic campus?

As well, if he would favor an Office of Diversity — like so many other colleges have to deal with issues of diversity on campuses.

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Proven ability to work within the political system of Alabama.

Proven history of advancing education both pre-university and at the university level.

Ability to function as an advocate and recruiter of outstanding faculty.

Someone who has a knowledge of research and education programs designed to advance the economy of Alabama.

Someone who will represent Alabama well on the National stage.

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1. I believe it is extremely important that our next President has extensive experience as a researcher at a research university in his or her academic discipline.

2. I believe that we should hire someone from outside the state, and certainly from outside this campus.

3. I believe it is extremely important that we hire someone who has extensive experience at a respectable Research 1 university.

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I believe that like me, many faculty members were excited and energized by the arrival of Guy Bailey and his vision for the future of the University's research mission. I think many of us feel that we have been in kind of a holding pattern on this issue ever since his departure. As a member of the Faculty Senate's Research and Service Committee, I have had the opportunity to discuss this issue with the other committee members and we all discussed this with our recently-hired VP for Research, Carl Pinkert. It is clear that there is a desire at the top levels to improve our university's national reputation in research. Hopefully, we can hire a President who has an understanding of how a top research university operates and a clear plan for us to get there.

Finally, I think that the following needs to be communicated up the chain and among the Board of Trustees. There is a lot of cynicism among the faculty concerning the "real" reasons behind Guy Bailey's departure and Dr. Bonner's recent (and seemingly abrupt) resignation. I sincerely hope that the search committee will make sure that the next president has a proven track record of commitment to racial diversity and demonstrates a willingness to act as needed to ensure that we continue the great progress on this front that we have made under Dr. Bonner.

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I would like to submit for feedback on the UA President search that we need to look for a UA President who has a good understanding of the impact of social media — for our students as well as for national news outlets outside of Tuscaloosa — and how key stakeholders all treat social media differently and what we can do to proactively respond and manage positive and negative social media impacts.

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1. A vision built from the bottom up, that is, from the faculty, staff, and student up, in contrast from the Trustees and Chancellor down.

2. Closely related to number 1, a management style that substantially elevates the role of

the faculty in determining important decisions and the future direction of the University.

3. The fortitude to stand up to the Chancellor and Trustees — that is, not to let the Chancellor and a handful of Trustees run the University.

4. A commitment to openness and bringing an end to the backroom deals that tarnish the integrity of the University.

5. A commitment to diversity that ensures that jobs are truly open to women and minorities and not foreordained appointments of personal friends and favorites.

6. Someone who is committed to controlling the Greek system — a person who is willing to bring the Machine above ground or bring an end to the Machine.

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1. Puts needs of students and faculty above political needs (I.e. Does not bow to outside pressures)

2. Is not afraid to tackle important issues surrounding diversity at the university

3. Is an educator first rather than a businessperson. The president of the University should have risen through academic ranks rather than the corporate world. This is of utmost importance!! No Florida State-like situation!

4. Is approachable

5. Is not just a figurehead of the Board — has real decision-making power

6. Advocate for the faculty

7. Protects academic freedom

8. Not afraid to challenge the structural inequalities of the Greek system

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1. Growth should slow down: The student body is big enough. Faculty should grow so that class sizes can be reasonable

2. Supports faculty research — not just big grants, but all research and creative activity

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How best to articulate the relationship between research and teaching. Obviously everyone will say both are important, but which is most important? Is ours, in the end, to be a research university or a teaching university? With regard to the former, what are the plans and aspirations for raising our research profile, and for balancing growing enrollment and class sizes with the demands of research. With regard to teaching, what is the President's position on SACS and the often onerous initiatives placed on faculty required to document in ever more minute detail the quality of their teaching — all of which takes time and energy away from both research, and from teaching itself?

- How to balance the mission of the university as a land-grant, public institution with the fact that we are increasingly funded by out of state students and their tuition.

- What is the President's view of the recent controversies surrounding the Greek community on campus? What is the vision for the system? Setting aside the usual platitudes, what are the imperatives for changing and reforming — and integrating — the system?

- What, in the President's view, are the best "aspirational institutions" for our current circumstance? How do we get there?

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I think we should look for a President who cares about the University.

Wow, how simple, how trivial is the statement above?

Well it's not, once a term is precisely defined.

The term *University*: a place where highly motivated persons seeking for knowledge, get together and have the opportunity to share and develop knowledge. In other words: research.

That's what a University is all about: research. So I'd like for a president to have, as primary goal, the promotion of research. Everything should be of second importance: education of the students, the students, the safety of the students, what the students eat, where they sleep, where they park, their families, their social life etc... It's all very important but it should be secondary. Related to this matter, money. A University is not and should not be a business. It's not a machine to make money even if there are indeed many opportunities for it. And for the same reason sports and social activities, all are of secondary importance.

This matter that research had to come first is the crucial point. In principle, there would be nothing wrong in giving more importance to the other aspects rather than research, but if this is the case, this place should not called itself a University.

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1. Good business sense
  
2. Commitment to providing quality education at a reasonable price (able to resist tendency to grow administration and programs only tangentially related to core mission)
  
3. Commitment to continuing to attract high quality students
  
4. Commitment to increasing quality of research
  
5. Commitment to UA

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- Our new president should be a strong leader — not just an administrator, but a leader.

By 'leader' I mean someone who can inspire, direct, support, and challenge faculty, students, and alumni to do and to be their best as teachers, scholars, and citizens.

- Our new president should be an accomplished teacher, scholar, and citizen.
- Our new president should be an accomplished and well-connected fundraiser, too — but note that 'teacher, scholar, and citizen' come first.
- Our new president should be able to understand and communicate the role of a brick-and-mortar, residential university at a time when much of higher education is trending online.
- Our new president should understand a university degree as a prelude to a meaningful and well-lived life — not only as a way to get a job after graduation.

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1. Help drive UA to become a top ranked Research University. This is critical for the long term future of UA as an institution.
2. Work with Alabama Congressional delegation to get earmarked funds beyond just buildings. Critical need for infrastructure.
3. Maintain current student body size with modest growth
4. Manage finances like President Witt. Grow financial stability as we lose state money.
5. Critical to grow the endowment. UA does not have an endowment of the size consistent with its size and ranking.
6. Grow endowment beyond undergrad scholarships. More endowed chairs, research funding, and buildings.
7. Enable the growth of a technology corridor between Tuscaloosa and Birmingham.

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My perspective has been shaped by 25 years of teaching graduate courses in Higher Education, and visits to more than 400 colleges and universities in 40 states. I really wish that the Search Committee had availed itself of the expertise of UA's Higher Education Faculty.

My take is this: Whatever UA has accomplished since the Witt/Bonner presidencies began in 2003, it has *not* been because of increased investment by the State of Alabama. In fact, as the figure below from State Higher Education Executive Officers' data shows, Alabama lost more than 30% of its state funding during the Great Recession (only Louisiana had deeper cuts than we did).

So the top skill that our new president needs is the ability to recruit the out of state students who are financially keeping us afloat and moving forward. Bob Witt was a marketing genius. We will need to carefully evaluate the candidates interviewed, and make sure that we have assessed those strengths. All too often, institutions hire to the perceived weakness(es) of the outgoing president. While different institutions need different types of leadership at different points in their sagas, it is vital that we evaluate the strengths and not just deficiencies (real or perceived) as we find our new president.

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While many tenure track faculty stress the importance of research, many non-tenure track faculty feel the most important issue is the teaching of students as our main mission for this instruction. It is extremely important for the institution to treat all faculty more equally. While many faculty want equal treatment for race, gender and diversity. When it comes to equal treatment for non-tenure track faculty, many non-tenure track faculty feel the tenure track faculty look down on them and this includes some administrators. We need a president who understands the issues and needs of our non-tenure track faculty.

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I write these comments in the context of working on a book on the Harvard presidency of James Bryant Conant, 1933-1953. Conant was a chemist who led Harvard through the Depression and WWII and the early Cold War. He had a strong academic record himself, an equally strong belief in faculty research and autonomy, and a commitment to both undergraduate and graduate education. I've been here ten years and not seen any of these commitments since I came.



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Likely this has come up in the excellent faculty senate steering committee this year, but one of the discussions I have frequently had with faculty and on university and A&S committees (and departmental) is a lack of clarity about UA priority when it comes to undergraduate teaching and/or research. In the past several years there has been a de-emphasis on graduate education. While the economic reasons for this are clear, there has also been talk throughout the years since 1999 about UA becoming a Category I research university. That will never happen unless graduate education is supported and even highlighted some of the time.

Certainly the Provost handles day-to-day business operations of the university and the President is busy doing other things that make UA more internationally visible and raise funds. However the message or tone that is set for the future of UA does come from the President's office. At this time in UA's history and following on the leadership of our first female president, it would be nice for the search committee to embrace diversity and carefully seek it in the presidential search. Finally, a unified vision of how research and teaching are integrated, with some focus on graduate education, would be welcome from the faculty's perspective.

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1) The candidate must have a clear goal for the advancement of UA as a research institution. There has been an emphasis on growth of our undergrad programs for the past few years — and we are probably approaching saturation. There is massive potential for the growth of graduate programs at UA — especially as UA has perhaps the lowest proportion of graduate students in any SEC school.

2) The candidate must have evidence of past excellence as a researcher — national/international stature is important in growing national respect for the UA brand.

3) The candidate must be willing to proactively discuss issues over the last couple of years with regard to Greek diversity and alleged machine involvement in municipal voting irregularities — we need a strong voice to address these issues. The lack of a strong voice

has resulted in faculty/staff/student disenfranchisement (and the loss of many well qualified faculty).

4) The candidate must have a strategy to approach plans for low- or no-cost community college education for well-qualified students. This is a great move to democratize education, but could potentially dramatically decrease undergraduate enrollment at UA

5) The candidate must have a strong track record of leadership that shows that they can stand up to state politicians and a vocal board of trustees.

6) The candidate must have a strong track record of listening to all constituencies on campus with no perceived preference for particular groups.

7) The candidate must have a track record of working well with a diverse student body and a record of increasing the diversity of that body.

8) The candidate must have a track record of promoting family friendly policies at their current institution. The termination of the work/life balance position at UA was a terrible mistake by our current administration — we need to be providing more assistance to faculty/staff/students in terms of childcare, eldercare, etc. Our lack of effort in this area has resulted in the loss of many well-qualified faculty and our inability to hire the best and the brightest.

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- I think it would be important for the new president to have a clear plan on enrollment growth: how much should we grow? Should we actually grow any further? If we do grow, what facilities will we need?

- I'd like to see a commitment to grow our *graduate program*, especially our PhD programs. In many cases the size of the graduate population is the limiting factor in the amount and quality of the research output. Support more PhD students involved in research, and the research output will increase, and with it the national recognition of our programs, and ultimately its funding as well. This is a long term goal: the university will

have to support growth in the graduate program for some years before the effects will be visible through increased publication output first, and increased funding intake in the long run. The increased funding will make the system self-supporting, but it will need external nurturing until that happens.

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I have one primary thought on Steve's request for input on the presidential search. I will be glad to add others as the thoughts arise, but here is the main one: Must be sincere in efforts to support a much more diverse and inclusive campus.

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My perspective: UA's growth in student numbers has been based on old recruiting and on a strong reputation for scholarship. President Witt looked at things from a business perspective, with the result that sciences and engineering were looked at in terms of return on investment: overhead dollars brought in vs \$ invested. With decreased federal support faculty are being asked to do more and more with less and less. Our new VP for research has made this underlined this point with a push to generate income from intellectual property, which very much speaks to "the business model" (I have my own startup company so I recognize the imperatives). For those with tenure this squeeze makes it very attractive to just teach, if the resources to do research are not available. The long term trend will be that we start becoming just a large 4 year college, which will adversely impact UA's ability to recruit the best and brightest.

In a nutshell I would like to see a new president who speaks of the value of the sciences and engineering in terms of scholarship and enhancing the student learning experience at graduate as well as undergraduate levels, and underlines the point by providing resources for scholarship in the sciences and engineering, rather than seeing these areas as cash cows that are part of "the business model".

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I think the future of the University will include more culturally diverse students and faculty. The President will initiate workshops and social events to hear from these diverse groups on campus. There will be more collaboration among faculty across campus with

multidisciplinary research. Workshops on workplace safety will continue with emphasis on bullying.

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1. A desire to grow not just UA's student enrollment, buildings and amenities, but also a quality faculty with an equal focus on research and excellence in teaching. I think that as UA works to maintain and grow an active alumni base, a primary factor for many graduates is how they remember their classroom experience. Most are directly affected by the quality of instruction in the classroom, not by how many papers a professor published. There needs to be a strong emphasis in encouraging both research and teaching.

2. The new president needs to be a strong leader who possesses excellent communication skills. There should never be any question about the messages the president and the University send out. Along those lines, the president needs to be someone who will embrace and work with student media on campus, rather than someone who approaches student media from an adversarial perspective. As clearly shown by the sorority debacle, student media as a watchdog can often help administrators hone in on problems and issues to find a solution before it becomes national news.

3. The president should be someone who has a history of transparency in his or her leadership at other institutions. This includes being someone who has a history of including faculty and staff in charting an institution's direction. These working relationships are vital.

4. The president should not be someone who is beholden to any particular interest group, be it business, political, alumni, etc. The focus should be on what is best for the University as a whole.

5. And, lastly, the president should be someone who is keenly aware of the financial difficulties higher education currently faces. This person should have a vision on how to maintain or even raise standards while keeping the University on solid financial footing.

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1. Continue the strong emphasis placed on quality and attractiveness of our campus facilities and grounds.
2. Make a strategic commitment to research, not just undergraduate research education as in the past.
3. Support the development and adoption of appropriate IT policies (has not been supported in the past) and the elimination of departmental IT infrastructure in favor of a unified IT framework for the whole campus (i.e. network, security, email, authentication, and common applications).

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- Understands the importance of building infrastructure to facilitate obtaining external grant funding, if that continues to be a major goal of this institution. This infrastructure must be understood and developed from the top down, not the other way around.
  - Remembers who we are and determines, based on feedback from across campus, who we want to be. As we try to move from “High Research Activity” to “Very High Research Activity” classification, considerations should be made for balancing the added administrative burden of high enrollments with the desire for faculty to obtain major federal external funding. It is difficult for the two to co-exist equally with limited faculty manpower and resources.
    - Along these lines, consider the advantages/disadvantages of being a more comprehensive public state university, where there is a greater balance between teaching and research, compared to being a more research intensive institution. Which do we want to be?
  - Direction we move in? One that will meet infrastructure needs in the context of burgeoning undergraduate enrollments.
  - Continue to positively represent UA to constituents outside Tuscaloosa as Dr. Bonner and her administration have done so well.

- Moving UA to a tier 1 research university; continuing to reinforce the increasing stature of research here, and being able to think in bold ways about how to move our research reputation further forward; identifying resources that will be key in supporting this move
- Enhancing the intellectual climate on campus; finding ways to celebrate ideas that the president, faculty and students stimulate; promoting discussions on campus about topics that have important social implications here in Alabama and across the country.

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Now that UA is known as a premier undergraduate institution, we need a leader who can take us in new directions — particularly with respect to research. We need someone who can increase the prestige of our graduate programs — particularly in the Sciences and Engineering where research the funds growth is a requirement. UA knew how to increase the quality and size of our undergraduates, now we need to do the same with our graduate school. High quality graduate students will lead to high quality research and innovation. If UA wants to increase its reputation it needs to do so primarily in the area of research and innovation.

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My feedback on the search is that we need a person from outside this institution (and state) who has executive experience at a real R1 institution. We need someone who will focus on increasing our research profile.

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A person who understands, at a deep level, the responsibility of a research university to graduate programs, while maintaining quality undergraduate education (without sacrificing graduate education).

There are a large number of undergraduate institutions in the state of Alabama, but only a few award the Ph.D. Thus, the integrity of training Ph.D. students must be maintained at The University of Alabama and an enriching atmosphere of scholarship continuously built.

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I would like to see someone that understands the importance of research at a flagship university. At UA, it almost feels as if research is a “necessary evil”. Research is often given

lip-service, but there needs to be some leadership from the President to put us in a more competitive research position (to attract top-notch faculty, graduate students, and generate spin-off companies).

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I would like a president who is committed to student development of the whole person and a campus-wide effort to engage students in community engagement as indicated in a suggestion by the Carnegie Community Engagement award letter.

Community engagement offers often-untapped possibilities for alignment with other campus priorities and initiatives to achieve greater impact — *for example, first-year programs that include community engagement; learning communities in which community engagement is integrated into the design; or diversity initiatives that explicitly link active and collaborative community-based teaching and learning with the academic success of underrepresented students.* There remain significant opportunities for campuses to develop collaborative internal practices that integrate disparate initiatives into more coherent community engagement efforts.

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1. vision and ideas for promotion and execution of academic excellence, especially as it pertains to graduate education and research — two areas which have been slower to grow than the undergraduate area, while maintaining a strong undergraduate program.
2. strong commitment to race/gender/etc equity, inclusiveness and mentoring of the underrepresented groups on campus.
3. experience and/or a track record of excellent in the above — someone with the experience of running or being a part of a strong graduate program at a major University would be important so they have a model and realize the challenges of raising the standards and abilities of UA in these areas.

I am ready for UA to take the next step in these areas and build on our recent successes to

become one of the truly outstanding (and top) Universities in the Southeast.

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The potential UA president must have a solid research background and distinguished research achievements to move UA *research* forward — what UA needs in the future.

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- Ability to handle diversity issues on campus
  - Deal with equity issues in hiring and promotion
  - \* International outreach programs
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I believe that the new President needs to focus on not only growing the university, but dealing with the infrastructure issues that arise when growth occurs. Specifically and hugely important for faculty is the issue of parking. It does not make for high employee morale when we have to pay for a parking decal to park on campus to come to work but cannot actually find a spot to park in due to the fact that there are extremely few gated lots and no parking decks specifically for faculty. The ticketing system is only effective if it discourages students from parking in the faculty lots (which it does not appear to be successful in doing) and as there are more & more students, there are more and more of them parking "illegally" in faculty spots.

Additionally, along with the growth of the university affecting the infrastructure, there is also a *huge* lack of personnel who are delegated specifically to teaching these students without compromising the pedagogy of the instructors, specifically by forcing faculty to teach larger and larger number of students per class. Therefore, I would hope that the new president would want to focus more on look specifically by degree enrollment when determining where to hire new faculty, as the student's education is compromised when we are told to increase enrollment but not given the additional faculty lines to assist with the increase in numbers.

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1. someone who is or was a well-published scholar in their field
2. someone who understands and will promote, support, and seek to grow graduate



education

3. someone outside the south who can bring a broader perspective

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I'd like to see a president that will actively equalize the rights of the LGBTQ+ population on campus. I am thinking here of standardizing benefits for the privileges that come with faculty spouses, healthcare benefits, and general acceptance on campus. The new Single Adult Dependent status was a step forward, but in no ways a final move towards equality. I also mean here a greater awareness of the dangers that many of our LGBTQ+ students experience on campus.

I'd also like to see a president that will be much more active in combating the present racial, gender, and economic inequalities on campus, including sexual or really any violence against women and minorities.

Finally, I'd like to see the university's Greek system scaled back or at least made much more inclusive.

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Operational definition of Inclusive Excellence set out by the AAC&U:

1. A focus on student intellectual and social development. Academically it means offering the best possible course of study for the context in which the education is offered.
2. A purposeful development and utilization of organizational resources to enhance student learning. Establishing an environment that challenges each student to achieve academically at high levels and each member of the campus to contribute to learning and knowledge development.
3. Attention to the cultural differences learners bring to the educational experience and that enhance the enterprise.
4. A welcoming community that engages all of its diversity in the service of student and organizational learning.

This operational definition requires all four to be in play. Furthermore, that the next President view diversity as an essential asset to increase learning, foster research, drive

workplace productivity, enhance morale, inspire creativity and improve this institutions success and reputation. If the President has no framework for measuring the improvement of diversity efforts, we cannot expect the University of Alabama to achieve academic excellence.

The 21st century workplace demographics suggest consideration of the above to be paramount in factors considering economic development and institutional trust.

What is it ? Contextual learning. Understanding, experiencing learning contextually. In the words of Adam Smith, "The prudent man always studies seriously and earnestly to understand whatever he professes to understand, and not merely to persuade other people that he understands it; and though his talents may not always be very brilliant, they are always perfectly genuine."

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I think it is in the university's best interest to bring in someone who will contribute to the diversity that is, I feel, one of the best attributes of the school. This isn't just a matter of race, gender, or sexuality (though those are components of it). I think we would benefit from the presence of an outsider, both in terms of their lack of prior associations with the university or the state and in terms of their ability to bring a different intellectual and ideological approach to the job of president. Additionally, I think we would benefit with someone with a strong background in research and/fundraising for research. It seems like the direction we are moving as a university is one that puts great emphasis on research and wants to be a nationally recognized center of research, so I think it behooves us to pursue someone from that realm.

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I feel it is important that candidates have a clear vision for maintaining rigorous, empirically-based teaching expectations, resources, and requirements of faculty and students in light of the changing culture and growth in our University.

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Someone external to the university in order to bring new ideas Research-focused Politically savvy (experience with legislature-level interactions) Future-focused (I.e. — drives the importance of grants, online education, alternative education such as interdisciplinary research and formal programs of education drawing from many disciplines)

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During the past decade, The University of Alabama has enjoyed unprecedented growth in student enrollment, quality of students, and campus infrastructure. I think the university community would generally agree that this impressive achievement is the result of a clear vision and well-crafted strategy and implementation plan executed by the then president Robert Witt and his administration.

More than a decade later, we are at a similar cross road. What should be the vision and strategy for the next decade, and for our next president?

I think the next focus should be "Research and Economic Development". UA is vastly under-utilized in this area, as we were in UG student enrollment (especially out of state) arena in 2003.

The next president should have vision and provide leadership to make progress on graduate programs while maintaining core strengths of UG programs.

This new emphasis will help us continue to recruit the best and the brightest (both UG and Grad students), enrich the local community, and cultivate a knowledge-driven regional economy poised to provide prosperity far beyond the initial research funding investments.

To summarize, UA has a vastly greater potential for research. It presents a remarkable opportunity to significantly enhance graduate programs and research over the next decade. Thus, the next president should seek to grow the university with a commitment to graduate programs, and to raise research productivity, reputation, and impact.

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The choice of University President will affect nearly every individual who steps foot onto the Capstone. Along with many on campus, I urge you to consider forward-thinking, inclusive administrators for the University. The University of Alabama acts as a leading force for the state, and a robust, inclusive stance toward diversity, in all its forms, should be part of that endeavor. This commitment is at the core of the University's mission to "advance the intellectual and social condition of the people of the State through quality programs of teaching, research, and service."

The following principles are of particular interest to LGBTQA and allied persons at UA:

- Supporting the Safe Zone Resource Center with a full time staff position. Safe Zone is the front line of protecting and supporting our LGBTQ students, staff, and faculty, and has direct, measurable effects on the inclusivity of UA's campus environment. The current Student Affairs staff member who oversees Safe Zone also has four other major obligations, resulting in frequent periods when his attention needs to be elsewhere. This point is consistent with broader calls for a "commitment to expanding and elevating the professional staff resources at The University".
- Revising the Sponsored Adult Dependent program to offer a fully equitable benefit structure to same sex partners, without risk of economic penalty. As the legal process continues, UA should take a leading role in offering the most generous, most equitable, most attractive benefit package possible to spouses of staff and faculty. We have, and will continue to, lose excellent faculty and staff without this work.
- Planning strategically to coordinate and bolster services for marginalized students at UA, from LGBTQA+ to first generation to non-traditional aged to international. Currently these programs are scattered across three divisions of the university, nearly all are underfunded and understaffed, resulting in an inadequate patchwork approach that makes sustained, proactive policy and programming nearly impossible. A major piece of this effort would be the creation of a free-standing center for diversity and inclusion at UA.

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I've solicited input from my department concerning the presidential search. The primary concern for the studio faculty revolve around the desire for a president willing to move the university to tier 1 research status with a clear vision for research goals and how they might be implemented.

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I would like to find someone who has experience managing large institutions and working with diverse group of faculty, and who understand the research and teaching aspects of the university's mission. I sincerely hope that we will not take the route of some other

institutions who have hired former corporate executives or political figures who have not participated in the work of academic teaching and research; such a candidate would be very ill-suited for an institution like ours, which in my view has, in recent years, benefitted from good leadership from people who understand and value the work that academic researchers and teachers do.