

**Presidential Search Faculty Consultation Committee (PSFCC)
Activity Summary for Faculty Senate Meeting
December 5, 2017**

1) PSFCC members were invited to attend the first meeting of the Board of Trustees listening tour subcommittee on November 13. William Funk, of R. William Funk and Associates, attended the meeting via teleconference. It was the first time that the PSFCC had discussed the presidential search with members of the Board, and we took the opportunity to call attention to the missteps in the search process as it has been undertaken so far and to advocate for a process that we can all support. The PSFCC recommended that Board members review the University of Central Florida's presidential search website, which demonstrates how a university can make openness and transparency in a presidential search, including campus visits for finalists, a major selling point: <https://www.ucf.edu/leadership/presidential-search/>. If only.

The Chair of the listening tour subcommittee, Bonita Black, asked for feedback on the optimal time frame for conducting listening tours with groups on campus; it was understood that listening tours would need to accommodate the academic calendar and so would begin in early January (contrary to prior public statements by Mr. Grissom). To that end, Bonita Black, via the Office of Communications and Marketing, sent an email to the UofL community on November 22 announcing the dates of the listening tour – **January 17 and 18**.

The BoT subcommittee tasked Jake Beamer with creating a website for the presidential search, which will include a submission portal where the public may submit comments. We do not yet know when the website will be up and running.

2) PSFCC co-chairs Susan Jarosi and Rob Keynton were invited back to the Board of Trustees meeting on November 20. Several members of the Board offered their views on the search process, both in favor of campus visits and against campus visits; two members asked if there was a “middle ground.” Mr. Grissom continues to assert his view that “best practice” means a closed search, although he uses the plural pronoun “we” when doing so. Despite Mr. Grissom's claim, the PSFCC hopes that there will be some concrete changes in the structure of the search forthcoming.

3) The Office of Institutional Effectiveness completed the reports from the PSFCC's survey of all faculty, staff, and administrators on presidential search priorities. The reports are attached here, as is an Excel sheet (courtesy of Terri Holtze (Libraries); thanks, Terri!), which compares the quantitative data from the three reports in one spreadsheet with nice bar graphs. We shared the survey reports with Bonita Black, and PSFCC representatives were asked to share them with colleagues in their units.

4) To date, the following units/groups (19) have submitted letters to the Board of Trustees to request an open presidential search, the most recent marked with an asterisk:

- Dean of the College of Arts & Sciences
- Chairs of the College of Arts & Sciences
- Faculty of the College of Arts & Sciences
- American Association of University Professors
- Faculty and Staff of the College of Business
- Council of Academic Officers
- Faculty Senate
- Executive Committee of the Faculty Senate

- Administrative Team of the Kent School of Social Work
- Faculty of the Kent School of Social Work
- Faculty of the Law School
- Faculty of the Department of Psychiatry & Behavioral Sciences
- Faculty of the School of Interdisciplinary & Graduate Studies
- Faculty of the Speed School of Engineering
- Faculty of University Libraries
- Faculty of the School of Nursing*
- Commission on the Status of Women*
- Graduate Students in the Department of Comparative Humanities*
- Staff Senate* (resolution posted at: <http://louisville.edu/provost/faculty-personnel/searches/presidential-search-faculty-consultation-cmte/staff-senate-xc-resolution-27-nov-2017>)

5) The PSFCC will hold its regular monthly meeting on Wednesday, December 6, at noon in 137 Lutz Hall.

6) The PSFCC has been invited to attend the next Board of Trustees listening tour subcommittee meeting on December 11 at noon in the Jefferson Room, Grawemeyer Hall. All subcommittee meetings are open to the public.

Questions for the PSFCC may be directed to Susan Jarosi or Robert Keynton.

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robert.keynton@louisville.edu

Fall 2017 Presidential Search Survey Administrators Only (DRAFT)

Report Comments

Overall Project Audience 9762
Administrator Responses Received 74
Response Ratio 0.76%

Administrator Project Audience 90
Administrator Responses Received 74
Response Ratio 82.22%

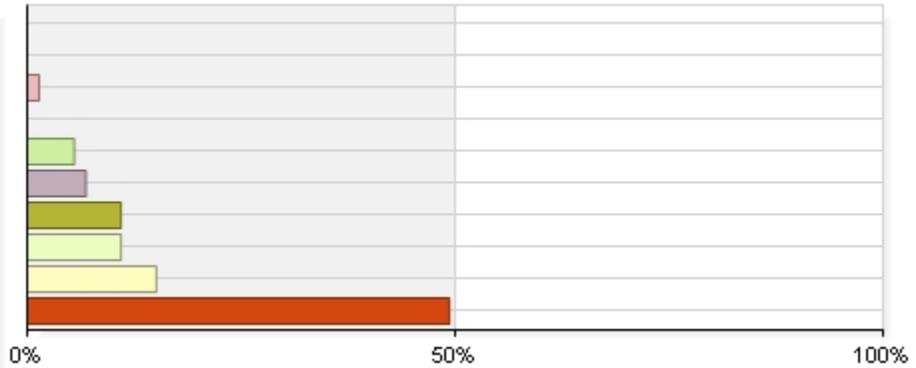
This report contains the responses from Administrators only.

Prepared by IE Survey
Creation Date Mon, Nov 13, 2017

When you think of the University of Louisville, which themes most powerfully express our identity?

1. Academic excellence (teaching and research)

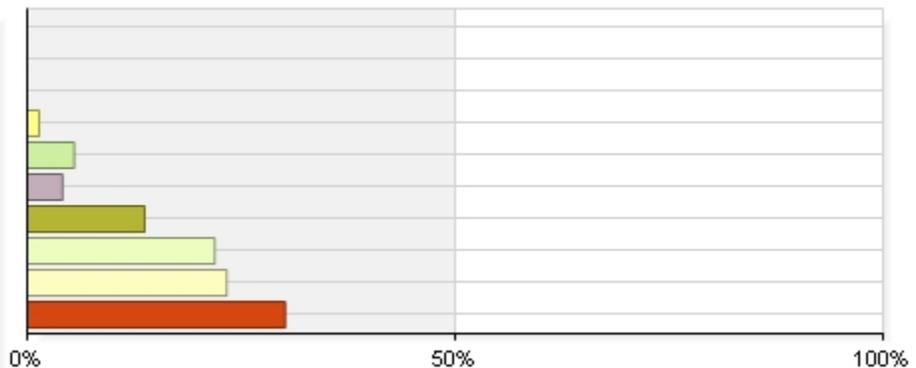
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3	3	1	1.37%
4	4	0	0.00%
5	5	4	5.48%
6	6	5	6.85%
7	7	8	10.96%
8	8	8	10.96%
9	9	11	15.07%
10	10 - Vtally important	36	49.32%
Total		73	



Statistics	Value
Response Count	73
Mean	8.66
Median	9.00
Mode	10
Standard Deviation	1.72
Standard Error (base on SD)	0.20

2. Diversity, inclusion, and equity

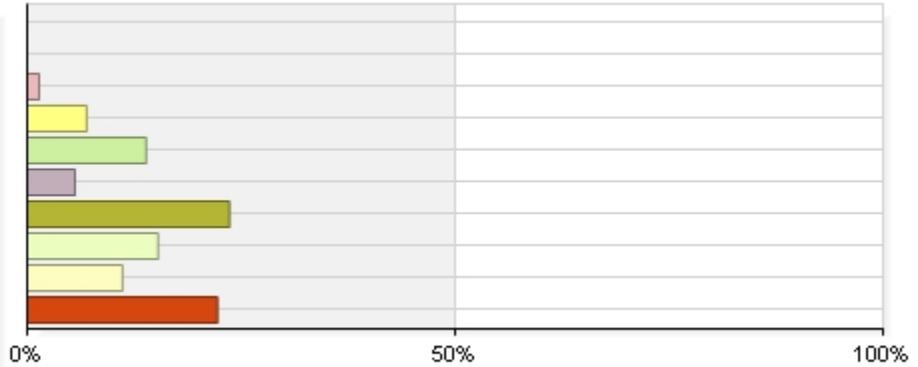
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2	2	0	0.00%
3	3	0	0.00%
4	4	1	1.37%
5	5	4	5.48%
6	6	3	4.11%
7	7	10	13.70%
8	8	16	21.92%
9	9	17	23.29%
10	10 - Vtally important	22	30.14%
Total		73	



Statistics	Value
Response Count	73
Mean	8.40
Median	9.00
Mode	10
Standard Deviation	1.53
Standard Error (base on SD)	0.18

3. Commitment to undergraduate liberal arts education

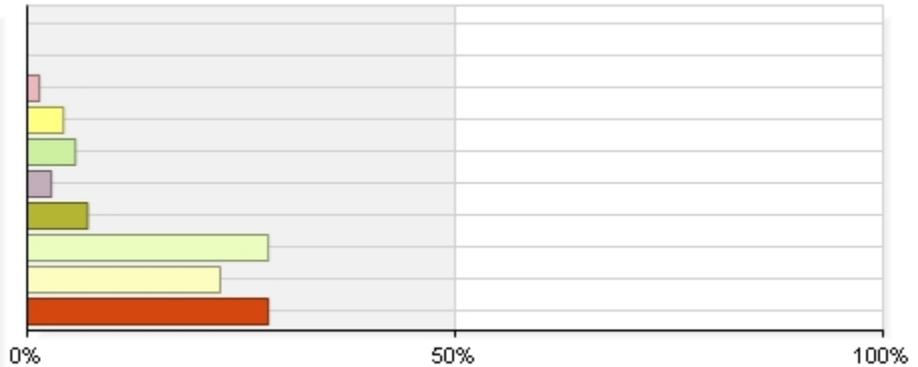
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	1	1.39%
4 4	5	6.94%
5 5	10	13.89%
6 6	4	5.56%
7 7	17	23.61%
8 8	11	15.28%
9 9	8	11.11%
10 10 - Vitally important	16	22.22%
Total	72	



Statistics	Value
Response Count	72
Mean	7.44
Median	7.00
Mode	7
Standard Deviation	1.98
Standard Error (base on SD)	0.23

4. Strong professional/graduate schools

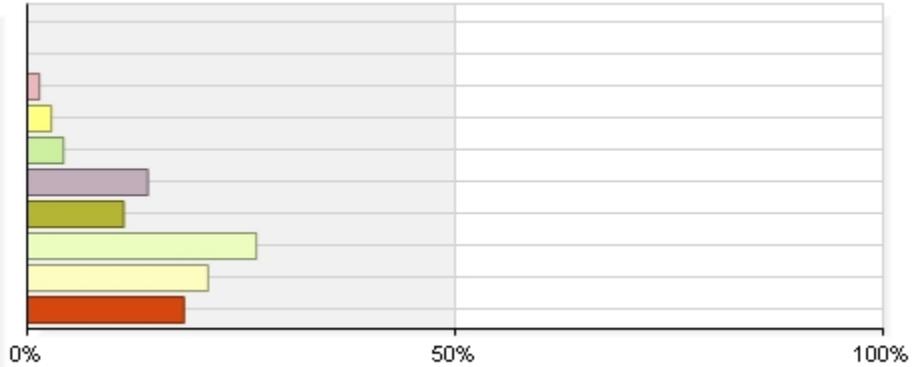
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	1	1.41%
4 4	3	4.23%
5 5	4	5.63%
6 6	2	2.82%
7 7	5	7.04%
8 8	20	28.17%
9 9	16	22.54%
10 10 - Vitally important	20	28.17%
Total	71	



Statistics	Value
Response Count	71
Mean	8.25
Median	9.00
Mode	8, 10
Standard Deviation	1.75
Standard Error (base on SD)	0.21

5. Alumni pride/loyalty

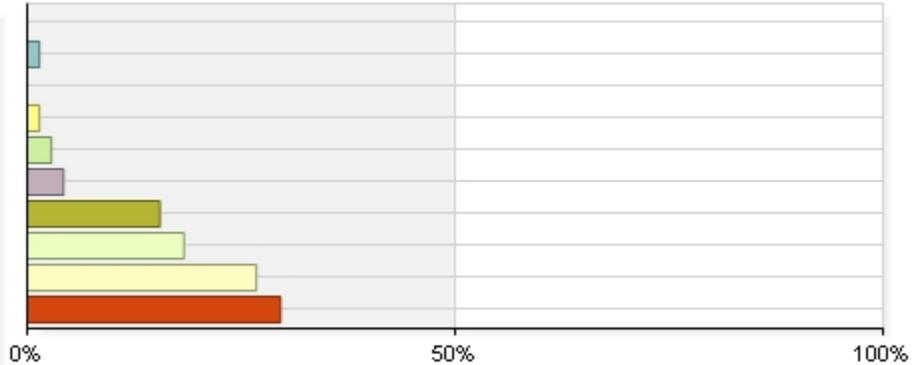
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	1	1.41%
4 4	2	2.82%
5 5	3	4.23%
6 6	10	14.08%
7 7	8	11.27%
8 8	19	26.76%
9 9	15	21.13%
10 10 - Vitally important	13	18.31%
Total	71	



Statistics	Value
Response Count	71
Mean	7.87
Median	8.00
Mode	8
Standard Deviation	1.68
Standard Error (base on SD)	0.20

6. Research and discovery of new ideas

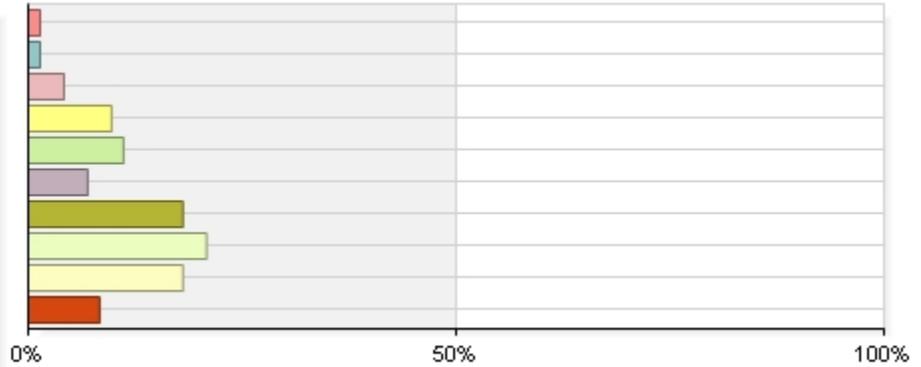
1 1 - Not at all important	0	0.00%
2 2	1	1.41%
3 3	0	0.00%
4 4	1	1.41%
5 5	2	2.82%
6 6	3	4.23%
7 7	11	15.49%
8 8	13	18.31%
9 9	19	26.76%
10 10 - Vitally important	21	29.58%
Total	71	



Statistics	Value
Response Count	71
Mean	8.39
Median	9.00
Mode	10
Standard Deviation	1.63
Standard Error (base on SD)	0.19

7. Shared governance

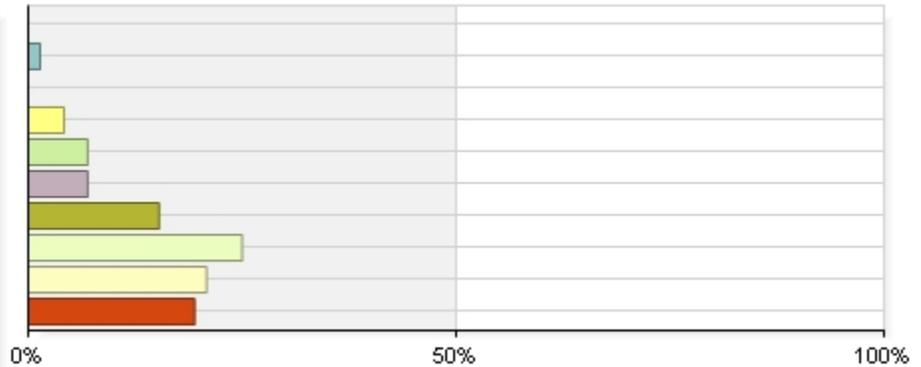
1 1 - Not at all important	1	1.39%
2 2	1	1.39%
3 3	3	4.17%
4 4	7	9.72%
5 5	8	11.11%
6 6	5	6.94%
7 7	13	18.06%
8 8	15	20.83%
9 9	13	18.06%
10 10 - Vitally important	6	8.33%
Total	72	



Statistics	Value
Response Count	72
Mean	6.92
Median	7.00
Mode	8
Standard Deviation	2.15
Standard Error (base on SD)	0.25

8. Health and biomedical sciences/clinical operations

1 1 - Not at all important	0	0.00%
2 2	1	1.39%
3 3	0	0.00%
4 4	3	4.17%
5 5	5	6.94%
6 6	5	6.94%
7 7	11	15.28%
8 8	18	25.00%
9 9	15	20.83%
10 10 - Vitally important	14	19.44%
Total	72	

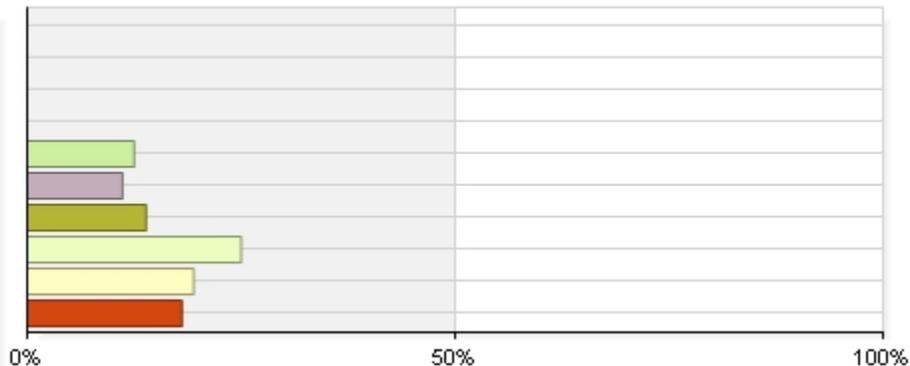


Statistics	Value
Response Count	72
Mean	7.85
Median	8.00
Mode	8
Standard Deviation	1.80
Standard Error (base on SD)	0.21

When you think of the University of Louisville, which themes most powerfully express our identity? (continued)

9. Community engagement

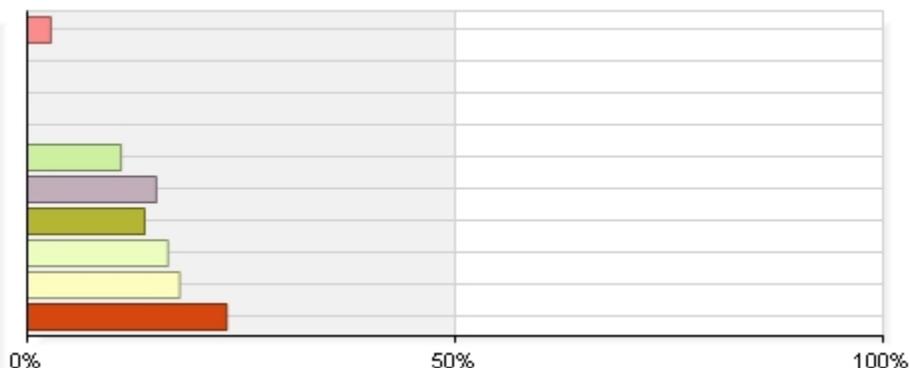
1 1 - Not at all important	0	0.00%
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3 3	0	0.00%
4 4	0	0.00%
5 5	9	12.50%
6 6	8	11.11%
7 7	10	13.89%
8 8	18	25.00%
9 9	14	19.44%
10 10 - Vitally important	13	18.06%
Total	72	



Statistics	Value
Response Count	72
Mean	7.82
Median	8.00
Mode	8
Standard Deviation	1.62
Standard Error (base on SD)	0.19

10. Intercollegiate athletics

1 1 - Not at all important	2	2.74%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	8	10.96%
6 6	11	15.07%
7 7	10	13.70%
8 8	12	16.44%
9 9	13	17.81%
10 10 - Vitally important	17	23.29%
Total	73	



Statistics	Value
Response Count	73
Mean	7.68
Median	8.00
Mode	10
Standard Deviation	2.03
Standard Error (base on SD)	0.24

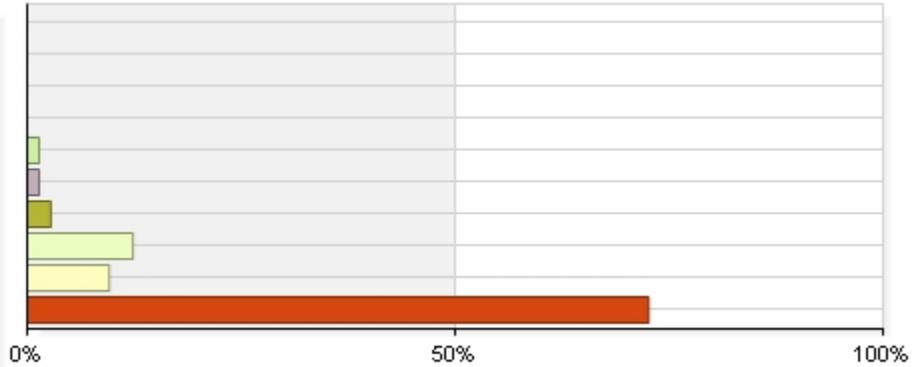
Please list any additional themes that you think express our identity as the University of Louisville.

Comments
unfortunately, scandalous
Vibrant Campus Life and Student Experiences Resilient Campus Community Student Support Services Growing Residential Student Population
Pride in, and value of, student/alumni accomplishments
Strength of character and integrity within the faculty and student body
Translational and engaged teaching and scholarship (similar to community engagement). Interdisciplinary collaboration needs to be strengthened, valued and rewarded. Strong, positive and academically focused residence life, honors and awards, and international/global education experiences for UG and G students and faculty.
I had a little difficulty answering this question. I think the athletic and financial integrity situations have defined our identity and have overshadowed the positives of our academic, research, service and practice missions—and sadly, has give the impression that the athletic program and financial/governance problems define us. It has been hard to combat the good of our actual missions. Yet, the responses are which of these themes express our identity. I answered the question about which ones I believe are going well at this time.
An urban campus and center for development of the workforce of the future
Forward-thinking and visionary, strong leadership
Metropolitan institution, center of business activity in Kentucky, long history.
Ratings above reflect my perception of today's most powerful characteristics, not the ideal expression of identity / differentiation.
The President should be familiar with the current issues facing the University. I truly think Dr. Postel is doing a wonderful job in addressing those issues.
Dedication to STEM programs, undergraduate students, and student diversity is highly important. More emphasis should be put on good teaching as opposed to only considering research as a measure of productivity.
There's too much emphasis and reward on research. We need to focus on dynamic teaching.
Basketball, Football
Cheating by Administrative staff
It is important that the Community is considered to be much broader than Louisville. This limited view has been an obstacle in advancing the university previously.

Which of these issues should become the most important institutional priorities for a new president?

1. Institutional and academic excellence

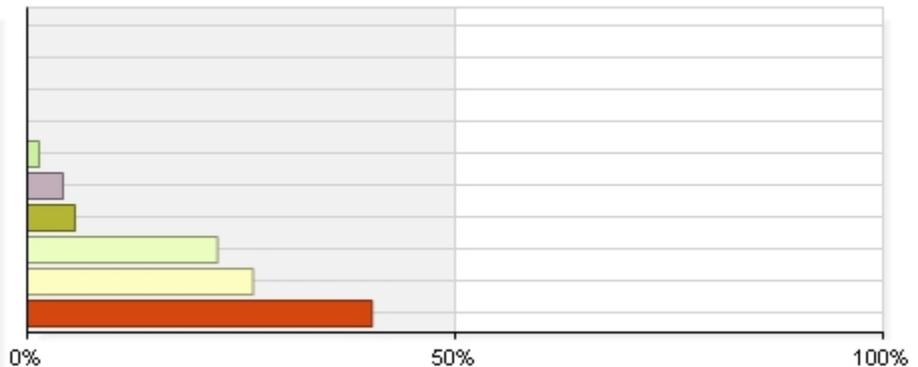
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.37%
6 6	1	1.37%
7 7	2	2.74%
8 8	9	12.33%
9 9	7	9.59%
10 10 - Vitally important	53	72.60%
Total	73	



Statistics	Value
Response Count	73
Mean	9.45
Median	10.00
Mode	10
Standard Deviation	1.05
Standard Error (base on SD)	0.12

2. Recruiting and retaining quality faculty

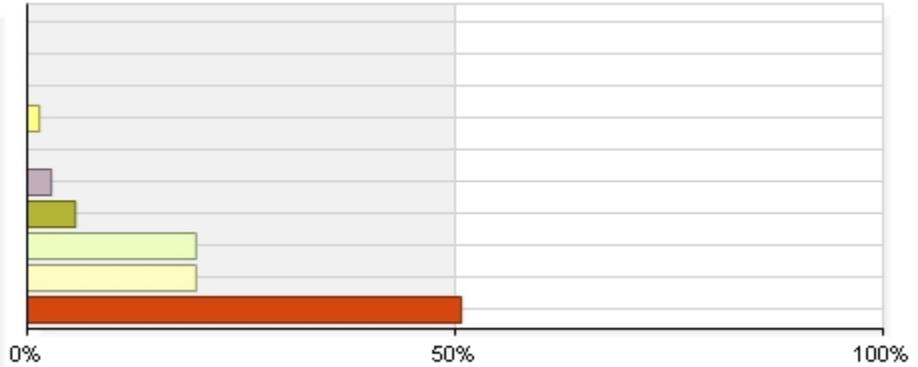
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2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.39%
6 6	3	4.17%
7 7	4	5.56%
8 8	16	22.22%
9 9	19	26.39%
10 10 - Vitally important	29	40.28%
Total	72	



Statistics	Value
Response Count	72
Mean	8.89
Median	9.00
Mode	10
Standard Deviation	1.21
Standard Error (base on SD)	0.14

3. Transparency in decision-making processes

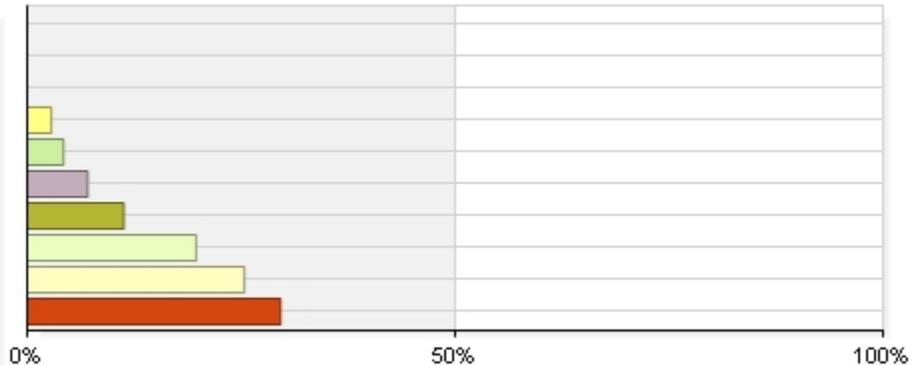
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	1	1.41%
5 5	0	0.00%
6 6	2	2.82%
7 7	4	5.63%
8 8	14	19.72%
9 9	14	19.72%
10 10 - Vitally important	36	50.70%
Total	71	



Statistics	Value
Response Count	71
Mean	9.04
Median	10.00
Mode	10
Standard Deviation	1.25
Standard Error (base on SD)	0.15

4. Access and affordability

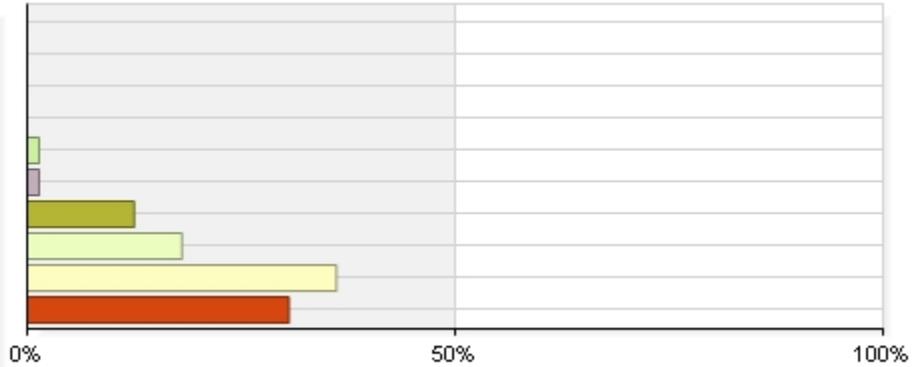
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2 2	0	0.00%
3 3	0	0.00%
4 4	2	2.82%
5 5	3	4.23%
6 6	5	7.04%
7 7	8	11.27%
8 8	14	19.72%
9 9	18	25.35%
10 10 - Vitally important	21	29.58%
Total	71	



Statistics	Value
Response Count	71
Mean	8.35
Median	9.00
Mode	10
Standard Deviation	1.60
Standard Error (base on SD)	0.19

5. Research and scholarship

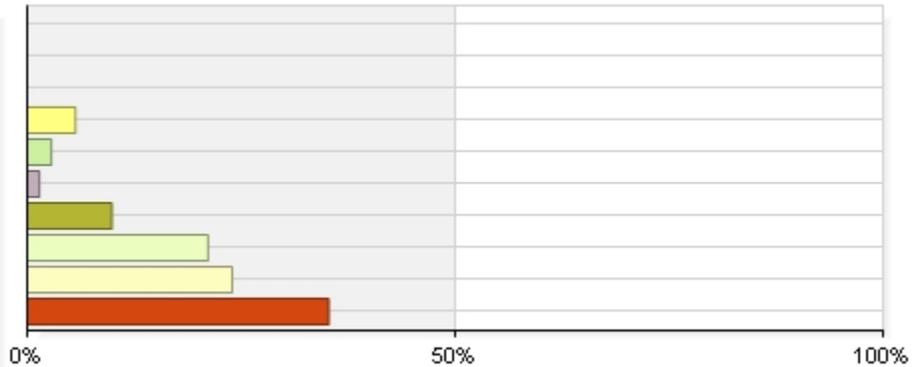
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2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.39%
6 6	1	1.39%
7 7	9	12.50%
8 8	13	18.06%
9 9	26	36.11%
10 10 - Vitally important	22	30.56%
Total	72	



Statistics	Value
Response Count	72
Mean	8.78
Median	9.00
Mode	9
Standard Deviation	1.14
Standard Error (base on SD)	0.13

6. Diversity, inclusion, and equity

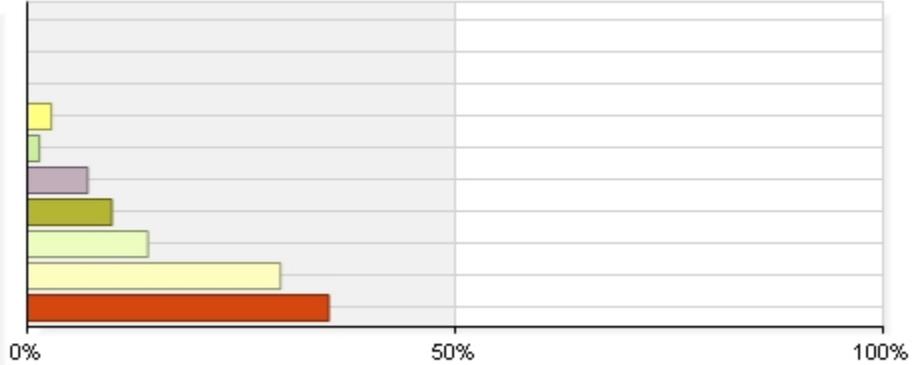
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2 2	0	0.00%
3 3	0	0.00%
4 4	4	5.63%
5 5	2	2.82%
6 6	1	1.41%
7 7	7	9.86%
8 8	15	21.13%
9 9	17	23.94%
10 10 - Vitally important	25	35.21%
Total	71	



Statistics	Value
Response Count	71
Mean	8.51
Median	9.00
Mode	10
Standard Deviation	1.66
Standard Error (base on SD)	0.20

7. Resources/fundraising/philanthropy

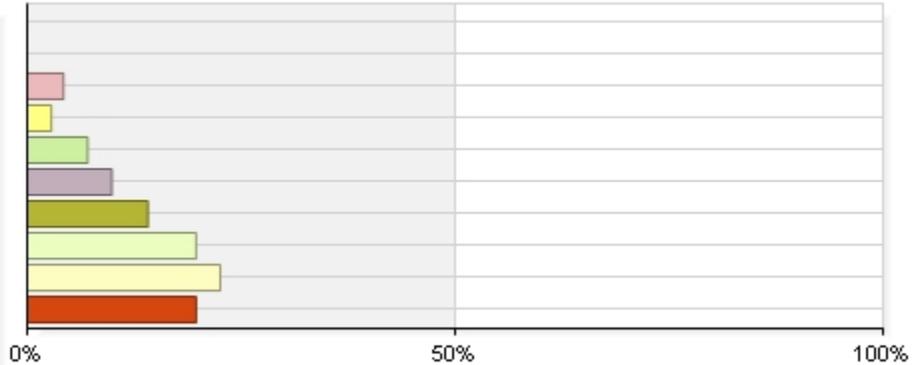
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2 2	0	0.00%
3 3	0	0.00%
4 4	2	2.82%
5 5	1	1.41%
6 6	5	7.04%
7 7	7	9.86%
8 8	10	14.08%
9 9	21	29.58%
10 10 - Vitally important	25	35.21%
Total	71	



Statistics	Value
Response Count	71
Mean	8.61
Median	9.00
Mode	10
Standard Deviation	1.53
Standard Error (base on SD)	0.18

8. Broad-based liberal arts education

1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	3	4.23%
4 4	2	2.82%
5 5	5	7.04%
6 6	7	9.86%
7 7	10	14.08%
8 8	14	19.72%
9 9	16	22.54%
10 10 - Vitally important	14	19.72%
Total	71	

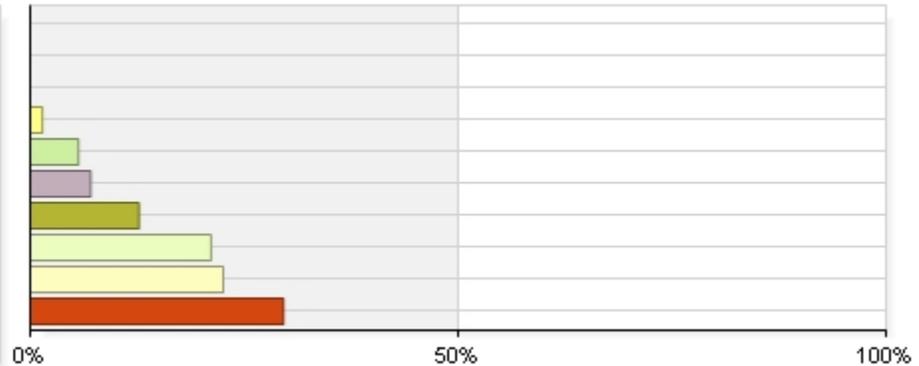


Statistics	Value
Response Count	71
Mean	7.75
Median	8.00
Mode	9
Standard Deviation	1.92
Standard Error (base on SD)	0.23

Which of these issues should become the most important institutional priorities for a new president? (continued)

9. Academic and student support services

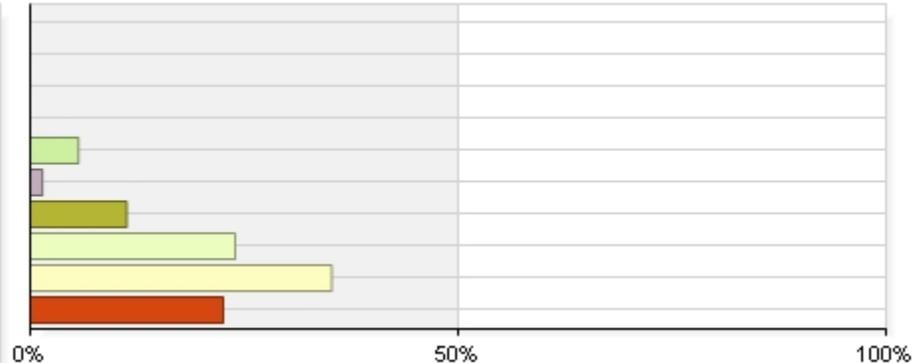
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	1	1.41%
5 5	4	5.63%
6 6	5	7.04%
7 7	9	12.68%
8 8	15	21.13%
9 9	16	22.54%
10 10 - Vitally important	21	29.58%
Total	71	



Statistics	Value
Response Count	71
Mean	8.32
Median	9.00
Mode	10
Standard Deviation	1.57
Standard Error (base on SD)	0.19

10. Sciences and technology

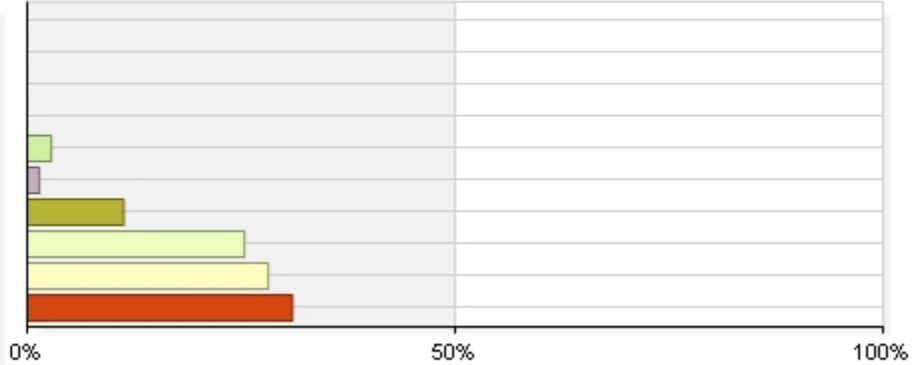
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	4	5.63%
6 6	1	1.41%
7 7	8	11.27%
8 8	17	23.94%
9 9	25	35.21%
10 10 - Vitally important	16	22.54%
Total	71	



Statistics	Value
Response Count	71
Mean	8.49
Median	9.00
Mode	9
Standard Deviation	1.31
Standard Error (base on SD)	0.16

11. Commitment to graduate/professional education

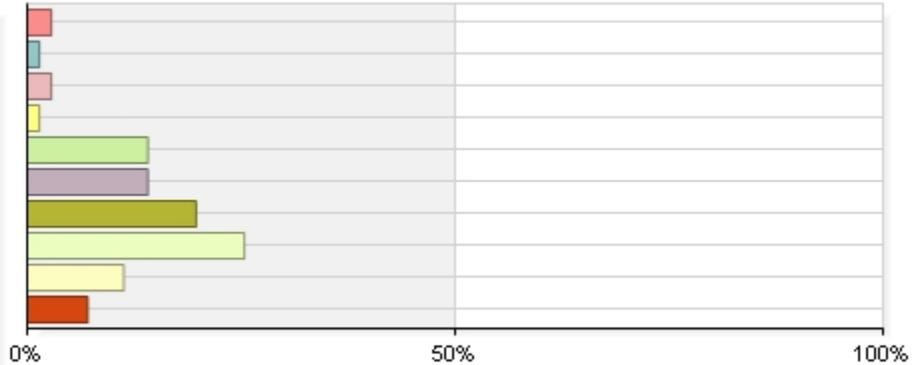
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2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	2	2.82%
6 6	1	1.41%
7 7	8	11.27%
8 8	18	25.35%
9 9	20	28.17%
10 10 - Vitally important	22	30.99%
Total	71	



Statistics	Value
Response Count	71
Mean	8.68
Median	9.00
Mode	10
Standard Deviation	1.23
Standard Error (base on SD)	0.15

12. Intercollegiate athletic excellence

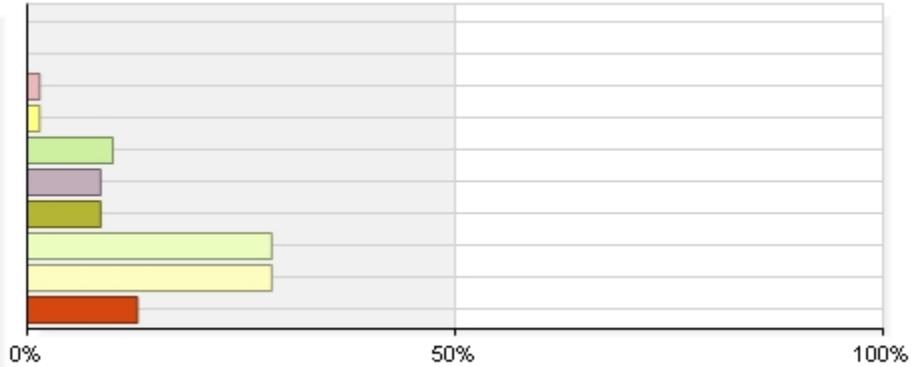
1 1 - Not at all important	2	2.82%
2 2	1	1.41%
3 3	2	2.82%
4 4	1	1.41%
5 5	10	14.08%
6 6	10	14.08%
7 7	14	19.72%
8 8	18	25.35%
9 9	8	11.27%
10 10 - Vitally important	5	7.04%
Total	71	



Statistics	Value
Response Count	71
Mean	6.87
Median	7.00
Mode	8
Standard Deviation	2.01
Standard Error (base on SD)	0.24

13. New approaches for teaching and learning

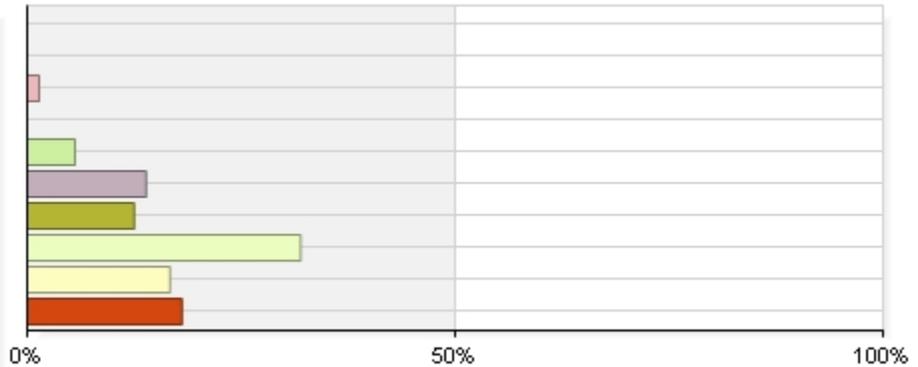
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	1	1.43%
4 4	1	1.43%
5 5	7	10.00%
6 6	6	8.57%
7 7	6	8.57%
8 8	20	28.57%
9 9	20	28.57%
10 10 - Vitally important	9	12.86%
Total	70	



Statistics	Value
Response Count	70
Mean	7.86
Median	8.00
Mode	8, 9
Standard Deviation	1.65
Standard Error (base on SD)	0.20

14. Staff opportunities for career growth and development

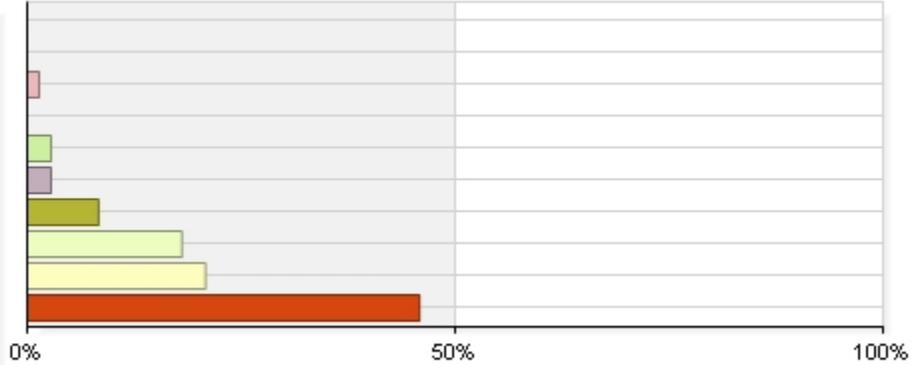
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	1	1.39%
4 4	0	0.00%
5 5	4	5.56%
6 6	10	13.89%
7 7	9	12.50%
8 8	23	31.94%
9 9	12	16.67%
10 10 - Vitally important	13	18.06%
Total	72	



Statistics	Value
Response Count	72
Mean	7.89
Median	8.00
Mode	8
Standard Deviation	1.56
Standard Error (base on SD)	0.18

15. Commitment to undergraduate education

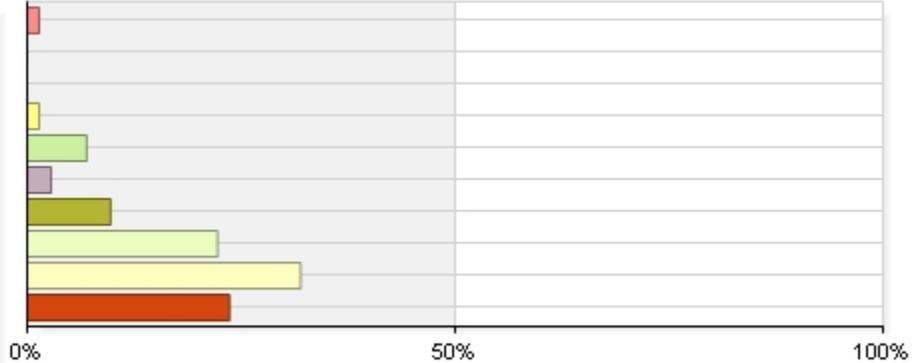
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	1	1.39%
4 4	0	0.00%
5 5	2	2.78%
6 6	2	2.78%
7 7	6	8.33%
8 8	13	18.06%
9 9	15	20.83%
10 10 - Vitally important	33	45.83%
Total	72	



Statistics	Value
Response Count	72
Mean	8.83
Median	9.00
Mode	10
Standard Deviation	1.47
Standard Error (base on SD)	0.17

16. Health and biomedical sciences/clinical operations

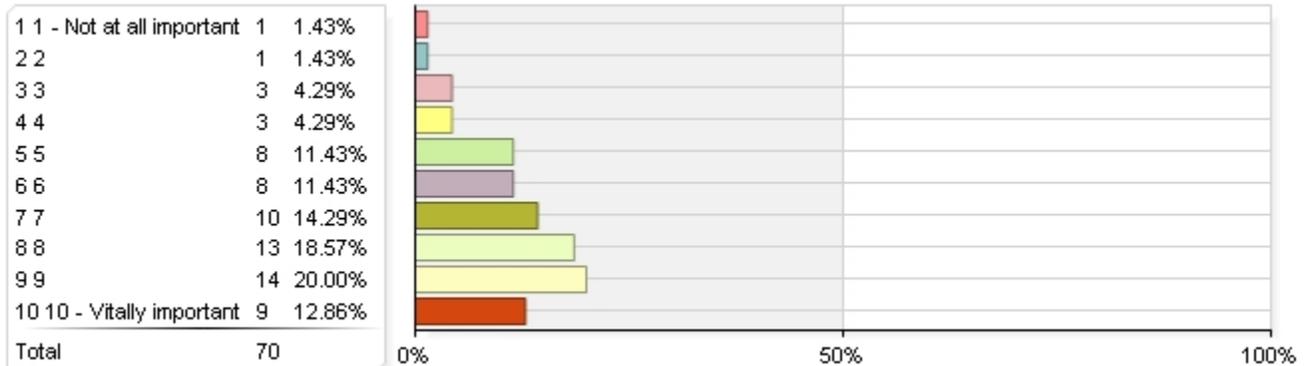
1 1 - Not at all important	1	1.39%
2 2	0	0.00%
3 3	0	0.00%
4 4	1	1.39%
5 5	5	6.94%
6 6	2	2.78%
7 7	7	9.72%
8 8	16	22.22%
9 9	23	31.94%
10 10 - Vitally important	17	23.61%
Total	72	



Statistics	Value
Response Count	72
Mean	8.28
Median	9.00
Mode	9
Standard Deviation	1.72
Standard Error (base on SD)	0.20

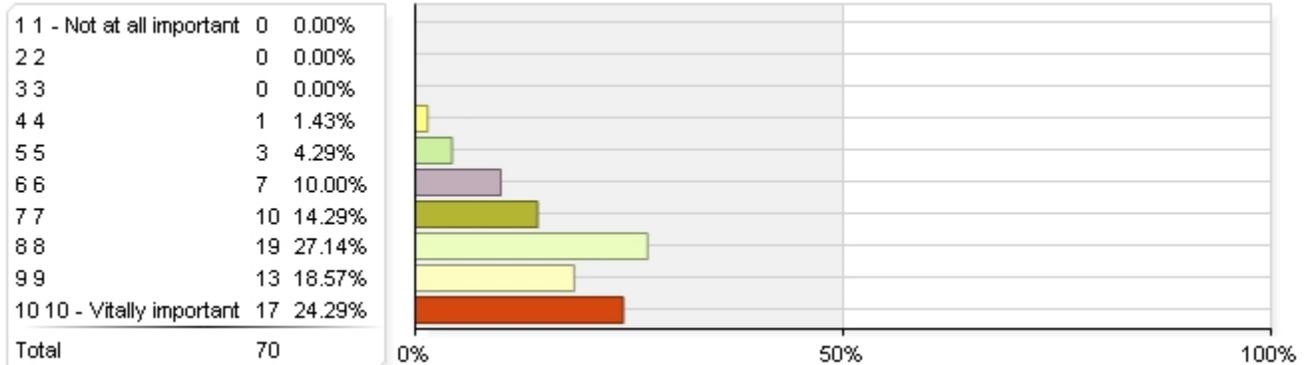
Which of these issues should become the most important institutional priorities for a new president? (continued)

17. Environmental sustainability



Statistics	Value
Response Count	70
Mean	7.17
Median	8.00
Mode	9
Standard Deviation	2.17
Standard Error (base on SD)	0.26

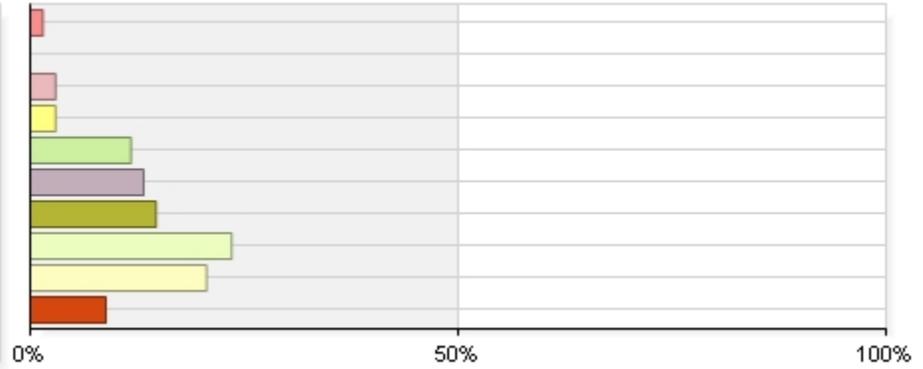
18. Community engagement



Statistics	Value
Response Count	70
Mean	8.14
Median	8.00
Mode	8
Standard Deviation	1.53
Standard Error (base on SD)	0.18

19. New facilities

1	1 - Not at all important	1	1.47%
2		0	0.00%
3		2	2.94%
4		2	2.94%
5		8	11.76%
6		9	13.24%
7		10	14.71%
8		16	23.53%
9		14	20.59%
10	10 - Vitally important	6	8.82%
Total		68	



Statistics	Value
Response Count	68
Mean	7.25
Median	8.00
Mode	8
Standard Deviation	1.93
Standard Error (base on SD)	0.23

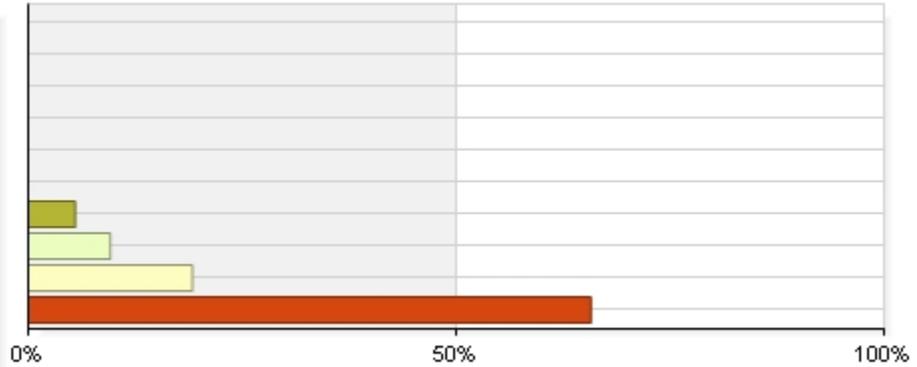
Please list any additional issues that should become the most important institutional priorities for a new president.

Comments
Transparency in future leadership searches.
Institutional Compliance Developing a environment of mutual trust and respect
Integrity, ethical, honest.
Supporting leadership development and capacity building at the University across all units and disciplines.
Development of consistent student and faculty policies and guidelines. I have found it frustrating that there is so much variance in unit. I know there are attempts to move unit polices back in alignment with University policies, but I still find this difficult and different from my experiences at other university environments. With shared governance comes shared responsibility.
Online learning Shared governance with faculty
Empathy to a difficult last two years, but ability to instill a hopeful vision for the university that reflects integrity and quality.
Entrepreneurial incentives for units in the areas of new programs and increased enrollment. Moving toward new ways of delivering education other than the traditional modes.
Reestablishing our brand and reputation.
program content and delivery that meets student needs and prepares them to be productive members of the Louisville / Kentucky community.
PARKING
Need additional faculty, but also facilities to house those faculty and the courses needed for the additional students we are seeing.
– Student centered focus. We need to be able to measure the student experience at UofL from all angles. Retention is the job of everyone. How are you going to have a messy, gross campus on Campus Preview Day and a spotless campus for ESPN College Gameday. It speaks to the university's priorities and it is not okay.
Commitment to charging everyone who works on campus with the responsibility for the student experience, retention, and success.
Integrity and academic excellence
I respect and support the work of our biomedical sciences and clinical operations, however personnel from the SOM are not good partners with other colleges within the university. Their is an attitude of superiority that should be addressed by the future president. Some personnel from the SOM have exacerbated this attitude since Dr. Postel has been interim and have gone as far as using his name to posture their positions on collaborative efforts.
Culture of compliance. Accessibility. Regular engagement with faculty, staff, and students. Visibility.

What are the areas of professional experience you would most like to see in the next president?

1. Leadership of complex organizations

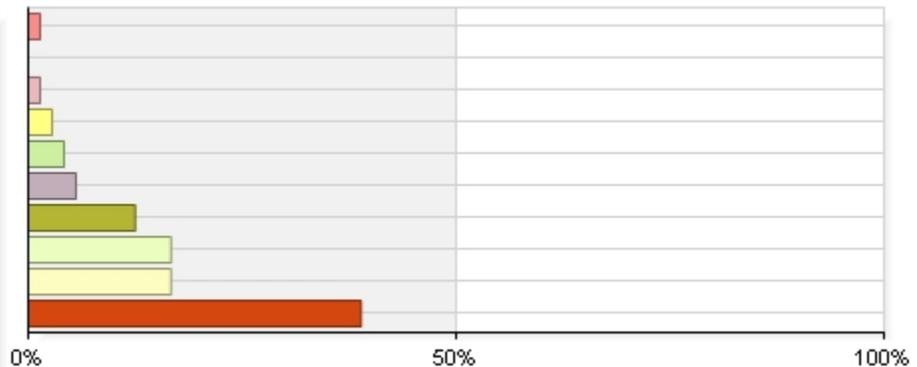
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	0	0.00%
6 6	0	0.00%
7 7	4	5.48%
8 8	7	9.59%
9 9	14	19.18%
10 10 - Vitally important	48	65.75%
Total	73	



Statistics	Value
Response Count	73
Mean	9.45
Median	10.00
Mode	10
Standard Deviation	0.88
Standard Error (base on SD)	0.10

2. Background in academia

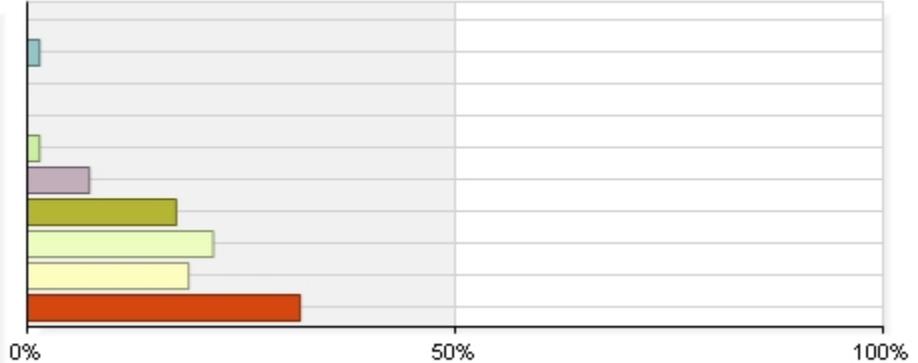
1 1 - Not at all important	1	1.39%
2 2	0	0.00%
3 3	1	1.39%
4 4	2	2.78%
5 5	3	4.17%
6 6	4	5.56%
7 7	9	12.50%
8 8	12	16.67%
9 9	12	16.67%
10 10 - Vitally important	28	38.89%
Total	72	



Statistics	Value
Response Count	72
Mean	8.31
Median	9.00
Mode	10
Standard Deviation	1.97
Standard Error (base on SD)	0.23

3. Understanding of academic research across the full breadth of disciplines

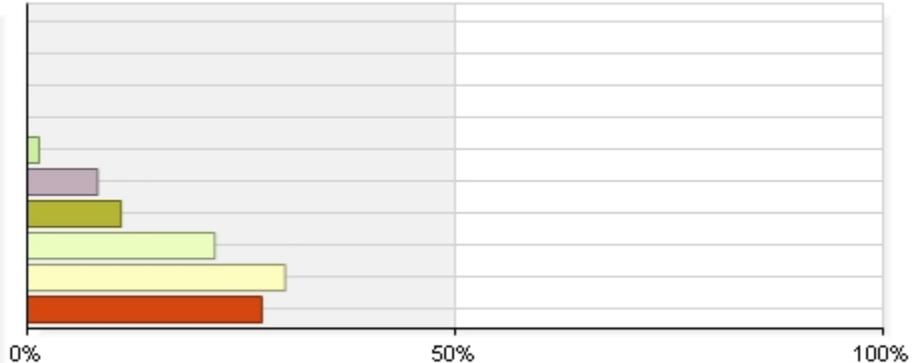
1 1 - Not at all important	0	0.00%
2 2	1	1.45%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.45%
6 6	5	7.25%
7 7	12	17.39%
8 8	15	21.74%
9 9	13	18.84%
10 10 - Vitally important	22	31.88%
Total	69	



Statistics	Value
Response Count	69
Mean	8.38
Median	9.00
Mode	10
Standard Deviation	1.57
Standard Error (base on SD)	0.19

4. Fundraising experience/philanthropy

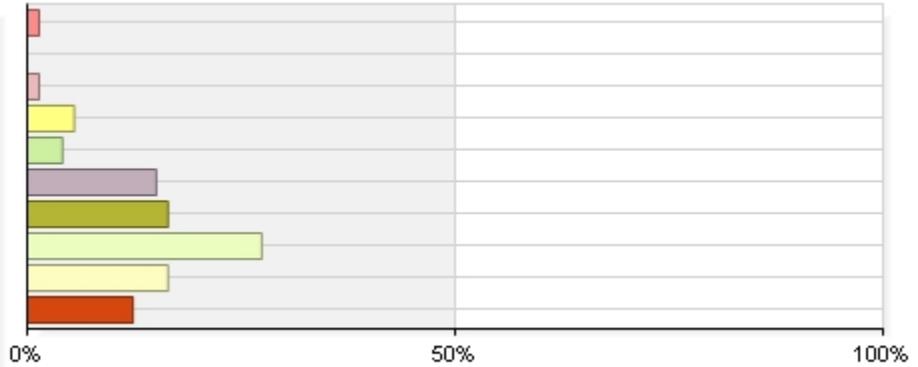
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.37%
6 6	6	8.22%
7 7	8	10.96%
8 8	16	21.92%
9 9	22	30.14%
10 10 - Vitally important	20	27.40%
Total	73	



Statistics	Value
Response Count	73
Mean	8.53
Median	9.00
Mode	9
Standard Deviation	1.30
Standard Error (base on SD)	0.15

5. Public service experience

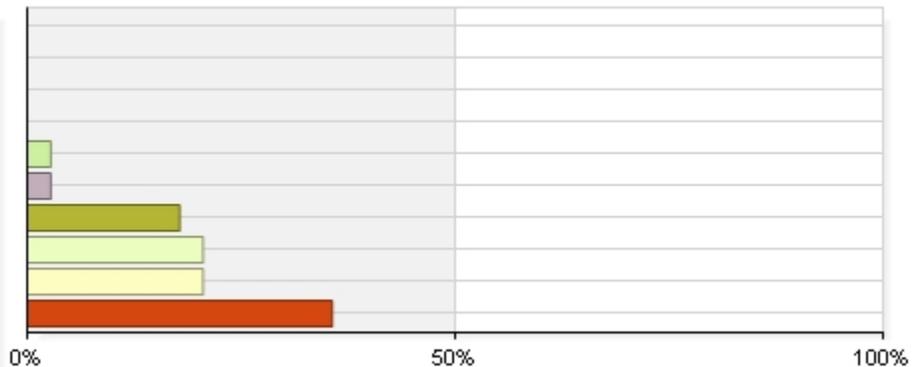
1 1 - Not at all important	1	1.37%
2 2	0	0.00%
3 3	1	1.37%
4 4	4	5.48%
5 5	3	4.11%
6 6	11	15.07%
7 7	12	16.44%
8 8	20	27.40%
9 9	12	16.44%
10 10 - Vitally important	9	12.33%
Total	73	



Statistics	Value
Response Count	73
Mean	7.44
Median	8.00
Mode	8
Standard Deviation	1.85
Standard Error (base on SD)	0.22

6. Understanding of higher education funding and budget models

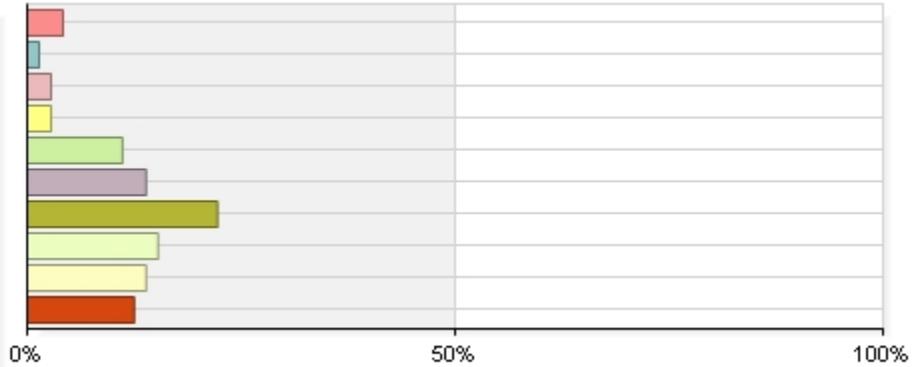
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	2	2.74%
6 6	2	2.74%
7 7	13	17.81%
8 8	15	20.55%
9 9	15	20.55%
10 10 - Vitally important	26	35.62%
Total	73	



Statistics	Value
Response Count	73
Mean	8.60
Median	9.00
Mode	10
Standard Deviation	1.35
Standard Error (base on SD)	0.16

7. Experience outside of academia

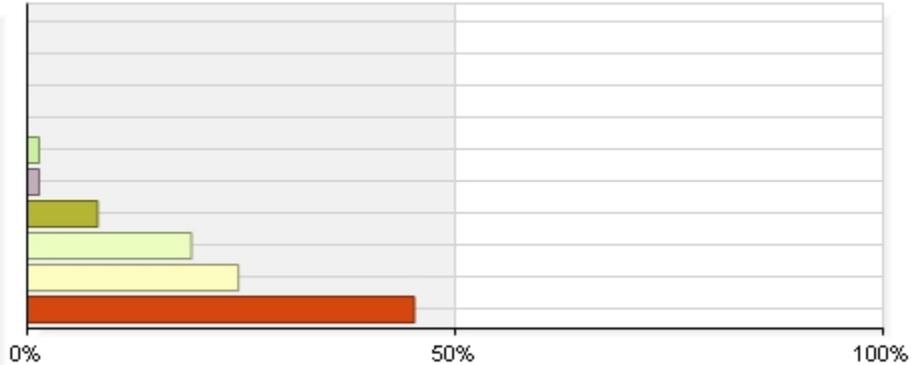
1 1 - Not at all important	3	4.17%
2 2	1	1.39%
3 3	2	2.78%
4 4	2	2.78%
5 5	8	11.11%
6 6	10	13.89%
7 7	16	22.22%
8 8	11	15.28%
9 9	10	13.89%
10 10 - Vitally important	9	12.50%
Total	72	



Statistics	Value
Response Count	72
Mean	6.93
Median	7.00
Mode	7
Standard Deviation	2.24
Standard Error (base on SD)	0.26

8. Deep knowledge of challenges facing public higher education

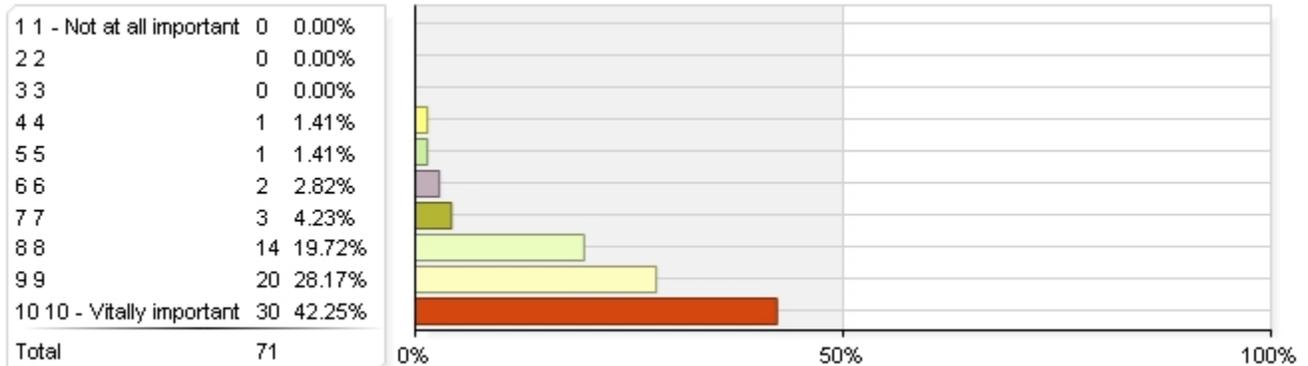
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.37%
6 6	1	1.37%
7 7	6	8.22%
8 8	14	19.18%
9 9	18	24.66%
10 10 - Vitally important	33	45.21%
Total	73	



Statistics	Value
Response Count	73
Mean	9.00
Median	9.00
Mode	10
Standard Deviation	1.15
Standard Error (base on SD)	0.14

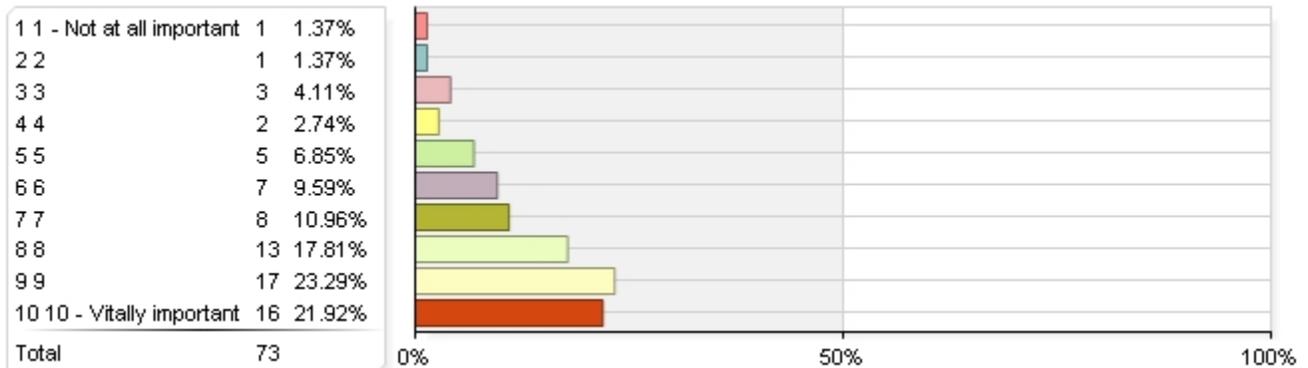
What are the areas of professional experience you would most like to see in the next president? (continued)

9. Experience with collaborative models of decision-making and leadership



Statistics	Value
Response Count	71
Mean	8.93
Median	9.00
Mode	10
Standard Deviation	1.28
Standard Error (base on SD)	0.15

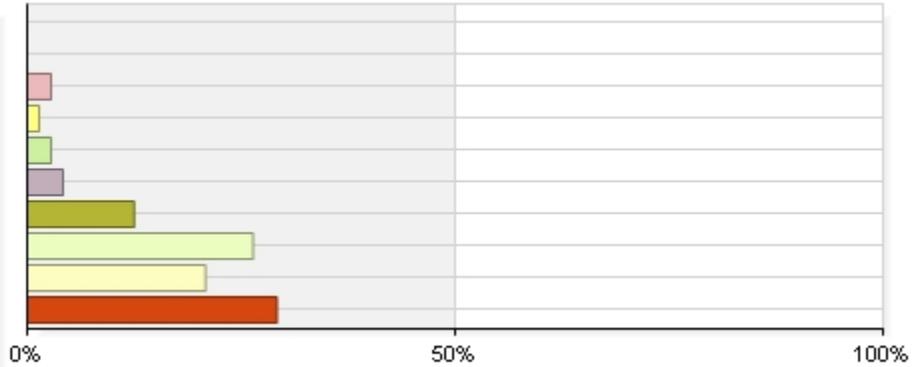
10. Knowledge of health and biomedical sciences/clinical operations



Statistics	Value
Response Count	73
Mean	7.67
Median	8.00
Mode	9
Standard Deviation	2.19
Standard Error (base on SD)	0.26

11. Understanding of diversity, inclusion, and equity

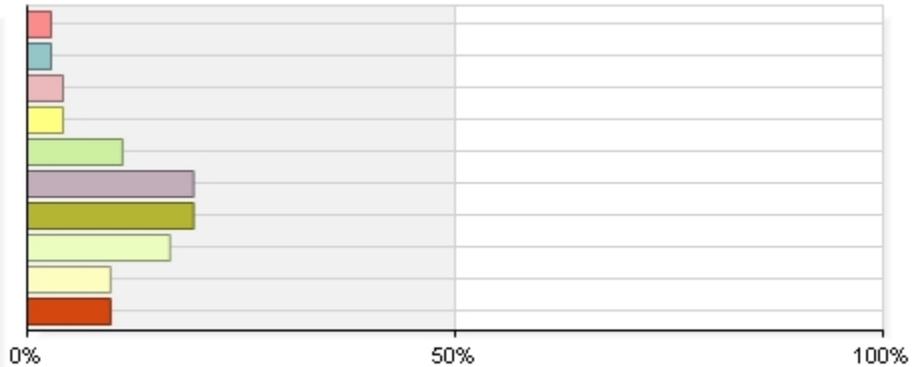
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	2	2.78%
4 4	1	1.39%
5 5	2	2.78%
6 6	3	4.17%
7 7	9	12.50%
8 8	19	26.39%
9 9	15	20.83%
10 10 - Vitally important	21	29.17%
Total	72	



Statistics	Value
Response Count	72
Mean	8.31
Median	8.50
Mode	10
Standard Deviation	1.67
Standard Error (base on SD)	0.20

12. Knowledge of intercollegiate athletics

1 1 - Not at all important	2	2.78%
2 2	2	2.78%
3 3	3	4.17%
4 4	3	4.17%
5 5	8	11.11%
6 6	14	19.44%
7 7	14	19.44%
8 8	12	16.67%
9 9	7	9.72%
10 10 - Vitally important	7	9.72%
Total	72	



Statistics	Value
Response Count	72
Mean	6.64
Median	7.00
Mode	6, 7
Standard Deviation	2.18
Standard Error (base on SD)	0.26

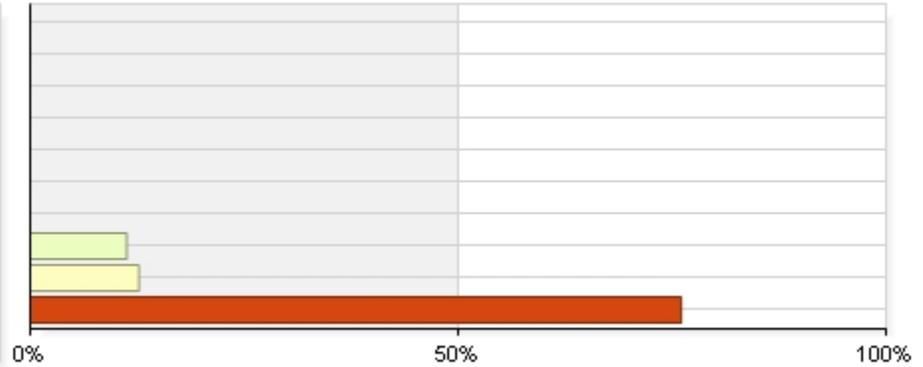
Please list any additional areas of professional experience you would most like to see in the next president.

Comments
Involvement and support of shared governance Crisis Management Being able to identify and connect with multiple campus constituencies
Experience running a business. Most of the challenges that are facing higher education could be addressed more efficiently by a business minded professional.
Ability to successfully relate to and support alumni (as part of advancement and development). Support for 21st Century models of teaching and learning, including Distance Education. Ability to successfully and dynamically lead the University's leadership team and represent the University at the highest quality level.
Public universities and funding challenges
Ability to get people to talk to each other and try to understand different viewpoints.
A strong history of engaging with the external community stakeholders
Leadership skills including: Holding and communicating a clear vision for a sustainable future for the organization Change management (particularly the soft stuff) experience Team building / delegating / holding people accountable
An understanding that what works well for one unit, may not be as effective (or apply at all) for another unit.
Someone who has a good grasp on educational policy and how it can limit student success. Someone who is not afraid to challenge Frankfort. Eti
experience building a community – bringing stakeholders together to solve complex challenges.
Send the last president to jail
Areas that I rated lower are those areas the President of UL can provide oversight by hiring the best.
Proven ethical behavior. Shaking up politically charged environment.
Development and implementation of a strategic vision/plan. Ability to succeed in challenging times (especially budget). Ability to take heat and stay the course.

What are the most important personal characteristics for the next president to have in order to be successful?

1. Good judgement and decision-making skills

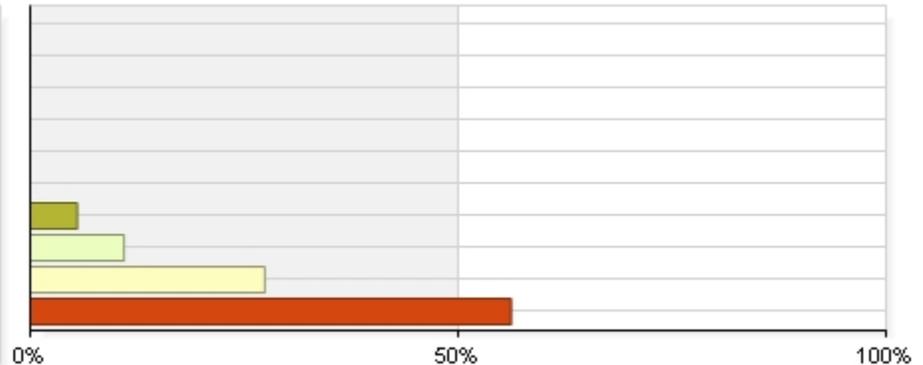
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	0	0.00%
6 6	0	0.00%
7 7	0	0.00%
8 8	8	11.27%
9 9	9	12.68%
10 10 - Vitally important	54	76.06%
Total	71	



Statistics	Value
Response Count	71
Mean	9.65
Median	10.00
Mode	10
Standard Deviation	0.68
Standard Error (base on SD)	0.08

2. Effective spokesperson able to articulate a compelling vision

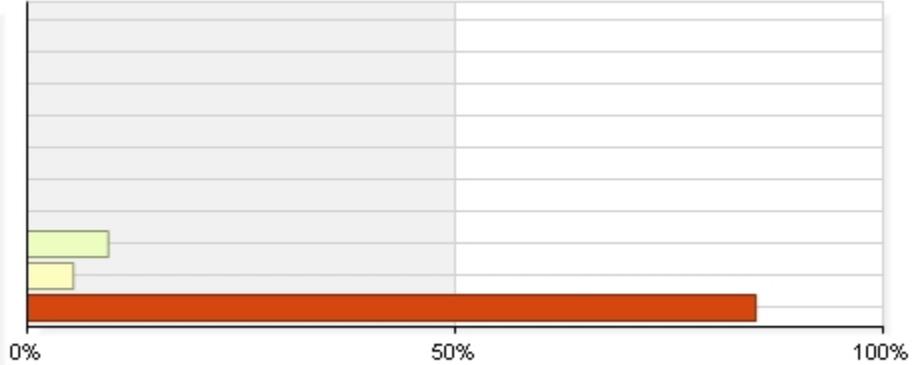
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	0	0.00%
6 6	0	0.00%
7 7	4	5.48%
8 8	8	10.96%
9 9	20	27.40%
10 10 - Vitally important	41	56.16%
Total	73	



Statistics	Value
Response Count	73
Mean	9.34
Median	10.00
Mode	10
Standard Deviation	0.89
Standard Error (base on SD)	0.10

3. Honesty, trustworthiness, and ethical integrity

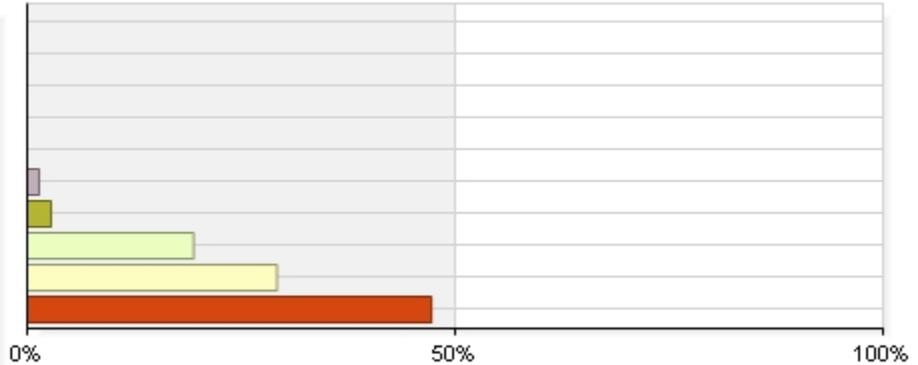
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	0	0.00%
6 6	0	0.00%
7 7	0	0.00%
8 8	7	9.46%
9 9	4	5.41%
10 10 - Vitally important	63	85.14%
Total	74	



Statistics	Value
Response Count	74
Mean	9.76
Median	10.00
Mode	10
Standard Deviation	0.62
Standard Error (base on SD)	0.07

4. Forward thinking, creative, innovative

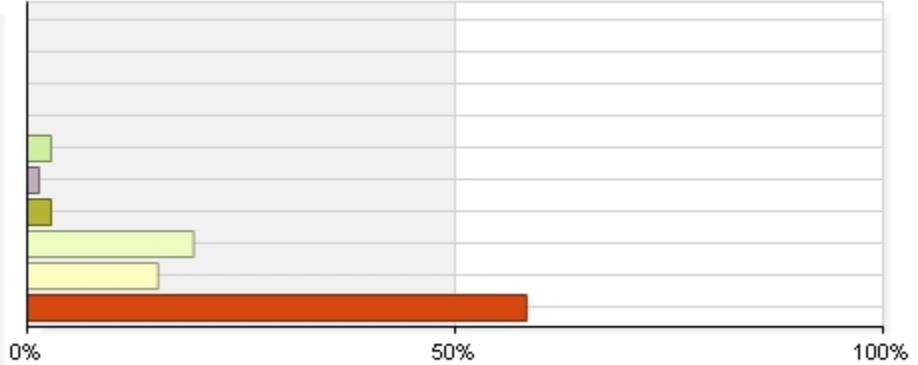
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	0	0.00%
6 6	1	1.39%
7 7	2	2.78%
8 8	14	19.44%
9 9	21	29.17%
10 10 - Vitally important	34	47.22%
Total	72	



Statistics	Value
Response Count	72
Mean	9.18
Median	9.00
Mode	10
Standard Deviation	0.94
Standard Error (base on SD)	0.11

5. Commitment to academic mission

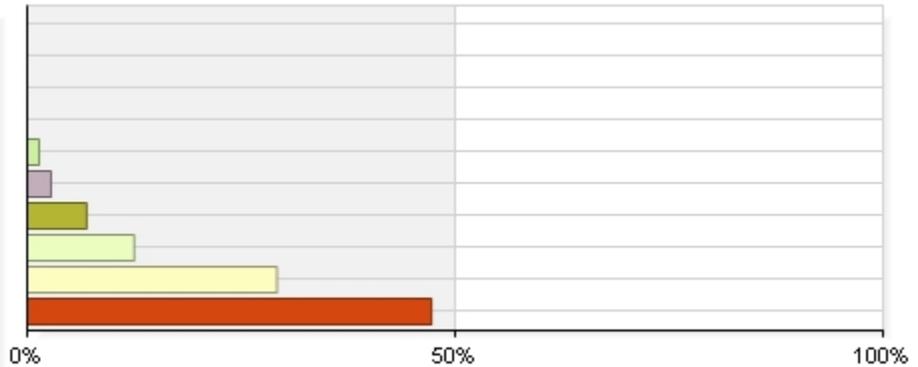
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	2	2.78%
6 6	1	1.39%
7 7	2	2.78%
8 8	14	19.44%
9 9	11	15.28%
10 10 - Vitally important	42	58.33%
Total	72	



Statistics	Value
Response Count	72
Mean	9.18
Median	10.00
Mode	10
Standard Deviation	1.20
Standard Error (base on SD)	0.14

6. People skills

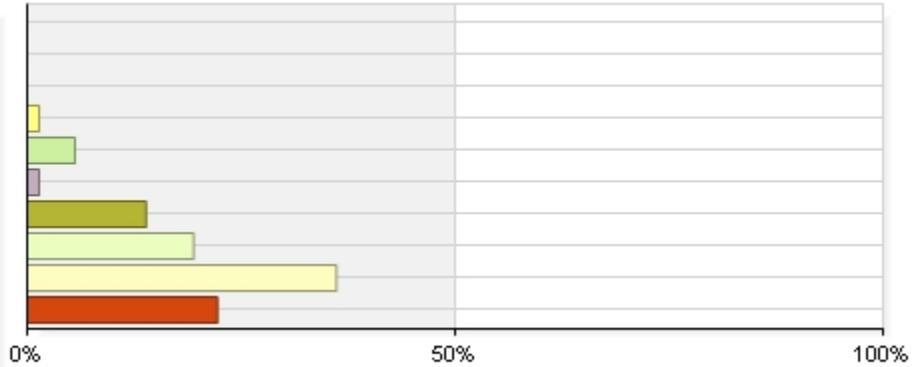
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.39%
6 6	2	2.78%
7 7	5	6.94%
8 8	9	12.50%
9 9	21	29.17%
10 10 - Vitally important	34	47.22%
Total	72	



Statistics	Value
Response Count	72
Mean	9.07
Median	9.00
Mode	10
Standard Deviation	1.17
Standard Error (base on SD)	0.14

7. Commitment to principles of shared governance

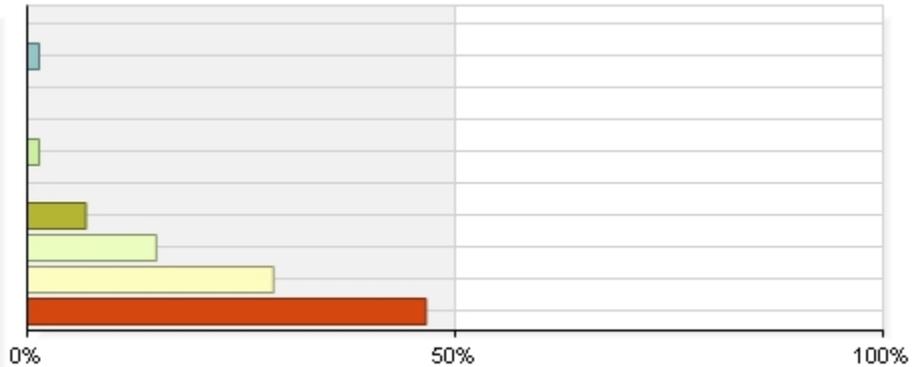
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	1	1.39%
5 5	4	5.56%
6 6	1	1.39%
7 7	10	13.89%
8 8	14	19.44%
9 9	26	36.11%
10 10 - Vitally important	16	22.22%
Total	72	



Statistics	Value
Response Count	72
Mean	8.42
Median	9.00
Mode	9
Standard Deviation	1.42
Standard Error (base on SD)	0.17

8. Ambition to advance the university

1 1 - Not at all important	0	0.00%
2 2	1	1.37%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.37%
6 6	0	0.00%
7 7	5	6.85%
8 8	11	15.07%
9 9	21	28.77%
10 10 - Vitally important	34	46.58%
Total	73	

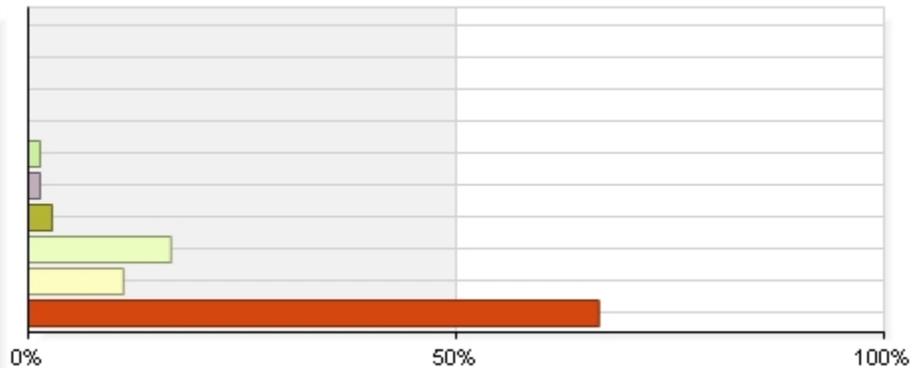


Statistics	Value
Response Count	73
Mean	9.03
Median	9.00
Mode	10
Standard Deviation	1.34
Standard Error (base on SD)	0.16

What are the most important personal characteristics for the next president to have in order to be successful? (continued)

9. Commitment to students (undergraduate, graduate, and professional)

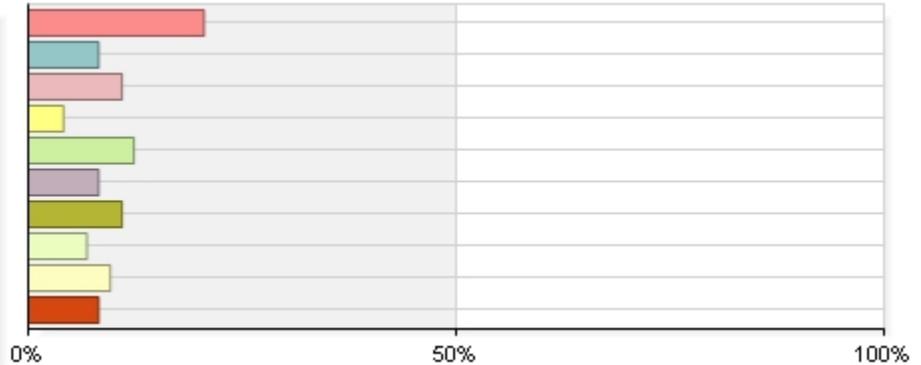
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	1.39%
6 6	1	1.39%
7 7	2	2.78%
8 8	12	16.67%
9 9	8	11.11%
10 10 - Vitally important	48	66.67%
Total	72	



Statistics	Value
Response Count	72
Mean	9.35
Median	10.00
Mode	10
Standard Deviation	1.09
Standard Error (base on SD)	0.13

10. Prior connection to UofL

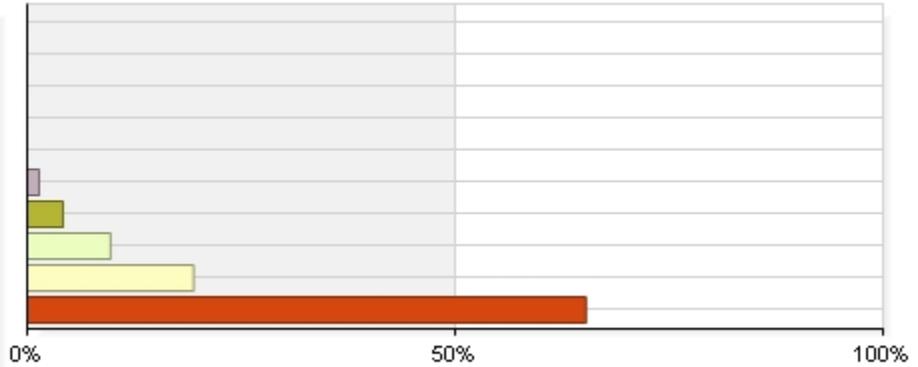
1 1 - Not at all important	15	20.55%
2 2	6	8.22%
3 3	8	10.96%
4 4	3	4.11%
5 5	9	12.33%
6 6	6	8.22%
7 7	8	10.96%
8 8	5	6.85%
9 9	7	9.59%
10 10 - Vitally important	6	8.22%
Total	73	



Statistics	Value
Response Count	73
Mean	4.97
Median	5.00
Mode	1
Standard Deviation	3.06
Standard Error (base on SD)	0.36

11. Leadership skills

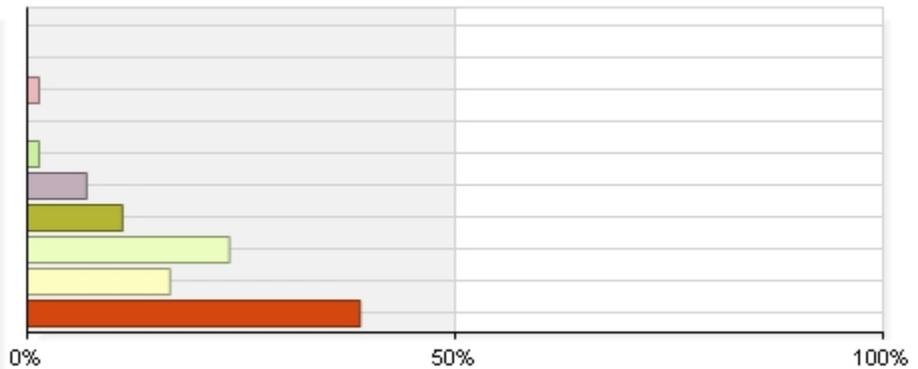
1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	0	0.00%
6 6	1	1.39%
7 7	3	4.17%
8 8	7	9.72%
9 9	14	19.44%
10 10 - Vitally important	47	65.28%
Total	72	



Statistics	Value
Response Count	72
Mean	9.43
Median	10.00
Mode	10
Standard Deviation	0.93
Standard Error (base on SD)	0.11

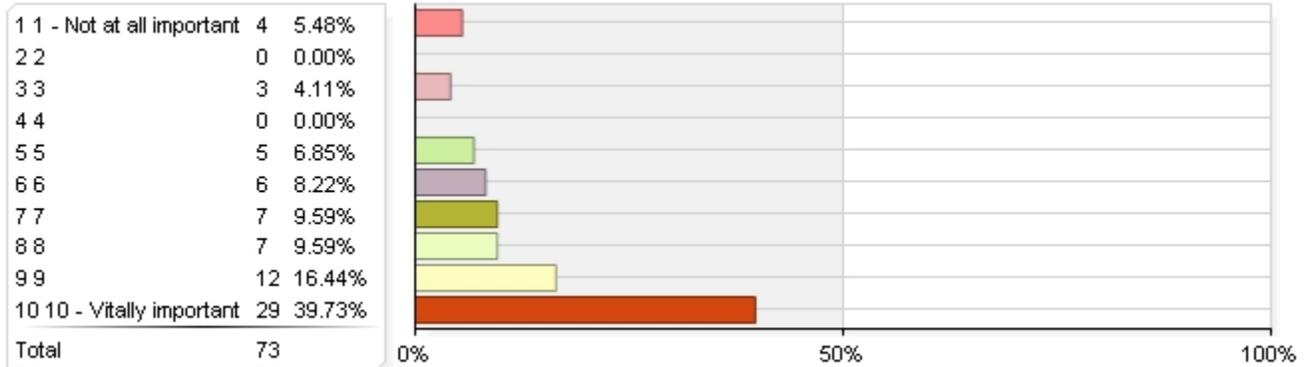
12. Commitment to diversity, inclusion, and equity

1 1 - Not at all important	0	0.00%
2 2	0	0.00%
3 3	1	1.39%
4 4	0	0.00%
5 5	1	1.39%
6 6	5	6.94%
7 7	8	11.11%
8 8	17	23.61%
9 9	12	16.67%
10 10 - Vitally important	28	38.89%
Total	72	



Statistics	Value
Response Count	72
Mean	8.58
Median	9.00
Mode	10
Standard Deviation	1.51
Standard Error (base on SD)	0.18

13. Willingness to participate in open campus interviews



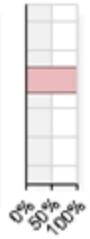
Statistics	Value
Response Count	73
Mean	7.90
Median	9.00
Mode	10
Standard Deviation	2.57
Standard Error (base on SD)	0.30

Please list any additional personal characteristics for the next president to have in order to be successful.

Comments
With all the turmoil and lack of trust it would be beneficial to hire someone that already has some connection and devotion to UofL. The next President needs to rebuild the broken trust with faculty, staff, students, alumni and the community.
High level of energy. Willingness to make difficult decisions and lead the University through such times, with campus morale and climate intact or, ideally, improved.
Shared governance is a mutual responsibility
Background at a similar institution Young and willing to FIX our COMPLEX PROBLEMS Ability to nurture and create a pipeline for young leaders to grow at UofL
Understanding of conflict of interest and fiduciary duty
Integrity and high ethical standards. Walks the talk.
Ability to inspire others to accomplish more than they believe is possible.
Ability to engage a diverse community of individuals
thick skinned balanced perspective what a nice message if we had a woman or minority
Ambition to advance the university is not what we need right now, it's what got us into this mess. Improving the student experience should be the #1 priority.
Commitment to building relationships across stakeholders; we do not need ambition to advance the university in the normal "advance the university" conversation – we need ambition to define and embrace who we are based on the students we serve and how we can best serve those students and the communities of Louisville/Kentuckiana/Kentucky – let's focus on who we are and what we can do really well instead of trying to be someone else.
Desire and ability to interact with anyone on campus. Motivator. Good listener. Desire and ability to take criticism.

What is your primary role at UofL?

1 Full-time faculty	0	0.00%
2 Part-time faculty (includes lecturers, instructors, adjuncts, etc.)	0	0.00%
3 Administrator	74	100.00%
4 Full-time staff (P&A; exempt)	0	0.00%
5 Full-time staff (hourly; non-exempt)	0	0.00%
6 Part-time staff (Any employee whose primary appointment is neither faculty nor an administrator, whose total FTE is less than 1.0.)	0	0.00%
Total	74	



Fall 2017 Presidential Search Survey Faculty Only Report (DRAFT)

Report Comments

Overall Project Audience 9762
Faculty Responses Received 755
Response Ratio 7.73%

Faculty Project Audience 2,382
Faculty Responses Received 755
Response Ratio 31.7%

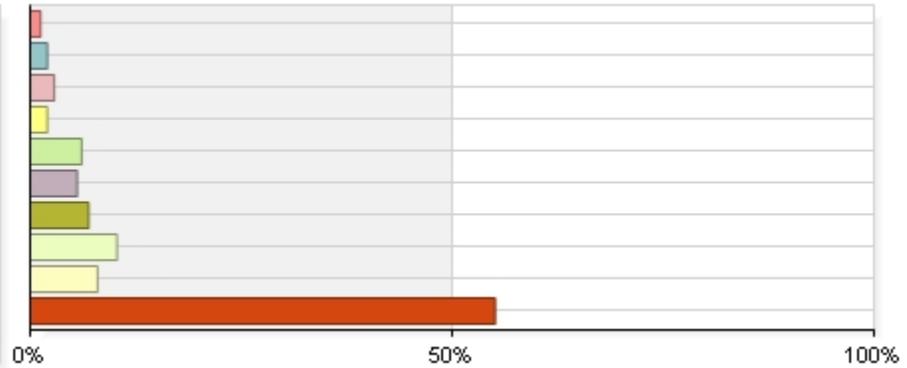
This report contains the responses from faculty only. This includes full-time faculty and part-time faculty (lecturers, instructors, adjuncts, etc.)

Prepared by IE Survey
Creation Date Mon, Nov 13, 2017

When you think of the University of Louisville, which themes most powerfully express our identity?

1. Academic excellence (teaching and research)

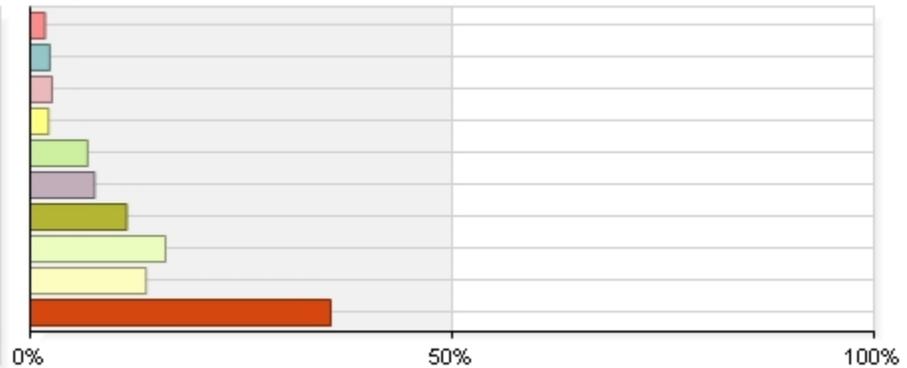
1 1 - Not at all important	9	1.22%
2 2	15	2.03%
3 3	21	2.84%
4 4	15	2.03%
5 5	45	6.09%
6 6	41	5.55%
7 7	51	6.90%
8 8	76	10.28%
9 9	59	7.98%
10 10 - Vitally important	407	55.07%
Total	739	



Statistics	Value
Response Count	739
Mean	8.39
Median	10.00
Mode	10
Standard Deviation	2.31
Standard Error (base on SD)	0.09

2. Diversity, inclusion, and equity

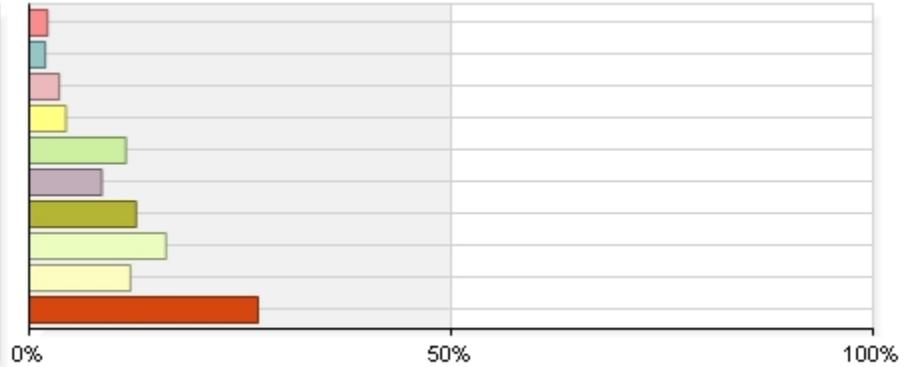
1 1 - Not at all important	13	1.77%
2 2	17	2.31%
3 3	19	2.58%
4 4	16	2.17%
5 5	50	6.79%
6 6	56	7.61%
7 7	84	11.41%
8 8	118	16.03%
9 9	101	13.72%
10 10 - Vitally important	262	35.60%
Total	736	



Statistics	Value
Response Count	736
Mean	7.90
Median	8.00
Mode	10
Standard Deviation	2.30
Standard Error (base on SD)	0.08

3. Commitment to undergraduate liberal arts education

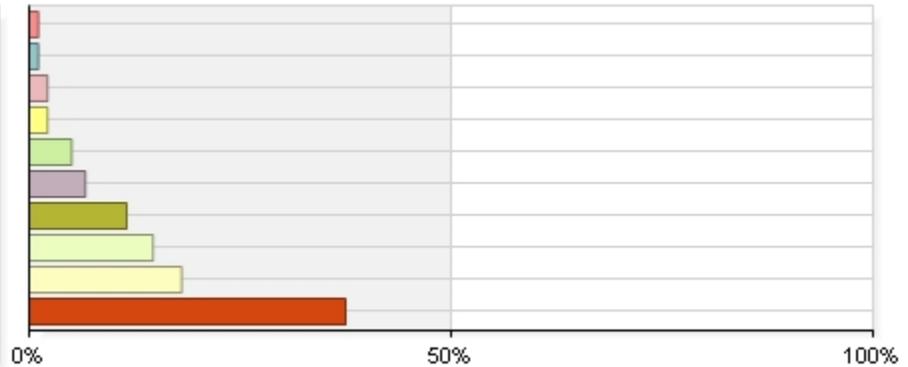
1 1 - Not at all important	16	2.18%
2 2	14	1.91%
3 3	26	3.54%
4 4	32	4.36%
5 5	84	11.44%
6 6	63	8.58%
7 7	93	12.67%
8 8	119	16.21%
9 9	88	11.99%
10 10 - Vitally important	199	27.11%
Total	734	



Statistics	Value
Response Count	734
Mean	7.40
Median	8.00
Mode	10
Standard Deviation	2.39
Standard Error (base on SD)	0.09

4. Strong professional/graduate schools

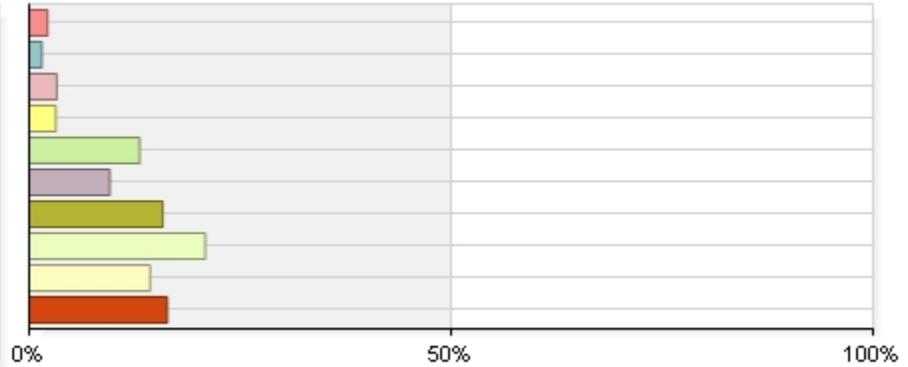
1 1 - Not at all important	8	1.09%
2 2	8	1.09%
3 3	16	2.17%
4 4	16	2.17%
5 5	37	5.03%
6 6	49	6.66%
7 7	85	11.55%
8 8	108	14.67%
9 9	133	18.07%
10 10 - Vitally important	276	37.50%
Total	736	



Statistics	Value
Response Count	736
Mean	8.19
Median	9.00
Mode	10
Standard Deviation	2.07
Standard Error (base on SD)	0.08

5. Alumni pride/loyalty

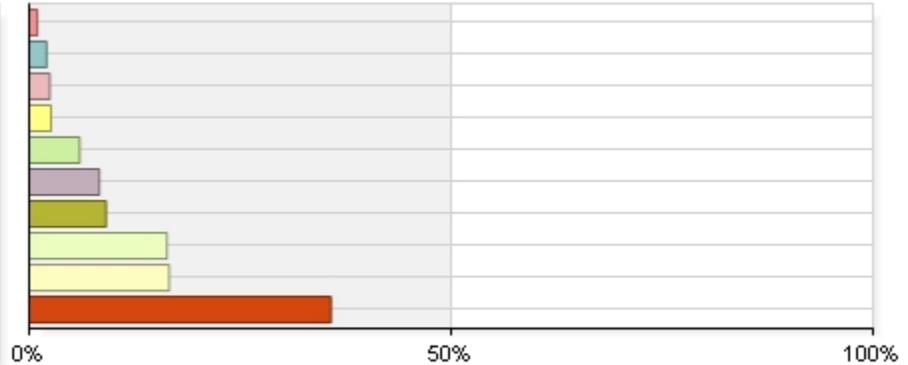
1 1 - Not at all important	16	2.18%
2 2	11	1.50%
3 3	24	3.27%
4 4	23	3.13%
5 5	96	13.08%
6 6	70	9.54%
7 7	116	15.80%
8 8	153	20.84%
9 9	105	14.31%
10 10 - Vitally important	120	16.35%
Total	734	



Statistics	Value
Response Count	734
Mean	7.20
Median	8.00
Mode	8
Standard Deviation	2.19
Standard Error (base on SD)	0.08

6. Research and discovery of new ideas

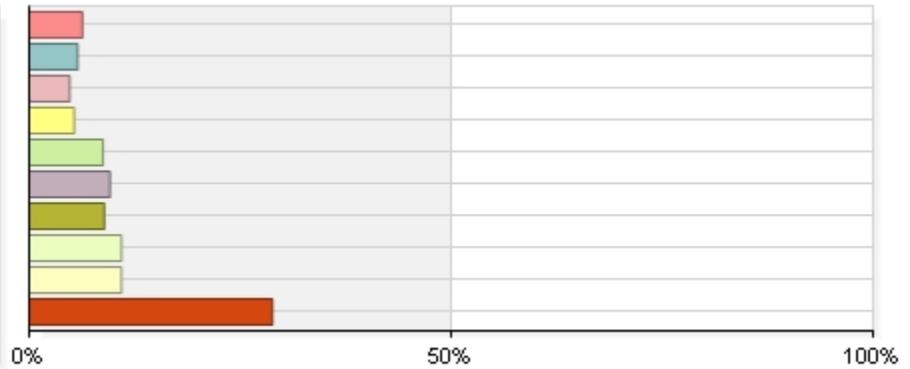
1 1 - Not at all important	7	0.95%
2 2	15	2.04%
3 3	18	2.45%
4 4	19	2.58%
5 5	44	5.98%
6 6	61	8.29%
7 7	67	9.10%
8 8	120	16.30%
9 9	122	16.58%
10 10 - Vitally important	263	35.73%
Total	736	



Statistics	Value
Response Count	736
Mean	8.03
Median	9.00
Mode	10
Standard Deviation	2.19
Standard Error (base on SD)	0.08

7. Shared governance

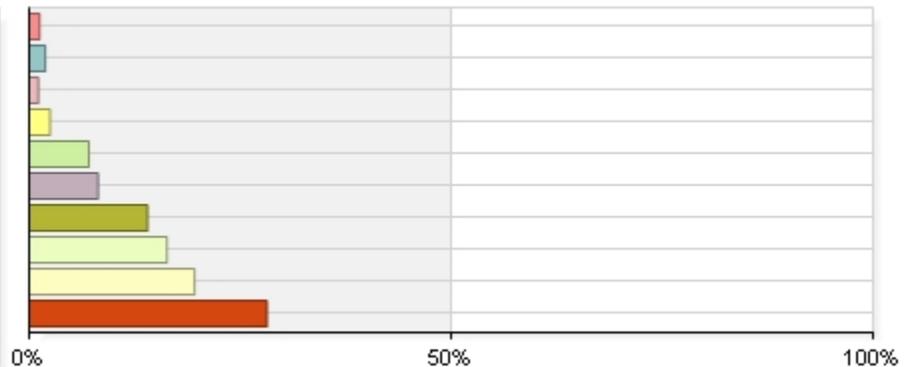
1 1 - Not at all important	46	6.28%
2 2	42	5.74%
3 3	35	4.78%
4 4	39	5.33%
5 5	64	8.74%
6 6	70	9.56%
7 7	65	8.88%
8 8	80	10.93%
9 9	80	10.93%
10 10 - Vitally important	211	28.83%
Total	732	



Statistics	Value
Response Count	732
Mean	6.91
Median	8.00
Mode	10
Standard Deviation	2.92
Standard Error (base on SD)	0.11

8. Health and biomedical sciences/clinical operations

1 1 - Not at all important	9	1.22%
2 2	14	1.90%
3 3	8	1.09%
4 4	18	2.45%
5 5	52	7.07%
6 6	60	8.16%
7 7	103	14.01%
8 8	120	16.33%
9 9	144	19.59%
10 10 - Vitally important	207	28.16%
Total	735	

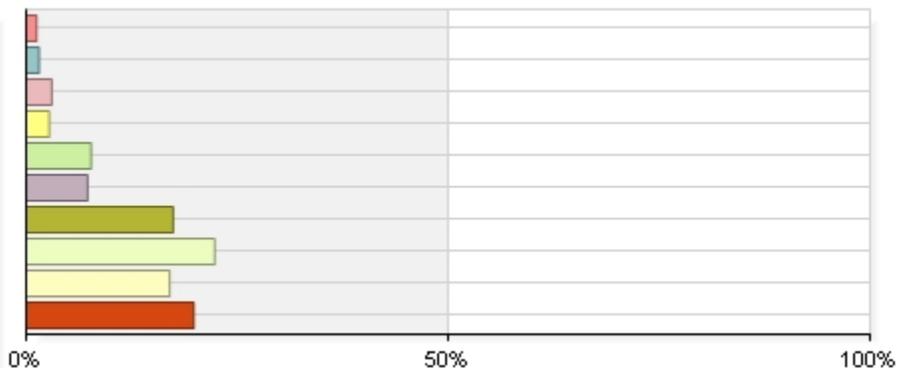


Statistics	Value
Response Count	735
Mean	7.89
Median	8.00
Mode	10
Standard Deviation	2.09
Standard Error (base on SD)	0.08

When you think of the University of Louisville, which themes most powerfully express our identity? (continued)

9. Community engagement

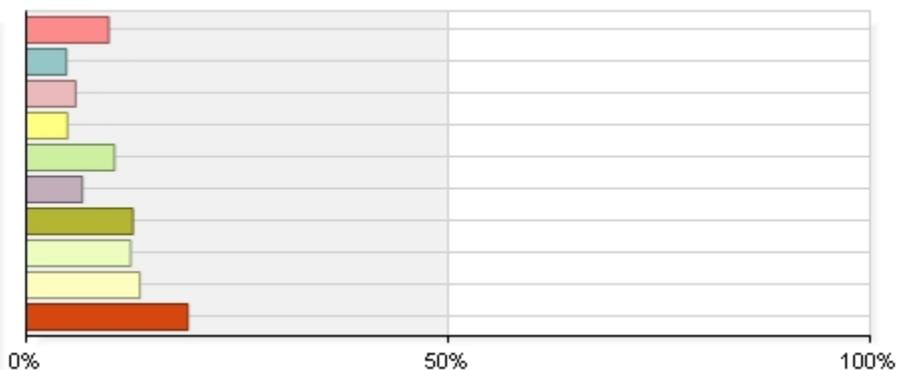
1 1 - Not at all important	9	1.23%
2 2	11	1.51%
3 3	22	3.01%
4 4	20	2.74%
5 5	56	7.67%
6 6	53	7.26%
7 7	127	17.40%
8 8	163	22.33%
9 9	124	16.99%
10 10 - Vitally important	145	19.86%
Total	730	



Statistics	Value
Response Count	730
Mean	7.58
Median	8.00
Mode	8
Standard Deviation	2.07
Standard Error (base on SD)	0.08

10. Intercollegiate athletics

1 1 - Not at all important	72	9.78%
2 2	35	4.76%
3 3	43	5.84%
4 4	36	4.89%
5 5	77	10.46%
6 6	49	6.66%
7 7	93	12.64%
8 8	91	12.36%
9 9	99	13.45%
10 10 - Vitally important	141	19.16%
Total	736	



Statistics	Value
Response Count	736
Mean	6.49
Median	7.00
Mode	10
Standard Deviation	2.95
Standard Error (base on SD)	0.11

Please list any additional themes that you think express our identity as the University of Louisville.

Comments

Comments

University of Louisville—because of its mismanagement and lack of shared governance—has become a national embarrassment and its priorities completely backward. The new president needs to reverse the incompetence and corruption of the last decade.

Innovation and Industry Engagement. Vitally important.

An institution that is run by administrators who are well educated, honest, transparent, collaborative and progressive to lead us in a 21st Century environment.

TRANSPARENCY

Collegiality, openness, and honesty.

Conducive environment to pursue academic excellence

This is a difficult table to interpret.

Shared governance is critical and SHOULD express our identity (should be 10). It is clearly vitally important. However, there is little apparent commitment to appropriate (best practice) shared governance at UofL (i.e., it is actually closer to a 1). Yet again, I could also answer according to what I think drives our identity with no consideration of whether the drivers are positive or negative influences.

Same with alumni pride. It is likely at an all-time low. So, do I give it a low score representing the negative reality; a high score based on positive aspirations; or a high score based on the reality without a positive/negative implication?

This search is invalid without transparency and openness.

not clear if this should be answered as "should be" or "actually is"

I listed things that I think are seen as our identity – but I do not think that they should necessarily be our identity. I think we need to prioritize academic research and currently there is too much emphasis on sports, then teaching, and then research. I think the only way we can continue to contribute in a unique way is if we continue to build our reputation as a research 1 university.

Not sure if you really mean which themes CURRENTLY APPEAR to express our identity or if you mean which themes SHOULD express our identity – I answered the latter.

I am uncertain about the scale being 'important'. I answered in terms of current general perception with 1 being 'disagree completely' and 10 being 'agree completely'. The aspirations are quite different.

The UofL themes making the news lately include corruption, athletics—come—first, scandals, coverups, golden parachutes, and ginormous salaries to scumbbag do—nothing employees.

Unfortunately, recently it has been scandal and misappropriation of funds with lack of transparency.

corruption, mismanagement, secrecy, mediocracy

Are you asking what DOES or what SHOULD? These are two entirely different questions.

What does: Basketball and scandal; what should: academics, diversity, community engagement

to clarify my responses above, we currently do have shared governance, thus it doesn't currently "powerfully express our identity." i do not necessarily think intercollegiate athletics is "vitally important" to our identity (I also do not think it's unimportant, but it does seem to be given out-sized attention and resources when compared to our academic mission) but I think it reflects our current identity very strong
OPEN THE SEARCH!!!!!!!!!!!!!!!

I'm assuming what you mean is identity as currently perceived, rather than the ideal. While the question seems to suggest the former, the standards "Not at all important" and "vitally important" suggest the latter. Because of this confusion, the results of this question may be muddled. (For example, I believe that a reputation earned for providing a high quality undergraduate education is "vitally important," and yet my current perception is that U of L's reputation is rather low in this category, and so I gave this question a score closer to the "not at all important" end of the scale.)

We need to have an identity of integrity above personal gain.

None of the preceding say UofL to me. When I see those letters, I think corrupt, scandal ridden, not at all democratic.

THE BOARD OF TRUSTEES APPARENTLY WANTS TO SELECT DR. POSTEL AS PRESIDENT. CONDUCT OPEN SEARCH!

Broken, mismanaged, vulnerable, athletics over academics, silos

developing new revenue streams

Comments

merit increases for top performers not just below–median salary faculty

I may type this in every open ended question box – the university has cast a wider net with online learners all around the world now. Not just on our Louisville based campuses. So we need a president from outside of Louisville with a great business and national perspective. Please get us out of St. Matthews which is essentially what is running the business right now. No more trinity high school. No more U of K people, think bigger than this city and state. We are a nationally recognized university. Stay the course with a national search and let Postel go.

Currently, corruption and scandal are the themes most strongly associated with our brand. We must embrace transparency going forward.

Urban/metropolitan mission

Political correctness, treating students like royalty, treating faculty like the hired help, pandering to the ghetto, catering to the least common denominator, & trying to be one of the better community colleges in Jefferson County. The previous administration decided that our "Signature Partnership" should be with the West End Ghetto, so this has become our Unique Selling Proposition! What can prospective students find at UofL that they can't find anywhere else? Umm... the GHETTO! (Ghettos are a dime a dozen, but the WEST END is right here in LOUISVILLE! If they ask what ELSE we have to offer, well, there's always Churchill Downs – it's even CLOSER than the ghetto!)

Transparency is imperative.

This is an odd question because it asks which most powerfully express our identity yet the answers are about important. I think our current identity is strong with athletics but I do not think it is vitally important to the university.

ranking do NOT indicated my priorities just how I believe we are identified.

are these themes we think currently express our identity or should express our identity?

Right now, the theme that ACTUALLY represents our identity is one of scandal and lack of transparency. We need to actively combat that identity.

I had trouble answering the above questions because while I think many of the themes are important for us to work toward, we are not there yet. UofL wants to be a Research–intensive university and identifies as such, but research intensive universities do things like provide travel funding for faculty (which we do NOT, many departments across the university have eliminated travel funding).

I don't know what this "express our identity" means. Is it what we want to be associated with or what we currently are. These are two different concepts right now.

The lack of shared governance, where all have a voice, is critical and certainly lacking at this time.

Must insist on participating in open campus interviews

continuous scandal, financial mismanagement, good 'ol boys club

OPEN THE SEARCH. Candidates with any sense of ethics will know coming here will bring a cloud with them and will not apply.

Inexcusable lack of transparency.

wish there were themes that actually did express UofL's identity, but as far as I can tell, the University is more concerned about the impression being conveyed than with the actual substance of themes that really matter. What most expresses the current identity of U of L is compliance which is the mentality of dotting every "i" and crossing every "t" more than anything else. This is also accompanied by not coloring out of the line, with the result that the status quo is firmly in place and unlikely to change. The U of L motto should be "We hire smart people and then make them follow stupid rules."

The trajectory of the past 20 years should continue so that UofL becomes even better, stronger, more of a destination school.

Metropolitan Mission

A place for first generation and non–traditional students to be nurtured and thrive; intellectual resource/thought leaders for the community

As of the current climate, the theme most representing UofL is the negative publicity in recent years. From colleagues all over the US, the impression is athletics is the dominant theme which has undermined our progress in the past decade to academic excellence.

Comments

Instead of being a laboratory for destructive and vile political correctness and liberalism, the University should focus on academic excellence. Currently, there is NO recognition or appreciation, at ANY level, for academic excellence. Everything the University does is aimed at promoting mediocrity and discouraging excellence. The reason is that NO ONE is held accountable for lack of excellence in this institution. They waste tons of money on evil, politically correct/liberal programs and then they tell us they have no money for programs/initiatives that promote academic excellence! Truly deplorable.

Transparency—something to which this search is not adhering

Open the presidential search to the public

- community engaged
- lack of transparency
- limited research infrastructure as a research 1 university
- too much emphasis on sports; this is a drain on resources

Metro/Urban studies, teaching, and community engagement. Small town feel in a large city university.

Note: question isn't clear. I answered what I think our identity or reputation is, not what I think it should be. I would prefer if community engagement, undergraduate education, was much higher and sports was much much lower.

No additional themes, per se, but I do feel that the themes most commonly used to identify U of L to the outside world (athletics in particular) are not the themes that SHOULD necessarily be our priority or the most important part of our "brand." I would much rather UofL be identified for its commitment to a robust undergraduate liberal arts education – but that is not currently the case.

Please note that above I have made selections based on how I think the community now see us. Bad press has hurt badly – obviously. Several years ago, my ranking would have been different. "Most powerfully" can unfortunately be because we are seen as good or as bad. Right now we are seen very day in the paper as athletics being or most important theme.

My responses to the above questions reflect how I think our identity is currently being expressed. I think we need to make major changes to our identity.

I am listing themes I would LIKE to see express our identity. Shared governance, for instance, is extremely important to me, but it does not seem to be valued by upper administrators. Moreover, athletics is definitely part of our identity, but I would prefer that academic excellence be more of a focus.

Competitive pay for faculty.....the present situation is ridiculous; the pay issue should be our highest priority!!!

Failure, graft, corruption, bad values, a hatred of all undergraduate programs that are not "income generating," embarrassment, minor league sports at all costs, a secondary or even a tertiary institution in the Commonwealth, not serious about academics. Not Postel.

I have answered this question on the assumption that it is asking what themes express our identity as it is currently viewed, as opposed to the themes I wish we expressed.

Aspirationally, I wish we were more focused on community engagement beyond clinical/medical practice, better known for academic excellence, more fully committed to diversity and equity and to liberal arts education.

Culture of integrity, engagement, resilience and compassion

Honesty, transparency

I really hope a significant effort goes into looking for an outside candidate which could bring a fresh approach to UofL.

It seems clear to me that our current identity in the public forum is expressed by corruption, dishonesty, and scandal. Therefore, themes of honesty, integrity, and transparency need to quickly become part of our new identity.

I really don't get this question.

Why is this a 10 point scale?

Your ask about identity; my responses reflect the situation in Fall 2017, when we are good at paying lip service and really bad at providing real encouragement for anything I would like to associate with an institution of higher ed.

Fiscal irresponsibility; lack of transparency; lack of financial and other support for the Humanities; little attempt to retain faculty who are dissatisfied with how things are going at U of L

Human decency among faculty

Successful athletics aide student recruitment and identity

Comments

This is a poorly worded question. I answered it based on how I think we are perceived, not what we should be. But this questions could be interpreted in a couple of ways. And are we talking about identity or image?

Striving to achieve recognition with limited resources.

Limited vision, limited perspective due to insider grown leadership.

Hesitant to implement bold, innovative approaches in academic programs

Intercollegiate athletics is a publicity drug. It can help, but it can also create gross inequity on campus and when it goes bad, it really goes bad. I am tired of the athletic tail wagging the University dog.

Total openness in governance.

To the local community U of L has gotten a reputation for crooked, self promoting leadership at the presidential, board, foundation, athletic Dept and coaching level. The focus is not on the best interest of the University. At the national level people are starting to think of U of L a synonymous with scandal.

Currently as you well know we are under scrutiny for several high level scandals with regard to finances and inappropriate recruitment of athletes. We need leadership that has ZERO TOLERANCE for such activities. Our Identity needs to immediately transform to one of inclusivity, honesty. The faculty need to be more valued than coaches– after all the students are here to learn and need full time faculty who have offices and are available for them, not part time faculty who are running between two or three institutions of higher learning!

A distinction should have been made between current identity and ideal identity. UofL's current identity is largely based on (1) excessive administrative pay; (2) corruption in the athletic program, and (3) political interference from the Bevin administration. None of those are part of our ideal identity.

Need to select a strong academic leader and not a corporate CEO. Great universities have leaders who understand what a university is. It is not an athletic program. There are enough sports activities at all levels outside of the University to satisfy all tastes. Large athletic programs sap the strength of the academic programs and attract fickle sports fans, most who have little or no connection or loyalty to the university that sponsors the sports activities. Look what athletics has done to UofL, and to many other universities. The selection / search committee should be required to read *The Game Of Life* by Bill Bowen (emeritus President of Princeton and Derek Bok emeritus President of Harvard). Both recipients of the prestigious Grawemeyer Award.

Education & learning

Well I wish you would have asked what IS our identity AND what identity do we want to strive for our urban mission, responsibility to the people of KY

This question is misleading. It asks what themes characterize UofL, but then provides a scale of importance. Those are different things. I may think academic excellence is a vitally important goal, but also that it is not something that I think expresses UofL's identity currently. Since this makes no sense, I gave everything a 5.

Commitment to better working conditions (including salary) for staff and faculty.

I'm not even sure how to answer this. Academic excellence, research and discovery, a strong health sciences community, and engagement and leadership within our community should be themes that express our identity. Unfortunately, I think that the reality is that our identity is tied up in intercollegiate athletics.

Arts and Culture

This question is somewhat imprecise...I'm answering as I perceive our identity currently, not necessarily what I would prefer to be the case.

What I listed is what I think the priorities SHOULD BE! Unfortunately, our reputation is just the opposite.

This question is very difficult to answer since many of the areas that I believe SHOULD powerfully express our identity are currently NOT being expressed at all.

It is a local (city) university foremost. Arts & Sciences is a teaching unit first, with research and scholarly work a second priority which does not get much if any funding or administrative support. It is an ACC university for athletics, but is not anywhere near ACC quality academically, and has not made becoming an academic peer of the ACC any priority.

Academic integrity. Free expression of ideas. Push back against speech codes and political intrusions into education.

Center of developmental excellence that may substantially contribute to raising the standards of living and life in a comparatively poor and underdeveloped state.

The question is not clear...are these what we want in the future or where we are now...typical example of the mediocrity of UL administration.

I think correcting our problems of ethics and integrity in terms of upper administration is a problem of identity that we

Comments

need to work on in terms of a presidential search.

I teach in the class room and mentor students. Almost 20 years as a part-time lecturer. That is the University identity.

As said score

Urban research university

But would add

Serving Kentucky and nearby areas

Excellence! Which includes professionalism and integrity

Urban mission

Welcoming

I voted for what I WANT to be our expressed identity. Our current expressed identity appears to be intercollegiate athletics and alumni pride/loyalty as 10s, with everything else closer to 4 except shared governance at 1.

Eccentric, eclectic, willing to challenge the status quo while taking on big ideas for our faculty, students and community. Aspiration is a big part of our culture. Louisville has to understand where we fit in and build upon longstanding strengths to reach appropriate acclaim.

Metropolitan – surrounded by communities with acute socio-economic issues that require our attention.

Must have education rather than athletics as a priority.

Riddled with cronyism and ruled by ultra-conservative Caucasian men over 50.

Poor governance influenced by profit-seeking.

Integrity, transparency

Creative Writing, Fine Arts, Theater Arts

Urban serving teaching and research.

Not sure I understood the question. I marked what I think is the current perception of UofL, not what I think we should strive for.

Compassionate. Responsible for local diverse population wellbeing. Engaged in regional and global care.

transparency

Value traditional values. Not going liberal without boundaries.

cross collaborations and collegiality, transparency in decision making

The new president MUST come from outside our campus to counter the recent history of scandals and insider dealings. He or she will have ZERO credibility otherwise.

The board's decision to conduct a private search is appalling. Why bother including "shared governance" above when this search ignores that?

A metro university committed to the development of the Louisville community

A university that welcomes immigrant students from other cultures and traditions

I answered this based on what has been priorities in the recent past, not what I wish the priorities would be.

Along with shared governance, open and transparent transactions of all sorts including the Presidential Search.

Transparency, accountability, ethics, fairness, competence, highly ranked institution

low faculty salaries

Faculty excellence in research and teaching.

Integrity

The successful candidate should have transparency, be a skilled communicator, have a track record fro encouraging funded research, and have a strong emphasis on shared governance. That candidate should set personal goals to attain every year, and utter and publish those. S/he should also "impose" a requirement for faculty setting their goals to be attained in a given year, and that candidate must acknowledge through financial award those outstanding faculty in every academic department/unit.

Board of Directors being graduates or people who care about UL. Not current Board; who cater to a billionaire who "bullies" the Board . How many people really care about UL?

Must have people free from political connections running Board.

Current Board has destroyed public percption for many people.

Comments

Must strive to be an excellent academic institution ; which it cannot with instructors telling students how to vote, etc. Athletics very important and this Board, particularly one or two have destroyed that perception. Board not listening to anyone except the billionaire , so what can you say. Who's the bully?

None

The current identity of the university is enveloped in negative press and controversy. The new president should be one that is invested in changing that public image while reforming the leadership structure.

The search should not be confidential. The faculty should be able to see the credentials.

Strong commitment to science and engineering education at the undergraduate and graduate level.

Secrecy

Bureaucracy

metropolitan university

****Student success****

Military supports

Adult Degree Completion

Unfortunately the university has been consumed with pushing a radical LGBTQ/"diversity" agenda seemingly rather than tending to its fundamental business of educating students, promoting scholarly work, and serving the state within which it exists. No wonder it has become the laughing stock of public universities.

Articulated academic mission

Premier metropolitan research university

Professional relationship with other tier 1 universities.

A strong emphasis on renewal and changing the corrupt practices of the past.

Integrity, honesty, superlative administration.

Dedication to the arts and humanities

My replies are what I think the identity/brand of the University currently is, not what I think it SHOULD be.

The identity selections above are aspirational; my neighbors' identity perceptions reflect various forms of malfeasance.

Scholarly achievement; national reputation

The question is unclear. I identified those attributes that ought to express UofL's identity but that may not currently serve that capacity. In general, I think a commitment to teaching and research is of paramount importance along with vital and effective share governance, particularly shared governance that has an influence and is determinative in university decision making.

The above answers reflect how I view UofL NOW.

These themes should also be included for the CURRENT view:

- Faculty and Staff Dedication and loyalty
- Uncertain mission Unclearly communicated
- Reactivity over Proactivity
- Insular and academically–Incestuous thinking
- Low prioritization of leadership excellence
- Defining Diversity exclusively by race/sex without regard for ideation

low national brand. As in the 1980s many people dont know if UofL is public or private. The national brand needs more developing EVEN though there may be championship winning seasons. The campus has to hire/develop marketing strategies that promote the campus–side of the university

Honesty, Professionalism and Integrity – lacking recently!

Interdisciplinary–linked in research and teaching

Not an answer to the question but a comment on the question itself:

How is a 1–10 not at all important–vitality important scale a measure of how powerfully a theme expresses our identity?

"I believe academic excellence vitally importantly most powerfully expresses our identity" ...what?

Independent, innovative

We are seen as corrupt

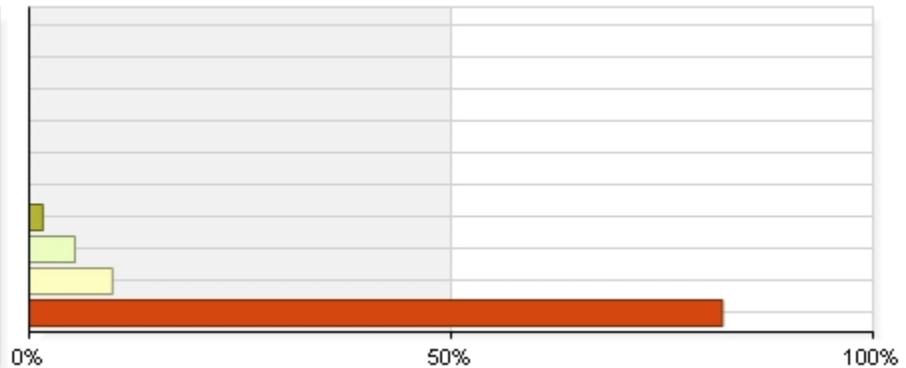
No one from the inside should be President

Comments
How to keep research productive people in our school
Corrupt governance, lack of transparency, poor salaries, lack of funding for research.
The more we can distance ourselves from athletics, the better. They have done so much damage to our image.
Transparency, integrity and rigor in all areas
strong student/faculty/staff support programs outside of the classroom
I don't think the scale of "importance" fits with the question which themes express our identity. For example, I would say intercollegiate athletics is one of the most powerful themes, but I don't think it's "vitally important". So I gave everything 6. I can't reconcile the question and scale.
Do not hire this guy he is a con
Right now, unethical. We need to improve the ethical identity of the university.
Engineering!
Honesty, transparency, immaculate ethical behavior

Which of these issues should become the most important institutional priorities for a new president?

1. Institutional and academic excellence

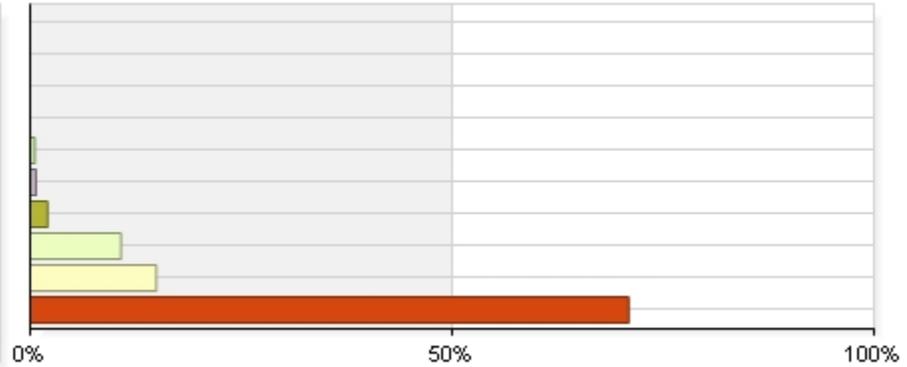
1	1 - Not at all important	2	0.27%
2	2	0	0.00%
3	3	0	0.00%
4	4	0	0.00%
5	5	3	0.41%
6	6	2	0.27%
7	7	12	1.62%
8	8	40	5.41%
9	9	73	9.86%
10	10 - Vitally important	608	82.16%
Total		740	



Statistics	Value
Response Count	740
Mean	9.69
Median	10.00
Mode	10
Standard Deviation	0.85
Standard Error (base on SD)	0.03

2. Recruiting and retaining quality faculty

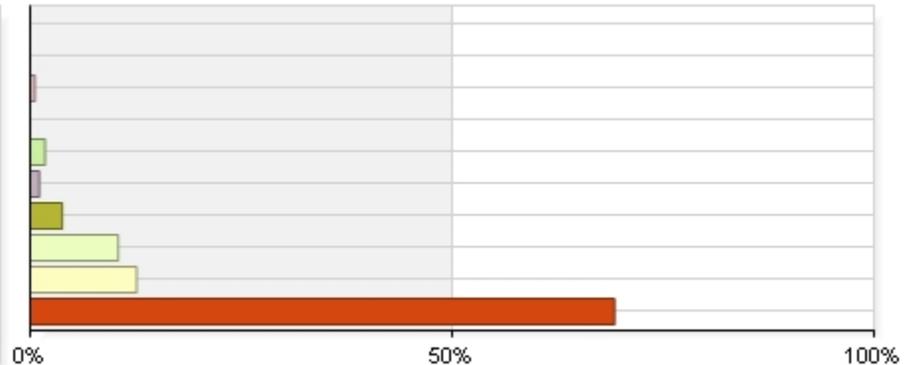
1 1 - Not at all important	1	0.14%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	4	0.54%
6 6	5	0.68%
7 7	15	2.04%
8 8	79	10.73%
9 9	110	14.95%
10 10 - Vitally important	522	70.92%
Total	736	



Statistics	Value
Response Count	736
Mean	9.51
Median	10.00
Mode	10
Standard Deviation	0.94
Standard Error (base on SD)	0.03

3. Transparency in decision-making processes

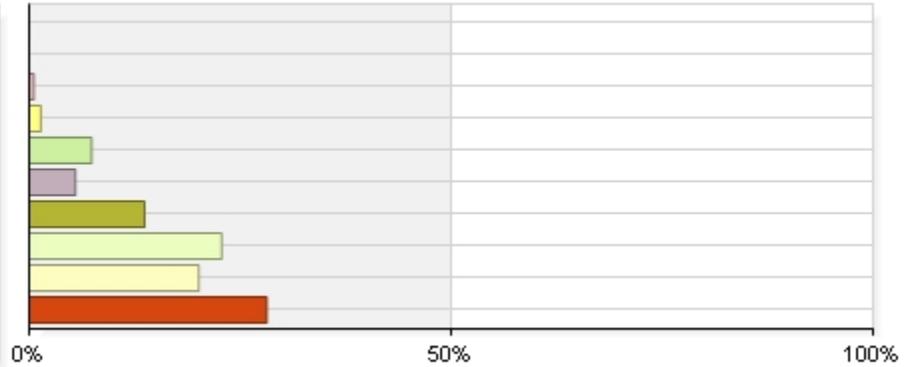
1 1 - Not at all important	2	0.27%
2 2	1	0.14%
3 3	4	0.54%
4 4	1	0.14%
5 5	13	1.76%
6 6	8	1.08%
7 7	28	3.79%
8 8	77	10.43%
9 9	93	12.60%
10 10 - Vitally important	511	69.24%
Total	738	



Statistics	Value
Response Count	738
Mean	9.34
Median	10.00
Mode	10
Standard Deviation	1.30
Standard Error (base on SD)	0.05

4. Access and affordability

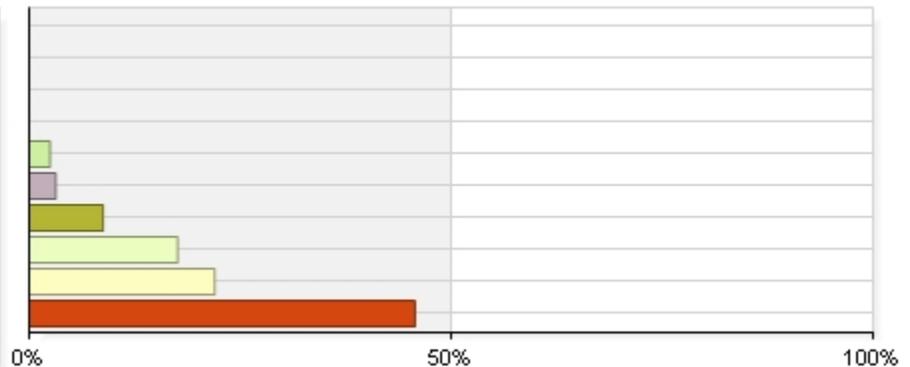
1 1 - Not at all important	3	0.41%
2 2	1	0.14%
3 3	4	0.55%
4 4	10	1.37%
5 5	54	7.38%
6 6	40	5.46%
7 7	100	13.66%
8 8	167	22.81%
9 9	147	20.08%
10 10 - Vitally important	206	28.14%
Total	732	



Statistics	Value
Response Count	732
Mean	8.18
Median	8.00
Mode	10
Standard Deviation	1.71
Standard Error (base on SD)	0.06

5. Research and scholarship

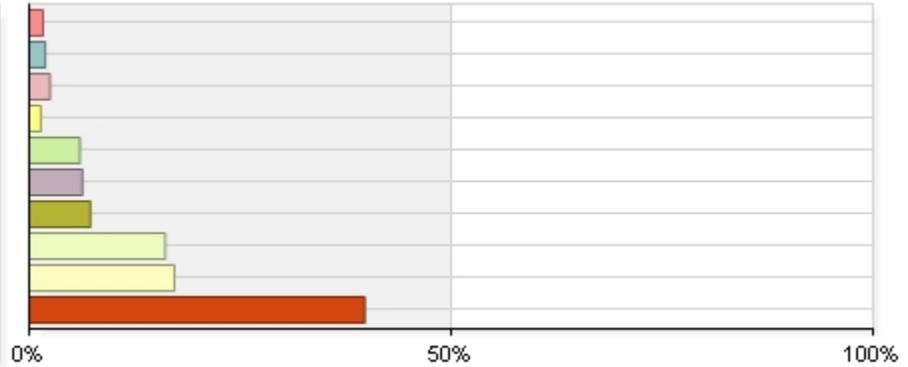
1 1 - Not at all important	1	0.14%
2 2	0	0.00%
3 3	1	0.14%
4 4	1	0.14%
5 5	18	2.46%
6 6	23	3.14%
7 7	64	8.73%
8 8	129	17.60%
9 9	161	21.96%
10 10 - Vitally important	335	45.70%
Total	733	



Statistics	Value
Response Count	733
Mean	8.89
Median	9.00
Mode	10
Standard Deviation	1.35
Standard Error (base on SD)	0.05

6. Diversity, inclusion, and equity

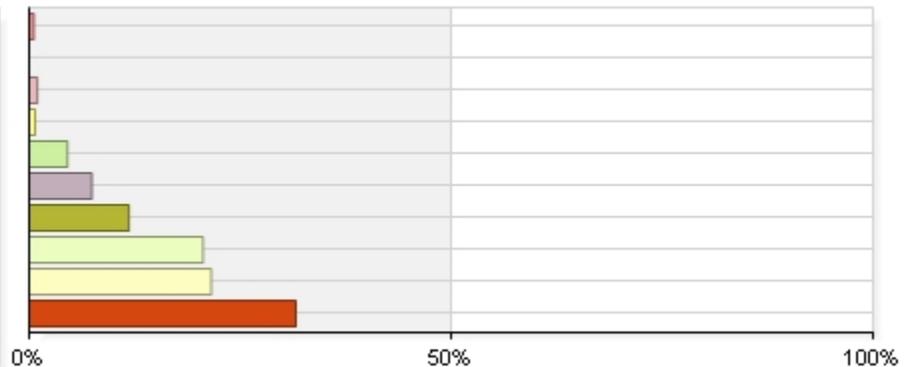
1 1 - Not at all important	12	1.64%
2 2	14	1.91%
3 3	18	2.46%
4 4	10	1.37%
5 5	44	6.01%
6 6	46	6.28%
7 7	53	7.24%
8 8	118	16.12%
9 9	126	17.21%
10 10 - Vitally important	291	39.75%
Total	732	



Statistics	Value
Response Count	732
Mean	8.18
Median	9.00
Mode	10
Standard Deviation	2.22
Standard Error (base on SD)	0.08

7. Resources/fundraising/philanthropy

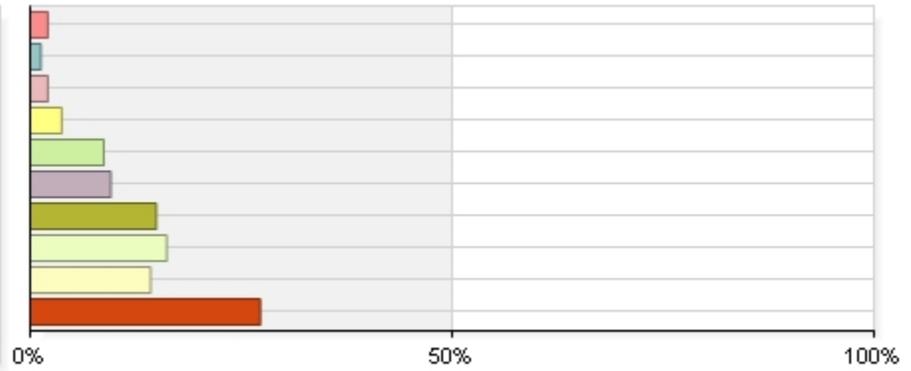
1 1 - Not at all important	4	0.55%
2 2	2	0.27%
3 3	7	0.96%
4 4	5	0.69%
5 5	33	4.53%
6 6	54	7.42%
7 7	86	11.81%
8 8	150	20.60%
9 9	157	21.57%
10 10 - Vitally important	230	31.59%
Total	728	



Statistics	Value
Response Count	728
Mean	8.31
Median	9.00
Mode	10
Standard Deviation	1.71
Standard Error (base on SD)	0.06

8. Broad-based liberal arts education

1 1 - Not at all important	15	2.07%
2 2	9	1.24%
3 3	15	2.07%
4 4	27	3.73%
5 5	63	8.71%
6 6	69	9.54%
7 7	108	14.94%
8 8	117	16.18%
9 9	103	14.25%
10 10 - Vitally important	197	27.25%
Total	723	

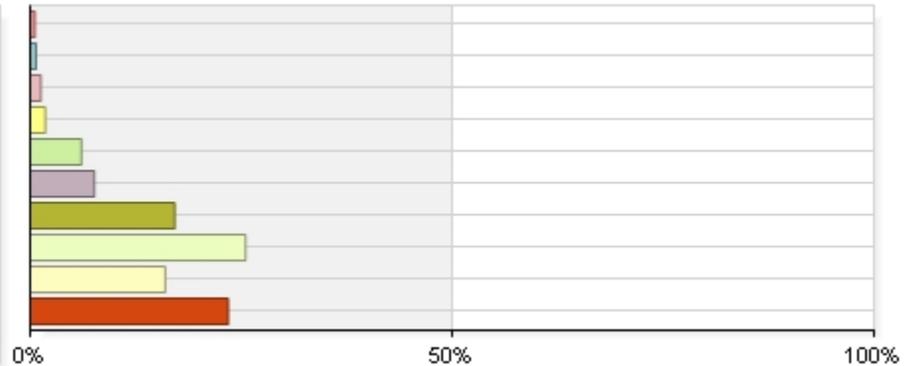


Statistics	Value
Response Count	723
Mean	7.61
Median	8.00
Mode	10
Standard Deviation	2.23
Standard Error (base on SD)	0.08

Which of these issues should become the most important institutional priorities for a new president? (continued)

9. Academic and student support services

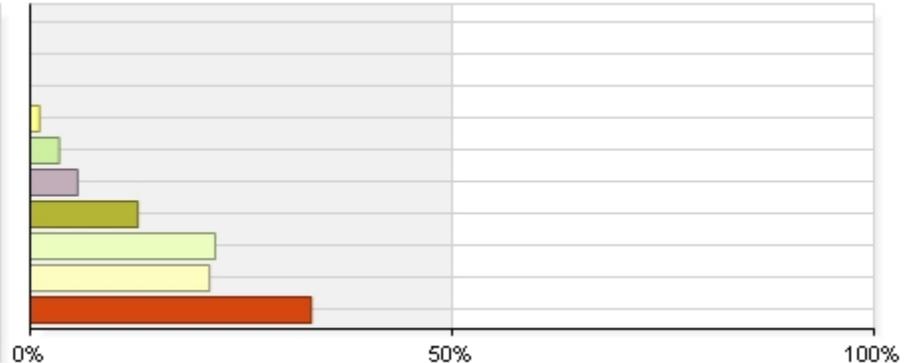
1 1 - Not at all important	4	0.55%
2 2	5	0.69%
3 3	9	1.24%
4 4	13	1.79%
5 5	44	6.07%
6 6	55	7.59%
7 7	124	17.10%
8 8	185	25.52%
9 9	116	16.00%
10 10 - Vitally important	170	23.45%
Total	725	



Statistics	Value
Response Count	725
Mean	7.91
Median	8.00
Mode	8
Standard Deviation	1.80
Standard Error (base on SD)	0.07

10. Sciences and technology

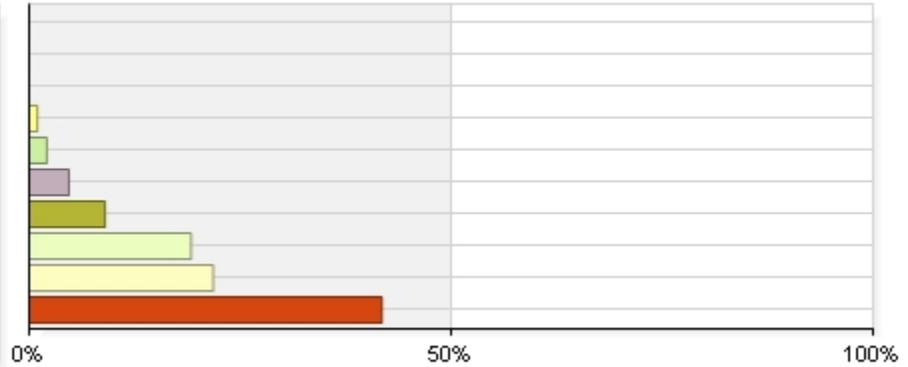
1 1 - Not at all important	2	0.27%
2 2	2	0.27%
3 3	1	0.14%
4 4	8	1.10%
5 5	25	3.42%
6 6	41	5.62%
7 7	93	12.74%
8 8	160	21.92%
9 9	155	21.23%
10 10 - Vitally important	243	33.29%
Total	730	



Statistics	Value
Response Count	730
Mean	8.45
Median	9.00
Mode	10
Standard Deviation	1.56
Standard Error (base on SD)	0.06

11. Commitment to graduate/professional education

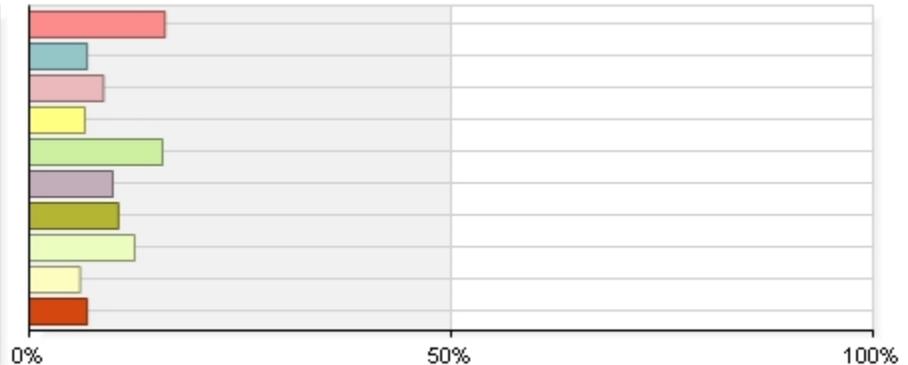
1 1 - Not at all important	2	0.28%
2 2	1	0.14%
3 3	1	0.14%
4 4	7	0.97%
5 5	15	2.07%
6 6	34	4.69%
7 7	65	8.97%
8 8	139	19.17%
9 9	158	21.79%
10 10 - Vitally important	303	41.79%
Total	725	



Statistics	Value
Response Count	725
Mean	8.74
Median	9.00
Mode	10
Standard Deviation	1.48
Standard Error (base on SD)	0.05

12. Intercollegiate athletic excellence

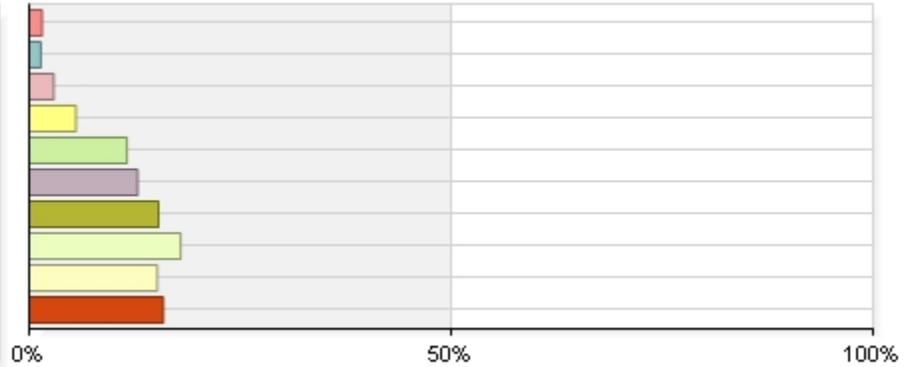
1 1 - Not at all important	117	16.07%
2 2	50	6.87%
3 3	64	8.79%
4 4	48	6.59%
5 5	115	15.80%
6 6	72	9.89%
7 7	77	10.58%
8 8	91	12.50%
9 9	44	6.04%
10 10 - Vitally important	50	6.87%
Total	728	



Statistics	Value
Response Count	728
Mean	5.18
Median	5.00
Mode	1
Standard Deviation	2.81
Standard Error (base on SD)	0.10

13. New approaches for teaching and learning

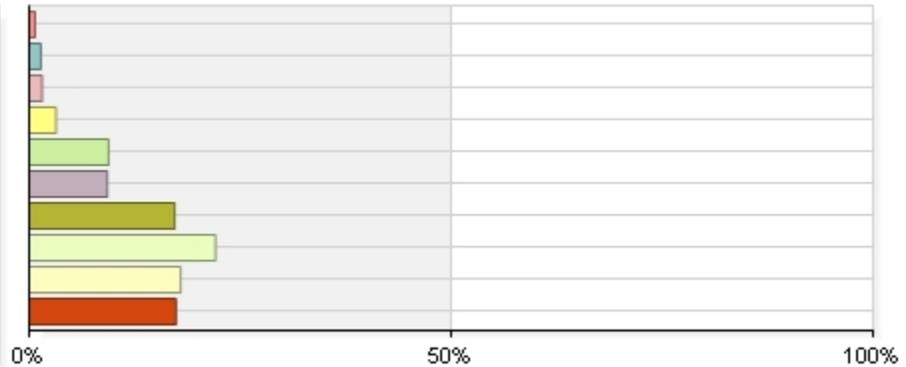
1 1 - Not at all important	11	1.52%
2 2	10	1.38%
3 3	21	2.90%
4 4	40	5.52%
5 5	84	11.59%
6 6	93	12.83%
7 7	111	15.31%
8 8	130	17.93%
9 9	110	15.17%
10 10 - Vitally important	115	15.86%
Total	725	



Statistics	Value
Response Count	725
Mean	7.16
Median	7.00
Mode	8
Standard Deviation	2.15
Standard Error (base on SD)	0.08

14. Staff opportunities for career growth and development

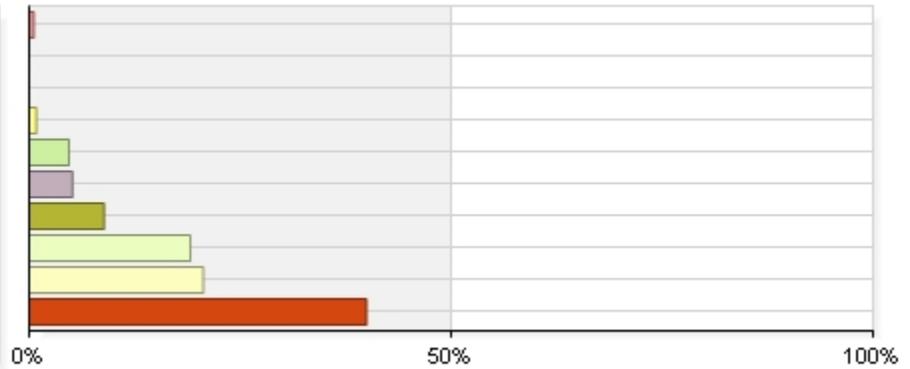
1 1 - Not at all important	5	0.69%
2 2	10	1.38%
3 3	11	1.52%
4 4	23	3.17%
5 5	68	9.38%
6 6	67	9.24%
7 7	125	17.24%
8 8	160	22.07%
9 9	130	17.93%
10 10 - Vitally important	126	17.38%
Total	725	



Statistics	Value
Response Count	725
Mean	7.55
Median	8.00
Mode	8
Standard Deviation	1.95
Standard Error (base on SD)	0.07

15. Commitment to undergraduate education

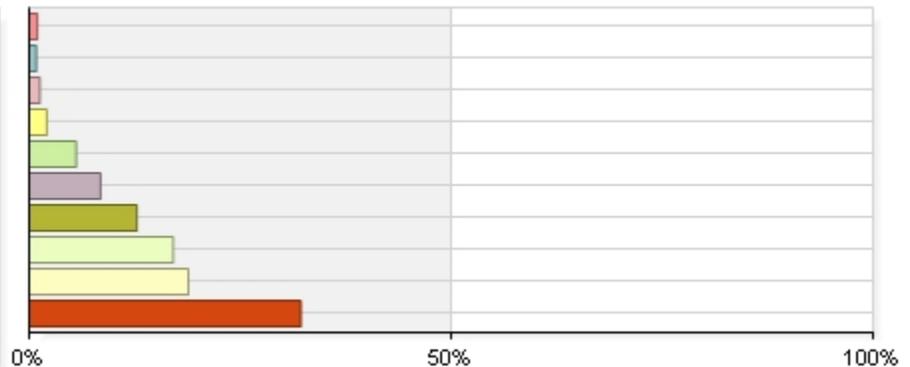
1 1 - Not at all important	4	0.55%
2 2	0	0.00%
3 3	2	0.28%
4 4	6	0.83%
5 5	34	4.70%
6 6	37	5.12%
7 7	64	8.85%
8 8	138	19.09%
9 9	149	20.61%
10 10 - Vitally important	289	39.97%
Total	723	



Statistics	Value
Response Count	723
Mean	8.59
Median	9.00
Mode	10
Standard Deviation	1.63
Standard Error (base on SD)	0.06

16. Health and biomedical sciences/clinical operations

1 1 - Not at all important	7	0.97%
2 2	6	0.83%
3 3	9	1.25%
4 4	15	2.08%
5 5	40	5.55%
6 6	61	8.46%
7 7	92	12.76%
8 8	123	17.06%
9 9	136	18.86%
10 10 - Vitally important	232	32.18%
Total	721	

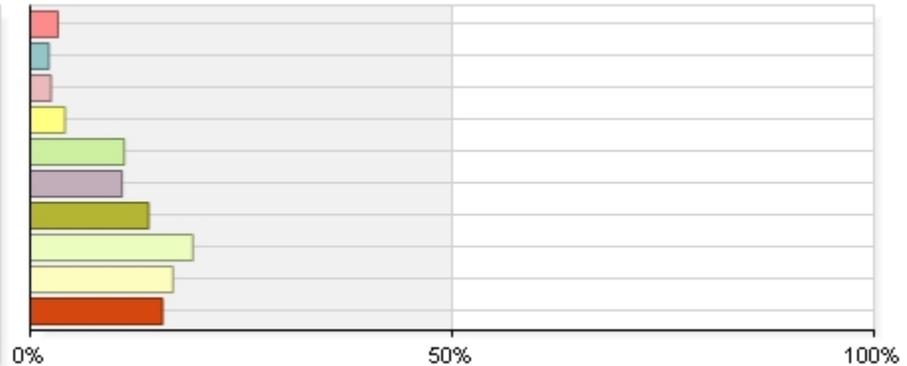


Statistics	Value
Response Count	721
Mean	8.11
Median	9.00
Mode	10
Standard Deviation	1.96
Standard Error (base on SD)	0.07

Which of these issues should become the most important institutional priorities for a new president? (continued)

17. Environmental sustainability

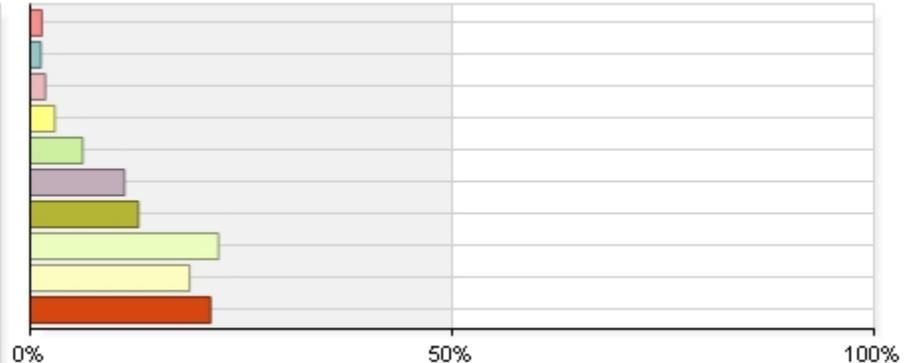
1 1 - Not at all important	24	3.30%
2 2	16	2.20%
3 3	18	2.48%
4 4	30	4.13%
5 5	81	11.14%
6 6	79	10.87%
7 7	102	14.03%
8 8	140	19.26%
9 9	123	16.92%
10 10 - Vitally important	114	15.68%
Total	727	



Statistics	Value
Response Count	727
Mean	7.14
Median	8.00
Mode	8
Standard Deviation	2.31
Standard Error (base on SD)	0.09

18. Community engagement

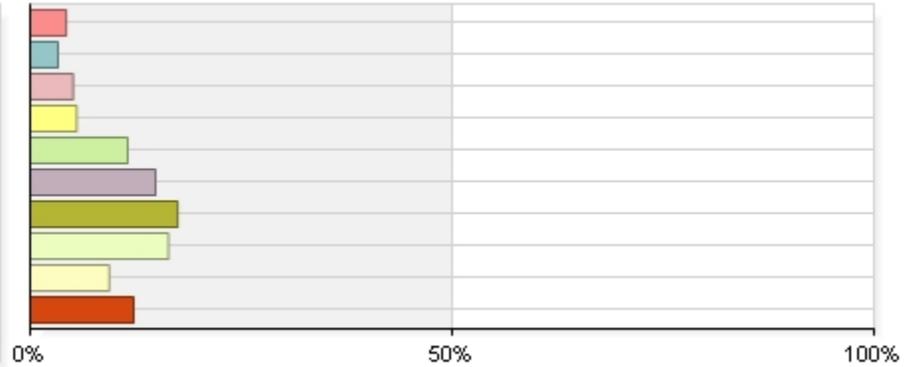
1 1 - Not at all important	10	1.38%
2 2	9	1.24%
3 3	13	1.79%
4 4	21	2.89%
5 5	45	6.20%
6 6	81	11.16%
7 7	93	12.81%
8 8	162	22.31%
9 9	137	18.87%
10 10 - Vitally important	155	21.35%
Total	726	



Statistics	Value
Response Count	726
Mean	7.70
Median	8.00
Mode	8
Standard Deviation	2.03
Standard Error (base on SD)	0.08

19. New facilities

1 1 - Not at all important	31	4.26%
2 2	24	3.30%
3 3	37	5.09%
4 4	40	5.50%
5 5	84	11.55%
6 6	108	14.86%
7 7	127	17.47%
8 8	119	16.37%
9 9	68	9.35%
10 10 - Vitally important	89	12.24%
Total	727	



Statistics	Value
Response Count	727
Mean	6.55
Median	7.00
Mode	7
Standard Deviation	2.39
Standard Error (base on SD)	0.09

Please list any additional issues that should become the most important institutional priorities for a new president.

Comments
Ending corruption in the administration and sports programs. Ensuring SHARED GOVERNANCE in the university.
Addressing faculty and staff salaries that are consistently far below those of our peer institutions
Better human resources practices
Instituting KPIs across all units that encourage entrepreneurship, innovation and industry engagement.
new TEACHING and ACADEMIC facilities (we have more than enough facilities for sports)
R1 support (resources, teaching loads).
With the budget cuts, I think staff retention will be huge.
Professors who actually speak English and make themselves available for the students if they have questions. Yes research is important, but it shouldn't be the only thing the professors focus on.
Recruiting and retaining quality undergraduate and graduate students
A willingness to engage with faculty, staff and students during the interview process rather than after. this is fundamental to acceptance by, and buy in from, the University community.
This search is invalid without transparency and openness.
do you really expect people to say that any of this list are not a priority? They are all priorities.
Funding from multiple sources, having an identity and actual resources as a research university (at least compared to University of Kentucky)
Development and marketing of university based intellectual property
Increasing available parking
Marketing and development
Developing Centers of Excellence that will conduct research, training, outreach, and clinical services.
Needs to be open and transparent!!!! No closed searches

Comments

An unswerving commitment to cutting-edge research on the Belknap campus.

Instilling accountability, ending golden parachutes to scumbag employees that should be in prison otherwise, cleaning house of bigshots associated with UofL (within and outside) getting sketchy kickbacks and buyouts.

transparency; salary adjustments for staff and faculty

transparency, protection of tenure, faculty governance, research, fund raising for academics, international education

Integrity, integrity, integrity.

SHARED GOVERNANCE

OPEN THE SEARCH!!!!!!!!!!!!!!!!!!!!

Strong intellect, superior integrity, humility, powerful dedication to rebuilding a university in sad disarray

Be honest and serve the university and not own self-interest

Ironic that transparency is listed here when the search process is not at all transparent and the wishes of the university community re. transparency are being disregarded.

Employee engagement; value propositions.

Using sound judgement and having integrity. Putting cost measures in place so that we can continue to provide quality instruction for our students as we bring faculty salaries up to benchmark.

We as staff and faculty have had to endure the \$48 million dollar shortfall oversight of the previous locally bought and owned board of trustees. We see this in our cut in pay, forced retirements and the raised tuition of our clients. Do better than that. Turn that around....bring in someone with great vision, a candidate with a proven record as a President of a University....(heck we hired a guy AD who has no experience and paid him an obscene amount to do that job) —— outside of Louisville

Our institutional mindset should be that we seek to OVERCOME the disadvantages of our location on the edge of the ghetto in a sparsely-populated rural state. Our "Signature Partnership" should be with a Fortune 500 Company, such as Humana, or perhaps with the Armed Forces.

An understanding that the Arts is imperative in STEM education.

Ethical leadership, responsible fiscal management, valuing faculty roles and governance

upkeep of existing facilities

I'd underplay athletics. They have become an absolute disgrace on our campus.

TRANSPARENCY. We need to stop being known for scandal and corruption! UofL is turning a blind eye to the huge rate of faculty attrition – we are not happy!

Rebuilding our reputation as a school of honesty, integrity, and intellectual and ethical excellence.

Credibility

Must insist on participating in open campus interviews

Integrity; willingness to stand up to old, outdated institutions and ideas, stand up to athletics

No more famous people in sports. Unknowns will try to accomplish something new, but fame breeds corruption and laziness.

Intercollegiate athletics has been prioritized at U of L at the expense of other concerns. I would also like to see fiscal responsibility and transparency as a priority

really stressing excellence and putting policies in place to support and reward this and stop focusing simply on impression management. also hiring some forward thinking deans and other administrators rather the those too many of who are lackeys with not vision whose main purpose seems to be maintaining the status quo.

Extract us from ACC and Division one, focus on what a university should focus on.

The items that I placed as lower priorities are those areas that I view as the domain of a Provost or other administrators and not the immediate priorities for a President. Maybe I would add the recruitment of an outstanding advocate for the education mission as a top priority – short term in some ways but nevertheless critical. Similar to building a cabinet, the leadership team choices are very important to me.

Athletics should not be a separate money making entity from the rest of the university so that all coaches (and assistants) can make as much money as they can. (And then have to take money from the University to make up the deficit.) The President should oversee the entire University. Academics should be regarded by the President as more

Comments

important than basketball and football.

No question athletics are vitally important in a university or college. Monies brought in are considerable, although they have been kept separate and distinct from the University fund. The lack of respect for our faculty and staff to be in the lower bracket of the ACC, while administrators and the AD and coaches are the highest paid is not a proud moment for UofL. It appears of the surface that this has been the priority of UofL. The new president needs to rectify this fast or quality faculty/staff will go elsewhere.

Honesty

Transparency

Respect for faculty

An actual scholar as president, not a business manager like our previous president

All the initiatives that previous Presidents (and I've tolerated 3!) ignored. The ship is sinking.....

they need to focus on academic excellence in teaching, research and service, and they need to promote that. right now, no one cares about that. no one. this is the kingdom of mediocrity.

What are the drivers of the institution– Young African American male athletes who contribute incalculably to the institutional bottomline and pride. For the healthscience enterprise a surrounding significant African American population that entails the fabric of the hospital population. If the Institution would have a commitment to African Americans with the fervor with which it pursues young African American male athletes, it could be transformational and serve as a model to be held up for the rest of the Academy. In fact the Institution could be bold enough to name an African American as its next president– and no excuses about not being able to find high quality candidates wanting to come to UofL– they exist!

Before we worry about new facilities, we have old facilities that are in terrible condition

faculty and staff raises, a more democratic environment

Open the presidential search to the public.

Improving morale. Establish transparency with regard to decision–making and finances.

–a clear vision for building research infrastructure such as expanding the office of sponsored programs and internal grant opportunities (NOT just for the biomedical sciences)

–protecting the rights of faculty (tenure)

–knowledge on how to develop structures that lead to transparency

–improving educational ranking at all levels (bachelors, masters, PhD) and educational facilities (new classrooms)

– IT should not be for–profit at a university but part of university functioning

First, root out corruption in the administration and in the athletics department. Create and maintain a culture of integrity and honor.

The search should not take place behind closed doors nor limit accepting applications because the position has already being held aside for someone. It is most important to be an open process for all to see the candidates not a behind the closed doors meeting.

Fair workload (e.g., teaching/research balance), pay, benefits, and resources for faculty, including temporary/term faculty. In addition, faculty are often required to be highly productive without being given sufficient financial, other material, or time resources to do it – this makes one feel as though they are being exploited.

Morale on campus (by cleaning up scandal ridden environment); Salary Equity (reduce absurd over compensation for those at the top—coaches and administrators; improve College of Arts and Sciences faculty compensation—goal shouldnt be to be stuck at 20% less than our peers elsewhere; stress the importance of a strong liberal arts education for urban undergraduate population including defending such in the public sphere; concrete support for all kinds of research, not just STEM—ie value the liberal arts, humanities, arts

Trust in our honest, open management of resources

Some of your so–called PhD departments would never exist in higher tier schools....RAISE THE QUALITY!!!

Recruiting and retaining under represented students & faculty.

Any one but Postel and no one who has ever served in Grawemeyer Hall before; clean total house. How about some one who actually knows and likes the academy, higher education, non–revenue generating scholarship, and is not about to go to jail. Not Postel.

Transparency is of the upper most in importance in relation to faculty and leadership and how this is perceived by the community.

Comments

Honesty and integrity, not money driven

Interdisciplinary collaboration

I've listed access and affordability lower than my personal beliefs would represent because the university alone can not address this issue. This needs to come with support from the legislature and state funding.

New facilities are lower on the list because a university is not its buildings, its the faculty, researchers, staff, and students involved in the degree programs offered.

Dissolving the financial and administrative separation between UofL and the Athletics foundations to re-align the priorities that benefit all students, faculty, and the community.

Ethical practices

Operational efficiency without sacrificing quality

Fiscal accountability

Step 1: seeing UofL in the news for good things, like international (not local) awards, seeing UofL higher than the bottom quartile or bottom half of most comparative rankings...

Address the administrative

Rejection of the business model for measuring academic success. The current attachment to the 21st Century model will surely (and designedly) lead to the evisceration of a liberal arts education, now some 700 years old. Sad tribute to the present century! Academia is not a business where each facet must be cost effective.

Must be capable of unbiased perspective.

Must have no grudges against schools/units

Capable of developing a new vision recognizing the limits of UofL resources and capabilities.

ending athletic and financial scandals.

I like sports, but I don't want University athletics sucking all of the administrative time. They need to be cultivating relationships with legislators of both parties.

Ensuring that the people who make UofL run everyday are supported, appreciated, and compensated in a way that acknowledges their importance to the university.

Renovation and upgrade of existing campus buildings

When you focus on academic and clinical excellence then recruitment and retention become easier. Marketing and fundraising will help. Transparency and integrity are the keys.

reestablish a degree of respect from the community and our alumni

A top institutional priority should be increasing tenure-track faculty and reducing the number of overpaid administrators. A second priority should be demanding integrity, rather than self-interest, from, top administrators.

Understand the role and mission of an urban university and look to models such as Pittsburgh and UCLA and Boston College. To name a few.

Education & learning

The new president should have a strong sense of a bottom line, be fearless when making decisions affecting the university's finances, and provide an excellent role model for students.

Let's have an open presidential search. Someone just got fired for not being transparent enough. How can we possibly involve faculty, staff and students with a secret search. And for goodness sake don't keep Dr Postal as permanent President

Given recent history transparency is crucial and this is linked to shared governance. We are not a corporation and the President is a colleague, not a CEO. Teaching innovation is important but we waste a lot of resources following the fads instead of emphasizing critical thinking and communication skills, which are ultimately what will allow our students as workers and citizens to adapt to an unpredictable future.

Integrity and reputation of the university

Re-establish moral and ethical behavior in University leaders

Athletics and academics are now severely unbalanced

Ethical management. Responsible fiscal management. Inclusive decision-making. Implementing a fiscal model in which the academic units can actually survive and pursue our mission in teaching and research especially.

Raising money!

Comments

Our primary mission is education. Providing excellent education has not been a priority at this institution.

working with the faculty and staff senates

TRANSPARENCY (which is NOT happening given the current secret search).

Ethical administration at every level

The president should be external, from outside Kentucky, and come from a *higher ranked* institution. Preferably, the president should come from an ACC institution to bring us up to ACC academic standards.

Integrity and communication.

Restore accountability and respectability.

shared governance– we haven't done well without it

Faculty, Staff, and Student Participation in the selection process for the new President. Complete transparency of the process.

Establishing a clear commitment to a viable institutional strategy and ensuring that the critical institutional leadership positions are filled expeditiously with competent, progressive, innovative, and entrepreneurial people.

The institutional processes and strategies are not well coordinated currently and often rooted in backwards–reactionary based thinking.

The new President should understand "the value proposition" and Porter's Value Chain and be able to direct and guide institutional processes strategically.

The new President should convey both ambition (for the institution) and grounded servant–based leadership.

Start yesterday.

Most....a silly question. University academic pursuits are nuanced.

Transparency

Transparency

Transparency

Reputation must be impeccable and willing to make tough decisions

Administrative transparency once in office will be critical since this individual is being chosen in secret. There will be no honeymoon if the faculty/staff/students/community sense this person is intent on behaving as the previous administration.

Creating a sustainable budgeting process that robustly supports infrastructure like technology, library resources, and building maintenance.

Shifting the perception of the university as a sports school to an institution of academic excellence... with clean, successful athletics integrated into the university rather than functioning on their own.

Entrepreneurial encouragement for staff and faculty. A focus on the real world economy and what it takes to bring value to the marketplace. Pragmatic Visionary to help take us from the distractions of the last 2 years.

Integrity

Fiscal management.

Get outside talent for president (i.e. NOT a promotion from within or permanent position for interim).

Finalize delineation and separation of influence from governor's office over the institution.

Stop cronyism and the "good ol' boys club" attitude and environment in administration.

Fight male–centric gender bias... if you aren't a man at this institution then you are a second–class faculty member.

Improve racial diversity.

transparency

Rebuilding trust with university staff, faculty, and students as well as broader community. Create transparent, shared governance. Reduce upper administrative bloat. Advocate for public higher education. Guard our institution from those who wish to undermine and privatize public education.

No tolerance for corruption

Support for innovative teaching that engages students in real–world activities.

Comments

Improving or removing the opaque bureaucracy that impedes productivity at UofL. Restoring confidence and improving morale among faculty and students by making it clear that academics are a priority over athletics at UofL.

Integrity

repairing national image, want to go beyond perception as a regional service university that focuses on athletics

Engagement with the faculty

Transparency in decision-making is not enough. The president and Board of Trustees needs to listen and maintain continual contact with a variety of constituencies, and needs to listen to negative feedback, which can be a very useful corrective to bad policies and decision-making. U of L has a history of top-down decision-making, going back decades, and this is disastrous. President Ramsey's circle of advisors was too small, consisted of yes-men and yes-women, and did not include enough voices from within the university, including faculty.

Retaining and recruiting excellent staff

Retention of R1 status and national/international reputation based on excellence.

Integrity and transparency

The candidate should be willing to merge low-enrollment academic units and encourage the early retirement of non-performing or low performance faculty ("dead wood") whose employment does not advance university goals, including performance expectations. Tenure must be protected but under-qualified and under-achiever faculty will delay attainment of objectives set within academic units. [Each academic unit should set annual goals and reward "over-achievers".] Part-time/adjunct faculty who perform excellently should be acknowledged and encouraged.

Integrity.

Getting Athletics under control! Way too much money spent there.

Student Comfort, and the social health of students, more reasons for students to freely interact

Working with state and local government to maximize financial support, keep costs of education down (especially for in-state students), and annually present an accounting in laymen's terms to the public. Develop work programs that allow students to fund their college tuition on campus and in the community, thus avoiding crippling debt after graduation.

Reduce the number of, and compensation for, administrative positions. Revisit problematic, overlapping, or overcomplicated support departments (e.g., IT). Review university procedural, technology, and accounting policies to make them more efficient and less restrictive (we are swimming in policies that create unnecessary expenses and waste time, while at the same time allowing people in certain positions to avoid the difficult parts of their jobs – e.g., see the university's policy on wifi printers).

For new facilities I would really focus on on-campus living – older dorms are awful.

Forgot the most important issue I think the new president will need to bring as well as face as a challenge, that being highest levels of integrity – we have a serious trust issue as an Institution and the new president will need to resolve this. Integrity goes a long way to helping this.

Commitment to integrity and transparency. Get away from this ongoing culture of scandal.

The search should not be confidential. The faculty should be able to see the credentials.

Focus on liberal arts education and drop Research I

Administrative Accountability — administrative positions are created, funded, and filled largely with little to no accountability for those selections and the appropriateness of the salaries or other compensation packages provided. In addition the effectiveness of the offices they supervisor are rarely evaluated and assessed by the person(s) or constituents that they serve. I wish our administration had more of a servant leadership philosophy, rather than a self-promotion and advancement philosophy.

Staff morale is #1. I've been here three years after being at two different large state schools and UofL faculty and staff could not be more apathetic, and I think this culture is coming from the top down. Every single employee should be fighting and working their hardest to make UofL the best place possible, instead there are only a few, and they are getting burned out and feeling constant under appreciation from the majority.

Decentralization

Fair distribution of resources among schools based on income

Equitable distribution of resources including salaries, facilities, and personnel.

Community Building among faculty and staff

Cross-Disciplinary Designs

Comments

Selection of an ethical, transparent, and engaged administrative team, who understands finance and academic quality
New budget model – RCM

Fix the disease of decay and corruption that seems to have afflicted every level and possibly every department.
Leadership at every level needs scrutinizing to see who really needs to be in the position they are holding.

all of these issues are important for our university, but are more appropriately an emphasis for others ; e.g., the Provost and academics. The President sets the tone and holds the standard: for shared governance, diversity and inclusion, transparency and accountability.

Make conservative students, faculty, and staff feel welcome and appreciated. Convince Governor and Legislators that U of L is not just an extension of the Progressive/Democratic Party movement.

We need to focus less on sports and more on academic excellence. The role of a university is to create and disseminate knowledge. We're not just some training ground for pro sports teams. An unhealthy obsession with sports is what has gotten us into this enormous mess, and how we've become a laughing stock nationally.

Shared Governance
Accountability

Recovering a now tainted reputation is essential to the forward momentum and success of UofL long term. A controversial and secret search strategy embodying a lack of transparency and total disinterest in community viewpoints will not provide a foundation for recovering credibility or restoring morale. It will only further the perception of ineptness and disparity among constituents.

Clarifying Mission
Aligning resources with Mission
Aligning job–assignments and policies with Mission
Financial Independence from KY

ability to navigate non–Kentucky fundraising circles

Not an answer to the question but a comment on the question itself: "Which of these issues..." Is the question which one of these issues? Or Should we be ranking them 1–10? You ask us to identify which issue then you only give us the option to tell you how important an issue is. We are not identifying issues here.

To clarify, I do believe that diversity and inclusion are very important, but in recent years I've had the impression that those issues and athletics have superseded the primary goal, i.e., education and the development and discussion of new ideas. Athletics can be an important revenue stream to help achieve those goals.

Institutional governance free from, or even perception of, manipulation by state government

Administrative excellence

Since you're being secretive about this search, it would be really nice if you tried super hard not to hire a crook.
Remember what happened last time.

Recovering the integrity and national reputation

Wanting everything "shiny and new" and growing the Foundation got us into this mess. Let's get back to research and teaching and learning. Let's get back to scholarship.

Drain the swamp. Eliminate interim positions after 12 months.

He is a fraud

Understanding how top universities got to the top.

Worry less about our NCAA ranking and more on our US News ranking

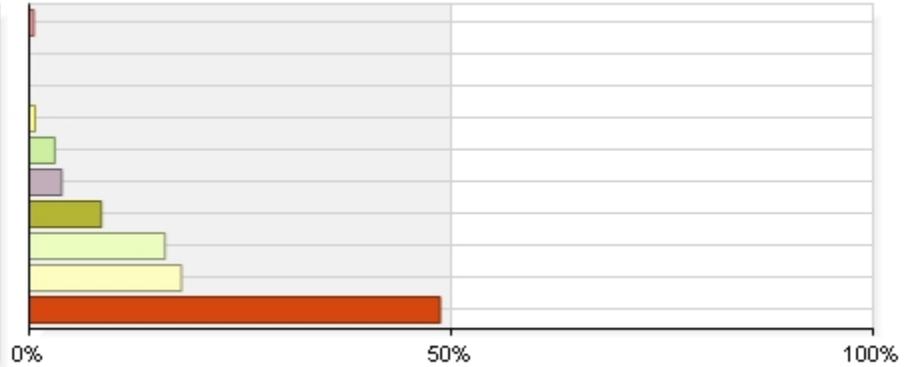
Ethics and honesty

Commitment to the School of Engineering.

What are the areas of professional experience you would most like to see in the next president?

1. Leadership of complex organizations

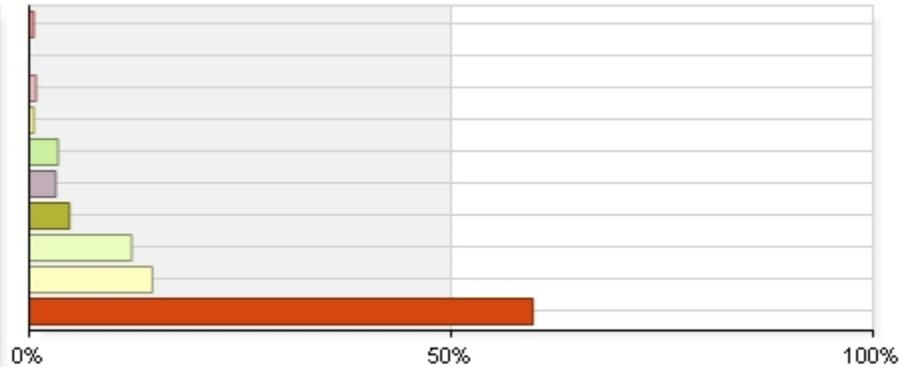
1 1 - Not at all important	4	0.55%
2 2	1	0.14%
3 3	3	0.41%
4 4	5	0.69%
5 5	22	3.03%
6 6	28	3.85%
7 7	62	8.53%
8 8	117	16.09%
9 9	131	18.02%
10 10 - Vitally important	354	48.69%
Total	727	



Statistics	Value
Response Count	727
Mean	8.81
Median	9.00
Mode	10
Standard Deviation	1.59
Standard Error (base on SD)	0.06

2. Background in academia

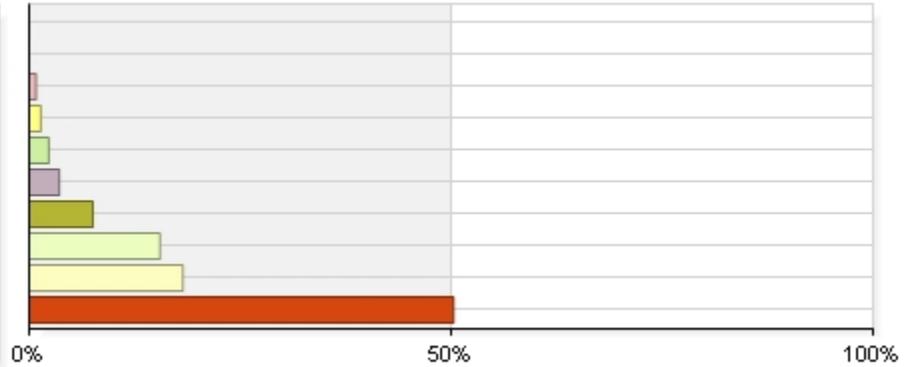
1 1 - Not at all important	4	0.54%
2 2	3	0.41%
3 3	6	0.82%
4 4	4	0.54%
5 5	25	3.41%
6 6	23	3.13%
7 7	35	4.77%
8 8	89	12.13%
9 9	107	14.58%
10 10 - Vitally important	438	59.67%
Total	734	



Statistics	Value
Response Count	734
Mean	9.00
Median	10.00
Mode	10
Standard Deviation	1.65
Standard Error (base on SD)	0.06

3. Understanding of academic research across the full breadth of disciplines

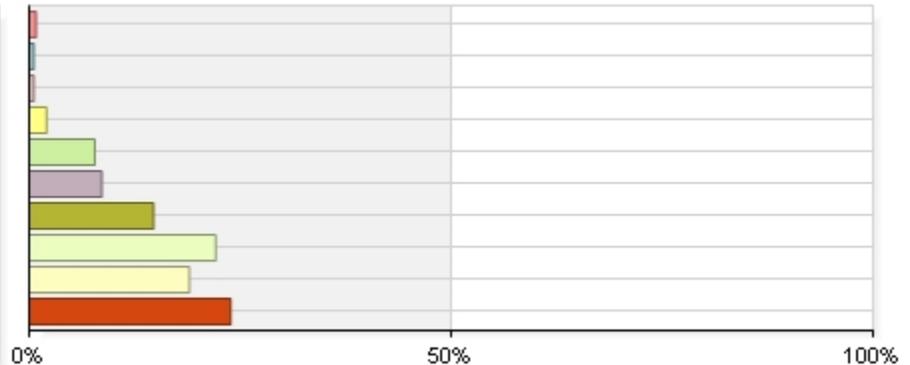
1 1 - Not at all important	0	0.00%
2 2	3	0.41%
3 3	6	0.82%
4 4	10	1.37%
5 5	17	2.33%
6 6	26	3.56%
7 7	55	7.53%
8 8	113	15.48%
9 9	133	18.22%
10 10 - Vitally important	367	50.27%
Total	730	



Statistics	Value
Response Count	730
Mean	8.85
Median	10.00
Mode	10
Standard Deviation	1.57
Standard Error (base on SD)	0.06

4. Fundraising experience/philanthropy

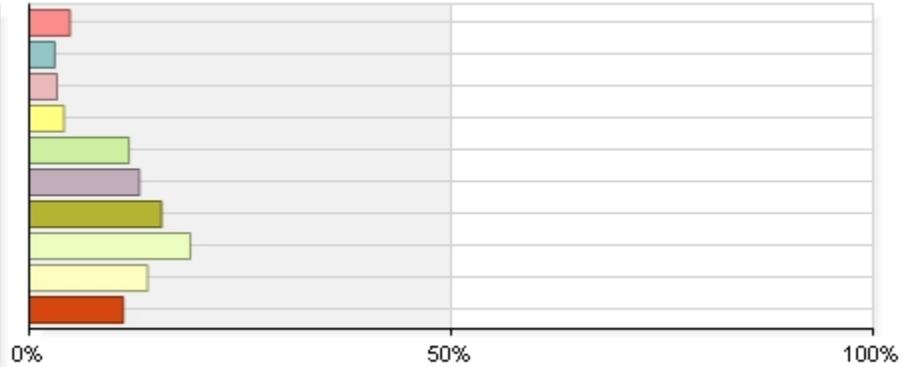
1 1 - Not at all important	6	0.82%
2 2	4	0.55%
3 3	4	0.55%
4 4	15	2.05%
5 5	57	7.78%
6 6	63	8.59%
7 7	108	14.73%
8 8	162	22.10%
9 9	139	18.96%
10 10 - Vitally important	175	23.87%
Total	733	



Statistics	Value
Response Count	733
Mean	7.92
Median	8.00
Mode	10
Standard Deviation	1.84
Standard Error (base on SD)	0.07

5. Public service experience

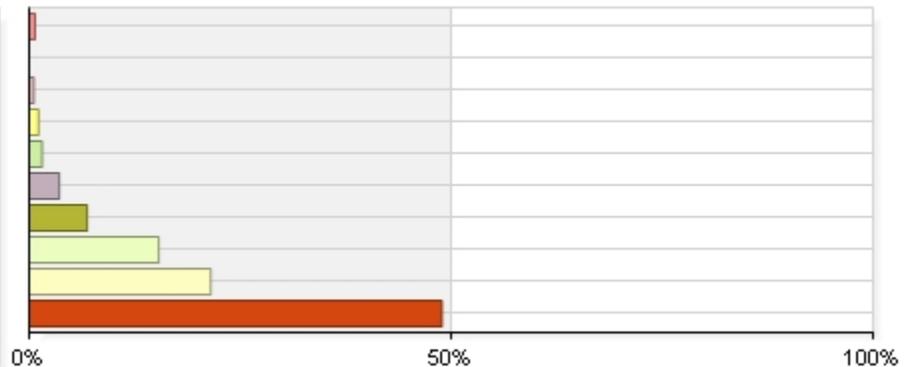
1 1 - Not at all important	35	4.81%
2 2	22	3.02%
3 3	24	3.30%
4 4	30	4.12%
5 5	86	11.81%
6 6	95	13.05%
7 7	114	15.66%
8 8	139	19.09%
9 9	102	14.01%
10 10 - Vitally important	81	11.13%
Total	728	



Statistics	Value
Response Count	728
Mean	6.74
Median	7.00
Mode	8
Standard Deviation	2.38
Standard Error (base on SD)	0.09

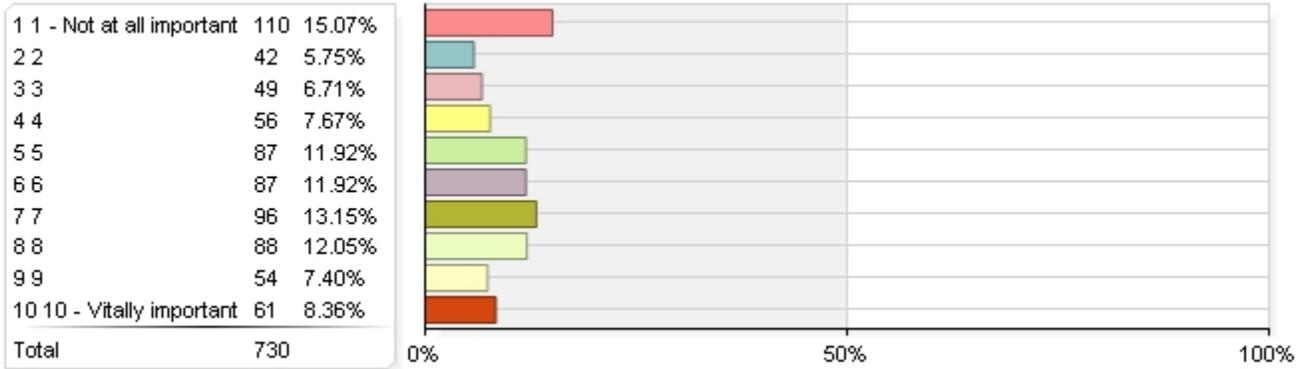
6. Understanding of higher education funding and budget models

1 1 - Not at all important	5	0.68%
2 2	0	0.00%
3 3	4	0.55%
4 4	8	1.10%
5 5	11	1.51%
6 6	26	3.56%
7 7	50	6.85%
8 8	112	15.34%
9 9	157	21.51%
10 10 - Vitally important	357	48.90%
Total	730	



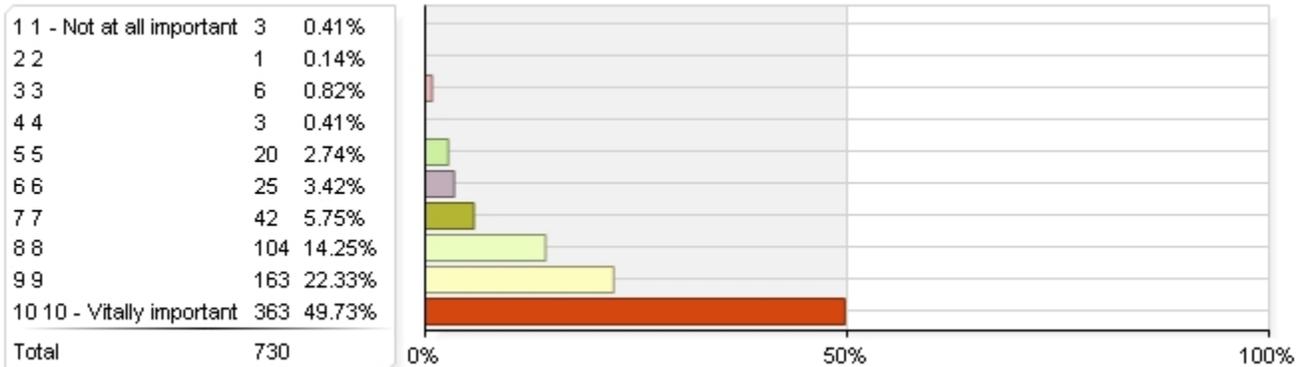
Statistics	Value
Response Count	730
Mean	8.89
Median	9.00
Mode	10
Standard Deviation	1.54
Standard Error (base on SD)	0.06

7. Experience outside of academia



Statistics	Value
Response Count	730
Mean	5.47
Median	6.00
Mode	1
Standard Deviation	2.84
Standard Error (base on SD)	0.11

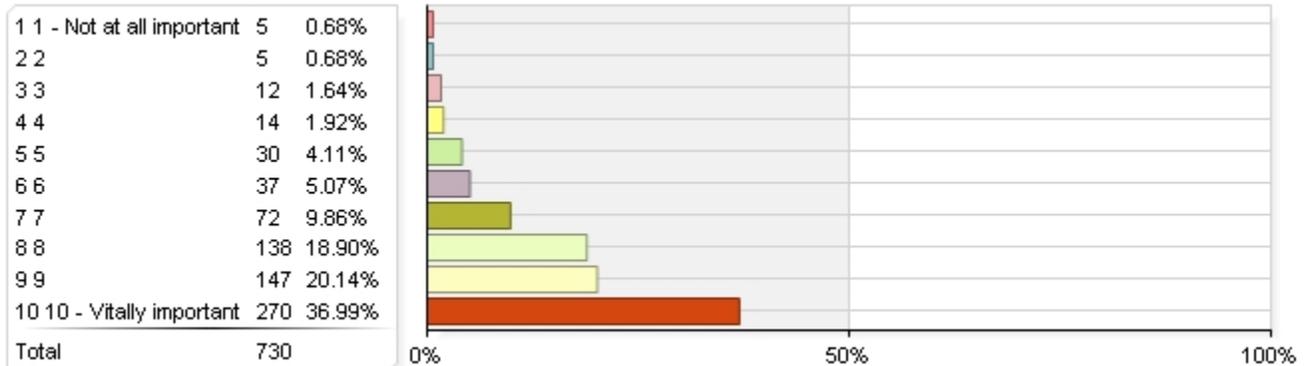
8. Deep knowledge of challenges facing public higher education



Statistics	Value
Response Count	730
Mean	8.92
Median	9.00
Mode	10
Standard Deviation	1.53
Standard Error (base on SD)	0.06

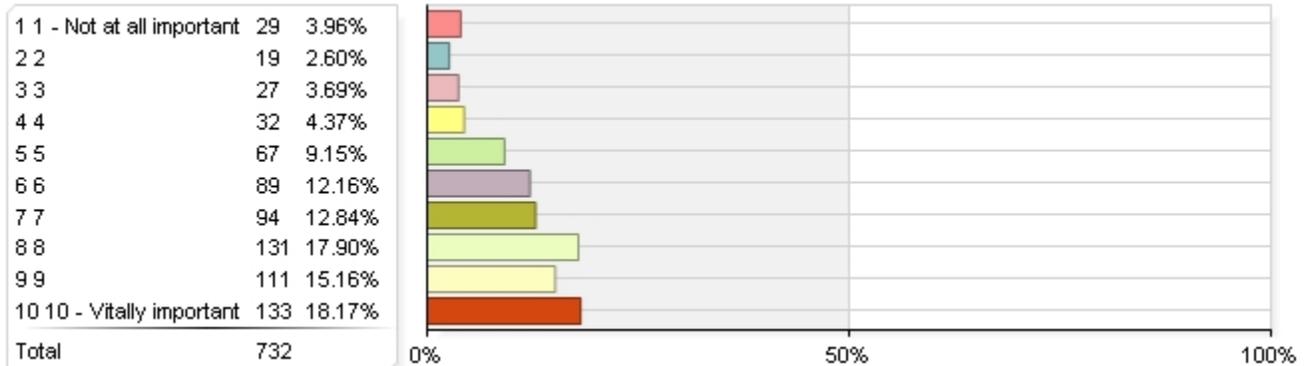
What are the areas of professional experience you would most like to see in the next president? (continued)

9. Experience with collaborative models of decision-making and leadership



Statistics	Value
Response Count	730
Mean	8.37
Median	9.00
Mode	10
Standard Deviation	1.88
Standard Error (base on SD)	0.07

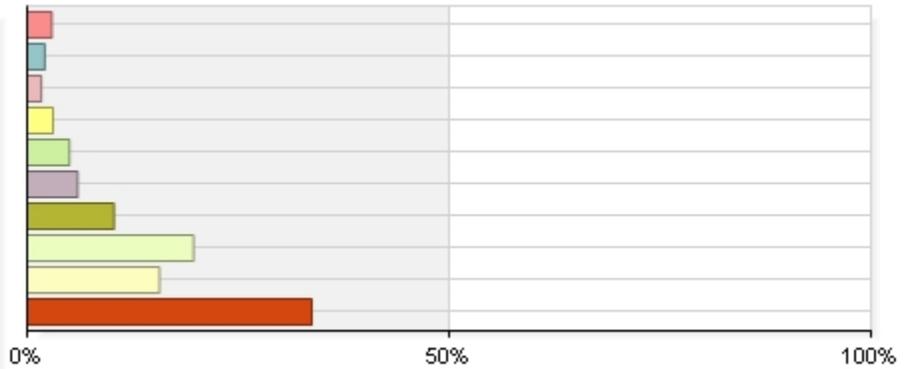
10. Knowledge of health and biomedical sciences/clinical operations



Statistics	Value
Response Count	732
Mean	7.08
Median	8.00
Mode	10
Standard Deviation	2.44
Standard Error (base on SD)	0.09

11. Understanding of diversity, inclusion, and equity

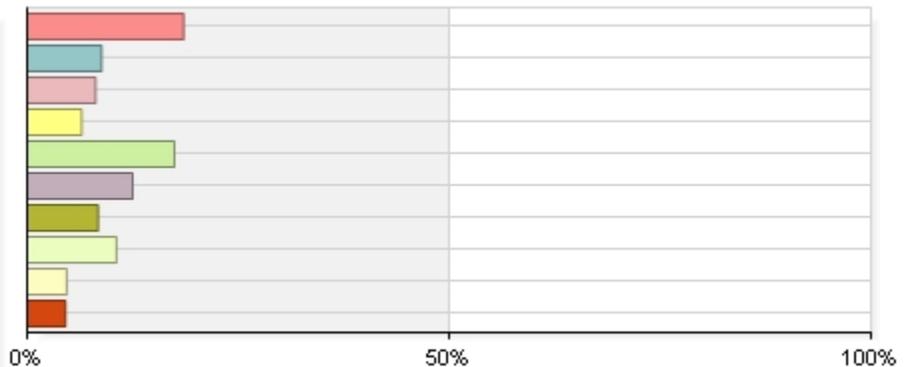
1 1 - Not at all important	21	2.91%
2 2	15	2.08%
3 3	12	1.66%
4 4	22	3.05%
5 5	36	4.99%
6 6	43	5.96%
7 7	74	10.26%
8 8	142	19.69%
9 9	113	15.67%
10 10 - Vitally important	243	33.70%
Total	721	



Statistics	Value
Response Count	721
Mean	7.93
Median	8.00
Mode	10
Standard Deviation	2.32
Standard Error (base on SD)	0.09

12. Knowledge of intercollegiate athletics

1 1 - Not at all important	135	18.54%
2 2	64	8.79%
3 3	59	8.10%
4 4	47	6.46%
5 5	127	17.45%
6 6	91	12.50%
7 7	61	8.38%
8 8	77	10.58%
9 9	34	4.67%
10 10 - Vitally important	33	4.53%
Total	728	



Statistics	Value
Response Count	728
Mean	4.79
Median	5.00
Mode	1
Standard Deviation	2.72
Standard Error (base on SD)	0.10

Please list any additional areas of professional experience you would most like to see in the next president.

Comments
Human resources experience engaging and appreciating employees
Public-private partnership models that encourage collaboration between industry and campus; and in encouraging entrepreneurship, potentially as an entrepreneur themselves.

Comments

Strong commitment to ethical and professional behavior, and to complete and total transparency

Understanding of broad disciplines including medicine and their interplay with academic organizations

Organizational integrity and transparent management approaches.

Deep knowledge of broad based undergraduate and graduate education

A history of best–practice shared governance. Commitment to academic freedom. Commitment to tenure.

This search is invalid without transparency and openness.

Understanding what a research university means, and faculty and administrative experience at top public schools

History of scholarship

The president needs to have an understanding of academics and faculty. The entire point of a University is to develop new research and teach that and related research. However, as of current, U of L does not value its faculty or research. I am a new professor and was given the impression that this was a research 1 university; however; in reality I do not feel that I am valued or that my research (which improves my teaching and the state) is valued. You cannot have an effective president who does not understand this and wants the University to be an academic research, training, and teaching center. I have never been at any other University where I have seen such undervaluation of faculty. A University is not suppose to be about sports.

Furthermore, the new president needs to come from outside of Louisville. Right now there is a network of "old boys" in management at UofL and if we go with a president who only knows the UofL system our system will never improve. We need a president who has been at a top University outside of KY that we can bring in to lead UofL in a new direction. Out with the old please, it is clearly NOT working well.

Needs to be open and transparent!!!! No closed searches

We need an academic with impeccable research/scholarship credentials who has managed a sizable unit (most likely a dean or higher) at a Carnegie 1 institution with a much better standing than U of L. The new president must be committed to raising our academic status, whether by traditional teaching methods or tried–and–true ones. He/she must also be well–versed in intercollegiate athletics at "Power 6" level (that's just what we are) and should have some experience dealing with medical and law schools.

Someone with a sense of accountability, someone who is not an entitled prince/princess, someone who makes ethical decisions.

ethics; experience as a tenured faculty member with teaching and research qualifications

a president who has been a faculty member and gone through the tenure process; active research agenda in the past
OPEN THE SEARCH!!!!!!!!!!!!!!!!!!!!

Ability to recognize and recruit qualified colleagues of unimpeachable integrity

Someone who actually cares about higher education and takes time to understand fundamental differences between different schools/colleges of the university.

Get a carinate outside of Louisville. A new face, jazz this place up with new ideas. We are bigger than Louisville

Experience with ethical leadership and compliance

Retaining quality top ranked research facility is imperative to a successful UofL.

Lack of scandal and corruption.

Athletics had become far too important even before the current status. I like athletics and winning as much as anyone but it has become too much of a driving force.

Must insist on participating in open campus interviews

Experience and knowledge of Research I institutions, such as courseloads, grant support, etc.

Must be a super–star scientist.

OPEN THE SEARCH. Candidates with any sense of ethics will know coming here will bring a cloud with them and will not apply.

Inexcusable lack of transparency.

Knowledge of liberal arts disciplines. Some experience as a faculty member in a research university is key.

Comments

commitment to the twin goals of diversity and excellence.

Universities are not interchangeable with profit making businesses and we need someone who understands that difference and someone who knows that UofL is not just a medical school.

Dr. Ramsey had experience in budgets and politics from his years in Frankfort. It didn't seem to add anything to his leadership, unless you consider how much money he was able to steal from the University.

There is something wrong with a system that regards Athletics Directors and Basketball Coaches \$3–5 M and faculty in Dentistry et less than new dental graduates. Disgusting.

the president needs to have a strong background in academic excellence including research and teaching. he needs to understand the difference between mediocrity and excellence. he must value excellence! he must be committed to academia! REALLY committed, not just lip service.

(1) Knowledge of STEM fields. We have a governor pushing this.

(2) Experience with externally funded research.

Open the presidential search to the public.

This person MUST understand higher education.

- experience as a professor (research and teaching) at a research–intensive university
- experience as an administrator at a research–intensive university

Enough with the athletics. This is an ACADEMIC organization, not a sports league!

Must have had experience teaching in an undergraduate environment; must have had experience at public university with a diverse student body; must have had some experience at least cooperating with the liberal arts (ie non liberal arts person okay as long as he or she has worked with those in liberal arts on university wide issues)

1. Experience with reforming malfunctioning organizations and/or bureaucracies

Some with personal and professional integrity would be nice, but that is too much to ask for here at UofL. Not Postel.

Over–emphasis on athletics has led to a lack of focus on the academic missions of the University. A president who can refocus the goals and temper the ultra–sports focus will be most valuable to this University.

Should have classroom and research experience, as means of obtaining "understanding"

Do not hire anyone who doesn't have a background in academia.

Experience in conflict–resolution on a large scale; demonstrated experience with openness and access in governance and management.

Someone who has had actual experience teaching in the classroom on a full time basis.

Willingness to be open. Ability and willingness to change UofL's present course of an administration that bullies and prioritizes athletics over academics.

Leadership of public non–profit organization.

Leadership in private for profit corporation.

Management role at federal governmental agency.

Commitment to community service and community organizations

Global experience with people, cultures, organizations

business ethics.

Ideally the new president would have come up through the ranks of academia. This would greatly facilitate understanding of the plight of the our students(often first generation higher education types with little financial assistance)and our faculty (often part time, working at several institutions to earn a living).

Successful experience handling internal embezzlement and corruption cases. Successful experience in dealing with an over–reaching governor.

lack of scandals in career

Education & management experience

The next president needs to have worn many hats. They need to have academic knowledge, real world knowledge and financial knowledge. And for Pete's sakes some common sense.

Familiarity with community engagement

Comments

Athletics should not even appear on this list!

Background that makes it clear that the president has behaved in a moral and ethical manner.

Successful turn around from challenging situations. Fiscal focus.

it is critical that the new president present a transparent, competent, positive and trustworthy face to the general public as well as within the university and truly possess integrity. Our reputation has been horribly damaged by the scandals associated with the former administration, the Foundation, the Board of Trustees and the athletic side of the university. It will take us a long time to dig out of this. We need relevant academic management experience in this role not some corporate figurehead.

A strong commitment to transparency and recognition of faculty governance.

HONESTY (i.e., won't steal all of our money and get away with it)

Relationships and comparisons with counterparts at peer (ACC and Power 65) institutions.

Federal, State workforce development. International markets (to provide education and partner for research\practice\service).

A female that has not been trained to compete but to collaborate.

Open leadership

Dynamic, outgoing, engaging and able to develop and sell future vision for the University

Standing up to state government and university trustees

Experience in the IT and Entrepreneurial sector. Silicon Valley expertise with Midwestern values. Experience in balancing scientific, academic, and humanistic values. Understanding of advocacy, we are going nowhere unless we have the cooperation of the state legislature. Plays well with others. Understanding of rural environment. Kentucky is significantly rural, appreciate of this would not hurt our efforts as a university.

Need not have done research himself/herself, but must have demonstrated understanding and appreciation for what that takes.

Some experience as a board member or advisor to an institution of higher education at the least.

Previous experience in elevating a large, high level academic institution's level of performance and professionalism as measured by the expansion and retention of quality teaching and research faculty. This may be another institution's president, but could be a strong dean or provost of a university department.

It would portend disaster, I'd suggest, to hire a president from outside of academia.

She should have held an academic position, achieved tenure, and have a robust publishing record.

The president does not have to already be a college/university president somewhere else

They should have experience writing a research paper, managing a grant-funded project, and teaching an undergraduate course – in essence, doing the things they expect the faculty to do.

The president MUST be an academic. If a business person or politician is chosen, it will be a failed search.

Integrity

If we are to be a "metropolitan research institution" we should have a president with first hand experience as a funded researcher. If not we can have glad handers who smooze and ask for money.

A steady progression in growth, a track record of service in increasingly important administrative roles, and successful "rescue" of other educational institutions by increase of productivity. The new President must embrace diversity within the institution, inclusion of traditional minorities, and willingness to trail-blaze by hiring select foreign faculty whose mastery of their disciplines is outstanding. The new President must lead by example.

Prior leadership as dean of students or other executive dean that has had real-life experiences dealing with a large university and its population. Knowledge of disaster training would be a plus—military background or other course that prepares the university for a possible terrorist attack or natural disaster.

History of integrity in decision making and transparency in his/her interactions with all levels of employees at wherever he/she came from. Rate as a 10 in addition to the list above

The search should not be confidential. The faculty should be able to see the credentials.

A deep knowledge if science and engineering education and research

Proven track record of success in comparative job

Comments

Understanding and experience working with state leaders and policy makers
Ability to envision integrative aspects of a campus to structure an effective strategic plan
Think skin

Honesty, trustworthiness, and ethical integrity

Application of the theoretical and academic models so that behavior and actions inside the university are closer to those of a company to be more of a modeling body to those going into the professional world.

Integrity, the highest professional standards in all parts of the organization. No corrupt side deals or other practices. If this search is unsuccessful in this regard, the university essentially collapses as we have reached a break-point.

Entrepreneurship
International business
US Government experience

UofL is often parochial in selecting candidates for the highest level positions. While an internal candidate might bring some advantages, that factor should not unduly prejudice other candidates that might bring new ideas to UofL, and in particular, new ideas that focus on the core missions rather than ancillary functions.

Not an answer to the question but a comment on the question itself: Again, if we are asked to identify something (areas of professional experience) why are we asked to tell you how important these areas are? Should the question be "How important is each of the following areas of professional experience when looking for the next president?"? Also why is the word 'most' bold? do you want us to specifically identify the one that is the most?

Administrative experience

Lack of criminal background, no off-shore secret investments, no cronies he'd like to buy over-priced worthless real estate from using university money.

We need leader who is observant and is a good listener! One who leaves the admin building (and the Belknap campus!) to see and hear what's really going in.

Ethical decision maker, fair, transparent. Someone who is not narcissistic, please.

He will ruin this place

Has had leadership role in top national university/ies.

Ethics

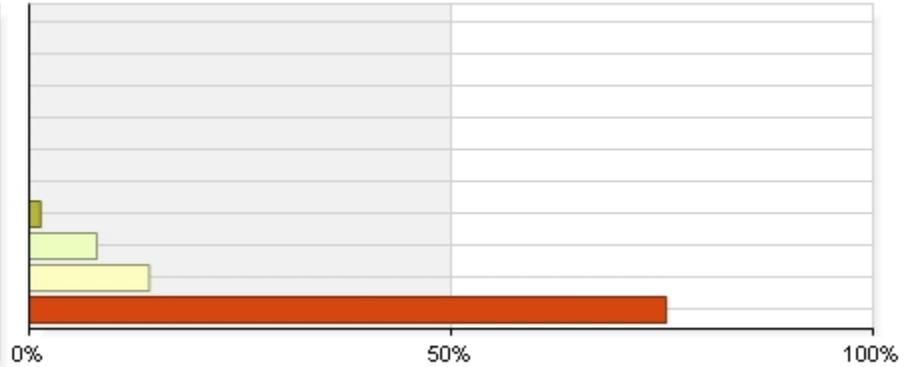
Experience working with schools of Engineering.

Ethical behavior, ability to identify and listen to good advice.

What are the most important personal characteristics for the next president to have in order to be successful?

1. Good judgement and decision-making skills

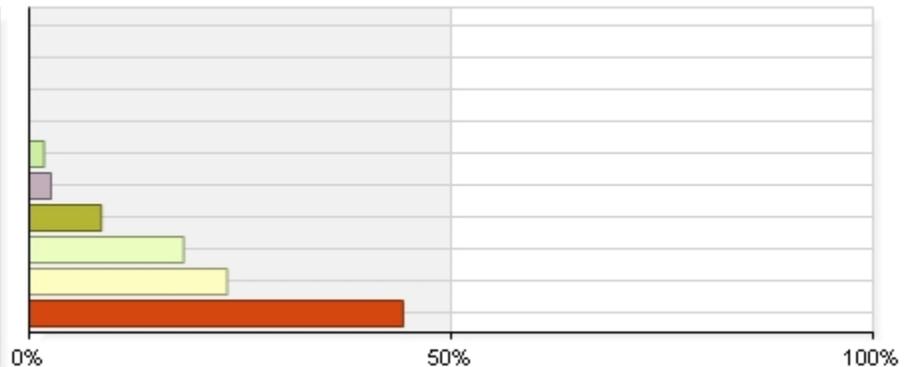
1 1 - Not at all important	1	0.14%
2 2	1	0.14%
3 3	0	0.00%
4 4	0	0.00%
5 5	2	0.27%
6 6	3	0.41%
7 7	10	1.36%
8 8	59	7.99%
9 9	105	14.23%
10 10 - Vitally important	557	75.47%
Total	738	



Statistics	Value
Response Count	738
Mean	9.60
Median	10.00
Mode	10
Standard Deviation	0.87
Standard Error (base on SD)	0.03

2. Effective spokesperson able to articulate a compelling vision

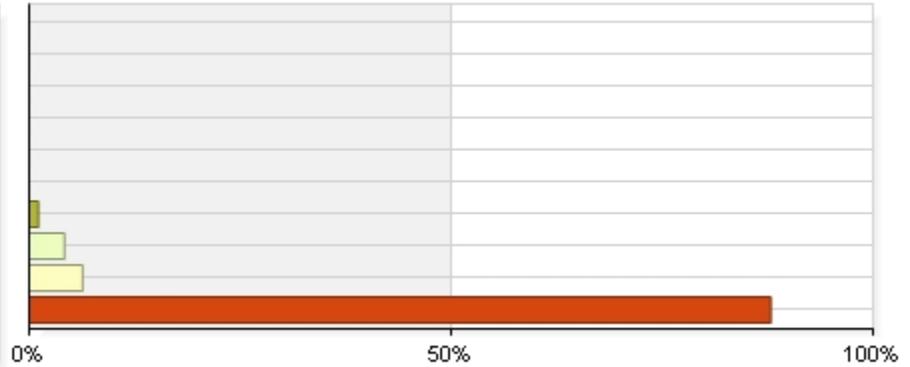
1 1 - Not at all important	2	0.27%
2 2	2	0.27%
3 3	1	0.14%
4 4	3	0.41%
5 5	13	1.76%
6 6	19	2.57%
7 7	63	8.54%
8 8	135	18.29%
9 9	173	23.44%
10 10 - Vitally important	327	44.31%
Total	738	



Statistics	Value
Response Count	738
Mean	8.87
Median	9.00
Mode	10
Standard Deviation	1.39
Standard Error (base on SD)	0.05

3. Honesty, trustworthiness, and ethical integrity

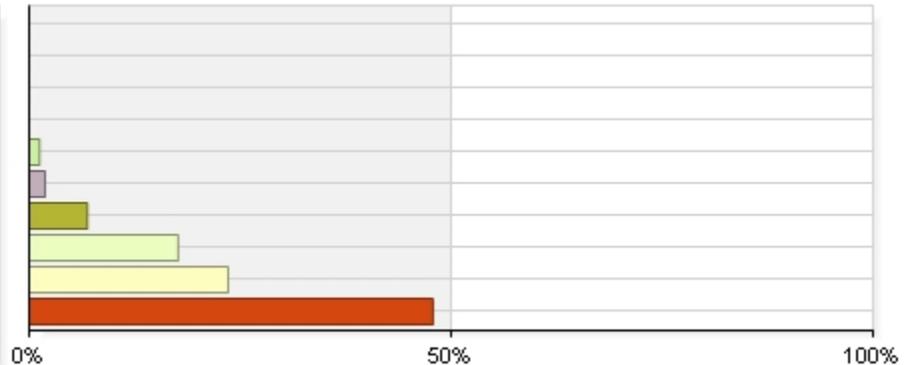
1 1 - Not at all important	1	0.13%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	1	0.13%
6 6	2	0.27%
7 7	8	1.08%
8 8	31	4.18%
9 9	47	6.33%
10 10 - Vitally important	652	87.87%
Total	742	



Statistics	Value
Response Count	742
Mean	9.79
Median	10.00
Mode	10
Standard Deviation	0.69
Standard Error (base on SD)	0.03

4. Forward thinking, creative, innovative

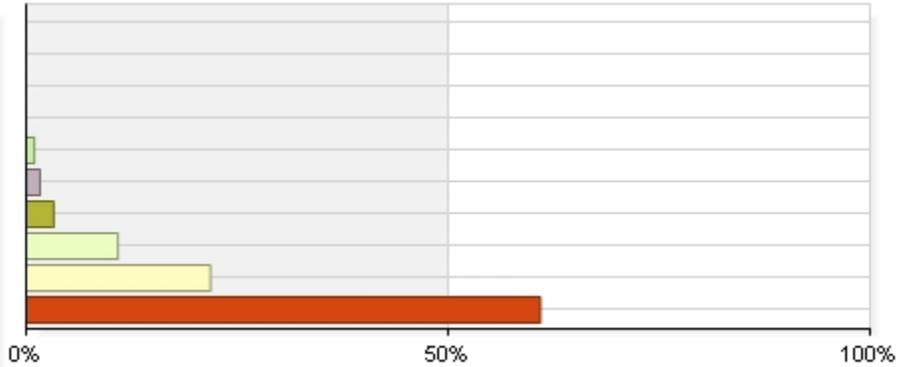
1 1 - Not at all important	2	0.27%
2 2	1	0.13%
3 3	2	0.27%
4 4	2	0.27%
5 5	9	1.21%
6 6	14	1.89%
7 7	51	6.87%
8 8	131	17.65%
9 9	175	23.58%
10 10 - Vitally important	355	47.84%
Total	742	



Statistics	Value
Response Count	742
Mean	9.00
Median	9.00
Mode	10
Standard Deviation	1.30
Standard Error (base on SD)	0.05

5. Commitment to academic mission

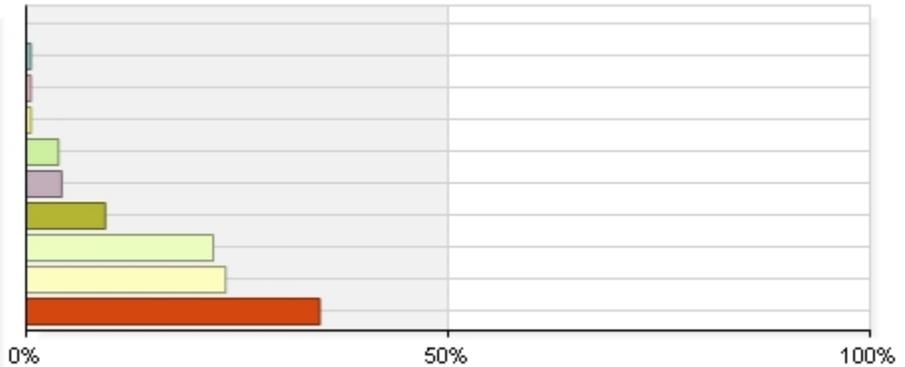
1 1 - Not at all important	3	0.41%
2 2	1	0.14%
3 3	0	0.00%
4 4	0	0.00%
5 5	7	0.95%
6 6	12	1.63%
7 7	24	3.26%
8 8	80	10.85%
9 9	161	21.85%
10 10 - Vitally important	449	60.92%
Total	737	



Statistics	Value
Response Count	737
Mean	9.31
Median	10.00
Mode	10
Standard Deviation	1.18
Standard Error (base on SD)	0.04

6. People skills

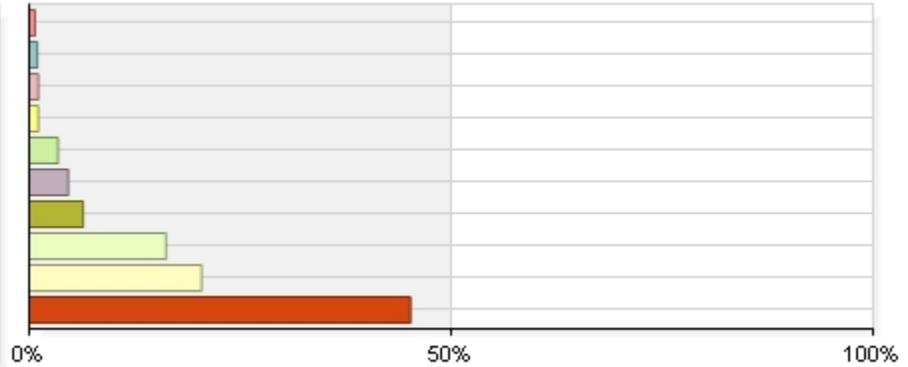
1 1 - Not at all important	3	0.41%
2 2	4	0.54%
3 3	4	0.54%
4 4	4	0.54%
5 5	28	3.80%
6 6	31	4.21%
7 7	69	9.38%
8 8	163	22.15%
9 9	174	23.64%
10 10 - Vitally important	256	34.78%
Total	736	



Statistics	Value
Response Count	736
Mean	8.53
Median	9.00
Mode	10
Standard Deviation	1.60
Standard Error (base on SD)	0.06

7. Commitment to principles of shared governance

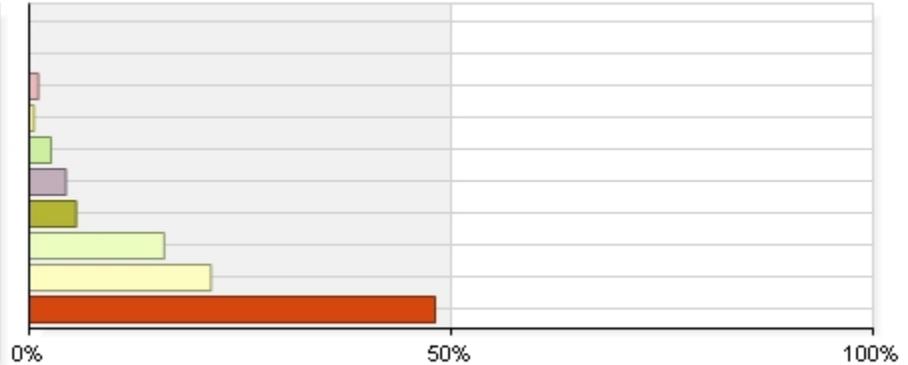
1 1 - Not at all important	5	0.68%
2 2	7	0.95%
3 3	8	1.09%
4 4	8	1.09%
5 5	25	3.40%
6 6	34	4.63%
7 7	47	6.39%
8 8	119	16.19%
9 9	150	20.41%
10 10 - Vitally important	332	45.17%
Total	735	



Statistics	Value
Response Count	735
Mean	8.65
Median	9.00
Mode	10
Standard Deviation	1.81
Standard Error (base on SD)	0.07

8. Ambition to advance the university

1 1 - Not at all important	2	0.27%
2 2	0	0.00%
3 3	8	1.08%
4 4	4	0.54%
5 5	19	2.57%
6 6	32	4.34%
7 7	41	5.56%
8 8	118	15.99%
9 9	159	21.54%
10 10 - Vitally important	355	48.10%
Total	738	

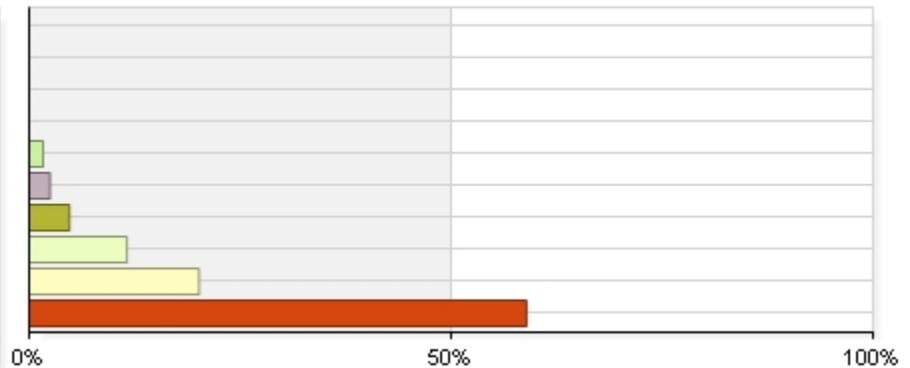


Statistics	Value
Response Count	738
Mean	8.86
Median	9.00
Mode	10
Standard Deviation	1.53
Standard Error (base on SD)	0.06

What are the most important personal characteristics for the next president to have in order to be successful? (continued)

9. Commitment to students (undergraduate, graduate, and professional)

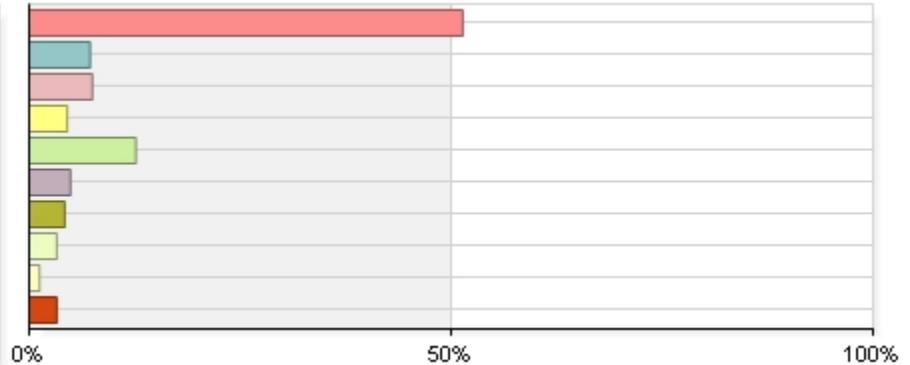
1 1 - Not at all important	2	0.27%
2 2	0	0.00%
3 3	1	0.14%
4 4	1	0.14%
5 5	12	1.63%
6 6	18	2.45%
7 7	35	4.76%
8 8	85	11.56%
9 9	148	20.14%
10 10 - Vitally important	433	58.91%
Total	735	



Statistics	Value
Response Count	735
Mean	9.20
Median	10.00
Mode	10
Standard Deviation	1.26
Standard Error (base on SD)	0.05

10. Prior connection to UofL

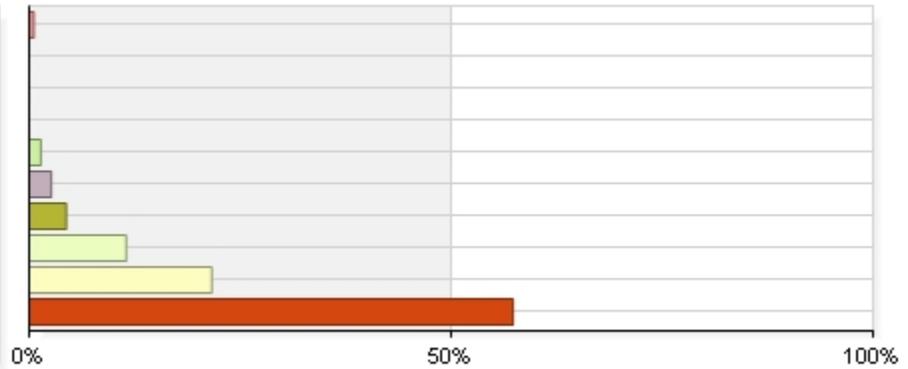
1 1 - Not at all important	378	51.36%
2 2	53	7.20%
3 3	55	7.47%
4 4	33	4.48%
5 5	93	12.64%
6 6	36	4.89%
7 7	31	4.21%
8 8	24	3.26%
9 9	9	1.22%
10 10 - Vitally important	24	3.26%
Total	736	



Statistics	Value
Response Count	736
Mean	2.98
Median	1.00
Mode	1
Standard Deviation	2.58
Standard Error (base on SD)	0.10

11. Leadership skills

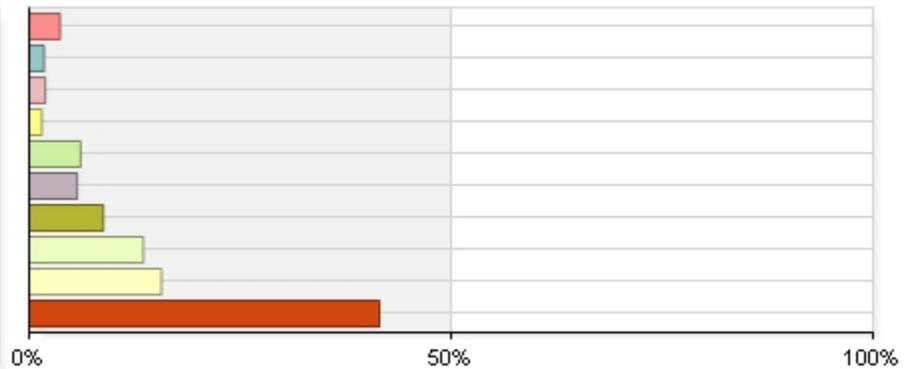
1 1 - Not at all important	4	0.55%
2 2	0	0.00%
3 3	3	0.41%
4 4	2	0.27%
5 5	10	1.37%
6 6	19	2.60%
7 7	32	4.38%
8 8	84	11.49%
9 9	158	21.61%
10 10 - Vitally important	419	57.32%
Total	731	



Statistics	Value
Response Count	731
Mean	9.16
Median	10.00
Mode	10
Standard Deviation	1.36
Standard Error (base on SD)	0.05

12. Commitment to diversity, inclusion, and equity

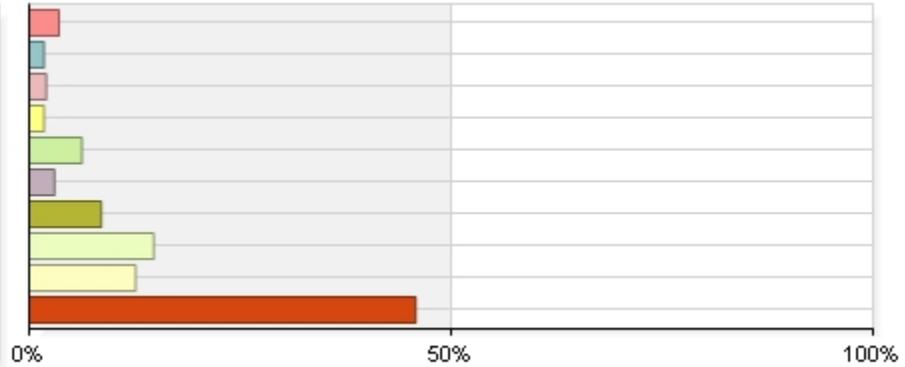
1 1 - Not at all important	27	3.65%
2 2	13	1.76%
3 3	14	1.89%
4 4	11	1.49%
5 5	45	6.08%
6 6	42	5.68%
7 7	65	8.78%
8 8	100	13.51%
9 9	116	15.68%
10 10 - Vitally important	307	41.49%
Total	740	



Statistics	Value
Response Count	740
Mean	8.09
Median	9.00
Mode	10
Standard Deviation	2.41
Standard Error (base on SD)	0.09

13. Willingness to participate in open campus interviews

1 1 - Not at all important	26	3.52%
2 2	13	1.76%
3 3	15	2.03%
4 4	13	1.76%
5 5	46	6.23%
6 6	22	2.98%
7 7	63	8.54%
8 8	109	14.77%
9 9	93	12.60%
10 10 - Vitally important	338	45.80%
Total	738	



Statistics	Value
Response Count	738
Mean	8.19
Median	9.00
Mode	10
Standard Deviation	2.42
Standard Error (base on SD)	0.09

Please list any additional personal characteristics for the next president to have in order to be successful.

Comments
Should not be connected to the Louisville community and able to clean house to remove all the leadership in the administration, athletics, and budget offices who have been here since Ramsey, to bring suit against those responsible for the Community Foundation's loss of University funds, and to evaluate faculty and staff on hard work and merit rather than personal friendships
Openness to new ideas, purpose-driven action
Financial Planning and Review, Overseeing budget- a major flaw in the last group
Enhancing a Commitment to Excellence
Facilitating Institutional Communications
Establishing trust Among Diverse Constituencies And Stakeholders
Increasing faculty salaries and graduate student stipends.
Increasing opportunities for part time faculty members to earn a living wage.
Proven fund raising skills
ALTHOUGH THIS HAS NOTHING TO DO WITH THE WHAT YOU ARE ASKING, THIS PRESIDENTIAL SEARCH SHOULD NOT BE CONDUCTED PRIVATELY. THE CANDIDATES SHOULD BE KNOWN TO ALL DURING THE ENTIRE SEARCH PROCESS.
successful
Honesty and integrity, and a willingness to be more open and proactive about communicating with the university community.
Don't hire some U of L crony. Bring in someone with no connections to the university.
Have a vision for University advancement and improvement
Excellent public demeanor and composure
This search is invalid without transparency and openness.
should be able to understand social justice and the importance of transparency.
I believe the search should be open once three to five finalists have been identified and asked to visit campus. I believe

Comments

the search should be limited to candidates who have not been employed at U of L in the past. In the past, other searches at the University have had that limitation. I believe that such a limitation is justified given what has happened at U of L in the past few years. I consider experience in any leadership position at U of L as a disqualifying fact.

Commitment to the the research mission of the university

Strong academic credentials demonstrated by an abundant peer-reviewed publication record and extramural grant funding for education and/or research.

PLEASE DO NOT HIRE SOMEONE WHO IS ALREADY AT UofL! THIS IS A TERRIBLE IDEA. WE NEED SOMEONE FROM OUTSIDE OUR SMALL, INSULAR COMMUNITY THAT CAN ACTUALLY ADVANCE THE UNIVERSITY!

Needs to be open and transparent!!!! No closed searches

Honest, accountable, open, pleasant, not a charlatan.

willingness to be open and honest with the larger community and university constituents

no history of corruption, looting of resources, openness to new ideas, consults faculty not just the Board, integrity, respect for the institution, not greedy

OPEN THE SEARCH!!!!!!!!!!!!!!!!!!!!

Someone who, a century from now, will be seen as the person who ushered in U of L's golden age.

I don't just want someone to turn the ship around – I want someone to sandblast it clean and introduce new, more robust systems of accountability and transparent governance. Someone with a vision – not afraid to implement it, someone who listens, and listens routinely.

THE BOARD OF TRUSTEES APPARENTLY WANTS TO SELECT DR. POSTEL AS PRESIDENT. CONDUCT OPEN SEARCH!

Non-Louisville based candidate....think big

Be recognized as a scholar, NOT as an entrepreneur, nor as a politician, nor as a bureaucrat.

Educational models are changing vastly, how will they embrace these changes for the betterment of ALL ARTS & SCIENCES disciplines?

If I could rate "prior connection to UofL" as negatively important, I would. Please do not just continue the chain of corruption by hiring someone from the inside. We desperately need a new start. That is what is so concerning about the closed (non-transparent) search process.

Someone not associated with the University.

Must insist on participating in open campus interviews

Seek out DIVERSITY in candidate SELECTION PROCESS.

OPEN THE SEARCH. Candidates with any sense of ethics will know coming here will bring a cloud with them and will not apply.

Inexcusable lack of transparency.

Should come from a university that is of a type we aspire to be in the next 10–20 years. Please do NOT hire someone from a school with fewer research accomplishments than we have. At least someone from a university like University of Cincinnati, better a UNC Chapel Hill or NC State etc.

Collaborative leadership style and willingness to listen to other points of view; Although I would prefer a willingness to participate in open campus interviews, I also recognize that it could be damaging to some in their current environments; we don't want to create a situation where the only candidates are people who are desperate to leave their current institutions or under pressure to do so. I would be comfortable with a middle ground that included more faculty and staff on the search committee. One of my biggest problems with the current approach is that I don't have a clear perspective on what the BOT is looking for or what their priorities are. Although I am happy to fill out this questionnaire, it might be more valuable to have them fill it out and share it with us.

The University has been very committed to diversity and inclusion. Maybe we could find a President who is not a white, privileged male?

The new President much possess experience, be totally transparent to everyone and a great communicator. He/she will be the face of UofL.

At this point, seeing a prior connection to UofL may have the unintended effect of not inspiring confidence, given past administration scandals.

Comments

he must value academic excellence above anything else!

Open the presidential search.

– understanding of diversity or background that is diverse (race/ethnicity, gender, gender expression, and/or physical ability)

– someone who understands the broader goals of universities; not seeing the university as just a "business"

– putting into place structures to hold administrators accountable

– the search should be open to all faculty, staff, and students; leaving it closed lowers trust and morale

Let's face it, Dr. Postel is the best of any possible choices with his leadership, academic, budgetary and ethical commitments. He has done a superlative job of putting UL back on track. I think he needs to continue to bring UL into an exceptional university.

Should be held accountable unlike Ramsey so the rest of the employees don't have to pay for his mistakes! The person should be triple checked and audited in all fiscal issues. If funds are missing charges should be brought up and the funds should be re-couped not off the employees back.

NOT GREEDY; understands importance of equity, shared sacrifice in hard times, equal sharing of bounty in good times. NOT arrogant. You aren't the most important person at the university; you are not even likely the smartest person at the university. I also strongly suggest we look outside of Kentucky even. We need fresh blood, fresh perspective. Look to provosts from similar state institutions.

First and foremost, our organization needs moral leadership and the ability to live by and communicate about our values.

The knowledge and understanding human resource in research universities

Someone not facing possible state or federal indictments. Not Postel.

Proven leadership skills and previous experience in higher education leadership would be high on the list for our next university president. Choosing someone from outside could bring a breath of fresh air to the community.

Open the presidential search. We are going to lose excellent faculty and prospective students to other institutions because of the way this search is being conducted and due to issues with the Board of Trustees.

I want a leader who can re-assemble the troops, who can raise morale by bringing results, not promises, who can actually take UofL to the next level. In the current UofL climate, bringing in a new president who was not open to open campus interviews simply allows the former structure of secrecy to continue, worse, to be exacerbated. Why even ask about shared governance in this questionnaire if the BofT is planning a unilateral decision on the new President?

Not so much about the next president, but the search process for the next president should be open. I think there would be better results.

Courage sufficient to keep the medical complex from disproportionately gobbling up available funds and to stand up to the Board and Governor when the best interests of the University requires it, even at the cost of his/her job.

Not affiliated with UofL current or past UofL leadership.

Personal ego not self-centered

Capable of promoting others success and others strengths

Willing to keep all operations open to public view

I prefer to see the next President come from Provost kind of positions at well regarded academic institutions. Spare us politically connected administrators like we got with Ramsey. If they are not available for open campus interviews, I don't want him or her period.

We need someone who has been at institutions where there was excellent leadership— possibly at an institution where difficulties were overcome by new effective leadership.

ethical and moral

Desire to stabilize the University, rebuild trust & goodwill; Ability to integrate the University in the community

See above. Again common sense. Knowledge of how to run a business as well as be able to recruit top notch professors, teachers and researchers. And for goodness sakes get good people and pay them what they are worth. Quit cutting corners and hiring people because they are willing to work for poor pay.

Humility

empathy

The next president must be transparent in decision making. Things have been done in secret for far too long. The U of L

Comments

budget model is a joke – one that no other university follows.

Nearly all of these are qualities that define a good leader. It strikes me as odd that we would not expect our leader to be ethical, honest, committed to diversity and inclusion, etc. We need a president who lives by the standards he or she sets for others. For example, faculty complete a lengthy conflict of interest disclosure annually. This is important. Our former president, provost and Board made a joke of this. Time and time again for the last year or two, our university has been called out in the media for corruption, greed, and abuse of power. The new president should have an attitude that he or she is a servant leader. The needs of the university and its students, faculty and the community served should never come second to the personal needs of the president.

Commitment to academic excellence at all levels, encouraging research and scholarly work at all levels (BS, MS, PhD, faculty).

Commitment to academic integrity and free speech.

Commitment to fairness; willingness to share personally in any budget cutting measures (i.e., reductions to President and administrative salaries/bonuses).

Servant-Based, Transformational Leader

Commitment to community engagement and social justice. Critique of the neoliberalization of public universities and the commodification of education.

Anyone who is not as dishonest as Ramsey will be an improvement.

Collaboration

Media savvy

It is critically important that we gain faculty and staff input in determining which candidates to advance. Please engage the larger community in determining our next leader from the early stages in the process.

Need a home run, average administrator/President will not be able to convince the talent that exists to stay nor recruit additional nationally recognized talent

This individual should insist on campus presentations PRIOR to accepting the offer. It is unconscionable that this is being done totally behind closed doors. That's part of the reason we are in the mess we are in. I have been a full time employee for 39 years, until just recently when I became part-time. I have seen a lot over the years and long to see U of L's reputation restored so I can once again be proud of my alma mater.

I appreciate this survey but believe it cannot compare to an open search that would allow for dialogue and transparency with the many communities that make up UofL.

I'm really not interested in another interim or hired leader who does not appreciate the people who work within the institution and serve students on a day-to-day basis. The person hired needs to have the skill to build a rapport internally and externally. There is little transparency, and lack of overall trust in leadership. Faculty and staff generally do not feel we have an advocate. Instead we have people most interested in the finances and not the human aspects of the institution. It is time to bring someone who understands the importance of working WITH the people of the institution.

Adept at navigating state government and university trustees

Appreciation for a diversity of faculty that would include those who are traditionally academic, service-oriented, or possess a real world experience that is of value to students and their fellow faculty members.

Understanding of how UofL fits into the ecosystem of the city, region, and state.

Understanding that the goal of a university is to be at its heart, universal, in bringing together multiple leaders and visionaries so that its students, faculty, and staff can grow... thereby growing the university itself.

Possesses a humility to understand that they are the steward of tradition and not the tradition themselves.

The president doesn't need to be ultra-creative in administrating and leading UofL... just do the foundational basics well with honesty, integrity and transparency.

Have a strong enough personality and constitution to stand up to a pushy governor.

fully vetted– as opposed to claims that the person is vetted when that is indeed not the case.

A person of high integrity

Cultural humility.

Must have the last name of Postel.

not being a sociopath

Comments

There are many good candidates who can lead the university to a next level. With current unpleasant drama, it is better to have a candidate from outsider instead of promoting from inside the university. It is clearly to us that the President should be able to govern the university without big influence from the Board. The ongoing unfortunate drama in the school athletic demonstrated the bad influence of the board on the school leadership's judgement that handled the matters in an unpopular way.

Honesty, trustworthiness and ethical integrity deserves 20 on this scale. It cannot be achieved by any internal candidate.

What does commitment to diversity mean? Everyone says that but few really act on it. Our senior leadership positions on this campus, for the most part, are lacking in minority representation, yet, most of our senior administrators would declare a strong commitment to diversity.

Dr. Postel has done an excellent job and would make a great permanent president.

Integrity

With no intended judgment about existing leadership... we need a fresh face at UL in most if not all top leadership positions.

We must NOT hire an insider, former professional athlete, or graduate of the University of Louisville. No one in the "good ol' boy" network (pardon my sexism here). Many of the major issues and problems we are currently facing are due to the "incestuous" relationship of athletics and financial free-wheeling (on which the prosecutor should act).

I am *most* concerned about this person's honesty, trustworthiness, and ethical integrity. *Please* investigate this piece most deeply of all, for obvious reasons at U of L at this moment in time.

Not a puppet for the Board appointed by a controversial governor

The search should not be confidential. The faculty should be able to see the credentials.

Must have a background in one of the stem fields (science, technology, engineering, and math)

integrity is key. rebuilding will be a huge role. more than the person having every characteristic that is needed to move the organization forward, the new leader needs to be open, honest, smart, and place smart (or smarter) people in key roles.

Understanding and Adoption of Servant Leadership in the Context of Higher Ed

We need to hire a leader who will pull the university out of its complacency

Represents diversity—race/ethnicity, gender

Proven commitment to U of L

Honesty, trustworthiness, and ethical integrity

Lack of connection to U of L would be a major boon. We need someone ethical and successful from the outside to clean up this mess.

Ability to identify strengths and weaknesses of current administrators and make appropriate changes.

Desire not to close door on past issues

Core integrity and ethical values not surprisingly are of particular importance in the next president. I'm immensely concerned if that candidates are unwilling to participate in an open search process because the argument that secrecy is necessary is a red herring not befitting an institution of higher education ostensibly committed to discovery and transparency.

Based on our track record, a prior connection to U of L is NOT a desirable characteristic.

The next president MUST be a phenomenal fundraiser. The university is too poor. The scope of lack encompasses and influence all campus thought. The university faces too many in-state barriers; this will require someone who can move outside of the state and the legislature.

Humility and a sense of humor

Willingness to be widely interviewed with students and faculty while identified as a qualified finalist

Not an answer to the question but a comment on the question itself: What kinds of questions are these? Are you running your ideas of what makes a person a decent human being by us? I think I can trust you to find a president who has people skills and has ambition to advance the university. If you get all answers that say "good judgement and decision-making skills" are not at all important, is that really going to influence you enough to decide on someone who has bad judgement and poor decision-making skills?

Comments

This survey is poorly-composed. It asks questions that demand particular responses, but cannot be properly answered with the response format used. None of these questions asks "How important is..." but all of the answer options are a scale of not at all important to vitally important. Please send out better surveys in the future, because I now fear that the data you receive makes no sense, since the survey makes no sense.

A commitment to transparency to earn back the public trust and the confidence of the legislature. I need to trust the organizations / foundations to which I donate to use the donations for their intended purpose rather than to line someone's pockets.

Integrity

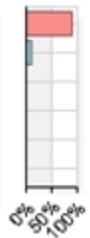
It would be nice if s/he didn't think they should become the poster child for the university and if they didn't lie.

We know the budget situation looks grim. Tell the truth, be inclusive to identify solutions, implement the plan, tweak the plan, right the ship. The community will pull together but we have been battered and lack good leadership and vision. We have been in triage mode for years.

Integrity – this school could use a president that won't jeopardize the future of the school and students.

What is your primary role at UofL?

1 Full-time faculty	677	89.67%
2 Part-time faculty (includes lecturers, instructors, adjuncts, etc.)	78	10.33%
3 Administrator	0	0.00%
4 Full-time staff (P&A; exempt)	0	0.00%
5 Full-time staff (hourly; non-exempt)	0	0.00%
6 Part-time staff (Any employee whose primary appointment is neither faculty nor an administrator, whose total FTE is less than 1.0.)	0	0.00%
Total	755	



Fall 2017 Presidential Search Survey Staff Only (DRAFT)

Report Comments

Overall Project Audience 9762
Staff Responses Received 1084
Response Ratio 11.10%

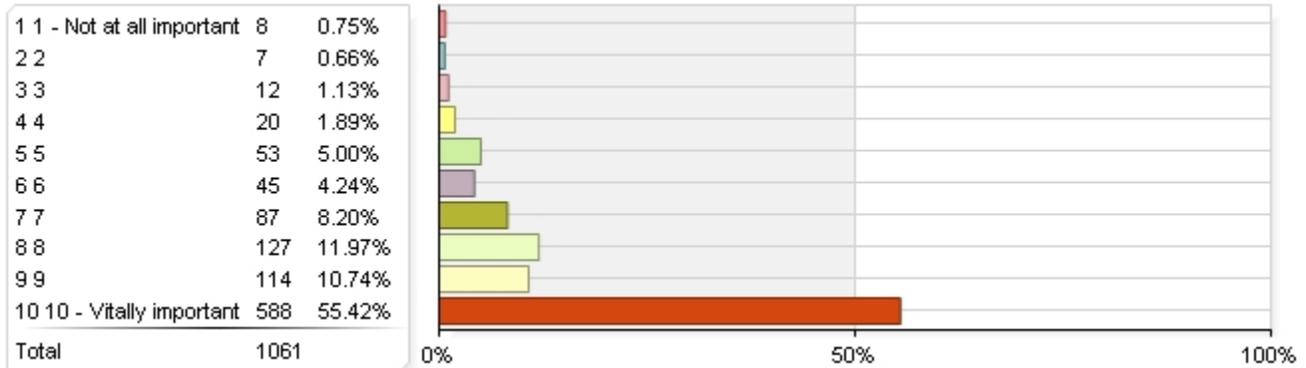
Staff Project Audience 7290
Staff Responses Received 1084
Response Ratio 14.86%

This report contains the responses from staff only. This includes: full-time staff (P&A; exempt), full-time staff (hourly; non-exempt), and part-time staff (any employee whose primary appointment is neither faculty nor administrator, whose total FTE is less than 1.0).

Prepared by IE Survey
Creation Date Mon, Nov 13, 2017

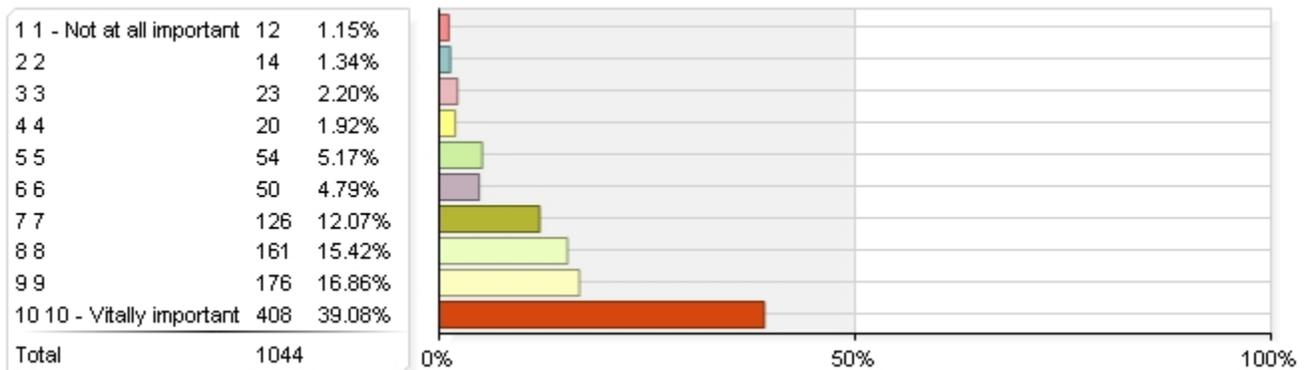
When you think of the University of Louisville, which themes most powerfully express our identity?

1. Academic excellence (teaching and research)



Statistics	Value
Response Count	1061
Mean	8.67
Median	10.00
Mode	10
Standard Deviation	1.94
Standard Error (base on SD)	0.06

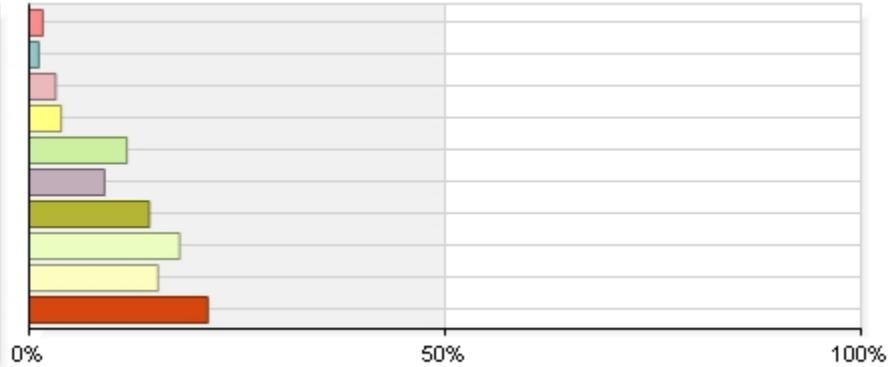
2. Diversity, inclusion, and equity



Statistics	Value
Response Count	1044
Mean	8.23
Median	9.00
Mode	10
Standard Deviation	2.09
Standard Error (base on SD)	0.06

3. Commitment to undergraduate liberal arts education

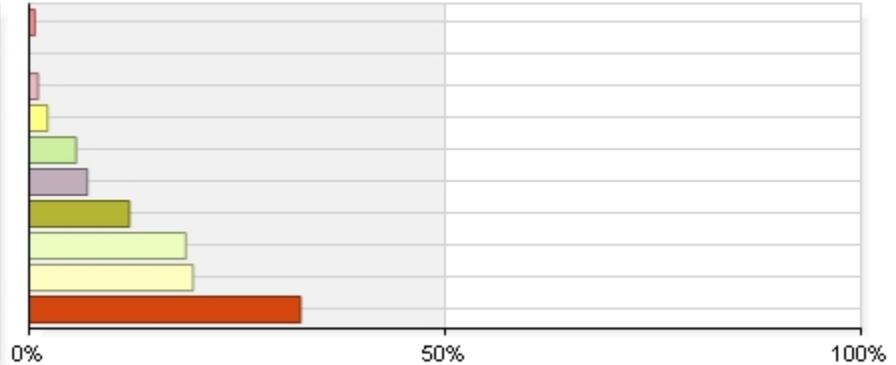
1 1 - Not at all important	17	1.63%
2 2	12	1.15%
3 3	33	3.17%
4 4	40	3.85%
5 5	122	11.73%
6 6	94	9.04%
7 7	150	14.42%
8 8	188	18.08%
9 9	161	15.48%
10 10 - Vitally important	223	21.44%
Total	1040	



Statistics	Value
Response Count	1040
Mean	7.41
Median	8.00
Mode	10
Standard Deviation	2.20
Standard Error (base on SD)	0.07

4. Strong professional/graduate schools

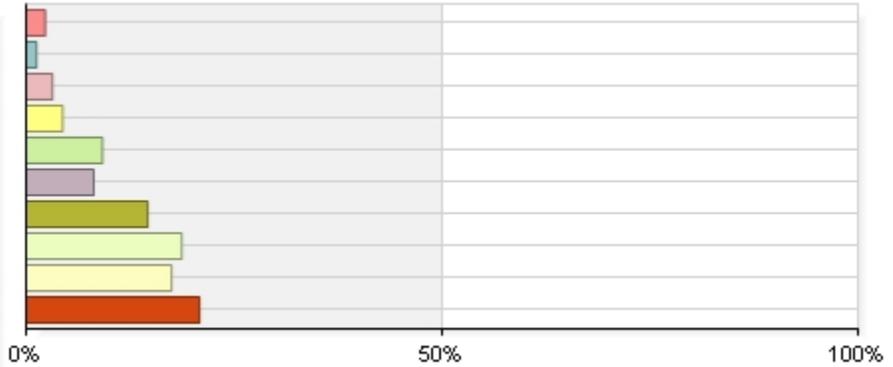
1 1 - Not at all important	7	0.67%
2 2	3	0.29%
3 3	11	1.05%
4 4	23	2.20%
5 5	59	5.64%
6 6	73	6.98%
7 7	126	12.05%
8 8	197	18.83%
9 9	206	19.69%
10 10 - Vitally important	341	32.60%
Total	1046	



Statistics	Value
Response Count	1046
Mean	8.22
Median	9.00
Mode	10
Standard Deviation	1.85
Standard Error (base on SD)	0.06

5. Alumni pride/loyalty

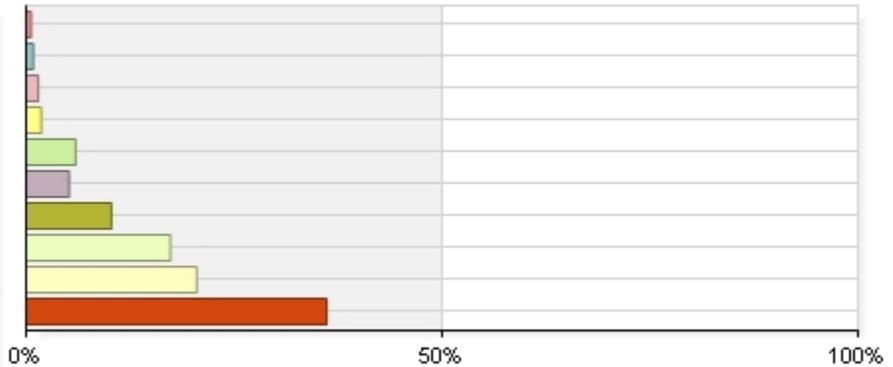
1 1 - Not at all important	24	2.29%
2 2	13	1.24%
3 3	33	3.15%
4 4	46	4.39%
5 5	96	9.17%
6 6	85	8.12%
7 7	153	14.61%
8 8	196	18.72%
9 9	183	17.48%
10 10 - Vitally important	218	20.82%
Total	1047	



Statistics	Value
Response Count	1047
Mean	7.44
Median	8.00
Mode	10
Standard Deviation	2.25
Standard Error (base on SD)	0.07

6. Research and discovery of new ideas

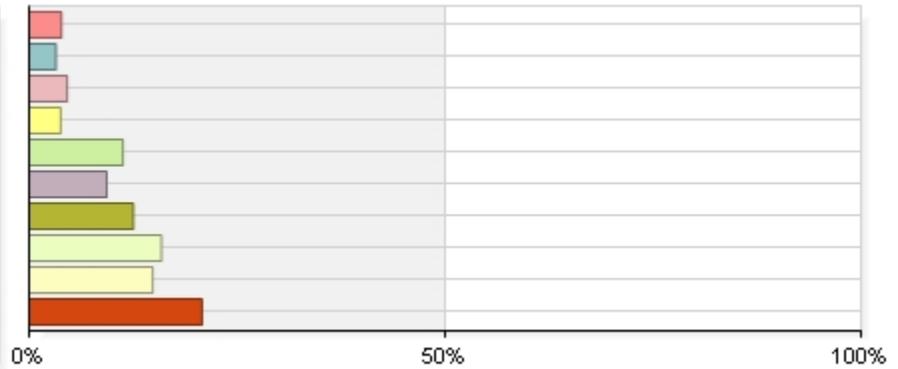
1 1 - Not at all important	6	0.57%
2 2	9	0.86%
3 3	15	1.44%
4 4	19	1.82%
5 5	62	5.94%
6 6	54	5.17%
7 7	107	10.25%
8 8	181	17.34%
9 9	214	20.50%
10 10 - Vitally important	377	36.11%
Total	1044	



Statistics	Value
Response Count	1044
Mean	8.31
Median	9.00
Mode	10
Standard Deviation	1.91
Standard Error (base on SD)	0.06

7. Shared governance

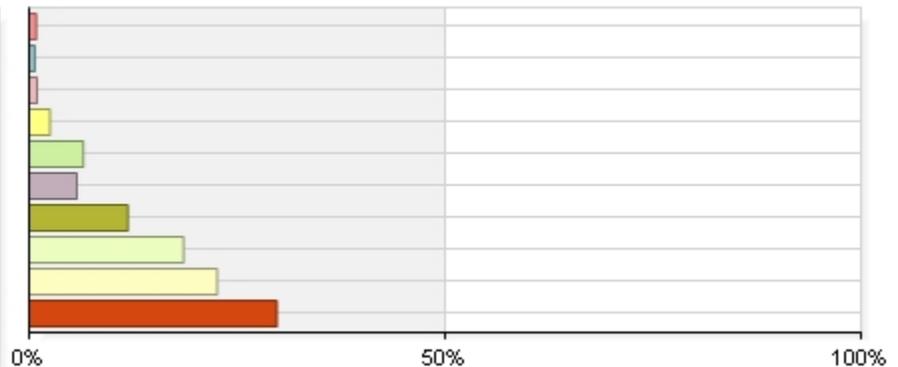
1 1 - Not at all important	40	3.88%
2 2	33	3.20%
3 3	47	4.56%
4 4	39	3.78%
5 5	116	11.25%
6 6	96	9.31%
7 7	129	12.51%
8 8	164	15.91%
9 9	153	14.84%
10 10 - Vitally important	214	20.76%
Total	1031	



Statistics	Value
Response Count	1031
Mean	7.07
Median	8.00
Mode	10
Standard Deviation	2.54
Standard Error (base on SD)	0.08

8. Health and biomedical sciences/clinical operations

1 1 - Not at all important	9	0.86%
2 2	7	0.67%
3 3	10	0.96%
4 4	26	2.49%
5 5	68	6.51%
6 6	60	5.74%
7 7	124	11.87%
8 8	194	18.56%
9 9	236	22.58%
10 10 - Vitally important	311	29.76%
Total	1045	

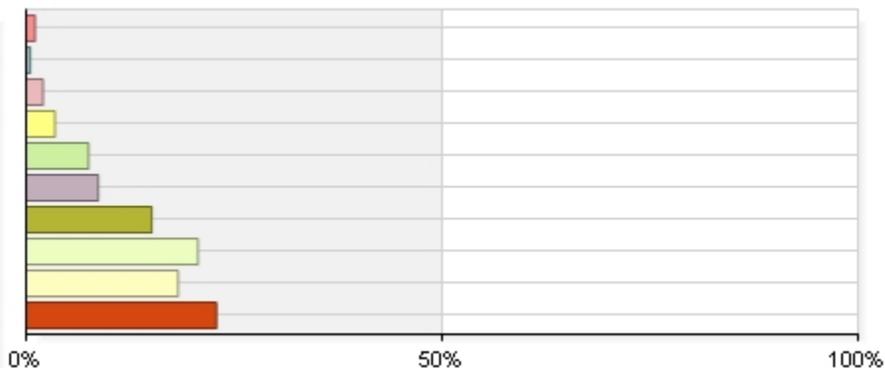


Statistics	Value
Response Count	1045
Mean	8.14
Median	9.00
Mode	10
Standard Deviation	1.91
Standard Error (base on SD)	0.06

When you think of the University of Louisville, which themes most powerfully express our identity? (continued)

9. Community engagement

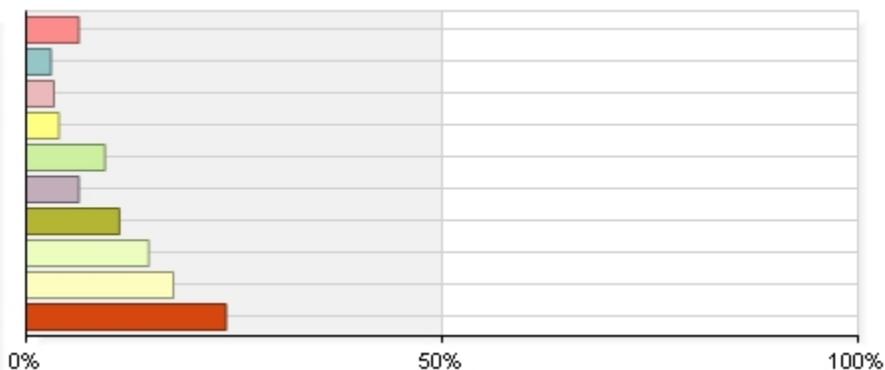
1 1 - Not at all important	11	1.06%
2 2	5	0.48%
3 3	21	2.02%
4 4	36	3.46%
5 5	78	7.49%
6 6	90	8.65%
7 7	157	15.08%
8 8	215	20.65%
9 9	190	18.25%
10 10 - Vitally important	238	22.86%
Total	1041	



Statistics	Value
Response Count	1041
Mean	7.75
Median	8.00
Mode	10
Standard Deviation	1.99
Standard Error (base on SD)	0.06

10. Intercollegiate athletics

1 1 - Not at all important	66	6.32%
2 2	31	2.97%
3 3	35	3.35%
4 4	41	3.92%
5 5	99	9.47%
6 6	66	6.32%
7 7	117	11.20%
8 8	154	14.74%
9 9	185	17.70%
10 10 - Vitally important	251	24.02%
Total	1045	



Statistics	Value
Response Count	1045
Mean	7.19
Median	8.00
Mode	10
Standard Deviation	2.71
Standard Error (base on SD)	0.08

Please list any additional themes that you think express our identity as the University of Louisville.

Comments

Comments

Student involvement, Greek life, improving student life

Transparency

Fraud and scandals

Currently, we have no vision and the University is falling apart internally. Current President and others in charge are out of touch with the day to day operation. We are losing people by 'attrition' but many of those are exceptional faculty and staff that we will not be able to get in the near future.

The University as an engine of economic growth that rises the profile of the city, and the state; and rises the economic well being of the citizens.

Our identity currently is scandal, scandal, and scandal.

Proud to work here

Honesty, won't embezzle, has the university's best interests....You would think this would be common sense, but well—look at past administration. This place is a joke.

This should be an open search. We need to be open, honest and inclusive. Integrity and rebuilding confidence would be enhanced by making this an open search.

Unfortunately... Justification of "leaders" caught in compromising situations

Metropolitan/urban institution

Sustainability and green campus

Shared governance SHOULD be an identity, especially now.

None

Transparency with all.

Big school, close family. Students are not just a number here.

Some of these were difficult to answer because more than one item was included. Health and Biomedical Sciences are not the same as clinical operations. Also, the scale doesn't match the question.

Commitment of the staff, to continue to work at a high level, while not being appreciated or receiving compensation.

Higher education business. Not just a business person.

Just read our headlines across the country.

These themes reflect our mission and highlights and should all be vitally important.

Quality and commitment of staff to assist with student academic success as well as good mental and physical health.

We are much, much more than just our Athletics department! Education is *the* primary reason we are here!

Growth and opportunity

need definition of shared governance!!!

Right now UofL is known for corruption and hookers.

Financially stable

not very well known outside of KY with the exception of basketball

This question is confusing.

I think the university should turn it's focus away from being an athletic facility (given the tarnish it's left on the school) and really work to establish itself as a stronger research academic.

1. Innovation and transforming lives locally, regionally, nationally and globally.

2. University as integral to a vibrant city/community

3. Commitment to helping students discover their gifts and passions and how they can use that to transform the world/make a difference

The president of the most diverse university in the state should reflect that. No more cisgender, heterosexual, white men.

I am a little confused by the first question: are you asking about our ideal vision of the university, or how we think the world sees it right now?

Comments

UofL is way too tied up in its identity as an athletic school. My opinion is that athletics should be a side-line, not in the spotlight at all. Academics should be paramount.

Prestigious Honors and Awards – Recipients of honors and awards from U of L or U of L students receiving such honors and awards for advanced education and research.

Community Programs – sponsored by U of L

Given all the problems we've experienced in our athletics department, it may be time to give athletics lesser priority than in the past.

STEM field is of utmost importance.

recently – scandal.

Economic driver for region
Educated workforce for region

Truthful and honest

Get rid of Postel

Our current "Theme" is 'scandal'.

Being a great place to work

Academia !!!!! Not sports

We are an academic institution first and foremost

I believe academics are all rolled into one umbrella. I am not sure how can you can separate undergraduate liberal arts or graduate schools. Academic education on all levels is the reason for our existence.

Unfortunately the perception is the University is a thieves' den that cannot adequately manage the public's money.

Transparency. Openness. Honesty and trustwothy.

I have noted items I think that should be of highest priority. Not sure they always rank that way

For Shared Governance – I assume you are referring to shared by staff and faculty, NOT other entities like the foundation or ULP. I am in favor of the former but staunchly opposed to the latter.

What I think is the most powerful theme should not be the primary focus of this persons activity. It should to be change our identity into a source of pride and the best way to do that is to demonstrate investments in diversity and shared governance. This presidents job should be to re-invent us into an institution that is based on high ethical standards first, and the rest will come naturally as it does in every institute of higher learning. It will come organically. The ethical standards should be documented, taught to everyone working here, and then reinforced on a continual basis. High ethical standards should be the norm and discussed on a regular basis so that its instilled as part of the University, as much as anything else that we hold dear. There should be an ethics committee with the involvement of the faculty who teach this subject, they could help the leaders of the University and provide guidance to them on an on-going basis.

These are what I understand their priorities to presently be (understanding that the board is also working to change some of these things). I do not necessarily think that the way these priorities have been ordered or carried out has served the university and its people or the community well.

Research, innovation, and academic excellence should be the core of any university. The trend towards outsourcing important core functions is contrary to these core values.

There are unfortunately a lot of negatives surrounding the university right now.

The president needs to be a strong leader as well as a good listener. I don't need someone that has proven academic skills if they can't lead.

Open Search

Scandal after scandal

The new president should be an academic and NOT a business-type. We need an academic leader. The business of the university will be worked out.

Integrity

Change funding for research to include a 5% share of the overhead (indirect costs) for research grants to the University Libraries without penalizing the University Libraries. Incrementally increase the University Libraries percentage to at least 6% as it was under President Shumaker. Now it is about 3.5% with far more degrees and certificates to support.

Comments

Make salaries and duties for Faculty and staff competitive. The Athletic program needs to have checks, so compliance is achieved. We need coaching to be direct supervision for players and their assistants. No more coaching from a distance! Remove the secrecy of the UofL Foundation. We are a public university. We need accountability! Sunshine!

Transparency

This question is not worded well. It should say, When you think of UL which themes SHOULD most powerfully express our identity. Then the answers would correspond. It doesn't make sense as it is currently worded. I would like Diversity, inclusion and equity to express our identity as I think that is vitally important. I also think academic excellence is of vital importance. As it stands now, (unfortunately) athletics is of vital importance.

Athletics has long dominated our image to the Louisville and national community. Time for a change?

Preparing students for the work force.

Being an economic engine for the city and state.

Our identity as an institution of higher has changed because those in charge have allowed and supported a small few in the athletic department as well as in other departments throughout the university defame my alma mater making the theme that expresses the University of Louisville as a place where they promote parties with strippers and whores, shady deals offering recruits money, swindling money from the school and the list continues with no accountability. The University has allowed this snowball to come crashing down and the people who are suffering and will pay are the current students, future students, and employees. Over the years the tuition has increased, employees have not received merit raises or COLA raises (2% is well under COLA in KY) but have taken on more duties because most the departments within the university are operating in the red meanwhile the benefits offered by the university are quickly shrinking. I am sure there are many themes that come to mind but they are not very positive.

Returning RESPECT to the institution by our peers. Being worthy of being in the ACC.

Dedicated and hardworking staff!

A regionally affordable and attractive option for students. (e.g. – attracting students from Nashville, Cincinnati etc.)

Employee pride, engagement and commitment

Involvement with Faculty and Staff

Scandals; Over funded with money to squander.

Not sure if it our identity now but I like by for a focus on academics and professional education over sports.

Social justice

Valuing our employees as our most important resource.

Top research and academic University

An identity that is not riddled by scandals and corruption.

The new president needs to care about the the accreditation of the school and all the programs within it

Engineering. Nursing. School of Business. The city of Louisville. Art. Student organizations.

transparency

Campus safety and general positive environment

job placement/internship accessibility

The athletic scandals that seem to have become the norm for the University. And the practice of hiring criminal minded leadership.

Not stealing money should be the new theme for U of L

Don't put hookers on the pro card.

Improve community engagement by no more scandal

The University needs to remain committed to providing a quality education to the people of Louisville and the surrounding areas. It is of utmost importance to remember that education is a great equalizer and providing a clear gateway to citizens access to this institution to improve their lives should be our biggest priority.

Student engagement

Student sense of belonging

Culture and arts

Loyal to the people whom works under him.

I understand that Athletics brings the attention to the name. But the education excellence should be the primary goal.

Comments

Please note that there is a major difference between how we would like to be known and how UofL is seen from the public's view – especially in light of negative news reports and past scandals.

The labels on your 10–point scale do not correspond to the question asked. You need a qualified person to edit your questionnaires. Three different notions of what is being asked here are evident, "when you think of UofL" and "our identity" implies current context, but the response labels about how important is each item in the list of characteristics implies that the respondents indicate how important the value "should be". In other words, you are conflating current perception with current expectations/desired value, plus the third possible interpretation of what values ought to be most important in the future.

Perception of current UofL status is abysmal, both locally and elsewhere, no matter how much current employees personal values differ from these perceptions.

I answered in the context of my expected values for the UofL, but if I answered with how I currently perceive the values of the institution the athletics would be a 10 and all else 3 or 4 on this scale.

Shame and scandal

Loyalty. Integrity.

All themes pertinent to the University can be found the Mission Statement of the University.

This question is not clear–The question asks which themes most powerfully express the university's identity–but then the ranking is asking what is most important. There is a huge difference between what I think is important verses what themes I think about when thinking of the University's identity as it is now.

I think currently, athletics is our "brand" and what people associate with our name U of L.

Integrity and fairness to all students, faculty and staff

A university which exhibits compassion

"Little Brother" to UK. To most it relates to NCAA sports, but for me the problem is how it relates to funding for academics.

We have some amazing faculty and they need to be showcased more.

Paying above market salaries to administrators and coaches. Paying below market salaries to faculty and staff.

Overall reputation of the University as a whole

STEM and research

Internationalization of the campus.

Community pride

public urban institution of HE

Interdisciplinary and innovation, finding new ways to work together to make real change. Empowering students to bring together existing resources in new ways.

We really need to get away from this sketchy reputation we've developed over the last few years, especially due to so many athletic scandals. I think the university has lost focus on the fact that it should be primarily a place for education, not a business for recruiting athletes. We need to regain our identity as a respected place of research, learning, and scientific advancement, and stop pouring (and losing) so much money into athletics. I think the closed search for the next president only serves to further fuel this shady reputation. In the past, the board made binding agreements that these searches should be conducted in an open manner, and there is no good excuse for doing it the way it is currently being done, unless they feel they have something to hide. I'm not feeling particularly proud to be a part of this school at the moment, and the way this search is being conducted is embarrassing.

Visionary leadership; in–tune with the current demands of the University and community at large;

The only powerful image that is prevalent is the negative aspects of athletics. There is way too much attention on sports and not enough of academics. A '10' in the athletic column is a negative, not positive

It would be particularly helpful if those in charge of this university thought any of the above were important instead of the self–serving, ego–driven, power hungry, money accumulating people who have taken over since Dr. Donald Swain held the office.

Commitment to staff & faculty

Commitment to administering an open and ethical PUBLIC institution of higher learning, not a private corporation of secret dealings for self gain.

Comments

Our identity is garbage. We're the laughing stock of the entire state courtesy of our former president and his cohorts. I'm embarrassed to be an employee here and am glad that I did not go through with my plans to pursue my graduate education here.

At this time, all of the positives are overshadowed by the constant revelation of mismanagement, greed, and secrecy. All of the above statements are important, but our identity is in tatters at this time.

too much focus on athletics, we're about education students which doesn't seem to be the primary driver

Focus on our students—student learning, student engagement
Excellent, integrated online learning—it's our future; we can't survive without it.

This should be an open search

To provide an education not force political agendas.

staff loyalty – people never leave

Forward—thinking metropolitan university that engages its students in the ideas of tomorrow.

Sadly Athletics and Administration scandal is what we are known for and it should be academic excellence that has never wavered through the sh*t storm of the aforementioned!

Technology disadvantage. On-line courses cost more than classroom course. That doesn't even make sense.

Expressing concern and making student wellbeing a priority. Focus on supporting units who build our students' resilience and help them thrive in college, and in life after college. Everything should be about the students.

Student Success.

Listen to concerns not only by faculty but also staff.

I can not stress enough community involvement is needed. In the schools for both education and health. Community centers for health, financial education, adult learning. Would be nice if the sports program gave free clinics for all the sports U of L has from basketball, soccer to rowing. Great exercise for the kids. There is a great need for adults and kids to learn how to swim. I can not say I identify this with U of L but I wish I could.

non- white male/female, non Republican, no ties to the KKK or president, bilingual

This question is confusing.

Community Awareness
Economic Development

employability of our student body

Simply a commitment to ensuring that anyone who wants a college education in Louisville can get one here ... and go on to greater achievements in life.

N/A

Sustainability of our environment.

Fiscal integrity and a good value for students, insuring adequate scholarships and reasonable cost for courses, housing and meals to enable qualified students to participate

Unfortunately scandal is a current theme in our identity.

We need respectable/ethical to our theme.

Right now, unfortunately, I think the theme that is most visible publically is one of corruption and poor management under previous leadership. Very embarrassing and demoralizing.

Avarice and corruption, with staff paying the price entirely.

We need to find our "mission and place" within academics. If we don't have the ability to lead what do we have to offer and what can we do best? Where can UofL excel and make a name for itself. What will bring students to UofL?

I think if we want to advertise ourselves as a research university, we need to invest more in making sure our labs are up to date and all have working equipment no matter the cost. Give the tuition back to students

Ethical pursuit of truth and justice

What our identity currently IS, and what it should be are very different things. We've become just a basketball team to the average person, so now when our team is in disgrace, that's all anyone sees. That's how Stubenville went bad.

Diversity is huge!!!!!!!

Comments

This question is confusing. Is this our current identity, or the identity we are STRIVING to achieve? Our identity right now is scandal. And fiscal issues. That said, the three pillars are critical to the mission — teaching, research, and service. Then there are values — like diversity, inclusion, and shared governance. We should not be pitting undergraduate liberal arts vs. health sciences vs. graduate/professional schools. Asking us about "intercollegiate athletics" right now is ridiculous given current scandal. Also, we used to be a place where people wanted to work — I hope we can get back to having a positive climate/culture and being known for creating a supportive environment where students, faculty, and staff can be successful/effective.

Progressive financial integrity.

Unfortunately the theme that has identified the university OF Louisville For the last 10 years has revolved around scandals. The unraveling of internal embezzlements and misappropriation of funds belonging to the University. Sex scandals have caused the University to loose its credibility to maintain a school of professionalism and focus has not been placed on the students.

Get rid of Greg Postal

A culture of corruption, misappropriation of funds, and a serious lack of transparency seems to be an everyday professional theme at UofL. Those responsible for such actions (including our former president) need to be sought out, investigated, and prosecuted to the fullest extent of the law.

"Research and discovery of new ideas" should also include "application of research and utilization of new ideas." UofL has not acted upon the available research about how the manage healthy organizations.

Not clear what "Health and biomedical sciences/clinical operations" includes.

Alumni "pride and loyalty" are NOT as important as alumni success and contributions to a just world. "Pride and loyalty" are part of what kept the Ramsey mafia in power for too long.

Career support for graduates

Sustainability and environmental responsibility

urban and/or metropolitan university

We must be globally aware and respectful of all cultures that embrace non-violent ideologies that are respectful to all. We must seek technology that are sustainable to preserve our vital natural resources.

Unfortunately, we are most identified by athletics and not the other areas of excellence that are part of UofL.

N/A

A beautiful, safe campus.

Would have been appreciated to have 'n/a' or 'do not know' as a choice.

Financially capable to help students.

These are answered regarding how I see the current state of affairs, not necessarily how I think our identity should be expressed.

The question is confusing. There is the matter of what themes express (reflect?) university's identity in the present day and then the matter of identity and image to which the university might aspire. It's impossible offer logical answers to the statements using the framework provided.

An intellectual and cultural resource for our city.

Athletics / Sports; we are the reason that the city of Louisville does not have a professional basketball team.

No input.

The question asked what most powerfully expressed our identity but the answers were about how important they are. I answered based on whether I felt these themes were being expressed, not whether I felt they were important. If I answered a "1", it's because I don't think UofL is doing a good job expressing them. Athletics seems to be the most important theme for the university. Teaching and research should have been separated.

Right now when I think of what most powerfully expresses our identity, I think of athletics. This proud alum wishes it could be academic excellence like it was back in the good ol' days. When people are educated, they understand the importance of diversity, research, biomedical sciences/clinical operations, etc. Everything falls in line when the mind is engaged in all things good and just.

Currently, our identity as the University of Louisville mostly consists of a lack of transparency, lack of financial support for faculty and staff, and a surplus of financial support for top administrators. We have a hiring freeze, and no one is getting raises because the top administrators have stolen so much money, and continue to invest it away from employee support.

Comments

U of L's identity is too focused on sports and although important as a revenue generator, the main focus should be education, not sports.

Dr. Postel has done an excellent job.

Sense of community, reputation within the city, loyalty from those who may not have gotten degree from here.

The question proposed and the answer choices are not congruent. Are you asking which themes DO or SHOULD "most powerfully express our identity." The question indicates you are asking which themes do express U of L's identity, but answers ranging from "not important at all" to "vitaly important" suggest you are asking which themes SHOULD express U of L's identity.

I think UofL should keep striving to be as inclusive and diverse as possible, and we should work on our sustainability.

As of recently, inability to curb scandals in the sport programs.

Sustainability

Innovation in new degree offerings and new ways to earn your degree.

High caliber of students, increase retention, increase student support, improving security/safety of students, faculty, and staff.

Inviting campus experience

Internationalization

Honesty, transparency, and integrity.

A great Engineering school that produces the small business leaders that make all of this possible, reality...

High morals and honesty

TOO much emphasis on athletics and "feel good" ideas, not enough on research and teaching

I think the University should have a good strong academic program plan

Importance of supporting the arts, both performing and visual.

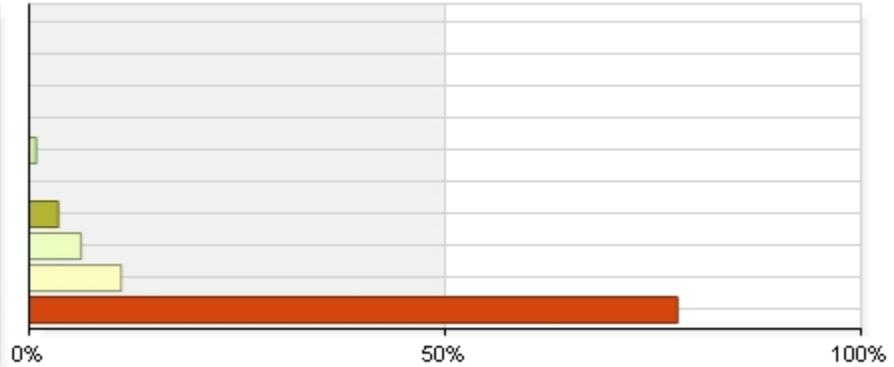
All of the above themes are vital to our organization and identity. What we do not need is any more negative publicity drawn to our university in sports or any other entity. It will take some time to bring around our positive and forward trajectory toward our institutional goals and alumni relations. Bashing our institution for ANY reason needs to stop. We need a strong leader who can raise the value of our institution back to it's rightful position as an equal top state learning institution and a research power house among US universities.

Environmental awareness (Green University)

Which of these issues should become the most important institutional priorities for a new president?

1. Institutional and academic excellence

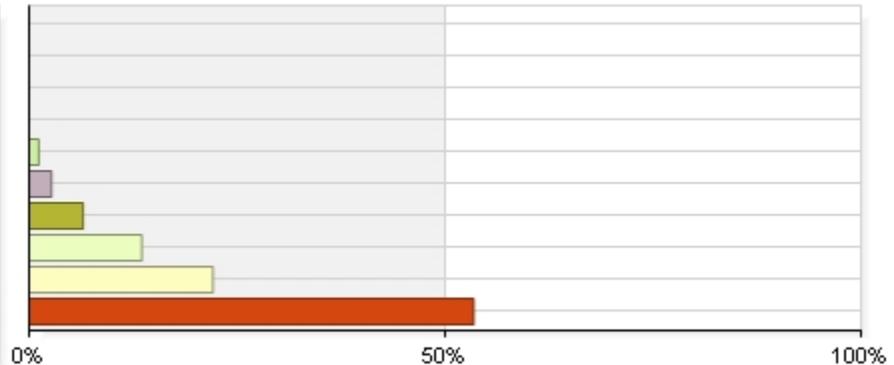
1 1 - Not at all important	4	0.38%
2 2	0	0.00%
3 3	0	0.00%
4 4	1	0.09%
5 5	9	0.85%
6 6	0	0.00%
7 7	37	3.49%
8 8	66	6.23%
9 9	117	11.04%
10 10 - Vitally important	826	77.92%
Total	1060	



Statistics	Value
Response Count	1060
Mean	9.58
Median	10.00
Mode	10
Standard Deviation	1.02
Standard Error (base on SD)	0.03

2. Recruiting and retaining quality faculty

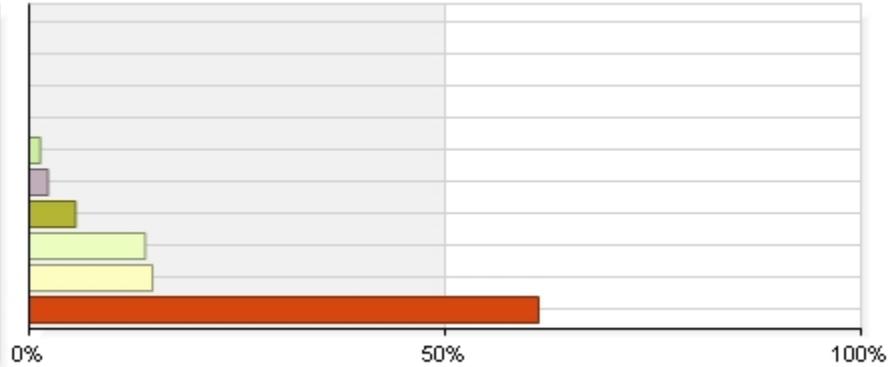
1 1 - Not at all important	5	0.48%
2 2	0	0.00%
3 3	1	0.10%
4 4	1	0.10%
5 5	12	1.14%
6 6	28	2.67%
7 7	68	6.48%
8 8	142	13.52%
9 9	232	22.10%
10 10 - Vitally important	561	53.43%
Total	1050	



Statistics	Value
Response Count	1050
Mean	9.10
Median	10.00
Mode	10
Standard Deviation	1.31
Standard Error (base on SD)	0.04

3. Transparency in decision-making processes

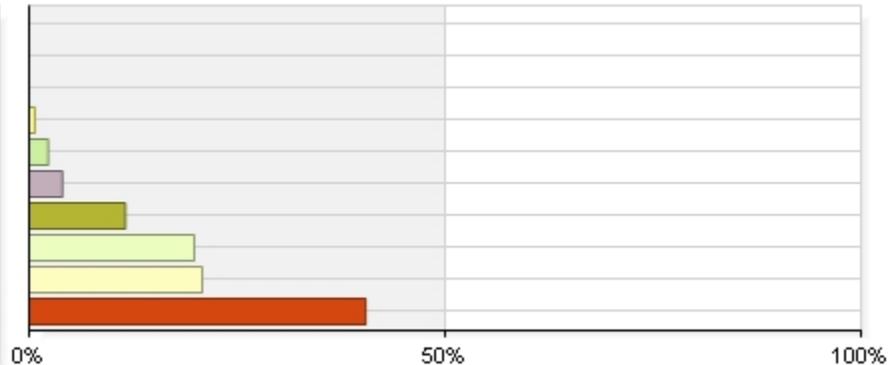
1 1 - Not at all important	4	0.38%
2 2	1	0.09%
3 3	0	0.00%
4 4	4	0.38%
5 5	14	1.32%
6 6	24	2.26%
7 7	59	5.57%
8 8	148	13.96%
9 9	157	14.81%
10 10 - Vitally important	649	61.23%
Total	1060	



Statistics	Value
Response Count	1060
Mean	9.18
Median	10.00
Mode	10
Standard Deviation	1.32
Standard Error (base on SD)	0.04

4. Access and affordability

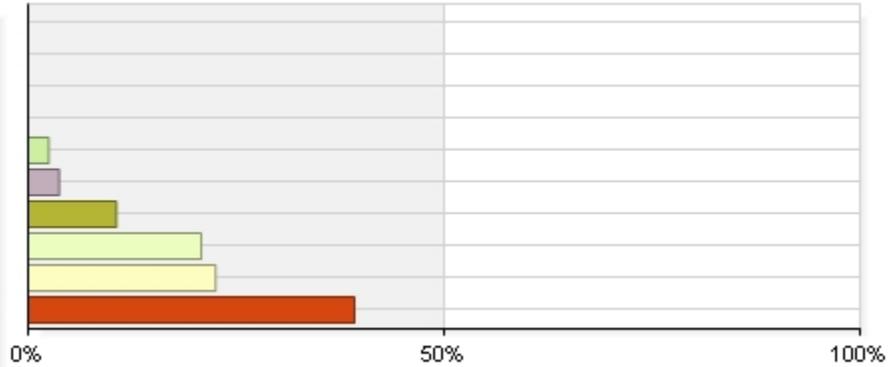
1 1 - Not at all important	1	0.10%
2 2	2	0.19%
3 3	1	0.10%
4 4	7	0.67%
5 5	24	2.29%
6 6	42	4.01%
7 7	121	11.55%
8 8	208	19.85%
9 9	218	20.80%
10 10 - Vitally important	424	40.46%
Total	1048	



Statistics	Value
Response Count	1048
Mean	8.70
Median	9.00
Mode	10
Standard Deviation	1.44
Standard Error (base on SD)	0.04

5. Research and scholarship

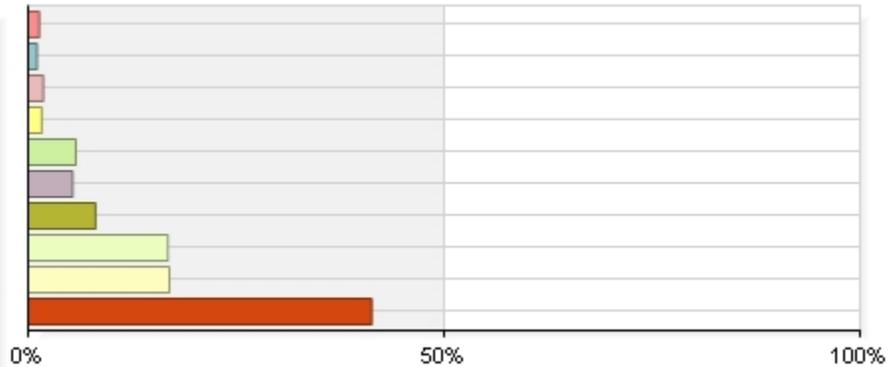
1 1 - Not at all important	1	0.10%
2 2	2	0.19%
3 3	3	0.29%
4 4	1	0.10%
5 5	26	2.48%
6 6	39	3.72%
7 7	111	10.59%
8 8	218	20.80%
9 9	236	22.52%
10 10 - Vitally important	411	39.22%
Total	1048	



Statistics	Value
Response Count	1048
Mean	8.72
Median	9.00
Mode	10
Standard Deviation	1.40
Standard Error (base on SD)	0.04

6. Diversity, inclusion, and equity

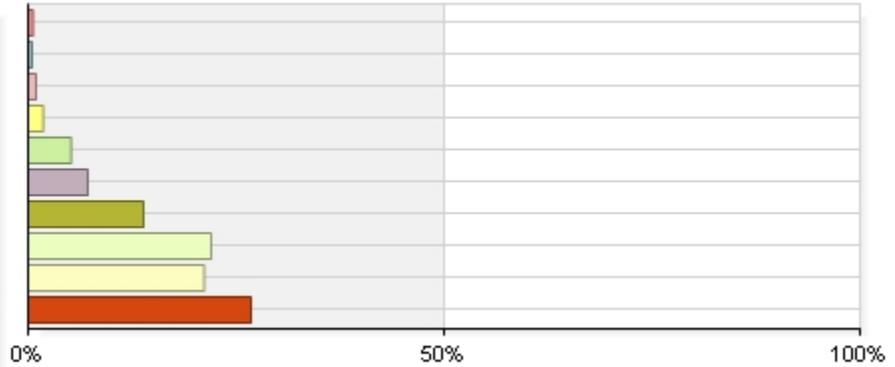
1 1 - Not at all important	14	1.33%
2 2	11	1.05%
3 3	19	1.81%
4 4	17	1.62%
5 5	60	5.72%
6 6	56	5.34%
7 7	85	8.10%
8 8	176	16.78%
9 9	178	16.97%
10 10 - Vitally important	433	41.28%
Total	1049	



Statistics	Value
Response Count	1049
Mean	8.32
Median	9.00
Mode	10
Standard Deviation	2.07
Standard Error (base on SD)	0.06

7. Resources/fundraising/philanthropy

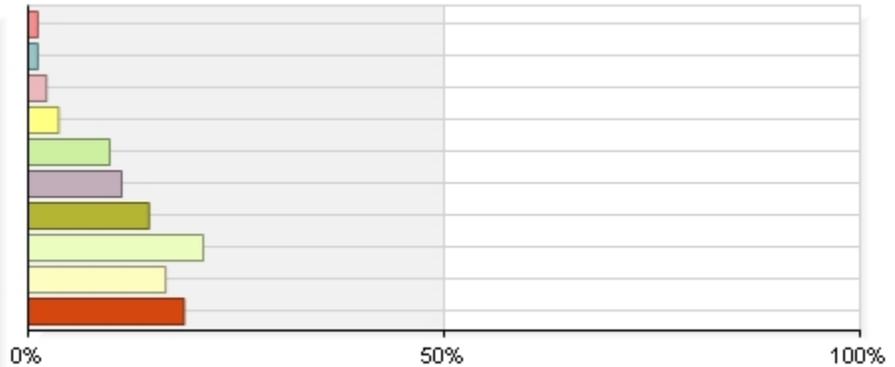
1 1 - Not at all important	6	0.57%
2 2	5	0.48%
3 3	10	0.96%
4 4	19	1.82%
5 5	54	5.17%
6 6	75	7.18%
7 7	145	13.88%
8 8	230	22.01%
9 9	221	21.15%
10 10 - Vitally important	280	26.79%
Total	1045	



Statistics	Value
Response Count	1045
Mean	8.12
Median	8.00
Mode	10
Standard Deviation	1.77
Standard Error (base on SD)	0.05

8. Broad-based liberal arts education

1 1 - Not at all important	12	1.15%
2 2	12	1.15%
3 3	23	2.21%
4 4	38	3.65%
5 5	102	9.80%
6 6	117	11.24%
7 7	151	14.51%
8 8	219	21.04%
9 9	172	16.52%
10 10 - Vitally important	195	18.73%
Total	1041	

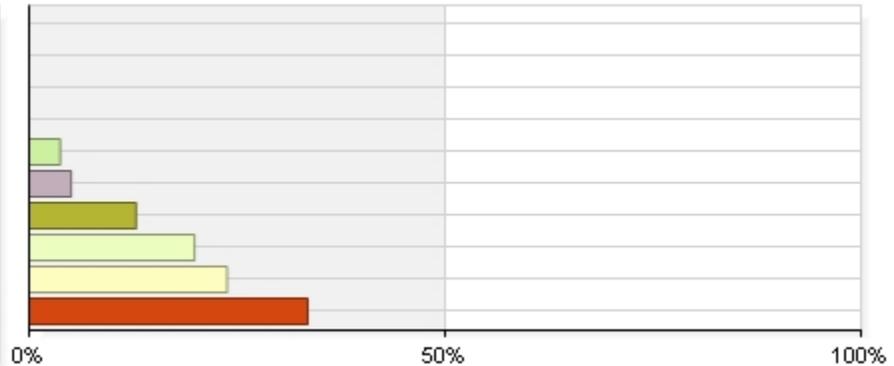


Statistics	Value
Response Count	1041
Mean	7.47
Median	8.00
Mode	8
Standard Deviation	2.06
Standard Error (base on SD)	0.06

Which of these issues should become the most important institutional priorities for a new president? (continued)

9. Academic and student support services

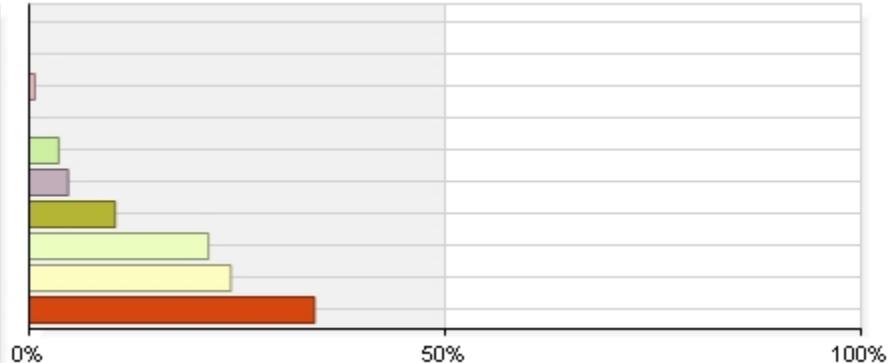
1 1 - Not at all important	3	0.29%
2 2	5	0.48%
3 3	1	0.10%
4 4	4	0.38%
5 5	39	3.71%
6 6	53	5.04%
7 7	135	12.84%
8 8	209	19.89%
9 9	250	23.79%
10 10 - Vitally important	352	33.49%
Total	1051	



Statistics	Value
Response Count	1051
Mean	8.50
Median	9.00
Mode	10
Standard Deviation	1.55
Standard Error (base on SD)	0.05

10. Sciences and technology

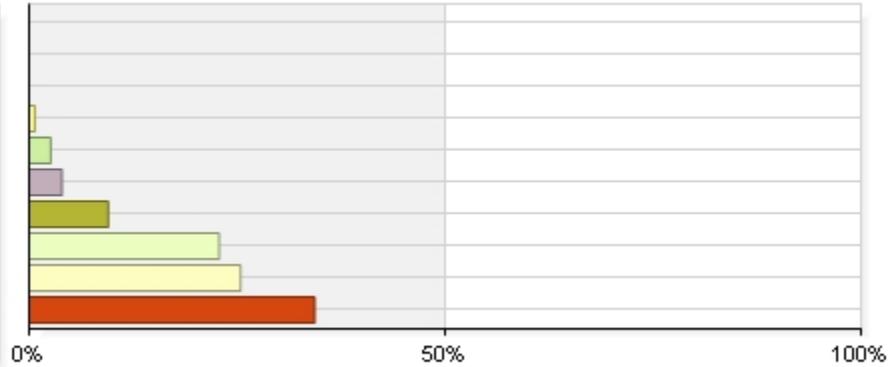
1 1 - Not at all important	2	0.19%
2 2	1	0.10%
3 3	7	0.67%
4 4	4	0.38%
5 5	37	3.54%
6 6	49	4.69%
7 7	108	10.34%
8 8	225	21.55%
9 9	253	24.23%
10 10 - Vitally important	358	34.29%
Total	1044	



Statistics	Value
Response Count	1044
Mean	8.56
Median	9.00
Mode	10
Standard Deviation	1.51
Standard Error (base on SD)	0.05

11. Commitment to graduate/professional education

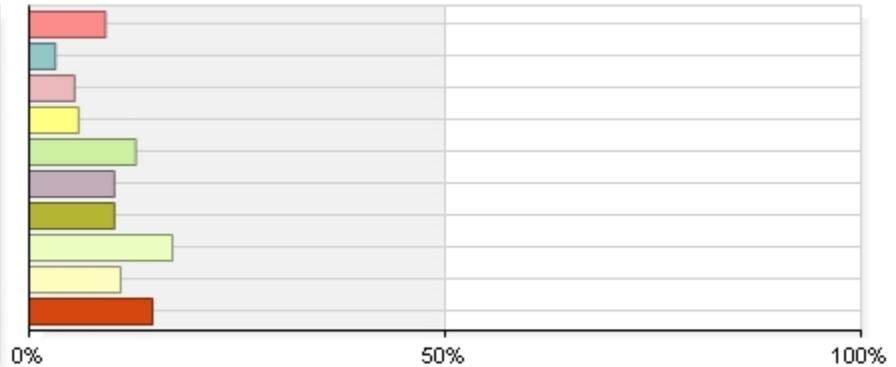
1 1 - Not at all important	3	0.29%
2 2	1	0.10%
3 3	4	0.38%
4 4	7	0.67%
5 5	27	2.59%
6 6	41	3.93%
7 7	99	9.49%
8 8	238	22.82%
9 9	265	25.41%
10 10 - Vitally important	358	34.32%
Total	1043	



Statistics	Value
Response Count	1043
Mean	8.62
Median	9.00
Mode	10
Standard Deviation	1.45
Standard Error (base on SD)	0.04

12. Intercollegiate athletic excellence

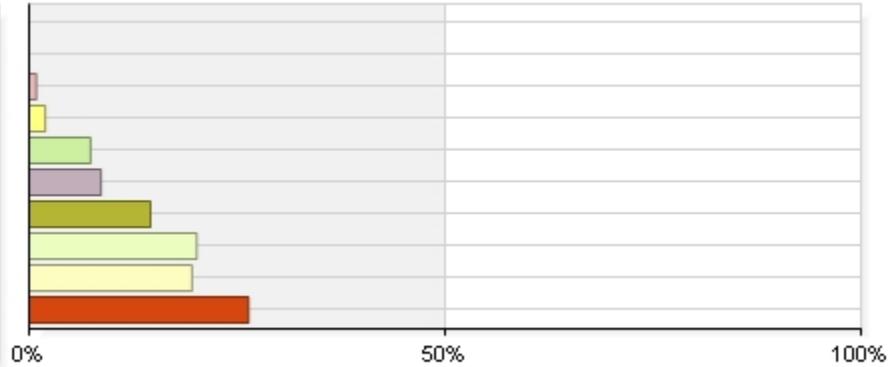
1 1 - Not at all important	96	9.18%
2 2	33	3.15%
3 3	57	5.45%
4 4	62	5.93%
5 5	134	12.81%
6 6	107	10.23%
7 7	107	10.23%
8 8	180	17.21%
9 9	115	10.99%
10 10 - Vitally important	155	14.82%
Total	1046	



Statistics	Value
Response Count	1046
Mean	6.37
Median	7.00
Mode	8
Standard Deviation	2.77
Standard Error (base on SD)	0.09

13. New approaches for teaching and learning

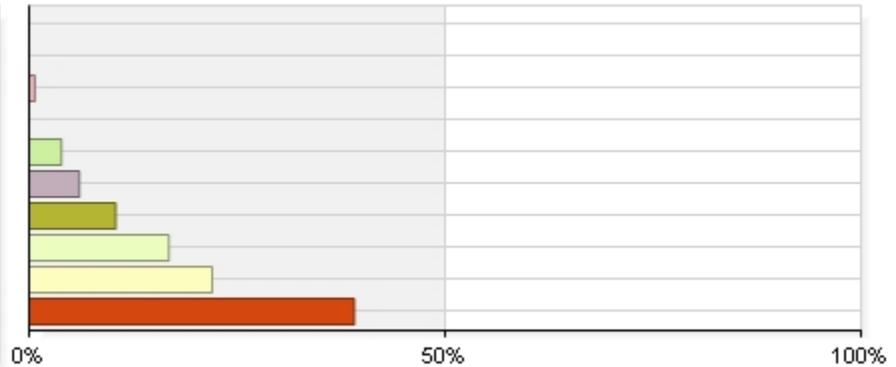
1 1 - Not at all important	4	0.38%
2 2	2	0.19%
3 3	9	0.86%
4 4	20	1.92%
5 5	77	7.38%
6 6	90	8.63%
7 7	152	14.57%
8 8	210	20.13%
9 9	204	19.56%
10 10 - Vitally important	275	26.37%
Total	1043	



Statistics	Value
Response Count	1043
Mean	8.02
Median	8.00
Mode	10
Standard Deviation	1.79
Standard Error (base on SD)	0.06

14. Staff opportunities for career growth and development

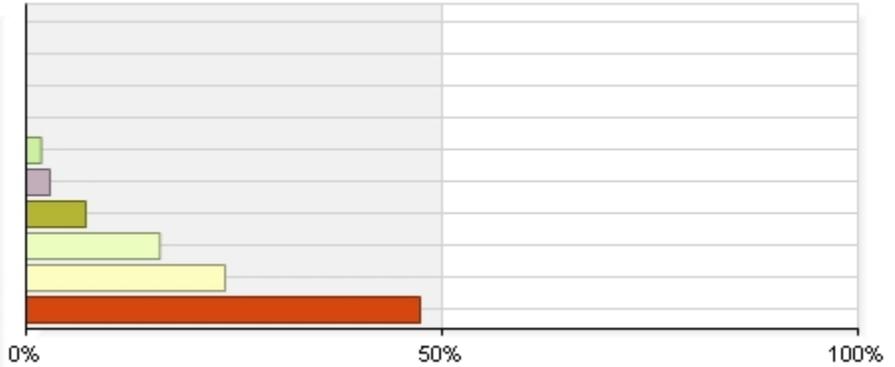
1 1 - Not at all important	5	0.47%
2 2	3	0.28%
3 3	7	0.66%
4 4	5	0.47%
5 5	41	3.87%
6 6	64	6.04%
7 7	110	10.38%
8 8	178	16.79%
9 9	233	21.98%
10 10 - Vitally important	414	39.06%
Total	1060	



Statistics	Value
Response Count	1060
Mean	8.56
Median	9.00
Mode	10
Standard Deviation	1.66
Standard Error (base on SD)	0.05

15. Commitment to undergraduate education

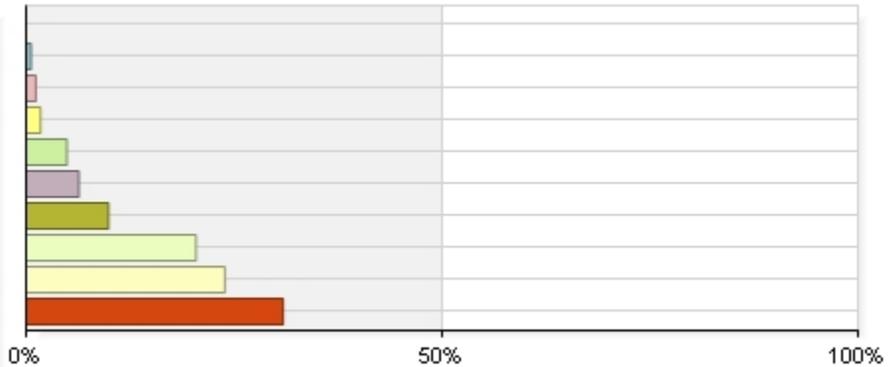
1 1 - Not at all important	2	0.19%
2 2	0	0.00%
3 3	3	0.29%
4 4	3	0.29%
5 5	19	1.82%
6 6	30	2.87%
7 7	75	7.18%
8 8	168	16.08%
9 9	250	23.92%
10 10 - Vitally important	495	47.37%
Total	1045	



Statistics	Value
Response Count	1045
Mean	8.96
Median	9.00
Mode	10
Standard Deviation	1.33
Standard Error (base on SD)	0.04

16. Health and biomedical sciences/clinical operations

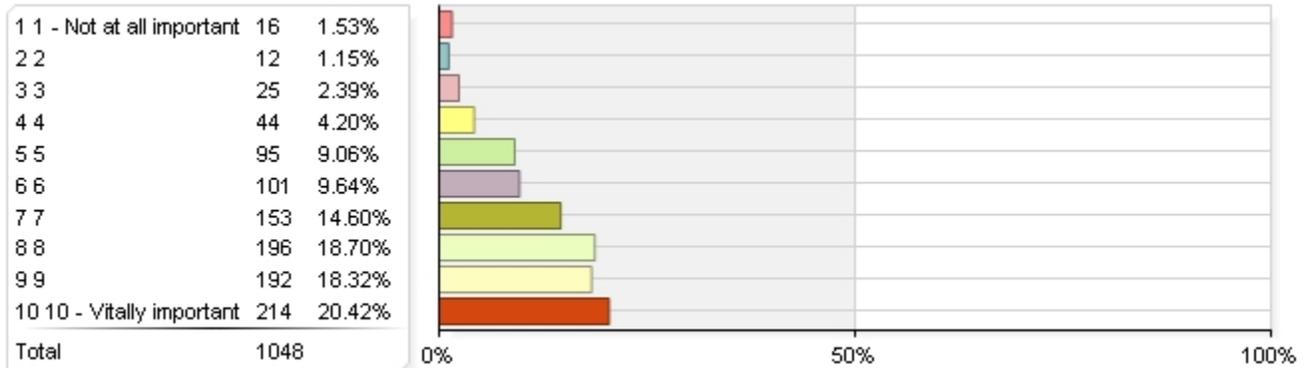
1 1 - Not at all important	3	0.29%
2 2	6	0.58%
3 3	12	1.15%
4 4	18	1.73%
5 5	51	4.89%
6 6	66	6.33%
7 7	103	9.88%
8 8	213	20.42%
9 9	249	23.87%
10 10 - Vitally important	322	30.87%
Total	1043	



Statistics	Value
Response Count	1043
Mean	8.30
Median	9.00
Mode	10
Standard Deviation	1.76
Standard Error (base on SD)	0.05

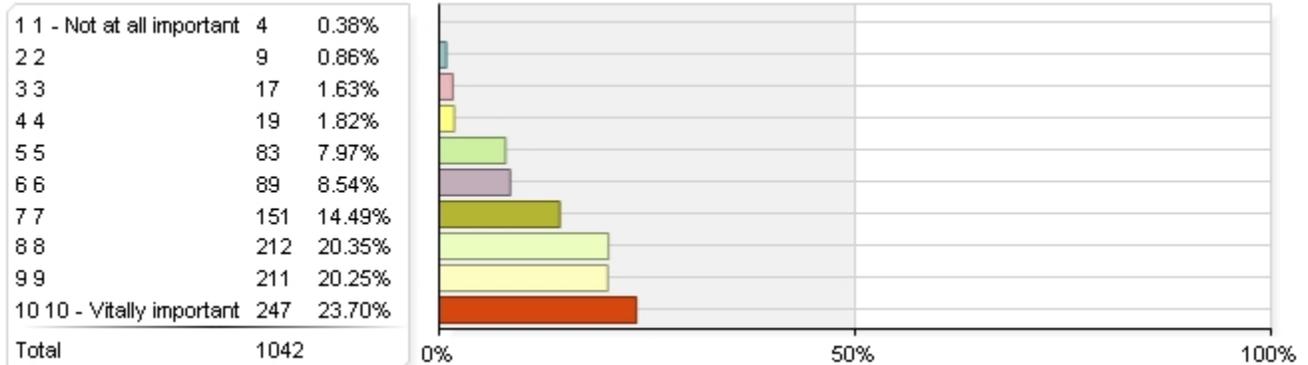
Which of these issues should become the most important institutional priorities for a new president? (continued)

17. Environmental sustainability



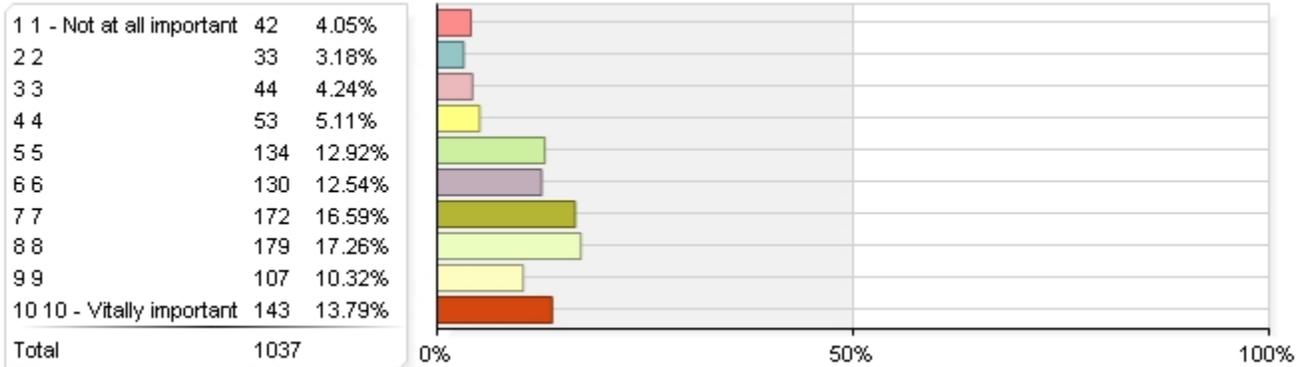
Statistics	Value
Response Count	1048
Mean	7.52
Median	8.00
Mode	10
Standard Deviation	2.13
Standard Error (base on SD)	0.07

18. Community engagement



Statistics	Value
Response Count	1042
Mean	7.89
Median	8.00
Mode	10
Standard Deviation	1.88
Standard Error (base on SD)	0.06

19. New facilities



Statistics	Value
Response Count	1037
Mean	6.68
Median	7.00
Mode	8
Standard Deviation	2.40
Standard Error (base on SD)	0.07

Please list any additional issues that should become the most important institutional priorities for a new president.

Comments
More parking
Updates in academic buildings and dorms.
The fact that athletics is even listed on this survey illustrates a big problem with this mediocre university
improving morale on campus
Lifting the hiring freeze to ensure faculty and staff are not overextended. Allow positions to be filled when people resign/transfer to avoid overbearing work loads in staff that remain. Retain Faculty that are Internationally known. Support faculty and staff and include them in your overall agenda. Faculty and Staff are losing enthusiasm.
Need someone who understands universities both as a business and as an institution of higher learning.
Taking care of and funding current facilities. It is all good and new to build, but when the existing structures are crumbling there is a major issue.
If faculty gets a raise, so should staff. And they should receive equal % increases. By not doing so the staff and faculty become divided into an us against them mentality.
Finding money to support raises for staff next year.
We need someone who is committed to making the University a place where everyone works together in support of one common mission. We have to move past the scandals (University, Foundation, and Athletics) so we can move forward with all three entities working together because they each play an important role and can support one another.
Athletics is the LAST think UofL needs to be thinking about! If I had my way, we would not have ANY sports here b/c all the coaches are a bunch of sleazy slime! Look at Jurich's staff he has surrounding him—
Bring in more revenue so staff levels can be increased and so we can get raises again.
Athletic program success is a critical financial driver for our community and a huge part of the university's national identity. While some may be tempted, the importance of athletics to the university cannot be dismissed due to frustration with recent events and actions of individuals.

Comments

Build trust & be open.

Developing innovative academic program offerings that leverage our metropolitan research university identity and reassessing existing programs

Requiring transparency and accountability for everyone, but ESPECIALLY senior leadership. New ideas and new perspective OUTSIDE of UofL.

Making the university's pay equal to non-university pay scale.

Free wellness activities and support for all students, faculty, and staff.

there have been so many new facilities being built but yet the employees never get raises.

IT organization and support. New/updated web content management system and sites.

Some of these were difficult to answer because more than one item was included. Resources/fundraising/philanthropy are not the same thing.

Also, the scale doesn't match the question.

Cleaning up ethical issues at the leadership level of the university. It's happened too many times that those faculty and staff that are under Director level are laid off and/or burdened with additional duties because of the "poor" financial decisions made by leadership. If I have to hear one more time that "we'll not let the current financial climate keep us from pushing forward." I may revolt. Especially when much of why we are here is because of UofL leadership decisions.

Honest, business smart and not political.

Humble, but demanding.

Not vindictive.

Puts God first, family second, University third.

So far one question about. The new preside needs to understand staff are the backbone of support to students and faculty

Ensure a healthy climate on campus where staff and faculty morale is valued and supported

I think that in the changing of the leadership with our current climate, de-emphasizing sports and re-emphasizing our academic community, which has felt to be of secondary importance, is absolutely key.

These are all vitally important. You need all of these priorities to be very important for an institution like us to survive, compete, and contribute regionally and nationally. The president needs to know how to lead the individuals or groups involved in each of these areas. Smaller institutions may need to focus on a most important, but we are in different bracket. Therefore, I guess the most important is someone who knows how to hold a diverse group of people in diverse areas accountable to the mission of the university. Not one, not some, but all.

Research and Scholarship should be separated into their own questions. While I understand the priority given to the university related to research, previous presidents have often been willing to sacrifice the scholarship component and the education/teaching for the focus on research

Before looking at too many new facilities, we need to make sure our existing facilities are well-maintained and updated where needed, especially our oldest buildings. While Athletics should still be celebrated, it needs to kept on a tighter leash going forward (greater oversight), and a larger focus should be placed on academics, research, health sciences, etc. Also, our accreditation needs to be reaffirmed and protected from future threats at all costs!

– Gender equity

– Fresh perspective (hopefully by brand new president)

– Well selected Vice Presidents / Leadership Team

As an employee my own son cannot afford to go here. Disgraceful.

Stop focusing on athletics!!! Even before the scandals, there was a gross imbalance between the status of athletics and academics.

Honesty and Integrity.

– Healing and improving morale for the campus community

– Breaking down prevalent institutional silos and protection of fiefdoms. It's a crippling hindrance to progressing as a university.

– Articulating a clear vision and priorities for the university; and holding people accountable for taking the steps to achieve that vision. Vision and strategies need to be communicated in a way that every single employee understands how they contribute to our success. Our people need some emotional leadership. They want and need to know how

Comments

and why what we're doing as an institution is important and how they are helping make a difference.

U of L hosting scholars seminars: World wide—global research and education on findings in research.

Compliance with all regulations. Using staff across campus who have specific expertise to help make us better and stronger.

Eliminating the practice of waiving friends into positions in lieu of doing searches.

–Rebranding the university in a positive light

–Transparency in the search process is crucial

Growing enrollment

Adding more on–line classes

fix old facilities instead of just building new facilities for new programs and ideas.

The staff and faculty should also be a priority. We should be appropriately compensated. The Administration needs to stop taking money away from the departments so they can provide the best services for the students. The total focus of our University should be on the student. I do not feel that it is.

Truthful and honest, devoid of corruption

Integrity, anti–corruption practices

Anything as long as is not Postal

Getting rid of those who have promoted wasteful spending and embarrassment to the university. Getting the university back on sound financial footing and spending money in the correct places.

We need someone with good morals. That is the most important characteristic given our recent history across the college.

Be good to your staff, pay them what they're worth

Willingness to approve lower pay for the administration and raises for the lower level employees.

Less emphasis on sports

The above are interdependent so ranking a bit artificial

If athletes or coaches are found breaking rules, academically cheating, taking money illegally, – shut down the entire program for five years for the first offense. Second offenses – shut them down permanently.

More transparency for the search of the new president.

Again, keeping with my first comment, all academics are equally important. I am not sure how they can be successfully separated.

Need to lose all the 'interim' tags for practically all the administration here.

Education, not athletics.

Right now increase in morale is critical.

To grow a campus "community" that includes trust in its leadership it will be important to work towards mending fences. That will take time, but it should be the most important task of the new president. Our community is at a toxic state, there is no trust, no pride, and no motivation for change. This president will have to overcome these issues first in order for the environment to get better.

From all appearances, "Diversity, inclusion, and equity" has resulted in extreme divisiveness and not treating people as individuals of worth, whose voice is important. People seemed to be categorized and sub–categorized, and voices of some are silenced, while the latest voice of whatever is PC is screamed out and pushed on everyone. This hurts everyone.

Budget that supports advertising our schools best qualities and stories

unwavering Ethical and moral compass

All of these things are necessary. But most important, we are here for the students so the president should be doing everything to provide the best experience for them.

Maintenance of current facilities

Staff raises !!!!

More emphasis on Internal recruitment for executive leadership positions within the university.

Comments

Open Search

Accountability of faculty and staff

Retention of excellent faculty and staff—they are the lifeblood of the University. Students come for the faculty as well as the "programs"

on top of diversity inclusion a commitment to diverse educational experiences, diverse faculty, and making minorities more of a priority as it comes to protection, understanding, accessibility, and minority focused education

Strong business leadership and compliance

Departments, schools, libraries should not be financially penalized for bringing up their physical plant to modern technological standards to enhance research, teaching and learning. Between this lack of investment and depreciation of furniture and furnishings in the buildings the University has been extremely irresponsible and hypocritical in living up to its expectations of excellence and greatness for faculty, students and staff, not to mention what the Administration projects to the community and the world.

We need to rebuild the UL community. I would love to see more emphasis on academic excellence as well as a focus on recruiting and retaining quality faculty.

Ethics

Create a university community that will bring back the family atmosphere and help the fractured staff and faculty.

Eliminate nepotism. This has been going on far too long. Individuals that come from outside the university are not treated equally as those that have been working within the university for years. This needs to stop. We need to elect a president from outside the university that will make these changes. I don't think we have anyone within the university that will be honest enough to do that. I once thought Dr. Postal was the person, but he has since changed my opinion of him. I'm very disappointed in him and the current board.

A Human Resources Department that is attentive and responsive to its staff.

Open searches. The recent actions of past members should demonstrate this is not in the best interest for all.

Protecting and building the brand through visionary leadership and transparency. If a candidate can match most of the list above they would be an exceptional individual.

Budget under control so that the staff who keep doing more with less can finally get the raises they deserve. Morale is critically low and since the VSIP (even before in some areas) the employees keep getting dumped on. We have to continue doing more with less people, resources, etc. Then, we are moved from PNA to hourly so we are even more restricted but expected to do the same work plus more. In most departments, because of budget cuts, we are then not allowed comp or overtime pay, but the work is still expected to be done. Personally, if flexible scheduling were permitted along with comp time, I would take a shorter lunch everyday to spend more time working and accruing 30 minutes of comp time per day that could be saved up.

be reasonably accessible, hire accessible leadership team, don't hire too many former colleagues

Gain support of faculty and staff, student, alumni and other stakeholder populations by fostering a commitment to integrity, excellence and humility. There is no better time to be a transformational leader than now. Bring sense of unity by communicating with all groups and consistently sending this message. Hold those accountable when they are not committed to this type of and culture. Character must be displayed at all levels.

Recruiting and retaining quality staff

Faculty and staff, diversity and research.

No closed door meetings regarding any issue. No just a show of transparency, but actual transparency. The Board of Trustees, President's Office and Athletics have done nothing to suggest that they are acting in the best interest of Enterprise wide university. Ethics should be a major priority moving forward.

Faculty and staff has suffered no pay increases for a long time and in order to recruit and retain quality people we need to pay more.

pay equity
social justice

Commitment to employees.

Finding creative and innovative ways to increase revenue. That is vitally important. We can't rely on tuition. Another vitally important issue for the new president should be to find a way to streamline and reduce overhead and operation costs (without RIFs). Finding a president who realizes his people (all of us employees) are his greatest asset is a must.

Comments

U of L must grow in all these aspects continuously this include athletics we are a national school not just local

Globalization and integration of international opportunities for students

Grad school accreditations being upheld needs to be a priority especially the CACREP

Housing! Housing! Housing! And quit letting the affiliated properties get away with poor quality, poor safety, and ridiculous pricing! And then act like it's not U of L's problem when something bad happens on an affiliated property!

The Kent School getting its own educational building.

Reducing the use of underpaid non-tenure faculty.

Recognition of research non-medical

Increase in staff wages, ESPECIALLY skilled trades.

Reverse elimination of supervisory positions in Physical Plant. We are down 80 people .Under hiring freeze, but 25 jobs in sunday paper, ALL DOWNTOWN. No maintenance people, bldgs not being properly maintained.

By "New facilities" I mean CLASSROOMS NOT ATHLETICS! There are buildings that are literally crumbling down but instead of investing in academics and students, all that is seen expanding is the football stadium. I realize the money comes from separate accounts, but others don't... perception is reality people!

I want to emphasize transparency and also academic and student support services. Academic and student support services are currently not supported like they should be and are imperative to the persistence of our students.

TRANSPERENCY! He/She must explain why certain decisions have been made that widely impact the University and the community. For example, the recent firing of Tom Jurich. This was handled very inappropriately and the community needed an explanation as to why this was needed in such haste. Frankly, I am embarrassed how this was handled and have little confidence in the current Board of Trustees and Interim President.

Repair all the broken and bring up to date all classrooms.

Abolish tenure. No faculty member should be guaranteed a job for life. Tenure encourages complacency and an attitude of entitlement. Academia as a culture and climate has to be destroyed and completely rebuilt based on a NEW standard of behavior. There is so much unresolved anger at this University that it is palpable and the culture and climate has been allowed to perpetuate year over year over year because that's what academia does; more of the same. Unlike businesses in the 'real' world that must adapt or risk going out of business.

If we don't have quality facilitators the student success can not be there. Student success and improving research are key. What good does a nice building matter if we don't have students in them. We have enough housing now... parking is a challenge but the students will figure it out.

1. Commitment to shared governance – faculty, staff, student senates – buy-in from all entities prior to decisions being made or overstepping authority as president
2. Succession plans for all units – older deans and chairs without funding to bring in new, vibrant, competent faculty and leadership
3. Ability to engage KY government to be more supportive of public education for UofL at the levels it supports UK – increased resources to be able to provide quality education, staff accordingly, and pay faculty/staff appropriately

Able to maneuver around or through spite filled simpletons in the state legislature and other levels of government.

Creating a reputation for the university as having strong ethical standards and fiscal discipline.

Not embarrassing us publicly or sending public letters that serve his own personal agenda and ego.

Upkeep with current facilities is far more crucial than creating new facilities.

Beyond transparency, creating a culture among faculty and staff of accountability. We have policies and procedures that are not adhered to or so vague that there is not point in having a policy. As long as there is always someone who is allowed to bend the rules at their whim—and accountability is not enforced the University will continue having many of the same problems it has always had. There is no consistency even on the most basic procedures within central administration. Communication is another issue. Often times changes to systems or policies are not communicated to appropriate parties. They are listed on a website with the expectation that others will review websites in order to learn of new procedures. That is not an effective form of communication. The other overall problem is for the University culture to not be reactive and to be more proactive. So many time we wait to their is a major problem, before addressing an issue or we role out new systems with out proper testing. The mentality of throw a new system out there and fix it later, only causes more work and confusion for the staff and faculty.

Diversity, inclusion, and EQUALITY (not equity); check a dictionary.

We need to up our academic profile. We should be known for a great undergrad education and NOT solely for athletics. The two can do hand in hand. We need someone not afraid to make serious decisions and to bring in new people

Comments

(break up the cliques) and take us to the next level. We have so much potential.

Not to align themselves with politics.

Admissions to being wrong (no one is perfect)

enthusiasm is vital to recapture a university that's had its abundance of challenges

Recruitment of students statewide and nationally. (The university has become dependent on Jefferson County and surrounding counties for enrollment) Time to grow

Honesty and transparency, Staff Support

Rebuilding the University Foundation's endowment (which is why, unfortunately, I think fundraising needs to be important in selecting the new president).

Engagement in the community at large and the state

Transparency within administration. Staff/faculty equality. Fair distribution of resources (for example: fair & competitive salaries). Boosting staff and faculty morale which is at an all time low. This can rub off on students and needs to be improved. Helping the university regain a positive reputation of resilience and prosperity.

How in the hell do you even question whether the fundamental sources and opportunities for a well-established university are important??? Of fucking course the next president should be transparent and education-focused, what the fuck UofL??? "Should institutional and academic excellence be important?" OF COURSE I WANT MY MONEY GOING TO A GOOD QUALITY INSTITUTION!!!! How can you even ask this?? This is exactly what got us in trouble in the first place! What the hell!!!

Connecting with faculty and staff and boosting moral on campus.

Communication to Employees and the Public, Sound Fiscal Stewardship without shortchanging the ability to operate and treat our staff and guests nicely

Better enrollment processes and more academic options for adult professionals to engage in online learning

Specifically include gender as a form of diversity and support women in hiring, promotion, pay equity and family friendly policies. Promote the University as a place of empowerment for women.

Staff retention

establishing priorities

Bring existing facilities into at least the late 20th century regarding security and maintenance.

We still have officers carrying huge key rings fumbling through dozens of keys trying to access buildings. We also have individual departments with burglar and panic alarms ringing to outside vendors like ADT, etc instead of directly into the ULPD dispatch, which isn't given access to keys or the alarm code anyway.

Please change to magnetic/electronic/ key card/ whatever, and make it centrally monitored by ULPD dispatch and forbid individual departments, including athletics, from inflicting their paranoia on the rest of the university. At some point, somebody is going to be badly hurt because emergency services will be stopped at a lock where they have to fumble with dozens of keys only to find that the PD was never given one in the first place.

As for the ADT, etc. issue, all alarms should be able to be accessed by ULPD dispatch so the problem or emergency can be immediately addressed or the alarm silenced if tripped by carelessness or malfunction.

Also- fix the university-affiliated dorm issues. Those dorms are advertised as student housing, but are open to anyone- including criminals looking for a captive youthful population on which to prey. This is another disaster waiting to sue the university and foundation into a community college.

I believe the next President should make an annual cost of living raise for faculty and staff a high priority. It's pitiful that faculty and staff have repeatedly gone without raises especially in lieu of the backdoor dealings of the past executive level of this university. I also think the new President should reinstitute some benefits for faculty and staff such as free membership to the GHN gyms and flexible spending in lieu of waving health insurance. And last it would be helpful to compensate annual parking fees especially when no raise is given and parking fees go up each year.

Visionary leadership; Mission driven

Business and industry engagement

History of integrity, strong moral character

Bring stability back to workforce. So much turnover and culture of insecurity and is inefficient and distracting from the work that needs to be done.

Personal traits of all leaders: integrity and a set of value and morals.

Comments

Rebuild the reputation of this university in all areas including donors (large and small) who feel the university is in a dark pit and sinking and see no way out.

Integrity, honor, stop the cronyism. Sorely lacking in those now-former UofL persons who have been in the media these past 2–3 years.

Physical Plant is at half capacity. Facilities have to be prioritized as many are close to being condemned. Stop hiring services out!

Loyalty to the staff who have been at U of L for years and stuck with the University through tough times. Instead of pushing them out on early retirement or rifting them, realize that they have they are loyal and have a lot of experience that you can't find when you replace them with new employees with no experience. Also to remember that the HCS campus is just important than the Belknap Campus.

Ensure all administrative levels are committed to compliance without exception. Public institutions should be transparent. Audit and media inspection of records should be welcomed to provide the new president the opportunity to explain decisions and operations, not put the university on the defensive.

The new president will be just like the old one. This institution is corrupt to the core. If we're lucky, the new president will be intelligent enough to not be caught. I somehow doubt, however, that anybody with that many brain cells would stoop to even apply to be U of L president.

raising the profile of the University to where it has been in the past.

Excellent, integrated online learning—it's our future; we can't survive without it.

This should be an open search

Mental Health services/resources/staff

Have a place of higher learning and not pander to the left's political agenda.

Employee monetary morale, it's been a long time since we've had decent a decent raise. The cost of living raises have not been satisfactory for the real cost of living. And to flat out deny raises based on merit that is impossible to achieve, is ludicrous. To improve moral, you need to seriously consider raises as an important factor. Women's Basketball tickets are not moral boosting.

commitment to student/alumni loyalty

Must be informed that employees have not had any significant raise in years. New president should not be caught off guard as to why UofL can not retain quality staff. Antiquated UofL purchasing policies encourage overspending.

I don't see anything above that represents supporting students as a whole. Commitment to student wellbeing and resilience = retention and academic and personal success. That is the most important in my opinion.

cost of tuition, being consistent between departments and the requirements they need to meet. Holding contract workers to the university principles (why do we contract with food services at the hospital that use Styrofoam yet we applauded ourselves for being environmentally friendly) Why is so much flimsily work accepted when its not their best! Set a standard that each person does their best work, support and encourage that level of commitment even if it cost some overtime. Faculty pay needs to increase and everyone needs a living wage. Provide assistance for those lacking in their workmanship and a method of quick removal if it does not occur. All contracts with all departments must go through a central committee made up of student government representatives', finance, legal and department heads before approval. No more athletic department making a mess of U of L reputation. Pay all student athletics a percent of income their sport makes

Someone who understands not just the importance of faculty but of the staff. Someone who's first inclination isn't to outsource anything and everything.

Positive PR campaign

add in a statistics department, and stop making the engineering department static, meaning allow for classes in multiple semesters to meet requirements so that students don't get behind. goal is graduation not inflation

Updated, state-of-the art classrooms

Combating inequities in business operations where staff cannot fill empty positions while leaders continue to collect x-pay, raises, etc.

branding and reputation

Modernizing the workplace culture from bureaucracy to team-based

Student Concerns – Debt load/retention/increased awareness of vocation calling/access to meaningful, gainful

Comments

work/ethics

Quality of teaching. Faculty investment in retention efforts.

Integrity. Rebuilding our reputation as an institution of learning, not an institution of greed.

N/A

Equal pay for both male and female employees, staff and faculty.

We have so many new buildings: we need to keep them well maintained with adequate staff. Really appreciate how pleasant Belknap campus is with plantings, painting, signs, lighting.

University needs to keep up technology and staff to support it. Severely lacking in staffing today. Need constant technical training so staff/ faculty are able to work more effectively.

Improve our reputation.

Fiscal responsibility. High school students think UofL will be bankrupt soon.

Integrity.

Ban the good old boy network that got us in the current position we're in.

stability

faculty and staff morale and ethical conduct of administrators

damage control, put school before self, always put students first, share wealth with faculty and staff

Same as above

Commitment to student involvement and engagement in student organizations and the Louisville community.

We need to focus on rebranding ourselves as a professional oriented performing place for building skills that will translate into a prosperous future. Being able to say that your degree is from UofL shouldn't tell future employers that you went to a lot of basketball games. It should say that you had a top-rate education and are ready to do top-rate work.

Critical assessment of the university — to see that we are missing key systems/resources that are critical to successful operations. Strategic vision — ability to set a course for future stability and innovation. Create a budget model that makes sense. Need to use data-driven decision making — and to showcase the data that are being used. Build a healthy, open, and supportive campus — so students, faculty, staff, alumni, partners are engaged and successful.

Over the last 6 years or more the University has allowed itself to waiver away from policies that were set in place as a foundation for years. Positions filled by interims has caused an unfairness to staff members who have remained faithful over years. These individuals have been brought into the University to be in temporary positions, but make decisions like promoting individuals to key positions without going through the process of posting and allowing individuals inside and in the community to apply. Many of these individuals have no vested interest in the University. These type of placements then leaves those who have been faithful to have to deal with these decisions. Process for hiring should always follow the process of posting inside and outside of the university with no exceptions. The University is not allowing itself to get the best qualified individuals. This has been happening on every level, and has caused moral issues.

Reducing cost of in state tuition and eliminating non-resident tuition or providing dozens of waivers to each department to prevent losing high quality out of state campus students due to the exorbitant cost of non-resident tuition—many simply choose cheaper online options instead because it's cheaper than non-resident tuition

Increasing the quality of arts and sciences undergraduate and graduate education. It stinks now. Raise the bar and make classes harder.

Dedicate more time and resources to academic quality and less to athletics and student services.

Also we need accountability and transparency.

Reduce competition between departments and require departments particularly speed school to open classes and opportunities to non-engineering students

BUDGET, Graduate student funding

ETHICS

Wellbeing & resilience of students, staff, and faculty

Many staff aren't even filling this out because they don't think anyone will actually read the comments based on our history. I am a realistic optimist that is holding on to hope in an unhopeful setting where we continue to watch good employees leave, continue to complete work without resources, and are told to continue adding on work without an

Comments

increase in pay or resources. Why? I love the students. We have to have a President and Board of Trustees that will go beyond "town hall" and formal meetings to actually hear from real staff, faculty, and students that work in the trenches. In all of the boxes above, you list "priorities". Not once do we identify that it is an institutional priority to have a leader that focuses on the wellbeing of our employees and the clients that we serve (students). Some may think that this is common sense, but it is not. It is missing. We need a leader who can see beyond the people that serve in leadership positions that have manipulated people for years. A leader that will make strategic decisions based on the good of our people. We need to be a mission driven organization that focuses on the people that work here and the people that we serve. This has to start by recognizing this in our mission statement. A pillar around student, staff, and faculty wellbeing will lead to institutional improvement in our university environment, financial, academic, administrative outcomes and beyond. This is supported by research. The GALLUP–Purdue Index (GPI), "a survey of more than 30,000 U.S. college graduates, found that graduates who were emotionally supported during college, and who had participated in experiential and deep learning opportunities, were more likely to have high wellbeing and engagement with their jobs later in life. These graduates were more likely to have had a mentor during their undergraduate experience that encouraged them to pursue their goals and dreams. They were extremely active in extracurricular activities. Importantly, they graduated with lower levels of student debt".

That he or she can get along with the Athletic dept employees

I would like to see accountability of the board of trustees. They have lost the trust of not only myself, but everyone that I have talked to concerning recent events with our former college president. The culture of corruption and misappropriation of funds did not just stop with him. We want to see accountability and we want those found guilty of mismanagement prosecuted to the fullest extent of the law.

The well-being of the people who work and study at UofL. The UofL set of pillars is out of balance because there is a lack of guiding principles that acknowledge human beings are the heart of UofL. The new president's priority should be to be of leadership and service to other human beings, not to a set of financial goals.

At first PR for honesty and ethical transparency. We need our brand built back.

Compassion – humanity over business.
Anti–corruption.
Shared governance.

Upgrade current facilities.

Academics before athletics.

With regards to new facilities it depends on where the focus is to determine if I think it is most important.

N/A

A good workplace for staff and faculty. Faculty not treated like second class citizens.

Establish more financial aid for the students.

Again, the wording of the question and the question design are problematic here. "...THE most important..." (definite article) demands one, exclusive response. The language of the question or the question type do not compute.

Frankly, this survey is a total waste of time, and given it will have no impact on a closed search is insulting to those asked to complete it. In addition, it is obvious the choice for the permanent president has already been made, and it will set the university back many years as he is in no way qualified to serve as the president of a major university. His absolute bungling of the athletic issues, his gutting of the academic departments while hiding behind his predecessor's shortcomings, and total and complete lack of direction and vision for the university are glaring and unacceptable.

No input.

Retention and graduation for *all* students, not just first–time full–time freshman.

Many times in the news I see/hear something that refers to the faculty and students. Staff are oftentimes left out, which I realize is just an oversight, but when you are a staff member and love the university as much as I do and feel like you're a part of what is being discussed, it would be nice to have the word "staff" included in those discussions which affect the entire university. The staff have been the ones who have been asked to loyally carry on despite no raises so the University can continue to thrive, but we are oftentimes overlooked when the press reports a story about the university. It would be nice to be acknowledged that we are a vital part of the university, too.

International education opportunities

Understanding the vital balance of directing attention to athletics and academics

The faculty culture needs to change to one of the "world revolves around them" to we are here for the students and for the development of change. People create that change, but faculty should not be glorified how they are.

Comments

Dr. Postel has done an excellent job.

Faculty and Staff yearly pay increases

I think it should be a priority for the next president to be committed to obtaining a chapter of Phi Beta Kappa. We want prospective faculty, students, and donors to know that the quality of the undergraduate experience here at UofL is comparable to UK or Centre College.

I'd like to see a POC or woman (or both) as president, or someone who has done extensive cultural competency work and training. Also, someone who is trustworthy and NOT greedy like our last president. Someone who isn't afraid to make bold statements about injustice.

Keeping moral up among employees and faculty

Innovation in new degree offerings and new ways to earn your degree.

High caliber of students, increase retention, increase student support, improving security/safety of students, faculty, and staff.

Combining computer sciences from Speed and Business and creating a new college for technology degrees.

Sincere campus engagement with students, employees

Strong moral standing with the community and in the world.

The continued importance of our Engineering school to produce the small business leaders that make all of this possible

It is important to communicate to all employees, staff and faculty the truth of what is going on and involve everyone on solutions to make this the best university.

Honest and wholesome leadership that won't embarrass or cost the university any further.

Teaching excellence and rewarding it accordingly, particularly undergraduate education

Focus on academics and research foremost if the institution wishes to be taken seriously as research institution

I've worked for the University for over 30 years. I have had little room for growth. My job as well as my director have kept me stagnant with salary. I feel like I've wasted many years here so I think someone that can connect with issues of staff is very important. I've seen people all around me get raises (ie: physical plant, janitorial) and no raises for anyone else. Someone needs to build morale at this University because it is at an all time low, especially with long time staff

Cost of living increases (minimally) for faculty & staff would be nice. I come to work every day because I love my job, not for the money, but we should be making enough to sustain ourselves. UPS is hiring truck drivers and paying more per hour than I'm paid by UofL with a Master's degree. The work we do here is meaningful, but we are not treated like it is by the institution. Consistently, leadership has mismanaged money, and the people who pay for it are those of us working directly with students for much less money than leadership.

accountability and integrity in the workplace

Making the needs of students a priority over school's reputation as a sports school, an actual commitment to improving the support services and spaces provided for students of color, students of multiple religions (not just Christian and Catholic student orgs), and LGBT students.

In order to compete for those top students we must provide an environment in which we exemplify the interest and care which we all want from the institution where our sons and daughters will obtain higher education. If we want to be looked at with the same lens as other upscale top quality educational institutions, we must approach our future applicants with the same care and interest other benchmark institutions show in those same potential future students. I have colleagues and acquaintances who are "shopping" for higher educational homes for their kids who have had less than positive experiences at UL compared to other benchmark institutions this past year. I do not know if loss of funds, loss of interest, overworked admissions departments, etc. are playing a role in negative press....But whatever the problem, we need to right this wrong impression of our institution! We are a solid, vibrant university with many, many brilliant faculty, staff and administration who are giving 150% every day because we believe in what we stand for and the quality education we provide. PLEASE find a leader who can bring our institution in line with the reputation it so strongly exemplifies and deserves! Thanks for letting a 20 plus year proud UL employee vent.

Market equity for salary compressed staff.

keeping tuition reasonable.

Filling the high number of interim positions with established professionals, getting our budget handled, navigating SACS accreditation.

No. 1 priority – make administrators responsible and accountable for what they are doing and how well they are

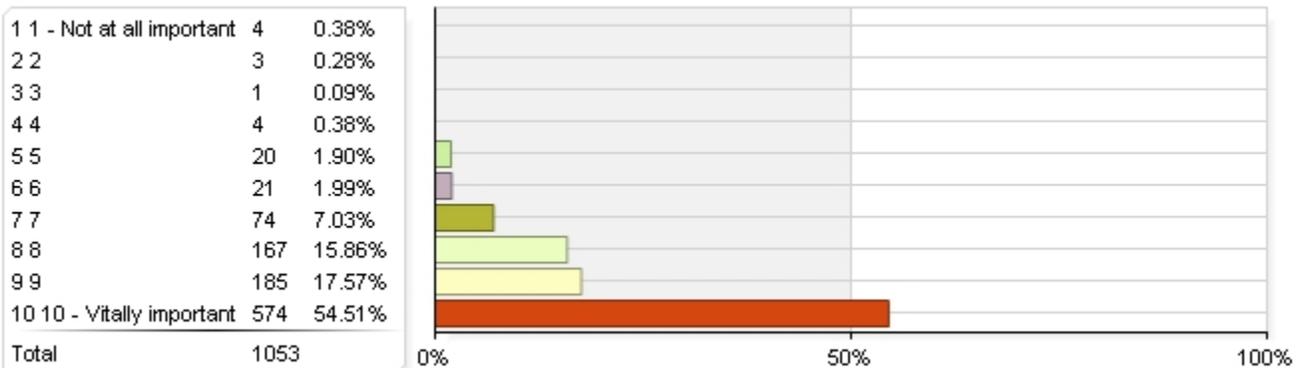
Comments

performing. This would start with the president holding the provosts, VPs and others in higher-level jobs reporting to him accountable. The provost has a responsibility to ensure deans are accountable and measuring up to expectations. We do not need another president bullying a provost so the provost does what a dean tells her/him to do. This happened in the Ramsey and Willinhanz regime. The president should begin his tenure by disseminating surveys to faculty and staff in academic units to get the real lowdown on what is actually happening in these units. You will never get to the bottom of the problems until you go to the employees who can be honest and admit what is wrong without retaliation. Waiting five years before a bad dean is reviewed and for anything to be done about it causes a lot of suffering and stress. And it goes on and on with accountability for deans. Take a look around any of the academic units on campus, and you will see a blatant disregard for any authority and rules. It is a joke. There are dept. chairs not pulling their weight and deans accept this behavior. We are working in a time at this university when there is no respect for anyone in authority from supervisors all the way up to the president because there are no rules or only some employees have to follow the rules. It is currently a toxic and sick workplace. Nothing is going to change until the president addresses the issue of accountability going all the way down the chain.

No.2 – Stop promoting staff employees who you consider to be tough (translates to someone unbearable to work with). And of all places, please keep these employees out of the president's and provost's office. I don't care how good the person is at crunching numbers and writing policies, if he/she is unprofessional and talks to staff in manner that would not be allowed in many organizations, stop doing it here. This is really appalling and hurts other employees. The new president needs to take a look at his staff and the staff in the provost's office. Someone is unwilling to do something about this type of behavior (it is not funny and it is not cute).

What are the areas of professional experience you would most like to see in the next president?

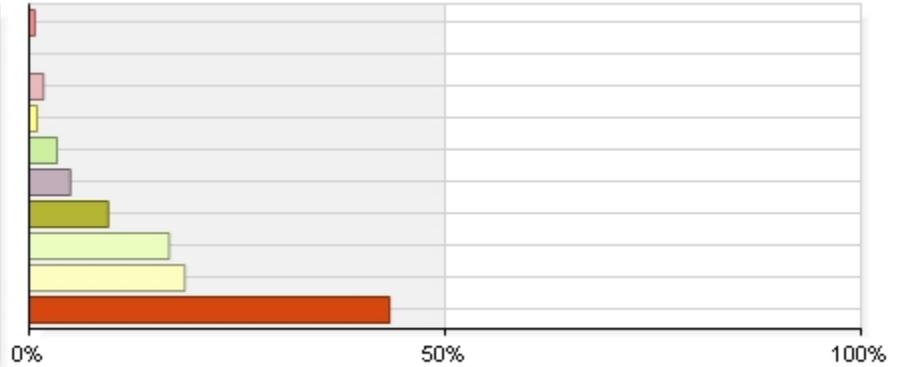
1. Leadership of complex organizations



Statistics	Value
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Mean	9.04
Median	10.00
Mode	10
Standard Deviation	1.41
Standard Error (base on SD)	0.04

2. Background in academia

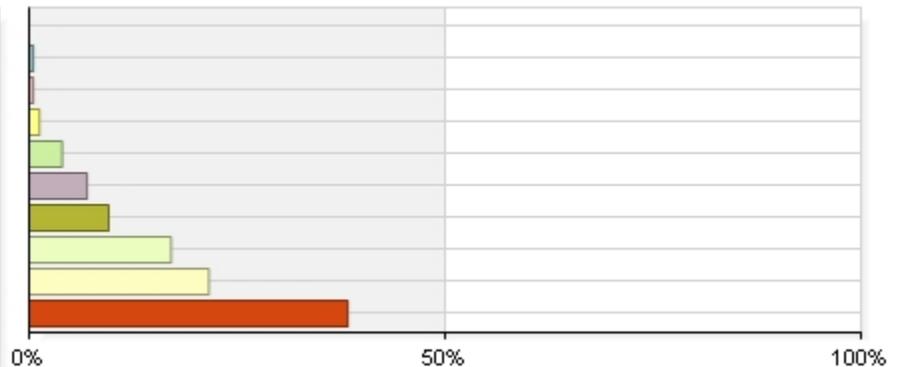
1 1 - Not at all important	7	0.66%
2 2	1	0.09%
3 3	18	1.71%
4 4	10	0.95%
5 5	35	3.32%
6 6	52	4.94%
7 7	100	9.50%
8 8	177	16.81%
9 9	197	18.71%
10 10 - Vitally important	456	43.30%
Total	1053	



Statistics	Value
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Mean	8.58
Median	9.00
Mode	10
Standard Deviation	1.76
Standard Error (base on SD)	0.05

3. Understanding of academic research across the full breadth of disciplines

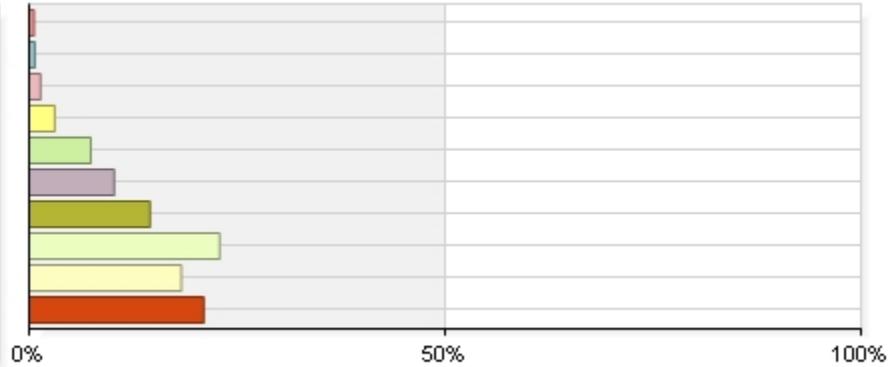
1 1 - Not at all important	4	0.39%
2 2	5	0.48%
3 3	5	0.48%
4 4	13	1.25%
5 5	41	3.95%
6 6	72	6.94%
7 7	99	9.55%
8 8	177	17.07%
9 9	224	21.60%
10 10 - Vitally important	397	38.28%
Total	1037	



Statistics	Value
Response Count	1037
Mean	8.50
Median	9.00
Mode	10
Standard Deviation	1.71
Standard Error (base on SD)	0.05

4. Fundraising experience/philanthropy

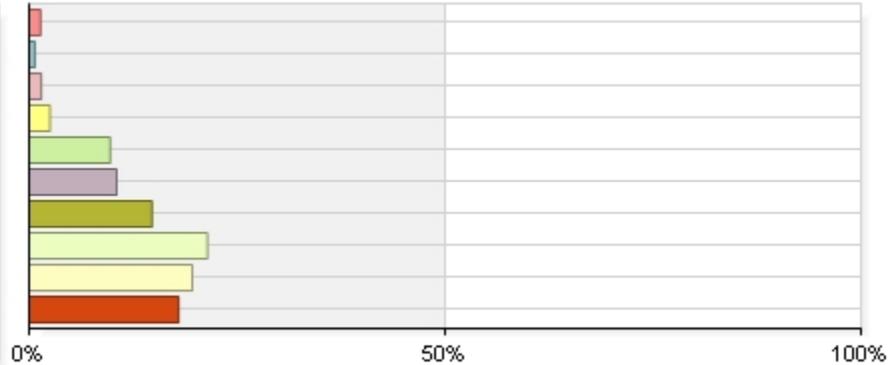
1 1 - Not at all important	6	0.58%
2 2	7	0.67%
3 3	14	1.35%
4 4	32	3.08%
5 5	77	7.41%
6 6	106	10.20%
7 7	151	14.53%
8 8	238	22.91%
9 9	190	18.29%
10 10 - Vitally important	218	20.98%
Total	1039	



Statistics	Value
Response Count	1039
Mean	7.76
Median	8.00
Mode	8
Standard Deviation	1.88
Standard Error (base on SD)	0.06

5. Public service experience

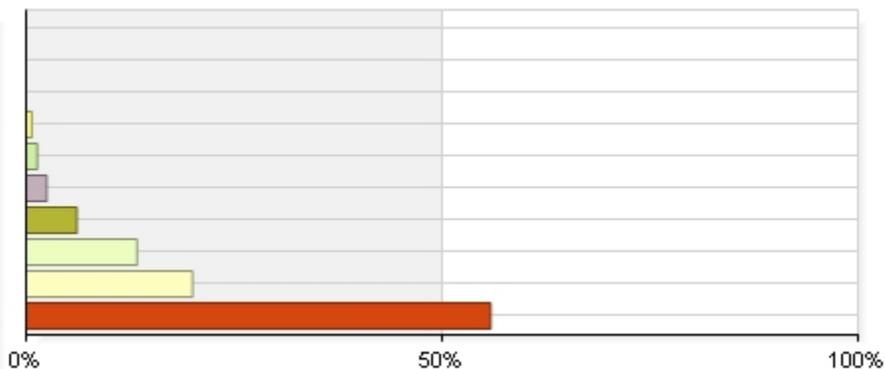
1 1 - Not at all important	14	1.35%
2 2	7	0.68%
3 3	15	1.45%
4 4	26	2.51%
5 5	101	9.75%
6 6	109	10.52%
7 7	153	14.77%
8 8	222	21.43%
9 9	203	19.59%
10 10 - Vitally important	186	17.95%
Total	1036	



Statistics	Value
Response Count	1036
Mean	7.60
Median	8.00
Mode	8
Standard Deviation	1.97
Standard Error (base on SD)	0.06

6. Understanding of higher education funding and budget models

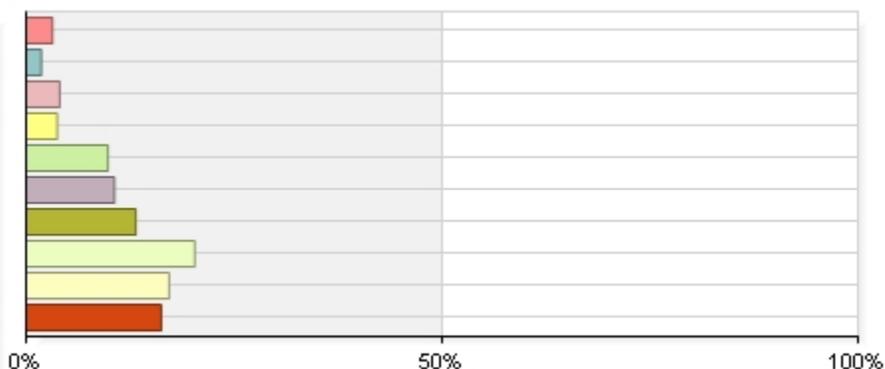
1 1 - Not at all important	1	0.10%
2 2	2	0.19%
3 3	0	0.00%
4 4	7	0.67%
5 5	14	1.33%
6 6	26	2.48%
7 7	64	6.10%
8 8	140	13.33%
9 9	210	20.00%
10 10 - Vitally important	586	55.81%
Total	1050	



Statistics	Value
Response Count	1050
Mean	9.12
Median	10.00
Mode	10
Standard Deviation	1.30
Standard Error (base on SD)	0.04

7. Experience outside of academia

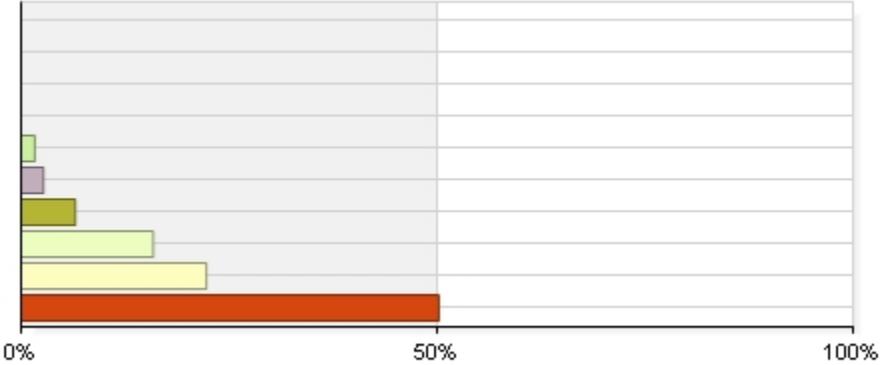
1 1 - Not at all important	33	3.15%
2 2	19	1.81%
3 3	42	4.01%
4 4	39	3.72%
5 5	103	9.84%
6 6	111	10.60%
7 7	138	13.18%
8 8	212	20.25%
9 9	180	17.19%
10 10 - Vitally important	170	16.24%
Total	1047	



Statistics	Value
Response Count	1047
Mean	7.18
Median	8.00
Mode	8
Standard Deviation	2.32
Standard Error (base on SD)	0.07

8. Deep knowledge of challenges facing public higher education

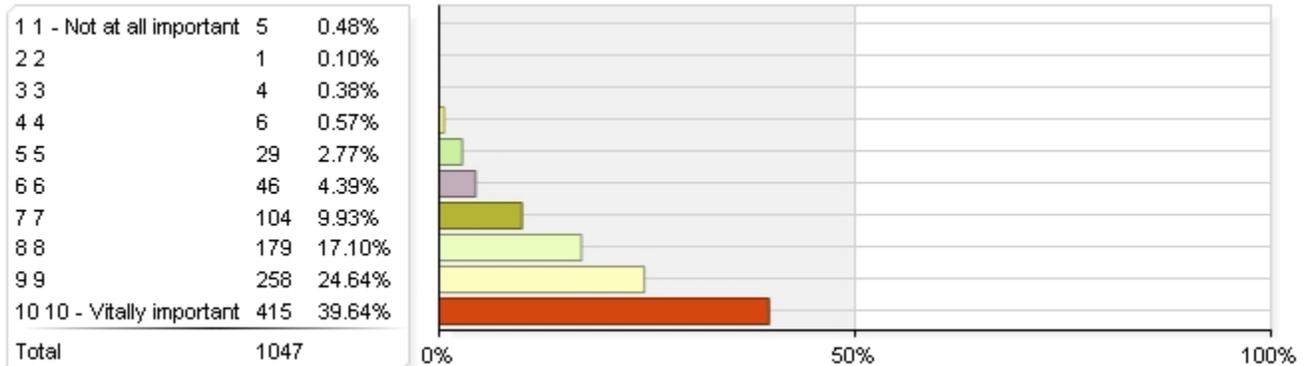
1	1 - Not at all important	2	0.19%
2	2	1	0.10%
3	3	3	0.29%
4	4	3	0.29%
5	5	17	1.63%
6	6	28	2.68%
7	7	68	6.50%
8	8	166	15.87%
9	9	233	22.28%
10	10 - Vitally important	525	50.19%
Total		1046	



Statistics	Value
Response Count	1046
Mean	9.01
Median	10.00
Mode	10
Standard Deviation	1.33
Standard Error (base on SD)	0.04

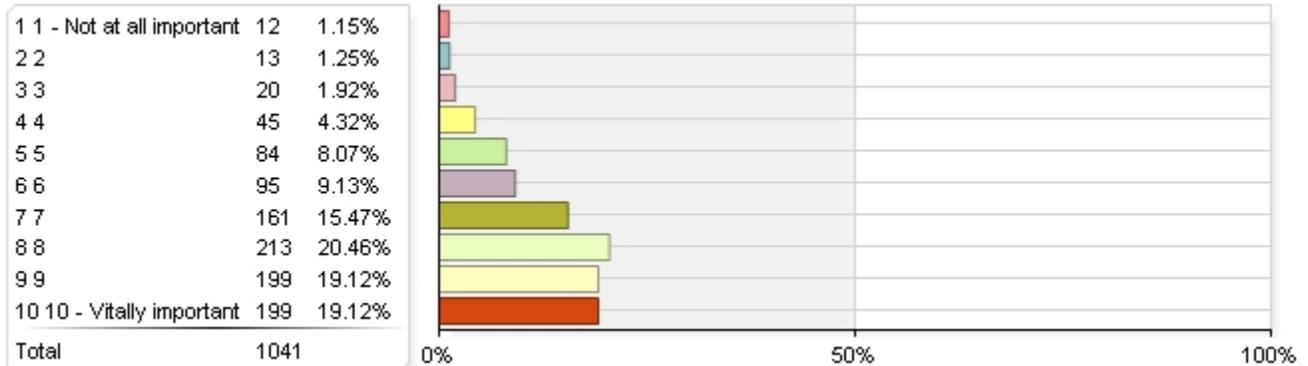
What are the areas of professional experience you would most like to see in the next president? (continued)

9. Experience with collaborative models of decision-making and leadership



Statistics	Value
Response Count	1047
Mean	8.69
Median	9.00
Mode	10
Standard Deviation	1.53
Standard Error (base on SD)	0.05

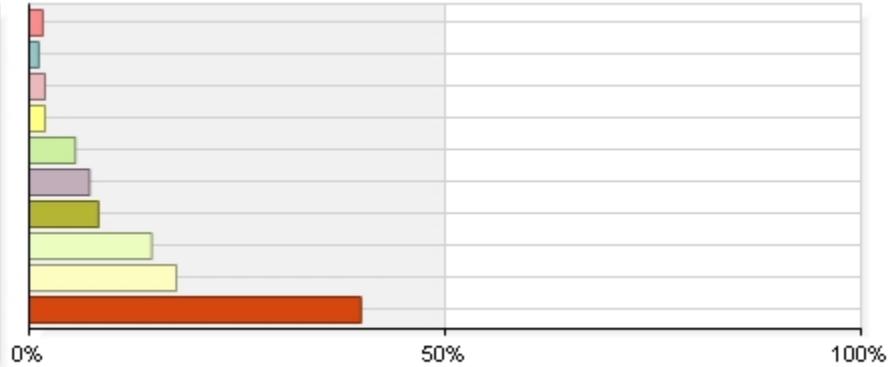
10. Knowledge of health and biomedical sciences/clinical operations



Statistics	Value
Response Count	1041
Mean	7.57
Median	8.00
Mode	8
Standard Deviation	2.05
Standard Error (base on SD)	0.06

11. Understanding of diversity, inclusion, and equity

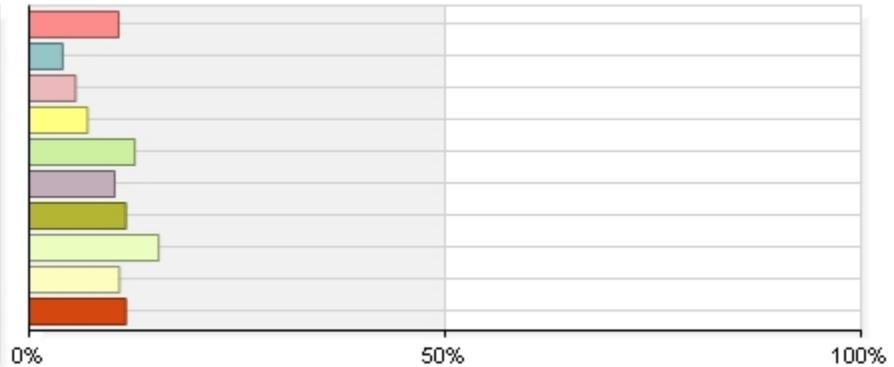
1 1 - Not at all important	17	1.63%
2 2	12	1.15%
3 3	20	1.91%
4 4	20	1.91%
5 5	58	5.54%
6 6	76	7.27%
7 7	87	8.32%
8 8	154	14.72%
9 9	185	17.69%
10 10 - Vitally important	417	39.87%
Total	1046	



Statistics	Value
Response Count	1046
Mean	8.22
Median	9.00
Mode	10
Standard Deviation	2.14
Standard Error (base on SD)	0.07

12. Knowledge of intercollegiate athletics

1 1 - Not at all important	112	10.76%
2 2	42	4.03%
3 3	58	5.57%
4 4	73	7.01%
5 5	132	12.68%
6 6	107	10.28%
7 7	121	11.62%
8 8	162	15.56%
9 9	113	10.85%
10 10 - Vitally important	121	11.62%
Total	1041	



Statistics	Value
Response Count	1041
Mean	6.08
Median	6.00
Mode	8
Standard Deviation	2.80
Standard Error (base on SD)	0.09

Please list any additional areas of professional experience you would most like to see in the next president.

Comments

Note: I would not consider our interim president as having a knowledge of health and biomedical sciences/clinical operations. He has limited/no understanding regarding research and NIH funding. He is working hard but seems to be working on goals that are not beneficial to the future of a research institution.

Comments

Commitment to shared governance and inclusion of ALL levels of employees (employees defined as including staff, faculty and administrators).

commitment to pay equity for all levels of employees

recruiting

Some one who focuses on learning and academia without wasting time on athletics. Athletics are the Colosseum, education is the Senate. Education runs the country and improves everyone's lives, athletics just distracts the masses from their misery.

We need to make sure the next president understands the value of athletics. While it's been an ugly couple of years, athletics is the front porch to the University and the easiest way to drive enrollment numbers and quality of students.

A president

Greg Postel has done well to reach out to faculty and staff amid multiple crises, and seems to have worked toward greater transparency and accountability. To the extent the questions above are teasing out the importance of his particular background to the position of president, I would affirm that his performance has been quite good, but in a new candidate, I wouldn't count as important "knowledge of health and biomedical sciences/clinical operations." That said, because he has worked within the UofL system in a medical leadership capacity, his institutional/UofL experience is a worthy factor in considering him for the position. One factor/experience area missing above, therefore, is "institutional (i.e., UofL) experience" and I would rank that highly, despite the troublesome issues among the administrative ranks that have led to our current difficulties.

Just a comment here. Leadership! A president must be a strong leader. A president should be able to make decisions promptly and with enough sound reasoning over getting feedback from the entire university. That is the sole reason why organizations have administrators – everyone needs a leader!

Proven record of honest leadership, even if it resulted in difficult outcomes. Someone EXTERNAL to UofL, who can bring in a NEW sense of trust on and off campus.

STEM applications industry experience.

Teaching

Knowledge that too much attention, focus and importance is paid to sports within universities, often misaligning the priorities of the universities

As long as he or she has a clean record, I think our next president could come from almost any background.

the next president should have an understanding of the different campuses that should be united as a whole.

This needs to be a person who is not obsessed with spectator athletics, but the person should him or herself pursue fitness and be a healthy role model.

Record of positive financial management of higher education Institution.

Academics NOT sports needs to be the focus of the university!

Knowledge of Laws, Regulations, Rules, Federal, State, Higher Education that we must comply with, and a willingness to consult with those who deal with these on a daily basis to keep us in compliance

Legal experience would be helpful

One who will not embezzle monies from the university. One who will not be beholden to the Governor since his cronies are serving on the board.

The next president doesn't necessarily need to have fundraising experience his/herself, but they need to be familiar enough to hire qualified people. They only need to know enough about intercollegiate athletics to prevent us from repeating previous mistakes.

Truthful and honest, devoid of corruption

We need someone with good morals. That is the most important characteristic given our recent history across the college.

Ability to respect and value those charged to do the work to support the president is critical (i.e. the president won't do it all and must be able to work with others move the university forward)

The new president must be able to raise money.

N/A

Higher Education Ethics

Comments

No conflicts of interest – either personal or professional. No ties to the Foundation, ULP, or ULH in ANY way.

The qualities that we should be giving priority to this position are found in an authentic leaders. Leaders who have done something incredible with very little resources. Because that's what this president will be faced with. This person should lead with their heart, have high ethical standards, be totally transparent, ask for help, lead with a vision, have integrity, and be able to demonstrate these qualities in their past work experiences. I want someone that I can get behind, that's not afraid to tell the stories of their mistakes and what they have learned from them. I feel that if we focus on this persons leadership qualities instead of their resume then the rest will just fall into place.

Knowledge of intercollegiate athletics to the point of knowing when academic education is more important to the overall health of an institution of higher education and learning...

Understanding of political arena

Proven leadership and successes. Doesn't have to be in Higher Ed. It can be any business or even a political position

Open Search

I would like to see an academic who has risen through the ranks, so that he/she understands what a university is all about.

proven record of success, demonstrated innovation, visionary

Ability to make a decision based upon facts and available resources. Support and reward those with knowledge and experience rather than those who excel at political correctness. Honesty and character matter.

Ethical

and background in business. Plus he needs to be honest. A CBC should be done on the next president

A great leader who will build a great team of well experienced individuals and empower them to help him lead this university

Being transparent is all dealings on all levels with all persons.

Sound business skills with a demonstrated history of managing budgets and people. Needs to have an MBA or equivalency in knowledge and understanding on how a business should operate within the context of a university. Some outside corporate exposure would be a plus.

beware of hiring person who sells "products" ; no CEO's or business folk who express "this is how a business operates"

Understanding of human resource management principles and the overall function—individual departments could use HR professionals in each area to reduce risk and to echo the University's commitment to integrity, excellence and humility.

How about someone that has a track record of difficult decisions....how about someone with a backbone that isn't a money grubbing professional.

We long for transparency, integrity, and support from our president.

changing very hierarchical and stagnant structures. Navigating complex politics, longstanding pay inequities, and nepotism issues.

Someone who has demonstrated creative and innovative ways to increase revenue. Someone who has found creative ways to cut costs by streamlining processes, etc.

UofL is widely known for what is called the "UofL Way". Take the cheapest, easiest, and path of least resistance. I would like to see this change. We need someone new from outside the University, who will lead us into a new era. Let's stop following the same old patterns.

Experience in "cleaning up" and rehabilitating organizations.

crisis management

Financial background

pay exquity for institutional staff

Someone who shows that they are more concerned about running an honest institution and did not work in an environment where they were more concerned about padding their bank accounts than running their previous place of employment.

NOT A UK GRAD

Background in HR and experience advancing and leading from the ground up within organizations.

Comments

Someone rich enough not to steal money.
If they get fired they shouldn't receive any compensation.

What kind of experiences have you had cleaning up messes like the one we have here?

Athletics is an important part of the University due to the amount of money that it generates.

Business leadership with preferably NO background in academia. Documented examples of overcoming business-related financial and personnel challenges.

The current interim President does not have the qualities or experience needed and seems to be making decisions without consulting all the entities and without understanding the impact across the entire University and in the wider community. We need someone who has the reputation and breadth of experience within a highly regarded institution, with true knowledge and thorough understanding of how to run a successful academic research University with integrity, who can analyze the organization and history, to effect positive change and move the University forward to increase the value of the education provided and bring back pride in the organization.

Demonstrating excellent communication skill and diplomacy.

Someone that understands all assets of leading a university and does not cater to one specific part. Please anyone but Dr. Postel who has made it hard to have pride in our great university.

To be creative, and think outside the box in order to find solutions to complex problems. To interact with staff more on business related problems. Consultants are good if you listen and implement what they suggest. But more often than not, we shell out millions of dollars for consultants to end up not doing what they suggest. Look internally for solutions more. The staff and faculty that are here have the knowledge and insight to often solve many problems if someone would just listen.

Someone new, from outside of the community and Kentucky who is not afraid to shake things up and take us to the level I know we can attain. Also, someone who understands best practice of philanthropy and what it can accomplish when it is done right. We have good development people but they have few resources and poor leadership.

Honesty and integrity. Ability to make a plan for success and stick to it!

Proficient at Public Speaking. The President must win everyone over.
Not to micro-manage or have his top administrators micro-manage. Best way to lose faculty, students, and most important STUDENTS. Keep U of L creative and on the cutting edge.

Working as part of a team to govern.

Experience in the corporate world. New fresh ideas are needed and someone from outside the state of Kentucky.

How about — absolutely no criminal history, not even a damn parking ticket; a good credit and tax history; ask him/her how much they plan to earn as president in five years; no collusion; no being the head of any other type of "foundation"; research their history of racism/sexism, etc. Should be a professor, and not some business owner or "community leader". Also, again, OF COURSE they should understand funding and budget models, how is this even a question????

All of our current administration seems to have backgrounds in liberal arts with the exception of the interim president, Postel. The sciences need more representation in the administration or at least someone with experience and knowledge on how science and math departments work.

Online education / online programs

Ability to relate to all walks of life

Leadership of interdisciplinary teams

Corporate leadership is essential. The university is a complex business and the next pres needs to run it that way, and put the right people in place that have knowledge of all the traits listed above.

They shouldn't be named Abramson or Postel!

Leadership and a sense of urgency in rebuilding the stature of UofL. Too many committees whose sense of urgency is too slow, too many layers, too bureaucratic, too out of touch with the world outside their offices.

Integrity; financial/budget experience in order to get us out and keep us out of the deficit due to the past president and his staff; transparency, unlike the past and the present president; human resource in order to know how to take care of his faculty and staff; someone who can make Louisville great again instead of destroying all we have been.

Must value our main products! We produce degrees, research, and athletics. The research and athletic products are valued and promoted. We do a poor job of marketing our academics and do not value degrees is hiring staff. UofL has

Comments

degreed staff earning little compared to counterparts outside the university, yet have Directors, Assistant Directors, and managers with no degrees earning substantially more than what most could make outside the university. If UofL does not value degrees of higher education in staff hiring, how can they expect employers to value their degrees?

A background in organized crime would certainly help around here.

I would like the next President to have a background in engagement in the community.

I would like to see someone with experience in the real world. Having career University people has not worked out so far.

Experience with online learning and non-traditional teaching methods—an eye to the future and the vision to take us there.

This should be an open search

Success in the free markets.

Must be SINCERE in being personable. This is the age of transparency regardless of how much inappropriateness is uncovered. Exposed bad policies and decisions NEVER are remembered as long as the ones hidden and discovered later. Especially when exposed outside of the campus community.

Knowledge and passion for supporting student resilience and wellbeing. Focusing on the students and not just the dollar signs.

Hands on type of leader, personal experience in the work force he will be leading and up to date on what they will encounter in their fields. Agreeable to interact with the staff, instructors, physicians and students not just department chairs and donors'. Able to show a track record where they were successful at inclusiveness on all levels of the university or work place. Track record showing their ability to bring in knowledgeable and dependable people on matters they are not knowledgeable of or up to date on to assist; willing to take advice or at least consider others advice. Open door policy to everyone. Recognize everyone on projects success, not just themselves. Active in research and first hand knowledge of what it takes to obtain good reliable and reproducible data

Should not be a politician or a corporate leader.

Someone who has lifted a business or another institution out of a crisis situation.

N/A

Having a commitment to 'diversity, inclusion and equity' means monitoring culture and welcoming nature of our staff and faculty, but does not mean indoctrinating students with encouragement in emotionally and physically dangerous lifestyles. Young people's desire to explore options in personal freedom need to be directed toward behavior that is good for society and healthy personal choices.

I would like to see someone with deep public service experience who is capable of empathy for those less fortunate for whom a college education is a dream.

Let's get away from athletics being our main focus and what U of L is known for in the press.

Someone that does not mind hearing an opposing position. Someone who can recognize and be accountable for their mistakes. Someone who is willing to risk to improve. Someone who isn't afraid to try something different.

I think they need to be well rounded within academia. Knowledge of athletics among knowledge and celebrating a variety of students who do activities more than just go to class whether it be research, working, athletics, greek life, etc.

Experience in several institutions of higher education other than University of Louisville. Anyone coming from within our system will have a difficult time getting support and trust needed to move forward. That said, I'm not sure what strengths we have in specific operational areas. This is critical since the president must have a team who can guide/lead key areas (e.g. budget, fundraising, health sciences, research, diversity).

The next president should keep very tight supervision over Athletics.

Needs to understand the importance of a reputation as an institution of higher education and research. The reputation for UofL's arts and sciences college is very poor on the science side.

Interest in and commitment to wellbeing and resilience of students, staff, and faculty

I would like to see accountability of the board of trustees. They have lost the trust of not only myself, but everyone that I have talked to concerning recent events with our former college president. The culture of corruption and misappropriation of funds did not just stop with him. We want to see accountability and we want those found guilty of mismanagement prosecuted to the fullest extent of the law. A president who has a working history of professional integrity, accountability, and transparency who could pursue justice for UofL would be greatly appreciated.

Comments

Charisma

Knowledge of sustainability.

Our administration gets TOO wrapped up in "politically correctness" of diversity, inclusion, and equity, they LOSE focus on everyone else that attends the university. Diversity and inclusion should be part of and not the PRIORITY!

N/A

Understanding of staff and their livelihood

Creative/performing arts experience

Frankly, this survey is a total waste of time, and given it will have no impact on a closed search is insulting to those asked to complete it. In addition, it is obvious the choice for the permanent president has already been made, and it will set the university back many years as he is in no way qualified to serve as the president of a major university. His absolute bungling of the athletic issues, his gutting of the academic departments while hiding behind his predecessor's shortcomings, and total and complete lack of direction and vision for the university are glaring and unacceptable.

Knowledge of ethical decision making.

No input.

I think it's important for the president to know what the private sector has to do in order to be profitable. I see that not all people at UL give 100% in their jobs, and it appears to go unnoticed. Their paychecks just keep rolling in no matter the level of effort. If someone who does not work hard gets behind in their work, there is no oversight, and another person is hired to fill the work gap rather than getting the right people hired for the right positions. It seems too easy just to ask the community for more money. We need to be accountable to the community for using their donated funds as judiciously as possible. I don't believe that is being done as well as it should be.

Work abroad

Policies need to be enforced from the top down. There is a culture that faculty brings in research money, therefore they are above policy. Also the faculty needs to be professional and not rude to the support staff, this seems to be a very big but underlying problem, since the faculty are the ones that are supervisors and evaluate the staff, the staff is scared to speak out.

Dr. Postel has done an excellent job

Someone who has at least an undergraduate background in the arts and sciences. I think this is going to be key to getting support from the arts and sciences faculty and for any future efforts to shelter a chapter of Phi Beta Kappa.

see above

training and experience in conflict resolution

Innovator in new areas. Someone who is willing to take calculated risks regarding new degrees, increasing student success and retention, and student engagement.

Integrity is key in the new role.

Extensive background in supporting student services and the staff that run the services.

Have an ethic background

Engineering/technology and small business, business management, money management.

UofL is a great university that has had its name tarnished by one department. We need a president that will address those issues, communicate to all his/her commitment to ensure procedures are in place to eliminate those issues happening again, and to communicate what is being done to promote this university as a great academic research university. Staff and faculty have great insight...utilize their ideas and skills.

Understanding of value of liberal education priorities for undergraduate education

New president should learn from past experience with intercollegiate athletics on what NOT to do

Basic business acumen, good moral character, let's not have another leader embezzling or having sex scandals.

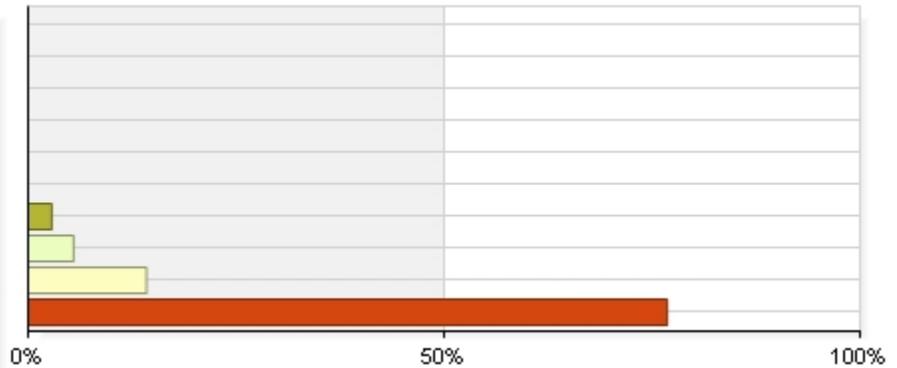
doing what is the best for students and the needs of faculty and staff.

Knowledge and experience to prepare a plan for holding administrators, directors and supervisors in academic and service units accountable and then enforcing the plan. I cannot stress how important this issue is for the university to turn a corner and come out of the depths of darkness, dishonesty, and lack of leadership over the past several years. I know we can do it if we hire the right person.

What are the most important personal characteristics for the next president to have in order to be successful?

1. Good judgement and decision-making skills

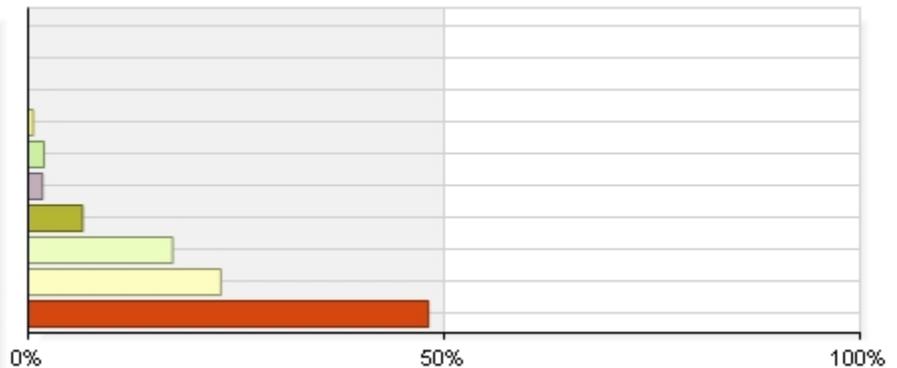
1 1 - Not at all important	1	0.09%
2 2	0	0.00%
3 3	0	0.00%
4 4	1	0.09%
5 5	3	0.28%
6 6	2	0.19%
7 7	30	2.83%
8 8	58	5.47%
9 9	151	14.23%
10 10 - Vitally important	815	76.81%
Total	1061	



Statistics	Value
Response Count	1061
Mean	9.63
Median	10.00
Mode	10
Standard Deviation	0.83
Standard Error (base on SD)	0.03

2. Effective spokesperson able to articulate a compelling vision

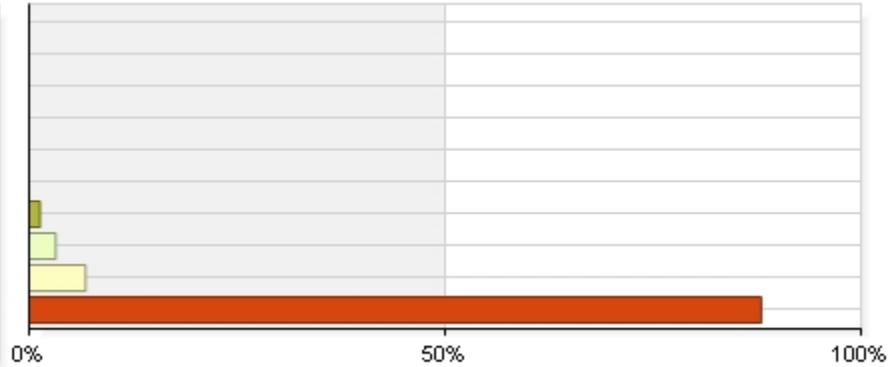
1 1 - Not at all important	1	0.09%
2 2	2	0.19%
3 3	4	0.38%
4 4	6	0.57%
5 5	20	1.90%
6 6	18	1.71%
7 7	69	6.55%
8 8	183	17.36%
9 9	244	23.15%
10 10 - Vitally important	507	48.10%
Total	1054	



Statistics	Value
Response Count	1054
Mean	8.98
Median	9.00
Mode	10
Standard Deviation	1.34
Standard Error (base on SD)	0.04

3. Honesty, trustworthiness, and ethical integrity

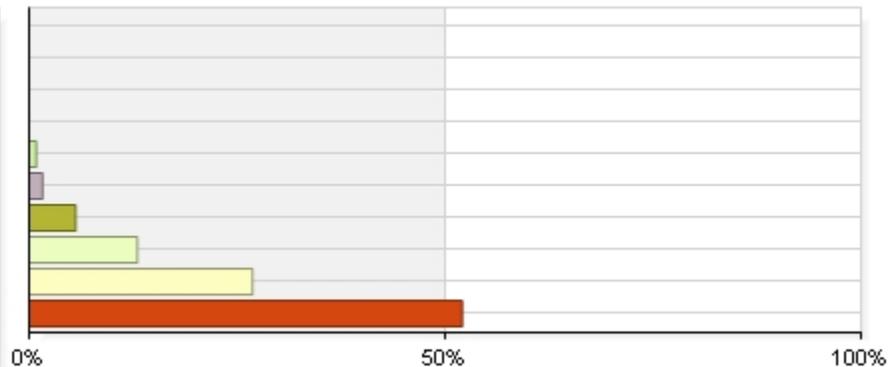
1 1 - Not at all important	2	0.19%
2 2	0	0.00%
3 3	1	0.09%
4 4	0	0.00%
5 5	2	0.19%
6 6	3	0.28%
7 7	14	1.31%
8 8	34	3.19%
9 9	72	6.76%
10 10 - Vitally important	937	87.98%
Total	1065	



Statistics	Value
Response Count	1065
Mean	9.78
Median	10.00
Mode	10
Standard Deviation	0.75
Standard Error (base on SD)	0.02

4. Forward thinking, creative, innovative

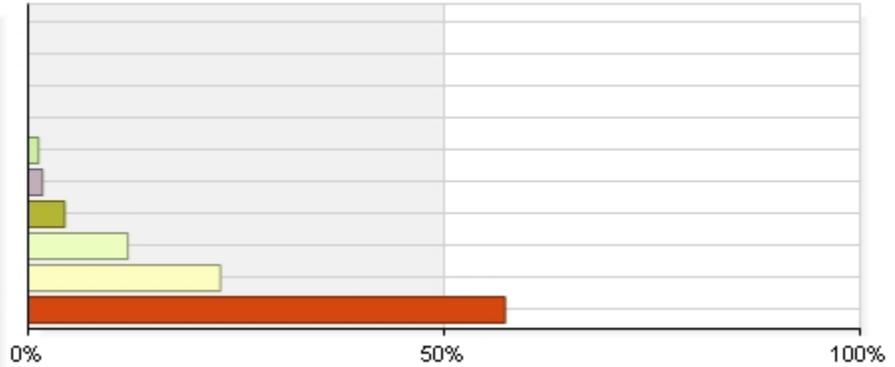
1 1 - Not at all important	1	0.09%
2 2	0	0.00%
3 3	0	0.00%
4 4	0	0.00%
5 5	9	0.85%
6 6	17	1.61%
7 7	59	5.59%
8 8	137	12.99%
9 9	283	26.82%
10 10 - Vitally important	549	52.04%
Total	1055	



Statistics	Value
Response Count	1055
Mean	9.19
Median	10.00
Mode	10
Standard Deviation	1.09
Standard Error (base on SD)	0.03

5. Commitment to academic mission

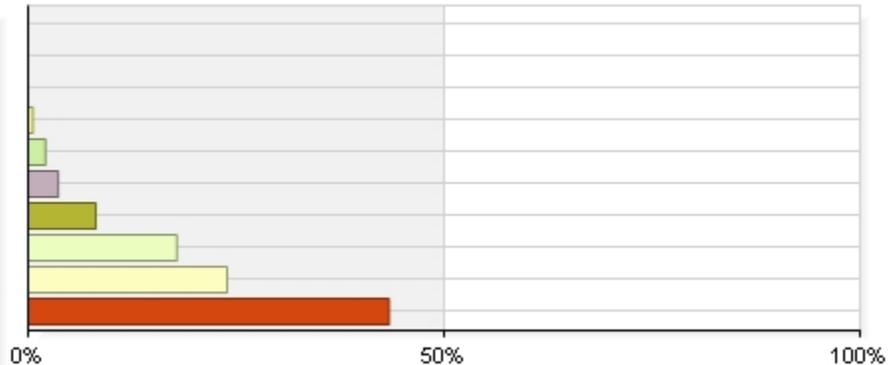
1 1 - Not at all important	2	0.19%
2 2	0	0.00%
3 3	0	0.00%
4 4	1	0.10%
5 5	13	1.24%
6 6	18	1.71%
7 7	46	4.37%
8 8	126	11.98%
9 9	243	23.10%
10 10 - Vitally important	603	57.32%
Total	1052	



Statistics	Value
Response Count	1052
Mean	9.25
Median	10.00
Mode	10
Standard Deviation	1.14
Standard Error (base on SD)	0.04

6. People skills

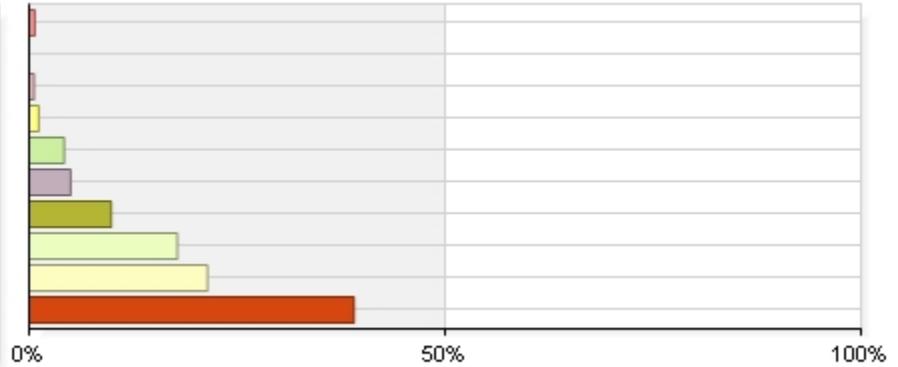
1 1 - Not at all important	2	0.19%
2 2	0	0.00%
3 3	3	0.28%
4 4	6	0.57%
5 5	22	2.08%
6 6	38	3.59%
7 7	86	8.13%
8 8	189	17.86%
9 9	253	23.91%
10 10 - Vitally important	459	43.38%
Total	1058	



Statistics	Value
Response Count	1058
Mean	8.84
Median	9.00
Mode	10
Standard Deviation	1.39
Standard Error (base on SD)	0.04

7. Commitment to principles of shared governance

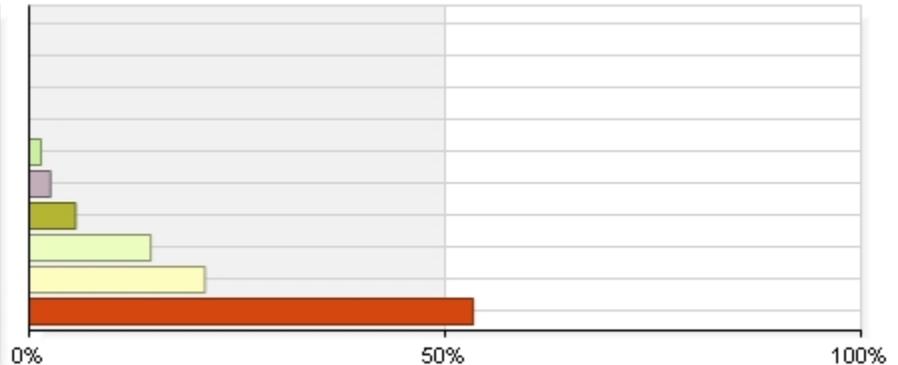
1 1 - Not at all important	7	0.67%
2 2	3	0.29%
3 3	6	0.57%
4 4	12	1.15%
5 5	44	4.21%
6 6	52	4.98%
7 7	103	9.86%
8 8	186	17.80%
9 9	224	21.44%
10 10 - Vitally important	408	39.04%
Total	1045	



Statistics	Value
Response Count	1045
Mean	8.53
Median	9.00
Mode	10
Standard Deviation	1.71
Standard Error (base on SD)	0.05

8. Ambition to advance the university

1 1 - Not at all important	4	0.38%
2 2	1	0.09%
3 3	4	0.38%
4 4	5	0.47%
5 5	15	1.42%
6 6	27	2.56%
7 7	59	5.59%
8 8	154	14.60%
9 9	223	21.14%
10 10 - Vitally important	563	53.36%
Total	1055	

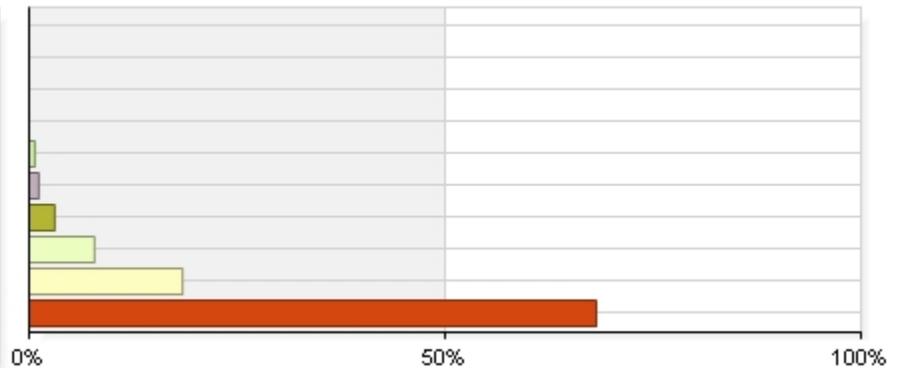


Statistics	Value
Response Count	1055
Mean	9.06
Median	10.00
Mode	10
Standard Deviation	1.38
Standard Error (base on SD)	0.04

What are the most important personal characteristics for the next president to have in order to be successful? (continued)

9. Commitment to students (undergraduate, graduate, and professional)

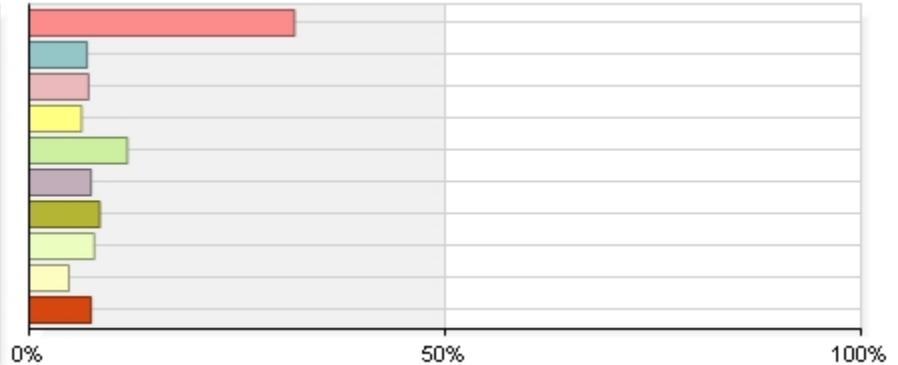
1 1 - Not at all important	2	0.19%
2 2	2	0.19%
3 3	2	0.19%
4 4	1	0.10%
5 5	7	0.67%
6 6	12	1.15%
7 7	32	3.06%
8 8	82	7.84%
9 9	193	18.45%
10 10 - Vitally important	713	68.16%
Total	1046	



Statistics	Value
Response Count	1046
Mean	9.44
Median	10.00
Mode	10
Standard Deviation	1.10
Standard Error (base on SD)	0.03

10. Prior connection to UofL

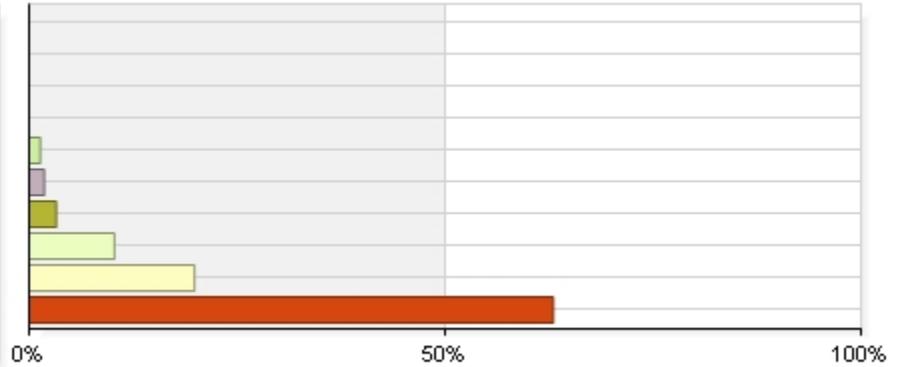
1 1 - Not at all important	335	31.90%
2 2	73	6.95%
3 3	75	7.14%
4 4	66	6.29%
5 5	124	11.81%
6 6	78	7.43%
7 7	89	8.48%
8 8	82	7.81%
9 9	50	4.76%
10 10 - Vitally important	78	7.43%
Total	1050	



Statistics	Value
Response Count	1050
Mean	4.35
Median	4.00
Mode	1
Standard Deviation	3.07
Standard Error (base on SD)	0.09

11. Leadership skills

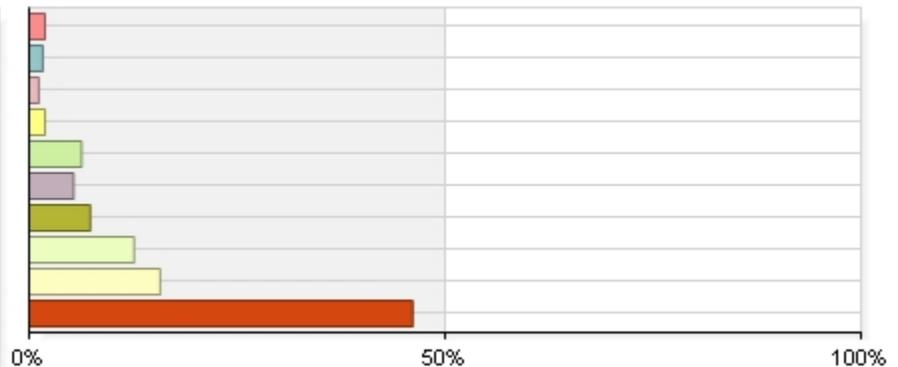
1 1 - Not at all important	2	0.19%
2 2	0	0.00%
3 3	2	0.19%
4 4	1	0.10%
5 5	14	1.34%
6 6	19	1.82%
7 7	34	3.25%
8 8	107	10.23%
9 9	208	19.89%
10 10 - Vitally important	659	63.00%
Total	1046	



Statistics	Value
Response Count	1046
Mean	9.32
Median	10.00
Mode	10
Standard Deviation	1.16
Standard Error (base on SD)	0.04

12. Commitment to diversity, inclusion, and equity

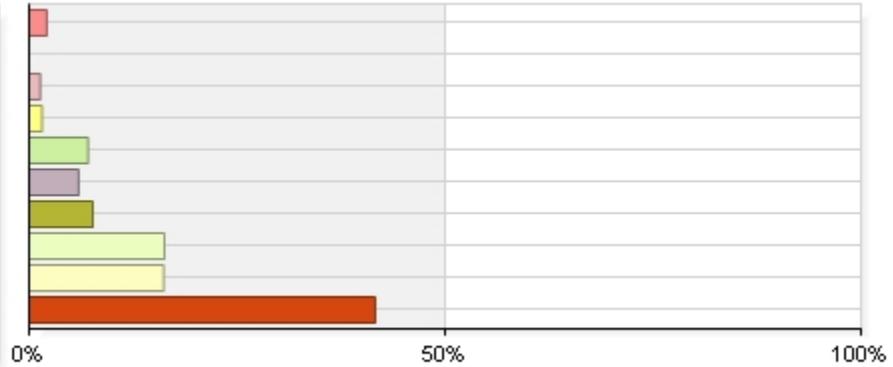
1 1 - Not at all important	20	1.91%
2 2	17	1.62%
3 3	12	1.15%
4 4	20	1.91%
5 5	66	6.30%
6 6	56	5.34%
7 7	77	7.35%
8 8	132	12.60%
9 9	165	15.74%
10 10 - Vitally important	483	46.09%
Total	1048	



Statistics	Value
Response Count	1048
Mean	8.35
Median	9.00
Mode	10
Standard Deviation	2.20
Standard Error (base on SD)	0.07

13. Willingness to participate in open campus interviews

1 1 - Not at all important	22	2.10%
2 2	4	0.38%
3 3	14	1.34%
4 4	16	1.53%
5 5	74	7.07%
6 6	62	5.93%
7 7	80	7.65%
8 8	170	16.25%
9 9	169	16.16%
10 10 - Vitally important	435	41.59%
Total	1046	



Statistics	Value
Response Count	1046
Mean	8.29
Median	9.00
Mode	10
Standard Deviation	2.11
Standard Error (base on SD)	0.07

Please list any additional personal characteristics for the next president to have in order to be successful.

Comments
No prior connection to prior UofL administration
It is important for us to find someone honest, well qualified and WITHOUT ties to the University. We need a clean slate, a fresh start and having someone at the helm who does not "owe" anyone anything will be a huge step in the right direction.
extremely clean ethical and financial management background
Honesty, trustworthiness, and ethical integrity is the MAJOR one.
The next President needs to be someone of impeccable character who is passionate about the University and city.
I believe it would be best for the new president to an external candidate that can be objective in making decisions at the University.
It wouldn't be altogether bad to have a female and/or non-white individual as our president.
Proven conflict resolution and problem-solving skills.
I believe Dr. Greg Postel is doing an excellent job as interim president. I think he would be a good fit for us.
It is vital that the search be open and transparent to the public!
Self-motivated, determined, committed, transparent.
Preferably someone who has a history of making difficult ethical decisions without a hint of financial misappropriations.
Someone who is committed to following UofL policy and the terms of employment contracts that UofL has agreed to. If we have a leader who does not follow policy, then (s)he will put the university at risk for lawsuits.
You did not spell judgment correctly in this survey. You should know that a survey sent to a university audience should be 100% correct. Your error just adds to our distrust of the entire presidential search process. We do not trust that you know what you are doing and we will end up with yet another sub-par president. If you want my trust that this is a fair, legitimate search, get your act together. Now.
Commitment to staff is just as important as a commitment to students and faculty!!!!!!!!!!!!
willing to have a totally open search process

Comments

With each of these group of questions, the question is not what is most important. They are all important. The question here is what does excellence look like for each of these items, how are we scaling and measuring these qualifications in candidates that seem to give us the best picture.

A personal sense of ethics, honesty, and openness/transparency are especially vital, given the events of the last couple of years with a certain former president and members of the athletics department.

– Hoping for a brand new, outside candidate / new president to not only continue but redefine our campus vision. It would be wonderful to see diverse (gender, ethnic background, etc.) potential candidates.

Someone not affiliated with UofL or the board!!!

need definition of shared governance

Morals and ethics. In July and August, the office of interim U of L President Greg Postel spent \$491,000 in endowment money on a football suite as well as tickets to football and basketball games. Stop spending so damn much money when employees can't get a raise!

Honesty

Integrity

Respects contributions at all levels, not just faculty

LEADERSHIP. These qualities are important but we need someone who is not running around blaming former administrations for our current problems and isn't supporting fear-mongering. We need someone to step up and LEAD BY EXAMPLE.

Personal ambition, greed and desire for fame should be rule-outs. This person needs to be a servant-leader, not interested primarily in personal aggrandizement, which has been our practice in selecting leaders for many years.

A President should have most or all of these characteristics at a high level, and be hands-on, that's why he/she should EARN a large salary, (but not as large as in the past) and not be just a figure-head.

Record of Integrity from prestigious institution of higher education.

INTEGRITY is absolute tops!

Open campus interviews are crucial to begin this new UofL era of transparency.

the person should not lie, or be in any way connected to our governor who is not morally sound. Also this entire process should be open to all faculty and staff, not closed.

Truthful and honest, devoid of corruption

You can clearly see Postel does not have any of these above

We need someone with good morals. That is the most important characteristic given our recent history across the college.

Financial integrity

The next president must have strong critical thinking skills.

N/A

Would love to see someone who actually cares about staff as much/above faculty and executives. The "little people" are the ones who truly keep the university running yet we have taken the brunt of fiscal cuts that are due to the mismanagement of those above us.

If this person is not willing to participate in open campus interviews then that tells me that they have the wrong ethical principals for this job. That alone should be an indication that they are "not" a transparent authentic person. This person should also be asked to explain in detail what their moral code and ethical standards are. If they are not prepared to answer this vital question, then that's a red flag. Although it would be nice to have someone who has a prior connection to the University it should not be considered as a priority, there are plenty of good leaders out there that may be a better fit. Loyalty to the school does not always equate to loyalty to it's best interests. I would like to see this person demonstrate the same characteristics that they would like to see demonstrated in their subordinates. Someone who is not only willing to take on our budget crisis, but who is also willing to give money back to the school as a demonstration of support. It's one thing to ask others to give, it's a whole other thing to demonstrate that "you" are willing to do so as well. I want to see this person giving back to the community, demonstrating diversity within his own office staff, and being willing to give up all the presidential perks that have been afforded others in the past. I want to know that whomever is chosen is not here for their own benefit but here to help us turn our University around.

someone with a sense of humor

Comments

I want to stress that the new president and the presidential search must be transparent. Lack of transparency is what got us where we are today.

All of these are important, especially the top 6 but especially "Honesty, trustworthiness and ethical integrity"!

We need a strong leader who is committed to transparent leadership and unafraid to stand up for our university both within and also outside of the university. Just because "things have always been done this way", or a donor would like to dictate policy, or a highly overpaid administrator would like it done a certain way, does not make it a good decision with a positive impact on the university. We need someone with a "spine of steel" to lead us out of this current chaos into a brighter future. We have a wonderful university and it is high time we were reflected as such! Won't it be wonderful when we can have a "starring role" on the nightly news with a positive spin?

A strong moral compass.

Open Search

Would prefer the candidate to be external to UofL, Louisville, and KY in general.

Not part of the "old boys club" To be honest our next president should be as diverse as our student population. It would be awesome to have a woman and/or a different ethnicity. Think big. This person should be ethical and not be connected to KY whatsoever – so they can make decisions not based on politics and ties.

A great leader has the ability to figure out ways to work with everyone. A great leader doesn't have bad working relationships with employees. A great leader knows how to diffuse a situation so that it doesn't become a public eyesore like our current situation that is immature behavior between an interim president and former vp of athletics. A great leader doesn't lie to the employees or the public. A great leader doesn't make decisions based on personal feelings or outside political influence. Decisions are made for the best of the university. A great leader stands in the cross hairs to face the public questions when making tough decisions. A great leader also allows direct subordinates the autonomy that is needed to run their areas without micro managing.

Ethical

absolutely honesty trustworthiness and ethical integrity. Plus there needs to be a checks and balance for this office as well as any direct reports.

Ethical, ethical, ethical. A person of high moral and ethical values can overcome a lot and can put us back in good standing in our community and country.

No more hiding and back door deals.

Must be open and approachable and willing to engage with all levels of constituents in a positive and contributing manner.

"be a little street wise" lead with enthusiasm, don't be afraid to be naïve, be curious, encourage staff and faculty with optimism, wit, and belief in their abilities. Don't be pretentious. Recognize the value in all.

Integrity is the most important trait of a leader. If you don't have integrity people won't follow you for long and all you will get is compliance, seldom greatness.

While she/he does not have to have UL connection would definitely not want a UK affiliated person (like on board of trustees)

Display transformational leadership skills; be a servant leader. Exhibit humility and character above all and expect the same from direct reports. The best way to instill our most important values in our employees/faculty and students is to display these values at the highest levels. In other words, "Your title might give you authority but your behavior earns you respect." The next president must carefully select ethical and competent senior/executive level leaders. It starts at the top.

I think a president who is authentic in nature, shows transparency, and is able to be a servant leader without forgetting their mission. Someone outside of UL who has no issues or ties to the current admin executives is crucial.

Someone who is perceived as genuine and someone who is fair.

patience

sense of humor (helps)

Someone who is insistent on having a university values statement that would govern each and every decision made. No matter the leader or mission, the values statement is the law. someone with an understanding of values, trust, etc.

Able to stand up to the Board of Trustees and not be their puppet as has been demonstrated in the last month

Here to assist the university and not his/her own pocketbook.

Comments

integrity, humility, humble, transparency,

encourage and support interdisciplinary work
promote a sense of community

I would love for us to hire a female president. (Assuming she has all of the experience that we deem as vitally important.)

Belief in transparency; international experience; a desire to interact with all levels of university personnel; honesty

Relatability

A sense of humor would be a good idea, what a mess this person is inheriting!

Someone with no prior connection to the University of Louisville but is trustworthy, has great people skills, and is forward thinking and innovative so that he/she can effectively build strong relationships within the University and Louisville community. It's important that UofL has a clean slate and fresh start which will aid in quickly gaining trust and confidence from the community.

Fair and transparent business practices; clear communication; mutual respect for everyone; a collaborative atmosphere; generate best ideas to help strengthen the entire university; foster security and opportunity for all; STOP selective favoritism and quid-pro-quo practices.

1. Commitment to faculty and staff

2. Commitment to raising the perceived value of a UofL education

3. Not afraid of change or the unknown, willing to rework that which is broken and enhance that which is working well.

If the candidates are not willing to participate in open campus interviews due to their status with another well-respected university, it would be good to have them meet with a larger representation of faculty, staff, students beyond the committee so that perspectives from a wider audience can be considered.

An ounce of humility would go a long way after Swain, Shumaker and Ramsey revealed absolutely none.

We need to quit hiring people who are motivated more by the status and economic elitism the position offers than they are about actually accomplishing things that truly advance the University. The president can be vain and elitist, but needs to have some self-awareness and appreciation for the privilege they have been given and the primacy of their duty to the students, employees and community over their personal rewards.

I think we should show our commitment to diversity and inclusion by giving equal opportunity to candidates of all races and ethnicities.

Ethical integrity please! The next president should not name call employees he fires and/or utilize an emotional word such as "bully" when bullying is an actually societal problem that affects many people.

Please please please hire someone that I can be proud to work for/under. I have a hard time being a role model to my 2 sons working under a president like Dr. Postel who name calls and serves his own personal agenda at the expense of so many people he will never meet, know, or care about.

Prior connection shouldn't matter too much if the right person fits the tall order of being a University President. Let's try to avoid UK though, agreed?

Must be able to relate to all levels of constituents. The more students, staff, and faculty feel that the president can relate to them, the more they will be heard and supported.

Respect the University and all aspects of University of Louisville

The new President needs to be someone from outside UofL, outside the state of Kentucky. Then, the new President needs to review the leadership in many many many areas and make changes. It's become a bullying atmosphere where some areas of leadership have too much power.

Be willing to work for compensation that is at or below market.

Integrity, transparency, empathy, strength, humility, intelligence, and some caliber of a moral code.

President that we can TRUST. Not the current INTERM. Need to NOT judge those before ALL facts are before them. UL had developed a Guilty until proven insistent reputation. Don't let current Board have the all mighty power as they do now.

AGAIN. How are these even in question?? Why would you even ask if "being a good leader with good decision-making skills" is important for our next president? This survey makes me fear for the future of the university. Good GOD. Is "Honesty and integrity important"? NO SHIT oh my GOD who are the people you are interviewing, people who finally got out of prison after 10 years for insurance fraud???

Comments

These questions are unnecessary and the answers should be obvious. I am appalled.

Commitment to community engagement

Approachable, Excited

Mentality of openness and respect for all employees at the University.

Not seeking job to make a huge salary

Good ethical and moral background. Should come with high recommendations.

In regards to my primary role at UofL, in addition to being a staff member, I am also an alumni, donor, have been a booster and have sent one child thru UofL and am currently sending another child thru now. The events that have occurred in the last five years have been a huge disappointment and embarrassment as a staff member and an alumnus. I hope the next President, new Board Members, and Foundation will ALL have the ethical and moral acumen to project the University forward without further scandal and embarrassment.

Willingness to listen and understand what goes into the work people do. It's not all immediately apparent from job descriptions.

If we find a person with the above traits, hire them!

Calm, steady leadership. Creates feeling of stability and security amongst students, faculty, and staff.

A history of personal integrity. Just because a candidate has an MD doesn't make him/her a good administrator or have great people skills. I think the next President needs to be a savvy business person, no MDs, Lawyers. Neither of these fields have adequate training in business, organizational tiers, or have the skill set to select appropriate faculty and staff for a complex business.

Has a demonstrated history in higher education that emphasized transparency across the board in dealing with faculty/staff/students/public without having gained significant wealth while doing so

Walk the talk. Vision AND execution. Don't allow rhetoric such as "premier research university" while having no plans behind the curtain of that rhetoric.

Truly be interested in the future of UofL Athletics as well as the above.

Willingness to be transparent to faculty, staff, and students

Commitment to transparency in administration.

Generosity. After looting the university, I'd like the next president to share some of the ill-gotten gains in the form of better office furniture. This chair isn't very comfortable.

The next president should have good judgment and decision-making skills and a commitment to the involvement of community engagement.

This should be an open search

N/a

Morale boosting experience.

What we need most is a person of integrity that's willing to do the right thing in all circumstances. Years of corrupt leadership have left the university in a difficult position with little leverage at all. We can, and must, do better.

If WE do some things right, other positive things will follow. "Advance the University" The University will advance on it's own with good outcomes. Quality education speaks for and sells itself.

Accessible

It is not necessary that the President have a prior connection to UofL nor should it be dismissed. Honesty, trustworthiness, and ethical integrity is most important. Qualities like the ones held by our INTERIM PRESIDENT.

friendly and not boastful, empathy without overindulgence, able to make everyone comfortable around him during conversations, sense of humor, able to see some good in even the worst situation. The glass is half full not have empty personality. Able to say "I don't know" and "my idea did not work". Able to delegate, able to accept responsibility for his own behavior as a U of L employee and personal life. Take a stand on sexual assault for both women and men and remember innocent until proven guilty for all criminal acts. No politics from the front office

To be seen as a role model;

Is established as having very good reputation

Ethical leadership, positive emotional leadership, respectful and attentive to student experience/needs

Comments

Ambition and creative innovation are great, so long as they do not compromise the integrity of the University

Black Man Please

commitment to the student body and admissions on a holistic approach not just scores, student support, dorms for low income students

The next president needs to be kind, fair and make everyone around him or her feel like they are important.

N/A

No previous record of corrupt or questionable behavior (people are always able to grow/convert from past experience, but this level of leadership requires a clean record.)

Commitment to Staff and Faculty

I believe the next president of U of L should have a strong reputation for integrity and proven skills in overcoming negative publicity. He or she should have a passion for education and should value ALL students and ALL employees at U of L.

An awareness of the value of staff, not just pay lip service to it.

Ethical beyond reproach.

Commitment to faculty and staff

Honesty, Inspirational, communication, ability to listen and HEAR, likable, approachable

They don't need to have connections to UofL but an understanding of what the students have had to deal with and intentions to make it stop and focus on making happy students, not making money.

To be able to keep the governor at bay.

Our next president will need to have strong ethics, and be willing to be unpopular to enforce high ethical standards in ALL areas. It will be a lot of work cleaning up the chaos we currently face from multiple sides, and honestly, what we need right now will not be what we need forever. They will need to be able to see the end goal, find the road there, and be able to accept that getting there may not cover them in glory or make them rich in the meantime. We need someone who does not have ambition for their own advancement, but instead wants to heal and restore our institution from the wounds inflicted by those who used it for their own selfish ends.

I want someone who is straightforward and authentic. Who believes and is committed to accountability. And not just holding "us" accountable, but holding herself/his-self to a high standards as well. We have too many people in leadership positions who are passive and not willing to make decisions that are data driven. This person needs to be an excellent communicator/listener (not just about vision — about operations, etc.) and experienced. We need someone who is interested in working to create a stable, highly functioning organization. I'm looking for grit. Someone is going to roll up their sleeves and do hard work of getting us back to shape. To create a place where everyone — students, faculty, staff, alumni, partners — are proud of.

A historically underrepresented minority

curiosity and interest in developing a resilient community

I would like to see accountability of the board of trustees. They have lost the trust of not only myself, but everyone that I have talked to concerning recent events with our former college president. The culture of corruption and misappropriation of funds did not just stop with him. We want to see accountability and we want those found guilty of mismanagement prosecuted to the fullest extent of the law. It would be nice to see a president that would have the intestinal fortitude to lead the way on holding everyone accountable for their actions.

Funny language in this survey! What does "commitment to students" mean?

Youthful energy.

The new president has the unfortunate but immediate task of creating a new image for the university. This will not be easy with the cloud of negativity and poor leadership from past administrations. The new President will have to have ideas on how he/she can bring integrity and trust back to the University's administration. It is a MUST that this idea be at the forefront of the new administration and it will have to be earned because it isn't there now.

N/A

Must be willing to make the necessary cultural changes at this institution to regain the trust of all university members.

Compassion, critical thinker, consensus builder.

No prior connection to UofL!!

Comments

It would be refreshing to have a non-white man as a president.

Frankly, this survey is a total waste of time, and given it will have no impact on a closed search is insulting to those asked to complete it. In addition, it is obvious the choice for the permanent president has already been made, and it will set the university back many years as he is in no way qualified to serve as the president of a major university. His absolute bungling of the athletic issues, his gutting of the academic departments while hiding behind his predecessor's shortcomings, and total and complete lack of direction and vision for the university are glaring and unacceptable.

Ambition to advance the university, not at the expense of ethical decisions.

No input.

Approachable

This proud alumna believes wisdom is the most important characteristic that our next president should have — including wisdom to know that the "love" of money is the root of all evil. Not money in general which is so vital to furthering UL's mission — but the LOVE of money will lead the university down the wrong path every time. I think the interim president can see first hand how the prior administration's choosing money over doing the right thing has left him with untold number of hours of work to help heal the heartache that those of us who have been part of this beloved university for many generations have endured over the last year. In my opinion, when the basketball coach's "I can do what I want" behavior was disclosed for the entire world to see, a president with wisdom should have dismissed him at that point. We knew what we had after the Porchini's incident, and our coach wasn't a person whom I was proud of and thought should maintain a key leadership position at UL. Many of us fans continued to follow the team because we love the kids and the University, but I lost confidence in President Ramsey way before anyone else did when he chose money over doing the right thing. All I can say is, "What was Dr. Ramsey and everyone else thinking?" Some things are so easy to detect right from wrong, and a man who lost his moral compass so egregiously should have been removed long, long ago. Wisdom would have taken care of the entire problem.

The President should be a forward thinker that is willing to motivate his peers and also take in constructive criticism and ideas to continuously improve the University. They should be from outside of the Louisville area, so there are no "hidden" connections and we can have a clean slate to work from.

Dr. Postel has done an excellent job

Should display careful and thoughtful problem-solving processes. Should have experience leading an academic medical center – our University has suffered from never having had a president who understands the HSC campus and its importance.

I would prefer to see a female or minority president.

Someone whose commitment to diversity, inclusion and equity is more than skin deep. Someone who treats those words as more than just buzzwords. Also, I think it is important that the next president be someone who has made her or his way up the ranks of the academic ladder so that she or he can relate to what it is actually like to work at a University.

Be kind, courageous, and willing to go extra mile.

Have an open door policy.

Genuine engagement with and respect for employees, students

An ability to grab hold of tough problems and not delegate them. Ability to set priorities, their health comes 1st, the family comes 2nd, the University comes 3rd, they need to take care of the first 2 so they can take care of the 3rd. Set and demand standards of excellence, a sense of urgency, pay attention to details, you need commitment, someone that doesn't waste time worrying about things that you cannot do anything about, the University needs to preserve the ability to fail, be tough but fair with its people and lastly have some fun here...

Honesty

Integrity

Ability to provide consistent communication good or bad

Ability to delegate

Confidence

Ability to inspire people

Ability to customize your approach with different audiences

We really need leadership that can inspire us. I don't know if this is vision or leadership skills, but its something like community building WITHIN the institution. We are fairly downtrodden across the campuses at this point we need inspiration.

honesty, transparency and love for UL. I feel we need someone from our own educational community who is committed

Comments

to take the lead. Dr Postel seems to have a lot of those qualities.

OPEN, HONEST, TRANSPARENCY WITH ALL INTERNAL & EXTERNAL CONSTITUENTS.

a vision to make things run well for students, faculty and staff.

Self-awareness.

High level of self-esteem so that he/she does not need to be stroked by all the sycophants.

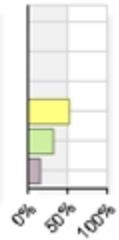
Decision making

Cordial

Common Sense

What is your primary role at UofL?

1 Full-time faculty	0	0.00%
2 Part-time faculty (includes lecturers, instructors, adjuncts, etc.)	0	0.00%
3 Administrator	0	0.00%
4 Full-time staff (P&A; exempt)	567	52.31%
5 Full-time staff (hourly; non-exempt)	348	32.10%
6 Part-time staff (Any employee whose primary appointment is neither faculty nor an administrator, whose total FTE is less than 1.0.)	169	15.59%
Total	1084	



When you think of the University of Louisville, which themes most powerfully express our identity?

Theme	Admin	Faculty	Staff
Academic excellence (teaching & research)	8.66	8.39	8.67
Diversity, inclusion, and equity	8.40	7.90	8.23
Commitment to undergraduate liberal arts education	7.44	7.40	7.41
Strong professional/graduate schools	8.25	8.19	8.22
Alumni pride/loyalty	7.87	7.20	7.44
Research and discovery of new ideas	8.39	8.03	8.31
Shared governance	6.92	6.91	7.07
Health and biomedical sciences/clinical operations	7.85	7.89	8.14
Community engagement	7.82	7.58	7.75
Intercollegiate athletics	7.68	6.49	7.19

Which of these issues should become the most important institutional priorities for a new president?

Institutional and academic excellence	9.45	9.69	9.58
Recruiting and retaining quality faculty	8.89	9.51	9.10
Transparency in decision-making processes	9.04	9.34	9.18
Access and affordability	8.35	8.18	8.70
Research and scholarship	8.78	8.89	8.72
Diversity, inclusion, and equity	8.51	8.18	8.32
Resources/fundraising/philanthropy	8.61	8.31	8.12
Broad-based liberal arts education	7.75	7.61	7.47
Academic and student support services	8.32	7.91	8.50
Sciences and technology	8.49	8.45	8.56
Commitment to graduate/professional education	8.68	8.74	8.62
Intercollegiate athletic excellence	6.87	5.18	6.37
New approaches for teaching and learning	7.86	7.16	8.02
Staff opportunities for career growth and development	7.89	7.55	8.56
Commitment to undergraduate education	8.83	8.59	8.96
Health and biomedical sciences/clinical operations	8.28	8.11	8.30
Environmental sustainability	7.17	7.14	7.52
Community engagement	8.14	7.70	7.89
New facilities	7.25	6.55	6.68

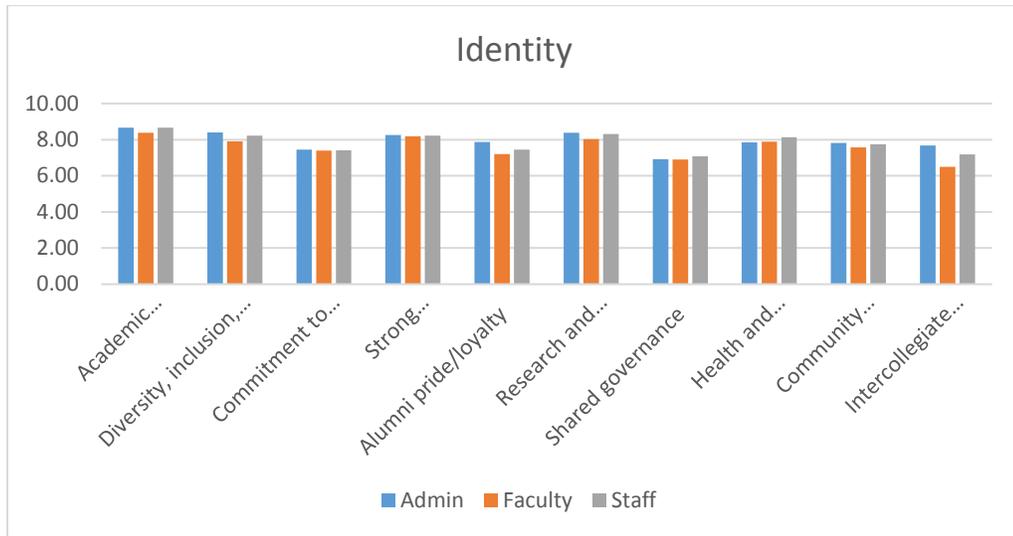
What are the areas of professional experience you would most like to see in the next president?

Leadership of complex organizations	9.45	8.81	9.04
Background in academia	8.31	9.00	8.58
Understanding of academic research across the full breadth	8.38	8.85	8.50
Fundraising experience/philanthropy	8.53	7.92	7.76
Public service experience	7.44	6.74	7.60
Understanding of higher education funding and budget	8.60	8.89	9.12

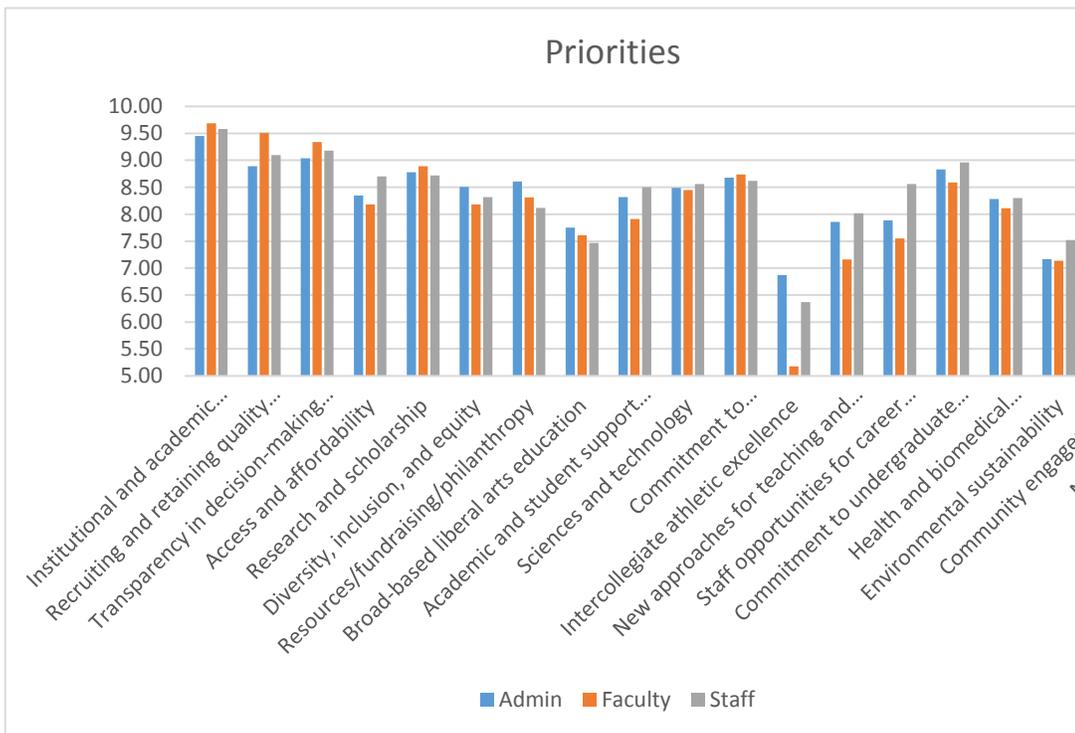
Experience outside of academia	6.93	5.47	7.18
Deep knowledge of challenges facing public higher education	9.00	8.92	9.01
Experience with collaborative models of decision-making and	8.93	8.37	8.69
Knowledge of health and biomedical sciences/clinical opera	7.67	7.08	7.57
Understanding of diversity, inclusion, and equity	8.31	7.93	8.22
Knowledge of intercollegiate athletics	6.64	4.79	6.08

What are the most important personal characteristics for the next president to have in order to be successful?

Good judgement and decision-making skills	9.65	9.60	9.63
Effective spokesperson able to articulate a compelling vision	9.34	8.87	8.98
Honesty, trustworthiness, and ethical integrity	9.76	9.79	9.78
Forward thinking, creative, innovative	9.18	9.00	9.19
Commitment to academic mission	9.18	9.31	9.25
People skills	9.07	8.53	8.84
Commitment to principles of shared governance	8.42	8.65	8.53
Ambition to advance the university	9.03	8.86	9.06
Commitment to students (undergraduate, graduate, and professional)	9.35	9.20	9.44
Prior connection to UofL	4.97	2.98	4.35
Leadership skills	9.43	9.16	9.32
Commitment to diversity, inclusion, and equity	8.58	8.09	8.35
Willingness to participate in open campus interviews	7.90	8.19	8.29

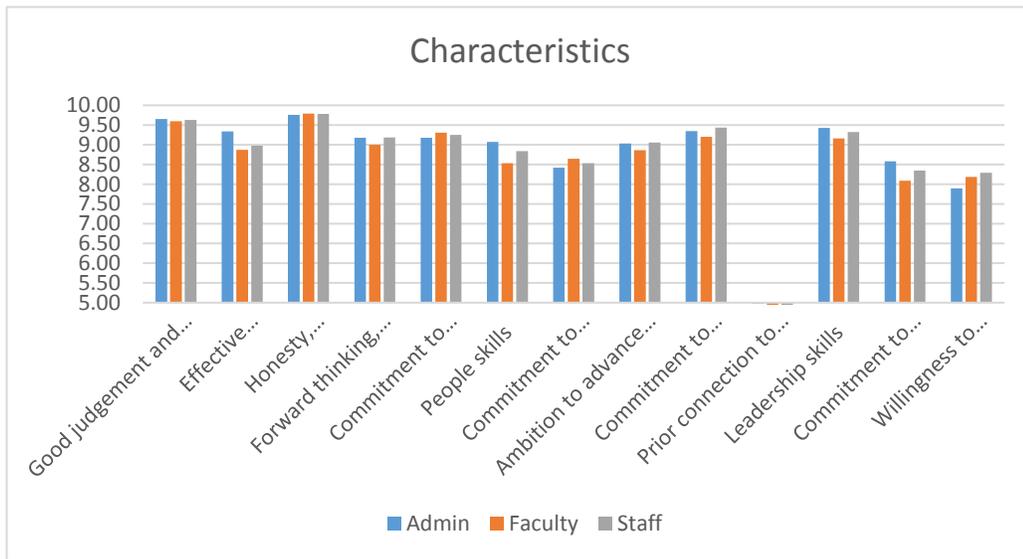


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Successful?





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