

From: [Faculty Senate Chair](#)
To: [Scholtz, Richard V III](#)
Cc: [Bialosky, Laurie A](#); [Amanda J. Phalin](#)
Subject: Presidential
Date: Tuesday, March 22, 2022 4:22:09 PM
Attachments: [Input from Colleges for UF Presidential Search.docx](#)

Hi Richard,

Attached please find the compiled feedback that I have received to date from the College Council and Assembly Chairs regarding desirable attributes and qualifications for our next President.

As I mentioned, a number of them included a few bullet (key criteria) followed by a more exhaustive list of desirable qualities. It might be best for the resolution to focus more on a few key criteria in order to have the most impact?

Dave

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Agriculture (Lisa Lundy)

I didn't get a lot of feedback on the presidential search, but here are a few comments I received:

- Someone with land-grant university experience;
- An intelligent, experienced, caring, and honorable president

Levin College of Law (Amy Stein)

As you requested, I have solicited input from my law faculty at the UF Levin College of Law as to the contents of the UF Faculty Senate resolution outlining the criteria, background, and attributes that the faculty would like to see in our next president. Based on conversations with our faculty (copied here), we have developed the following criteria for your consideration:

The next UF President should have...

- the highest degree in their field and received tenure;
- administrative experience and proven managerial skills at another large public institution;
- successful delegation skills;
- diversity in life experiences;
- critical thinking skills and the ability to think beyond their narrow field of expertise;
- integrity, judgment, and courage to prioritize the best interests of our faculty and students in the face of internal and external pressures;
- interpersonal skills required to connect and integrate UF faculty and students from diverse backgrounds;
- a vision for preparing our students for an increasingly globalized and integrated world that includes both the technical and ethical dimensions of education, as demonstrated by the university's overarching AI initiative and its commitment to sustainability;
- the skills to implement the vision and operationalize the day-to-day workings of the institution into a functioning and cohesive whole;
- a commitment to science, fairness, procedure, justice, and facts;
- the ability to foster the values of UF;
- a demonstrated record of successfully navigating challenges at their prior institution, particularly where faculty and trustees disagree; and
- a track record and commitment to shared governance.

College of Liberal Arts and Sciences (Benjamin Smith)

. Attached is the compendium of faculty input we solicited in CLAS on the upcoming presidential search. To collect this feedback:

- Emailed all chairs and directors in CLAS (N=57) to ask them to reach out to their respective unit faculty.
- Sent an email to all CLAS faculty to solicit their feedback directly.

- Convened a faculty forum March 3 to discuss important qualifications and attributes of UF's next president; and
- Contacted all CLAS graduate coordinators directly to solicit their input regarding specific issues related to graduate training.

I went to some effort to 'clean' the mountain of feedback and to streamline it. I hope this is helpful!

CLAS Faculty input on 2022 UF presidential search.

General qualifications:

- Successful background in higher ed (Dean of a major college at least, or university provost) at a peer or aspirational level of institution. Academic success in a field at the PhD level, and experience beyond the professional/vocational field (i.e., if a dentist or engineer, must have higher ed experience beyond that college, at the university level that involves faculty and curriculum, not simply grant management or physical plant, etc). Willingness to defend core values of academic freedom, etc. and experience with accreditation.
- Strong academic background may not be clear enough—we want specifically academic background. People from professional schools may not know undergraduate education/R1 context. That should be a priority (“with deep experience in research and teaching”).
- From peer institution – also with administrative experience.
- Willingness to protect the integrity of UF as an educational institution and not a state agency

Faculty-administration relations and shared governance:

- Demonstrated history of commitment to shared governance.
- Receptivity to faculty perspectives. (i.e. February 2021 CLAS faculty proposals to Kent Fuchs still goes unanswered)
- Commitment to institutionalizing forums for dialogue with faculty.
- Respect for the value of academic tenure and for preserving at least the current balance at UF.
- Stock-taking of new administration regarding central administration. Accountability of all VP level appointees.
- Need to invest in staff to keep up with growing numbers of faculty, students. Competitive pay?

Graduate training:

The presidential search committee ought to consider commitment to graduate programs and graduate students an important criterion in selecting UF's next president. This would include stipends and research support at a level comparable to other top-five public universities, funding for recruiting diverse students and highly competitive students, and affordable graduate student housing. In the past few years, funding for graduate student stipends has decreased; the funding dedicated to recruiting the strongest graduate (the GSF) has been greatly reduced; diversity enhancement top-up awards, the only funding dedicated to recruiting under-represented minority candidates, have been eradicated; and two Graduate Family

Housing Villages: Maguire Village and University Village South (UVS), are being demolished without plans to replace them or provide housing at comparable rates and accessibility.

Diversity, Equity, Inclusion:

- Commitment to diversity among staff, faculty, and students

Note: Funding for recruiting DEI students has been eliminated.

College of Health and Human Performance (Daniel Connaughton)

- Compassionate
- On board with UF values
- People-oriented
- Loyal
- A gator
- Willing and able to embrace the past as we look to the future
- Politically savvy but independent thinker
- Friendly Humorous Good communicator
- From a land grant
- Researcher / scientist
- Has walked the faculty walk
- Proven record of fundraising
- Awareness of multiple demands and balances that come with top 5 academic and athletic institution
- Demonstrated ability to effectively work with an athletic director / athletic Association Student
- Centered vision; integrity; confidence; courage; technical knowledge; collaborators; persistence; good judgment; and the desire to lead
- Must be a great communicator who is excellent at planning, fundraising, personnel issues, and the budget.
- I feel very strongly that it needs to be someone with a PhD and a history of having worked in an academic environment. I am disturbed by how politicized science and education have become in our state.
- I think the other attributes should reflect "the usual wish list"-- someone who has evidence of strong leadership skills, who listens to their constituents, who can compromise when needed, and who champions diversity.
- A doctorate from an R1 university. UF is an R1 and the research mission is important so the next president should have this background]
- Substantial experience as a higher education professional. Twenty years would be on the low end of the spectrum. Running a major research university requires a particular skill set and experience. Experience in the private sector will not necessarily translate to experience running a university.
- Have distinction in their field fitting appointment as a full professor at UF (i.e., at minimum a budding international scholarly reputation in their field). It is ok and even to be expected that

they are no longer actively publishing in their field, the point is that they reached a peak in their academic career of full professor at an R1 university.

- Not currently be a political appointee of the governor.
- Doesn't take themselves too serious and willing to interact with students on campus. President Fuchs was so good at this that the study body refers to him as "Daddy Fuchs." (warm personality, sense of humor)
- Data-driven decision making
- Curiosity about the culture and history of UF...actually, curiosity in general. Someone who is constantly trying to LEARN.
- Values ALL campus contributors/stakeholders (students, staff, faculty, alumni, community...everyone) and praises/recognizes contributions often
- Bold...e.g., not afraid to say "critical race theory" in appropriate contexts, even in Tallahassee
- Continue to be committed to academic excellence –
- Be aggressive in recruiting and retaining top scholars/ph.d. students in each field
- Apply differential incentive/reward system based on performance
- Quality control in services from all staff
- Develop effective evaluation protocol and take immediate actions at all level (department, college, and university)
- Offer mandatory training for service improvement/innovation
- Visionary in order to keep UF at TOP 5 but also address real problems such as upgrades to old buildings and classrooms.
- Faculty advocate
- Innovator
- Relatable
- Well versed in public university politic

College of Education (Angela Kohnen)

Input on UF Presidential Search, College of Education

Over the last decade, the University of Florida has become one of the top public universities in the United States due to the talent of our faculty and the quality of our students. Our next President must understand what it takes to support the scholarship and instructional programs that define a world class institution. The President must support high profile interdisciplinary work that will enhance the daily lives of our nation's and world's citizens and address some of our most challenging problems. This work will require diverse perspectives, and our next President must be committed to increasing the diversity of both faculty and students, including strong support for international students and faculty.

Criteria

- Terminal degree (Ph.D., M.D., J.D.)
- Experience working in higher education
- Ability to advocate for the university, raising funds, improving visibility and reputation
- Ability to advocate for faculty rights in BoT meetings
- Ability to seek out and understand perspectives of multiple colleges, disciplines
- Understands the "business" of universities, but not a business person

- Understands the histories of UF and its systems
- Explicit attention to and nurturing of equity and diversity

Attributes

- Values academic freedom
- Student-centered
- Faculty-centered
- Equity-centered
- Values shared governance
- Ability to communicate the importance of the university to stakeholders, including politicians and the public
- Appreciation of multiple perspectives, different from their own disciplinary culture
- Understands and values the multiple and diverse contributions universities make to society
- Understands the experience of being a faculty member at a research-intensive university (especially thinking of combatting a recent, prevailing idea of what professors are and do)
- Connects easily to students, personable, and in a way that is genuine
- The focus on Top 5 should be a maintained priority, but the overarching importance should be on valuing the faculty, departments, etc that got UF there
- Focused on and understands science over politics

Background

- Established scholar with higher education leadership experience
- Experience in Research 1 university setting
- A preference for an experienced leader from a comparable institution
- Strong track record in DEI with a documented history
- Evidence of a history with, commitment to, and respect for, shared governance
- Background in understanding funding mechanisms and sources and how it creates budgets for specific programs rather than inclusive dollar amounts for the entire university

Not sure where to put:

- Initiative to raise UF salaries to better align with comparable R-1 institutions as an effort to recognize the human capital at UF and foster recruitment and retention.

Final thought: We would like assurances that faculty and students will have an opportunity to be engaged in the search. We ask for open communication about the search, including clear information about how faculty and students can be involved in the search process.

Warrington College of Business (John Kraft)

Subject: UF Presidential Search: proposed minimum qualifications for a successful candidate

1. A successful candidate should have earned tenure as a full professor at an AAU institution.
2. A successful candidate should have demonstrated successful leadership as a Dean, Provost or President at a comprehensive research university

3. A successful candidate **should** have **the experience** and the demonstrated leadership **skills** to successfully maintain the position **as** a top 5 AAU public university

Some additional thoughts.

While meeting these characteristics do not guarantee success, at least they limit the set of options. The final choice from the set could have a wider range of characteristics and skills. If we add too many restrictions, the set becomes too small and then the committee could disregard the suggestions.

College of Public Health and Health Professions (Linda Struckmeyer)

This is the only feedback that I have received from PHHP regarding the President search/hire:

- 1) The candidate needs to have prior experience in high-level administrative work at a University
- 2) There are concerns that the open process for interviewing/vetting candidates will be circumvented for political reasons, as appears to have happened with a prominent hire at UF COM