



In order to best understand what the UO community would like to see in its next president, the Presidential Search Committee sought to gather input from stakeholders in a variety of ways. Information gathered is valuable to the creation of an updated, campus-reflective Position Profile, but it is also valuable to the Board of Trustees as they ultimately vet, interview and select the next president.

Below is a recap of the forums, meetings and surveys. Individuals who wish to submit information may still do so by emailing [PresSearch@uoregon.edu](mailto:PresSearch@uoregon.edu). Due to timing, that information may not make it into the Position Profile, which the Search Committee and Advisory Group will finalize in December, but it is still valuable.

### PUBLIC FORUMS

The Search Committee and Advisory Group hosted five public forums to help gather input for the presidential search, specifically with regard to key characteristics, traits or experiences various constituencies value. Other questions were posed as well. Thank you to everyone who participated in these events. The discussions were insightful and input valuable.

The five forums were:

- November 3 forum for students
- November 6 forum for faculty and staff
- November 10 forum for the greater Eugene-area community
- November 13 forum for the Portland-area community
- December 2 forum for any and all participants

Regardless of audience, the following items came up repeatedly in each forum:

- He/she must be a **good communicator**
- We need someone who can **raise money**
- He/she needs to be **honest and ethical**
- He/she has to **engage with stakeholders** and the community – interact, be visible
- He/she must be able to **make decisions**
- He/she must be committed to **staying at the UO** for more than a couple of years
- He/she has to **understand complex organizations** with diverse constituencies both on a structural level and a human level

**When asked why someone would want to be UO's next president**, participants repeatedly touted the opportunity to effect change, the quality of the UO's research, Oregon's natural environment, the community-oriented feel of the UO and Eugene, and the social and cultural offerings in the Eugene area. Forum participants also provided **ideas for presidential engagement** once the new president is in place (e.g. student town halls, regular updates in the *Daily Emerald*, and personal outreach to campus groups).

### ELECTRONIC SURVEY

Knowing not everyone may want or be able to attend a forum, the Search Committee also developed a short electronic survey that was shared broadly with campus constituencies. The survey was circulated

to thousands of individuals on campus, to alumni, to parents and families, and to other interested community and university groups. More than 250 individuals responded to the survey, and key themes emerged there as well.

When asked **what characteristics or experiences would be most valuable for the next UO president**, responses indicated that UO stakeholders overwhelmingly seek someone with **leadership skills** including the **ability to communicate, lead through action**, and **think strategically** about the university's future, and someone who **understands and cares about the UO's academic and research missions** and is able to **raise money** and work toward completion of the capital campaign.

*These items significantly led the way:*

- Leadership skills (most often referenced with the following descriptors)
  - Experience – a proven track record at managing large, complex organizations
  - Someone who has strong budget acumen, is fiscally responsible and understands finances
  - A thinker who is visionary, innovative, creative and strategic
  - Someone who is decisive
  - Embraces honesty, ethics and integrity
- Fund raiser, ability to complete the capital campaign
- Skilled communicator (oral, written and interpersonal) and listener
- Someone with an academic background and experience
- Focused on the academic and research work of the UO
- Personable – likeable, collegial, engaged on the campus and has a sense of humor

*These items emerged in multiple surveys, but were not as common as those above:*

- Accessible to various UO constituencies
- Collaborative, brings diverse groups to a common goal, team builder
- Connects with faculty, experience as a faculty member or higher education administrator
- Charismatic and motivating – can bring people along with his or her vision
- Appreciates needs of a research institution
- Appropriately balances academics and athletics
- Committed to the job and the UO...and is willing to stay for a while.
- Risk-tolerant/change agent
- Energized by significant challenges, sees challenges as opportunities
- Sense of compassion, empathy, fairness and justice

**When asked what the most important item for the president to focus on when he/she starts**, respondents were fairly consistent in answering, focusing mostly on **strategic direction, fundraising, and rebuilding relationships**

**When asked about the biggest challenge or obstacle facing the next president**, the clear challenge on respondents' minds was **money and financial resources** (both the quantity of, and the UO's overall long-term model and stability). Second to that (and somewhat related) was the UO's **relationship with the**

**state**, including state regulations, oversight and funding. Just behind those were the academic image of the UO, including its current status with the AAU, and a disruptive vocal minority of faculty.

*These items significantly led the way:*

- Financial resources, including low levels of state support
- Public perceptions (and misperceptions) and academic reputation
- Disconnect between athletics and academics (respective roles, funding, etc.)
- General lack of trust among the campus community, challenging campus politics, negativity
- Sexual violence issues on and around campus

*These also emerged as themes:*

- Collective bargaining and union-related issues
- Affordability
- Dynamics between the administration and rest of campus (distrust, disconnection)
- Conflicting priorities for scarce resources
- Intolerance to change
- University governance (the new board, shared governance)
- Relationship with the state and state funding
- Leadership turnover (especially presidential)
- Destructive and unhelpful minority voice in the faculty and staff
- State relations and politics
- Expectations from donors
- Disengaged alumni
- Infrastructure issues, primarily facilities and technology

**Respondents were asked to help frame the answer to “Why the UO, why now?”** – meaning why would someone want to be the UO’s next president at this moment in time. Many responses to the survey suggested that it is a **unique moment in time** for the UO, an **exciting point in its history**, that the campus is **hungry to be led**, and that UO stands on the tipping point of becoming a great institution. Following are some of the reasons for this optimism...why UO’s future is full of opportunity.

*(These answers generally represent verbatim responses to commonly-appearing sentiments, but they may have been combined with like answers or separated to express different points.)*

The State of Oregon – and its flagship University – has always walked to the beat of its own drummer. Sometimes this has been problematic, but more often it has meant that we are leading the nation in areas such as green chemistry, sustainable cities, and environmental law (to name but a few).

After 150 years, higher education in the U.S. and the world is changing. UO is once again prepared to lead the way, and we are searching for a President who has the vision and strength of conviction to help forge this future that will become a model for the rest of the nation and the world.

We have enthusiastic faculty and students and staff who care deeply about the University, about their own research and work, and about the local, state, national, and global communities.

While we face many challenges, the institution is at an incredibly exciting point in its history. This is a moment – that may never come again – when we are aligned to accomplish great things. A new president could be responsible for truly great things.

We have an incredible new board of trustees, we have more operating flexibility than we have ever had in the past, the state is poised to make a significant investment in higher ed, we've just launched a \$2 billion capital campaign, we have a very strong leadership team and we have strategic planning processes in place and rolling on almost all of our most critical issues.

The campus is hungry to be led. The campaign provides the opportunity for tremendous impact. We can compete at the highest levels. With the right leader.

UO stands on the tipping point of becoming a great institution. Much momentum has already been built through its recently announced ambitious fundraising campaign goal, the Clusters of Excellence faculty hiring initiative, and its historic move to an independent Board.

The UO has the attraction of being both a research institution and a smallish, generally friendly school. Given more resources on the academic side, especially faculty lines and classroom space, it can become a first-rank university.

There is a sense of community at the UO and in Eugene, Oregon, that does not exist many other places. It is a great place to live, work, play and raise a family.

The UO is extremely well-poised to accelerate our successes under the leadership of the next UO president because of converging events over the past year (independent board, increase in research dollars, athletic success, cluster hires, and academic-business partnerships). These recent events, combined with our history at the UO of stellar interdisciplinary excellence in teaching and research and the livability of Eugene/OR, present an incredible set of opportunities for our next president to leave a standing legacy and propel the UO into the next decade.

The UO's new governance structure presents a unique and exciting opportunity for a new president. The establishment of an independent board has created a renewed sense of energy and focus among all of UO's stakeholders that can be leveraged to significantly improve UO's status as a comprehensive public research university.

The University of Oregon has the potential to take great leaps forward during the tenure of the next president. Recent changes in how the university is governed will enable the president and other leaders at the university to better address its needs and to enhance its reputation in higher education and research.

Leading the implementation of the many positive changes that will be funded by the campaign will be an extremely rewarding experience for the new president and her/his leadership team.

This is a destination where the right leader will want to plant their flag to make a real difference. They will have support of the Board of Trustees, as well as a seasoned and highly functional executive team to support his or her efforts along the way.

There is so much potential on so many fronts, which would intrigue a president with aspirations for a university that can rise in US and world rankings.

What is needed is a leader who thinks big and realizes the potential of the UO to provide leadership for our entire state, and understands the steps to get us there. It's a huge challenge but also presents the opportunity for a candidate to have an impact far outside the UO.

The UO is a small enough place to effect change, yet it has ability to make a global impact, especially with the addition of key new research areas of excellence.

It's a university with a unique heritage that has a strong faculty and curious students. There are areas to build on for future growth. You can make your mark here.

We are a national player in academics and athletics and only going up. Eugene, Oregon is a beautiful area with a talented base of support with which to grow.

The UO has so much to offer to the community, to the faculty and staff and students. The next president has the opportunity to maximize this potential.

With the new Board of Trustees, this is a new era. There is an opportunity to work with faculty hungry for collaboration and change, in a lovely venue. (Must enjoy rain, debate, and discussion.)

The University of Oregon is staffed with some of the most talented individuals in the country, and attended by some of the brightest students. You can turn it into an academic powerhouse.

The UO is at a crossroad and the path of excellence lies ahead. There is tremendous alumni, volunteer and community support to be marshaled by a president. At this moment. Right now.

This is and should be the state's flagship institution. As the economic engine for the region, UO has both great opportunity and great responsibility to broadly impact prosperity in all its forms.

UO has distinct advantages -- a beautiful locale, committed faculty, a growing international presence, and a hungriness to succeed.

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