Qualitative Data Analysis of

*Invitation to Comment:*

Final Report on
Survey Results

Prepared by
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September 28th, 2018
Presidential Survey Report

Background
Following the announcement of current President Tom Sullivan’s plans to end his tenure as University of Vermont’s president in the spring of 2019, a presidential search process began in the fall of 2018. As part of this search process, an Invitation to Comment survey was widely distributed to UVM community members via University email lists as well as the Presidential Search website. Alumni, faculty, staff, students, and community members at large were invited to share their feedback on what the Search Committee should consider as they undertake the search for the 27th president of UVM. The Invitation to Comment was shared via email to these stakeholders in early September, with prompts seeking wider input sent in the weeks following the initial survey distribution. Announcements were also sent to the University community with a link to the Presidential Search website.

Survey responses were gathered via Lime Survey, an online survey platform sponsored by UVM. Participants had the option of sharing their affiliation with the University and full name, but were not required to do so in order to respond. 346 participants completed either portions of the survey or the entirety of it. The affiliation of participants and corresponding number of responses is noted below:

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
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<tr>
<td>Faculty</td>
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<td>Staff</td>
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<td>Students</td>
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<td>4</td>
</tr>
<tr>
<td>None (No affiliation noted)</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>346</strong></td>
</tr>
</tbody>
</table>

The survey asked participants to respond to five open-ended questions:

1. What opportunities do you see facing the University of Vermont in the next ten years?
2. What challenges do you see facing the University of Vermont in the next ten years?
3. What personal leadership characteristics should the next president possess?
4. What professional qualifications/experiences should the next president possess?
5. What other considerations should the Presidential Search Committee bear in mind as we initiate the process?

Methods
The survey responses were downloaded from the Lime Survey server as an Excel spreadsheet. Blank entries with no responses for any question were removed from the data set. Following cleaning of the data, the survey results were uploaded to a computer assisted qualitative data analysis software (CAQDAS) program- NVivo Version 12. This software program provides graphical analysis of coding results, comparisons based on demographic group, and other
options for data analysis. The researcher also selected this program for the flexibility it allows to refine code names and tags throughout the data analysis process.

Prior to coding, the entire dataset was reviewed by the researcher to become familiar with the responses and generate initial impressions. The five questions were coded using both a priori codes developed following the initial read-through and inductively with in vivo codes taken from participant responses.

The individual codes for each question were compiled into broad themes spanning the five questions to provide an over-arching analysis of survey respondent feedback. These broad themes represent concepts that apply to the entire dataset. Each question was also individually coded to generate themes specific to that question. Broad themes will be discussed first and then the specific themes for each question will be reviewed in-depth.
Section I: Overview of Survey Results

Word Cloud

This word cloud is a visual representation of word frequency across all responses on the Invitation to Comment. Word frequency was capped at 250 words, with a minimum length of 4 letters. Excluded words include less significant prepositions and conjunctions. “President” was added as an additional excluded word as it frequently occurred but does not provide analytical information given that the survey is about a presidential search. Student(s) was the most frequently occurring word at 687. Education (219), faculty (219), experience (183), state (179), Vermont (163), and ability (149) were the next most frequently occurring words across the data set. While word frequency must be considered in the context of distribution of respondents, it can be used as one way to see broad areas of convergence across the data set.

Broad Themes
Seven broad themes were developed following individual question coding. The codes for each question were considered in relation to one another and the following seven broad themes were identified:

• Academics and Research
• Dynamic Warmth: A Leader for All
• Diversity at the Forefront
• Focus on the Students
• Money, Money, Money
• UVM for Vermont
• Push into the 21st Century
The table below details the density of coded responses per theme. Themes are organized from left to right with the densest theme on the left (academics and research) to the least dense theme on the right (push into the 21st century).

<table>
<thead>
<tr>
<th>Theme</th>
<th>Academics and Research</th>
<th>Dynamic Warmth: A Leader for All</th>
<th>Diversity at the Forefront</th>
<th>Focus on the Students</th>
<th>Money, Money, Money</th>
<th>UVM for Vermont</th>
<th>Push into the 21st Century</th>
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</thead>
<tbody>
<tr>
<td>Coded Responses</td>
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<td>827</td>
<td>753</td>
<td>657</td>
<td>648</td>
<td>472</td>
<td>353</td>
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</tbody>
</table>

**Academics and Research**
A desire to build on the strengths of UVM’s academic profile was noted by respondents. The areas of environmental sciences and sustainability are a strength of the University and along with these areas, leadership should prioritize the humanities and STEM fields in thoughtful balance. Research opportunities for undergraduate and graduate students are a draw for applicants and there is a need to continue attracting top talent and grant funding as a way to build on UVM’s academic reputation.

**Dynamic Warmth: A Leader for All**
Respondents individually noted numerous qualities and characteristics they would seek in a future president, but a broad consensus emerged in regards to wanting a president for UVM that is approachable, driven, and courageous. The ability to face challenging situations with transparency and an open mind is necessary in a leader. The future president should represent the stakeholders of UVM broadly and be able to work across different groups, bridge divides, and listen and communicate clearly.

**Diversity at the Forefront**
The UVM community is distinctly concerned with issues of diversity, inclusion, respect, and equity. Respondents across all affiliation categories commented that a leader of UVM should take concrete steps to increase diversity on campus in students and faculty, be facile with handling issues of diversity and equity, and represent marginalized groups.

**Focus on the Students**
Students make up the largest constituency on campus and a leader should keep a keen focus on the issues, concerns, and needs of students. A leader should be accessible to students and work to meet their needs and include them in decision-making processes.

**Money, Money, Money**
Tuition containment, salary considerations, and budgetary decisions were pointed to numerous times in the responses are areas that a leader will need to address head on when taking the helm. Multiple affiliations discussed the problem of high tuition and the impact it has on student recruitment and retention. Tensions related to IBB are also an issue the president will need to tackle within the various colleges.
**UVM for Vermont**
UVM should serve the state first and foremost; this was the message of the respondents. This encapsulates actively recruiting in-state students, designing academic opportunities that create job opportunities to stay in the state following graduation, staying true to the land grant mission of UVM, and remaining connected to the community of Burlington and the greater Vermont area outside Chittenden County.

**Push into the 21st Century**
Recent technological innovations on campus, such as the STEM center and the partnership with the UVM Medical Center, were highlighted by respondents as prime examples of how UVM can continue transforming into a world-class 21st century educational organization. A call for leadership that values the need to foster a collaborative, cutting-edge learning environment for students, faculty, and alumni was echoed throughout the survey.
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Section II: Thematic Analysis of Individual Questions
One important consideration when looking at the number of coded responses by affiliation for each theme is that alumni comprised 72% of the total responses (250 out of 346 responses). This impacts the overall total coded responses for each question and may skew results towards the alumni perspective dominating if response number is the only way codes are analyzed. Therefore, two tables are included for each question. The first table provides an overview of the total coded responses for each theme while the second table provides the percentage of responses by affiliation for each theme. The total for every row in each of the second tables adds to 100%.

Question 1: What opportunities do you see facing the University of Vermont in the next ten years?

<table>
<thead>
<tr>
<th>Academic strength of the institution</th>
<th>Enhance reputation</th>
<th>Increase applicants and selectiveness</th>
<th>Innovation, STEM, technology</th>
<th>Promote inclusion and diversity</th>
<th>Serve Vermonters</th>
<th>Well-rounded educational experience</th>
</tr>
</thead>
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<tr>
<td>Alumni</td>
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<td>216</td>
<td>149</td>
<td>178</td>
<td>140</td>
<td>78</td>
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<td>Faculty</td>
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</tr>
<tr>
<td>Staff</td>
<td>13</td>
<td>24</td>
<td>7</td>
<td>20</td>
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<td>10</td>
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<tr>
<td><strong>Total Coded Responses</strong></td>
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<td><strong>301</strong></td>
<td><strong>168</strong></td>
<td><strong>212</strong></td>
<td><strong>175</strong></td>
<td><strong>111</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Academic strength of the institution</th>
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<th>Increase applicants and selectiveness</th>
<th>Innovation, STEM, technology</th>
<th>Promote inclusion and diversity</th>
<th>Serve Vermonters</th>
<th>Well-rounded educational experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>21.56%</td>
<td>19.41%</td>
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<td>Faculty</td>
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<td><strong>11.74%</strong></td>
<td><strong>14.81%</strong></td>
<td><strong>12.23%</strong></td>
<td><strong>7.76%</strong></td>
</tr>
</tbody>
</table>

Respondents named numerous opportunities that UVM is facing in the next ten years, with many respondents listing multiple potential areas they see for UVM. Alumni, faculty, and students all named the academic strength of UVM as the top opportunity. Respondents who did not state their affiliation (tie) or listed it as other both named enhancing an already strong reputation as the top opportunity, while staff and no affiliation (tie) respondents named providing a well-rounded educational experience as the top opportunity they see for UVM.
Theme 1: Enhance Reputation
UVM’s strong reputation, rigorous academic offerings, athletics, natural setting, and quality of life offered by the University were repeatedly named as a draw for students and faculty alike.

- I can imagine UVM emerging as an elite institution that is recognized around the world as a place that produces high quality research and provides a fulfilling and challenging undergraduate experience...UVM has a lot to offer compared with the other public and private institutions in New England. Compared with the other public universities, UVM has a cohesive culture, high-quality extracurricular activities, and great student quality of life.
- We are blessed with a talented and dedicated faculty. The new President will thus have the opportunity to increase this forward momentum and the freedom to address some current difficulties.
- Strong alumni base, strong Foundation - Research facilities could position us to be a pioneer in many fields, such as medicine, engineering, etc.”

Theme 2: Academic Strength of the Institution
The academic profile of UVM is an opportunity for the University to continue building, particularly in programs it is already well-known for such as environmental programs and sustainability. Balance between STEM and other fields, like majors within CAS, should be carefully considered.

- UVM is and shall remain a premier research university, able to attract the best to attend as students, the best to teach and research, and the best to extend that knowledge beyond the walls of the institution.
- UVM has been a premier destination for environmental science/studies, and the importance of these, as well as, related programs is ever increasing.
- The opportunity to really cement the school’s reputation as an environmental-focused institution that also offers a world class liberal arts education.

Theme 3: Innovation, STEM, Technology
As technology continues to influence all aspects of modern life, UVM has an opportunity to capitalize on this and reflect more STEM-focused offerings and research to help attract top tier students and faculty, as well as to increase relevancy.

- We need to drive innovation and focus/increase on research with the new STEM complex.
- We are in the middle of a rapid technological revolution. If the university can foster growth and respect in computer engineering and computer science, and tie those into business, it could make a name for itself in the growing field.
- Utilization of the new STEM complex for attracting people and interacting with businesses to find overlap that fulfills the educational mission.

Theme 4: Promote Inclusion and Diversity
Many respondents noted that now is a critical time for UVM to be at the forefront of promoting a diverse, inclusive, and welcoming campus to individuals of all identity backgrounds. This was
discussed throughout the survey at length, with students in particular voicing a desire for a more diverse student body, faculty, and leadership.

- **The next President needs to walk the walk when it comes to social justice, diversity and inclusion.** I think a person who is committed to creating equity and working to build bridges and opportunities for people from diverse backgrounds is going to be key in order to strengthen the student, staff and faculty.

- **The UVM President should be an advocate for radical change to respond to a radically changing social environment.**

- **The opportunity to properly address the need for more diversity, racial issues facing our campus, and shaping a better and more transparent response to these issues.**

**Theme 5: Well-rounded Educational Experience**

The relevancy and necessity of a college degree was brought up by multiple respondents, and the opportunity offered in light of this is for UVM to provide a well-rounded, vibrant educational experience that includes real-world job experiences, a balance between STEM-focused classes and the humanities, and varied course offerings.

- **You have the opportunity to continue offering the UVM student body a balanced approach to learning and developing academically and socially as they pursue their education - something that UVM has done so very well for many years.**

- **Having a curriculum that enhances the students ability to be employed and productive in society**

- **The opportunity to become a more interdisciplinary university.**

**Theme 6: Increase Applicants and Selectiveness**

The image of UVM as a “public ivy” is an idea that respondents discussed as a point of pride, and in this they noted that there is an opportunity of UVM to increase the number of applicants applying to the University and how selective admissions are for undergraduates. National rankings are an area that respondents see as a place for UVM to grow.

- **I see UVM becoming more and more popular of a school to attend, for admission rates to decrease and for it to be ranked higher in national university rankings. UVM is an incredible school, with great faculty, students and now has a even more space for student knowledge to expand.**

- **The ability to continue to attract well qualified students particularly as the University has expanded its expertise in programs as well as the building of new structures to accommodate the latest in technology and space.**

**Theme 7: Serve Vermonters**

UVM is the flagship university of the state of Vermont and should serve its in-state population and constituents first. Many respondents echoed an opportunity for the University to refocus on serving Vermonters, both as students and as part of the larger community.

- **The fact that Vermont and the surrounding area is mostly rural and slow pace. UVM needs to continue to be a leader and reflect essential Vermont values.**

- **There’s also an opportunity to increase Vermonter enrollment and make this school truly the University of Vermont.**
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- Genuine Passion for UVM/Burlington/Vermont and not a stop on the resume. Burlington, VT has a lot to offer for right candidate.

**Question 2: What challenges do you see facing the University of Vermont in the next ten years?**

<table>
<thead>
<tr>
<th></th>
<th>Affordability</th>
<th>Budgeting considerations</th>
<th>Campus climate and physical space</th>
<th>Diversity and inclusion</th>
<th>Recruiting students</th>
<th>Remaining competitive</th>
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<td>80</td>
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</tr>
<tr>
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<td>6</td>
<td>1</td>
<td>4</td>
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<td>15</td>
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<tr>
<td>Other</td>
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<td>0</td>
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<td>7</td>
</tr>
<tr>
<td>Staff</td>
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<td>30</td>
<td>9</td>
<td>15</td>
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<td>26</td>
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<tr>
<td>Student</td>
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<td>11</td>
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<tr>
<td>Total Coded Responses</td>
<td>134</td>
<td>111</td>
<td>74</td>
<td>93</td>
<td>76</td>
<td>141</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Affordability</th>
<th>Budgeting considerations</th>
<th>Campus climate and physical space</th>
<th>Diversity and inclusion</th>
<th>Recruiting students</th>
<th>Remaining competitive</th>
</tr>
</thead>
<tbody>
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<td>Alumni</td>
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<td>10.40%</td>
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<td>12.24%</td>
<td>2.04%</td>
<td>8.16%</td>
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</tr>
<tr>
<td>Other</td>
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<td>11.11%</td>
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<td>77.78%</td>
</tr>
<tr>
<td>Staff</td>
<td>18.63%</td>
<td>29.41%</td>
<td>8.82%</td>
<td>14.71%</td>
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</tr>
<tr>
<td>Student</td>
<td>3.45%</td>
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<tr>
<td>Total Percent of Responses</td>
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<td>17.65%</td>
<td>11.76%</td>
<td>14.79%</td>
<td>12.08%</td>
<td>22.42%</td>
</tr>
</tbody>
</table>

Mirroring many of the opportunities highlighted, UVM is perceived as having distinct challenges coming in the years ahead. Alumni and no affiliation respondents see affordability as the biggest challenge; faculty (tie) and staff view budgeting considerations; students are overwhelmingly concerned about issues of diversity and inclusion; and other affiliated see the ability to remain competitive as the biggest challenge. Taken together, these challenges represent issues of fiscal concern-- keeping tuition affordable, providing livable wages to faculty and staff, reducing overhead costs-- and climate concern- creating a truly diverse and equitable campus, attracting a top-tier student body, keeping campus a safe and beautiful space, and maintaining relevancy and a competitive edge in an increasingly saturated higher education market.

**Theme 1: Remaining Competitive**

UVM will need to actively invest in retaining stellar faculty, providing resources equitably, and increasing its national profile in order to be seen as a viable and sound institution of higher
education. Competition from neighboring states and colleges for students is a challenge for UVM, particularly given the high cost of out of state tuition.

- As fewer students in the area are college-aged, enrollment can be an issue as it is for most colleges and universities in New England. Students can end up going to neighboring states for college. Private colleges and universities can entice students by lowering their prices and offering other incentives. Remaining a “public ivy” and a good one, could be a challenge.
- We have highly committed faculty that are excellent teachers and scholars. I see opportunities for further investing in our faculty to provide top-notch educational experiences to students.
- Managing revenues/costs to keep student debt down while still sustaining the best in academics and student programming, as well as investing in our strongest programs.

Theme 2: Affordability
Time and again, respondents simply wrote “affordability” as the first challenge they see facing UVM. This was evident across all affiliation groups and of particular concern to faculty who see this as a major impediment to UVM maintaining and growing the student body for Vermonters and out of state students.

- The affordability of higher education is a primary challenge.
- Cost of attending an out of state university
- UVM is extremely expensive
- Rising costs of higher education
- I consistently hear from parents of both in-state and out-of-state students that the collective costs of a four-year education are becoming an over-burdening issue. Our students are graduating with significant financial liabilities, which make for a very difficult way to begin formal adulthood.

Theme 3: Budgeting Considerations
Coupled with affordability issues are concerns about the operating costs of UVM, administrative positions and salaries, and questioning of the long-term budget plan for UVM. The IBB model was pointed to as a source of tension for some colleges. Long term financial planning and transparency in communicating this plan was offered as a way to face this challenge. State funding levels were noted as an issue for keeping a stable budget.

- Financial. The university must continue to offer innovative programs while running lean enough to be affordable.
- Funding I expect less money from the state Some programs may prove to be too expensive
- Continued pressure on containing costs, utilizing efficiently and maximizing scarce budget dollars/resources to ensure the University has world-class faculty and facilities.

Theme 4: Diversity and Inclusion
While some respondents saw this as an opportunity, others viewed this as a challenge if the University does not take a proactive stance in addressing issues of diversity and inclusion to
create actionable change. A call for the raising up of voices not traditionally heard or recognized was brought forth multiple times in the survey. Promoting and addressing issues related to diversity and inclusion should continue to be a major area of focus for University leadership.

- Administrative, political, and social barriers to diversity and inclusion will be the greatest challenges for UVM moving forward. We are in a current climate of change that needs to be acknowledged and empowered, and this is only going to become more heated as time goes on.

- I think that UVM will have to work really hard on issues of diversity. Diversity initiatives and support could be a challenge if leadership isn’t open to thinking in new ways, and hearing from voices not normally represented.

- Challenges around diversity and inclusion have always been issues at UVM - but I think the university at large has a very REAL challenge of addressing our actual valued commitment to both of those things more than just text and policy. The university needs to challenge living its values.

**Theme 5: Recruiting Students**

A declining college age population, the need to prioritize UVM for in-state students, and attracting students with strong academic and extra curricular profiles all impact the recruitment efforts of the University. Multiple alumni brought up the issue of a shrinking pool of high school students from Vermont as an obstacle to consistent student recruitment.

- The biggest challenges will be smaller enrollment due to the Millennial generation moving on and a much smaller generation following. UVM will need to find new ways to attract students.

- Keeping up with all the other schools in the New England and Northeast market. UVM is considered “far away”. The school needs to continue to offer a reason for students to travel to Vermont to attend school.

- Decrease in number of students applying to college.

**Theme 6: Campus Climate and Physical Space**

This theme relates to not only the campus climate and community, but also the physical space of campus and its infrastructure. The liberal image of UVM was noted as both a positive and negative depending on an individual’s political leanings, “town/gown” relations between UVM and Burlington were noted as an area for improvement, and infrastructure needs like parking lots and athletic facilities were highlighted by many respondents.

- Relationships with the Burlington residents
- Creating spaces of legitimate support and belonging.
- Supporting athletics and upgrading the facilities
- Making improvements to campus that will draw students and faculty to UVM
- It will also be important to improve the perceived quality of the university while maintaining the exceptional lifestyle (both in terms of social activities, outdoor recreation, and city life) that Burlington and UVM already offer.
Question 3: What personal leadership characteristics should the next president possess?

<table>
<thead>
<tr>
<th></th>
<th>Approachable, caring, charismatic</th>
<th>Collaborative open-minded</th>
<th>Decisive, determined</th>
<th>Ethical, integrity, moral compass</th>
<th>Listener and communicator</th>
<th>Out of the box thinker, visionary</th>
<th>Student focused</th>
<th>Take on challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>133</td>
<td>132</td>
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<td>165</td>
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<td>Faculty</td>
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A leader must possess a wide range of personal skills that allow them to work with varied stakeholders, address complex problems, build relationships across difference, and lead the University with a steady hand. Alumni and other affiliated respondents want a leader who is a strong communicator and good listener, faculty would like to see someone willing to face challenges and difficult situations head on, students want a leader who focuses on their needs, staff would like someone who is open-minded and willing to collaborate, and no affiliation stated want a decisive, determined, and courageous leader. A range of personal skills will serve the future president well as evidenced by the varied responses to this question.

Theme 1: Listening and Communication Skills
An ability to actively listen, communicate in a variety of settings, and be keyed in to the needs of University constituents is critical for a new president.

- **Outstanding communication skills - starting with listening followed by speaking and writing**
- **The new president should be a terrific listener. He or She should listen like a counselor listens to a patient, and metaphorically have their thumb on the pulse of the University.**
- **The ability to communicate with all people equally without bias, face to face.**
Presidential Survey Report

• The next president should be an active and open listener, not afraid to make change and stand up to racism, and think creatively.

Theme 2: Collaborative, Open-minded
There are many competing interests and needs facing a leader, and the ability to build relationships based on trust and respect will be essential in order to foster a collaborative working relationship with the multitude of interests represented on campus.
• The next president should be a leader who is capable of building a feeling of trust between administration, faculty, staff, students, etc. through good communication, compassion and commitment to the long-term health and success of UVM and the communities that support it.
• Great ability to build highly functioning teams via consensus
• UVM needs leaders who are able to deal with complex challenges that demand flexibility and agility. Skills needed include collaboration rather than heroics; the ability to build - and mend - relationships; participative management in our "shared governance" model; skills in change management and adaptability

Theme 3: Approachable, Caring, Charismatic (tie for 3rd)
Respondents desire a leader that they can have open, honest dialogue with and who is approachable and warm. Words such as connection, kind, honest, personable, and dynamic all came up numerous times in describing desired personal qualities of a future president.
• Charisma and ability to connect and understand.
• Be actively visible and accessible to all of the communities involved in UVM
• The president needs to be somebody with the finesse to work with faculty and staff, continue to network with donors, can sit with students (for example in the dining hall at meal time) and get to know them and their concerns.

Theme 4: Ethical, Integrity, Moral Compass (tie for 3rd)
Referencing the current political climate, numerous respondents vehemently voiced that a leader must be of the highest moral character, a beacon for integrity, and have a strong moral compass guiding them in their leadership and decision making processes.
• Most important, the President should have a grounded set of ethical values that align with UVM's future and aim toward making UVM a global institution for positive change.
• Strong character and ethics
• Highest personal integrity.
• Personal integrity is paramount
• Have a strong sense of morals and character

Theme 5: Student Focused
Students are at the core of any university and the leader of UVM must be present and engaged with the student body. As evidenced by the word cloud, the most frequently occurring word across all respondents and questions was “students” and this theme of a connected leader who is visible and open to engaging with students was noted the most by the student respondents themselves.
**Presidential Survey Report**

- Willing to get "in the weeds", motivating speaker towards both students, faculty and staff, "student-first" focus
- The next president should have qualifications or experience in interacting directly with populations of students.
- This person needs to be able to connect with students, be available to students, and to be an advocate FOR students in a more holistic and approachable manner

**Theme 6: Out of the Box Thinker, Visionary**
The wicked problems facing UVM in the coming years will require a leader who defies convention at times and blazes their own path as a visionary leader for the University. Adaptability and flexibility are key components of this theme.

- The next president should have leadership experience that has lead to progress and progression. Academic institutions are constantly changing and the president should have experience of continuing to want for things to progress.
- No "ivory tower," "rose colored glasses" view of the future, but a realistic commitment to what can be accomplished.

**Theme 7: Take on Challenges**
Courage, strength of character, and a willingness to face difficult situations head on are all traits that respondents noted will help a leader navigate the current challenges facing UVM.

- Someone who is willing to surround themselves with people who are experts in specific fields more than they are, is willing to hear the “truths” and is able to make difficult decisions when needed but also willing to reverse decisions if they turn out to not be good for the University
- Willing to take on difficult challenges, commitment to academics, innovative, creative and open minded.
- Evidence of having successfully navigated (and provided leadership during) difficult conversations and a charged campus atmosphere.

**Theme 8: Decisive, Determined**
Some respondents noted that they would like a leader who charts a course of action, outlines the steps necessary to achieve it, and puts it into play without hesitation. They voiced wanting a leader who makes decisions and sticks to them, no matter the pushback.

- A person who stands up for what he/she believes.
- Tough skin!
- A president should be willing to make difficult decisions, but have high levels of transparency about why he/she made specific choices.
- I think the candidate must provide goals prior to coming in to the University and have the courage to stick to it.
**Question 4: What professional qualifications/experiences should the next president possess?**

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<tr>
<th></th>
<th>Commitment to diversity, inclusion, openness</th>
<th>Experience as an educator</th>
<th>External relational skills</th>
<th>Fiscally savvy, business acumen</th>
<th>Fundraising</th>
<th>Previous educational leadership experience</th>
<th>Record of scholarship, credentials</th>
<th>Understands UVM mission and context</th>
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Many of the professional qualifications and experiences overlap with the personal leadership traits detailed in Question 3, but some unique themes emerged in relation to experiences or background that respondents believe the new president should hold. By far, the experience most widely called for was a leader with previous educational leadership experience. Alumni, no affiliation, staff, and students all cited this as their most desired quality. Interestingly, there was a small minority of respondents who called for the exact opposite and wanted someone with purely business/corporate experience and no history at an academic institution. The pervasive theme of diversity and inclusion arose again here, with respondents calling for a leader who has a proven track record of a commitment to diversity and inclusion. Faculty and other affiliation desire a leader who is an expert in their field, with a terminal degree and record of successful academic publications and grants.

**Theme 1: Previous Educational leadership Experience**

In order to successfully move UVM forward and keep progressing in fundraising, student recruitment, and building on a strong academic reputation, a new leader should have experience leading a similar size institution to UVM and it may be helpful to consider someone with background in land grant institutions specifically.
President Survey Report

- The next president needs to have experience leading at a high quality institution that focuses on undergraduate education
- The next president should have leadership experience that has lead to progress and progression. Academic institutions are constantly changing and the president should have experience of continuing to want for things to progress.
- Prior experience as a high-ranking university official, passion for all the things that make UVM great, and a willingness to improve the university when opportunities arise

Theme 2: Fiscally Savvy, Business Acumen
Some respondents would like a leader to be considered who has a deep business background, connections to corporate entities, and a focus on keeping the budget lean. UVM was compared to a major corporation and someone with experience running a private company could bring this expertise to the University.
- I think we need someone who has been dedicated to/had success in strategy/strategic thinking in a business environment. Business background, no nonsense and disciplined
- A person who can think big, but also have the practical skills to think about logistics and execution of a new idea/innovation.
- Understanding of financial needs. Balance of fiscal needs and creative opportunities are paramount

Theme 3: Commitment to Diversity, Inclusion, and Openness
This theme reflects other comments made in regards to the need for a leader who puts diversity of the front of their work and actively pursues social justice in all aspects of their leadership.
- The next president should be extremely culturally competent...They should also be highly trained in mediation, non-violence, racial justice, and education
- Have experience leading with a social justice frame - have evidence of having worked to alleviate adversity and inequity on a campus
- Strong commitment to diversity and able to show this/know about how their own identities impact diversity work

Theme 4: Record of Scholarship, Credentials
As a leader of an academic institution, the University president should have a proven successful record of publications and grants, a terminal degree, and remain in touch with the needs, challenges, and opportunities facing University faculty.
- Proven academic credentials.
- The next president should have deep connections / direct experience with the culture of academia as well as strongly evidencing a sense of their appreciation for the intrinsic value of higher learning.

Theme 5: Experience as an Educator
Someone who has taught in higher education, has an understanding of what it means to lead a classroom, and can connect to faculty and staff around educational issues would benefit the University in its push to remain academically competitive.
• They should have experience working in the classroom--too often schools place people who have only ever held administrative roles in this position. Consequently they do not have a comprehensive understanding of the challenges professors and students face in the classroom.

• Background in education and the 'real world'

• A former educator. Understands the challenges of front line faculty

Theme 6: Understands UVM Mission and Context
The next president will need to keep momentum moving on initiatives already underway, and in order to do so, they must be willing to take the time to learn about the ecosystem of UVM. This relates to a previous theme of Serving Vermonters.

• Someone who understands and believes in UVM’s mission and wants the utmost best for the university

• Your committee needs to consider the individual’s understanding of Vermont and the appropriate role of its premiere Land Grant university.

• A person who understands Vermont and the University's unique place in history as the first beneficiary of the Land-Grant Act, fathered by Justin Smith Morrill and to uphold Vermont’s unique qualities of independence.

Theme 7: Fundraising Abilities
As discussed in earlier questions, a leader needs to be able to raise the revenue and funds necessary to keep UVM operating and provide opportunity for resources to advance projects such as faculty research, athletic facilities, and student housing. As the face of the University, a leader is a key part of fundraising efforts.

• As always, a strong fundraiser and perhaps someone with the ability lead toward more grant funding too

• Securing more private resources to support financial aid and other priorities of the university to make up for the most likely decrease in state and federal funding.

• Relationships with donors to ensure UVM is on solid ground financially with strong reserves upon which to draw

Theme 8: External Relation Skills
The president is the outward facing leader of the University and as such, they should have skills in cultivating lasting relationships with donors and the local community, be a friendly and engaged presence on campus, and put in effort to advance the University’s image and reputation through leading by example.

• They should also understand the importance of building relationships with local community stakeholders outside of the university including local businesses, government and residents.

• Need someone who is charismatic, able to balance faculty and student needs and can work with our donors to encourage support to UVM. At the same time he is the face of UVM and the principal salesman for all that the school has to offer

• The ability to communicate well his Board, Administrative Staff and not be aloof from the University faculty or student body
Presidential Survey Report

**Question 5: What other considerations should the Presidential Search Committee bear in mind as we initiate the process?**

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<th>Diversity</th>
<th>Fiscally minded</th>
<th>Keep UVM spirit</th>
<th>Need a collaborative leader</th>
<th>Put students first</th>
<th>Stability in leadership</th>
<th>Unique Vermont qualities and needs</th>
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The responses to this question were less evenly spread between the eight themes as compared to the previous questions. Many respondents took the opportunity to again voice their desire for a leader who represents a diverse population. One new theme emerged here: the consideration of longevity for the future president. UVM needs a leader who will remain at the university and continue the growth and expansion currently underway through campaigns like the Move Mountains Campaign and ongoing construction of new facilities. The other salient themes reflect comments made elsewhere in the survey, such as a leader who appreciates Vermont and wants to specifically be here, a fiscally minded approach, and someone willing to engage with students.

**Theme 1: Diversity**

Consider diversity, in all its forms, when it comes to candidates for the presidency. This was staggeringly clear as the most important “other consideration” to respondents.

- *It would be amazing to have a president who is from a historically marginalized population, such as POC and/or LGBTQ, etc.* because privilege can be very blinding and I think it would be smart of the university to bring someone in who has life experiences to
share and because of those experiences, possibly have a more open mindset and/or be able to relate to students more, especially those in these types of populations.

- It is more important than ever that UVM takes the lead in promoting women in academia (especially women of color) and setting an example for students and other schools.
- I think it would make a tremendous statement to actively seek out candidates for the position that identify as women, LGBTQA+, and/or PoC.

Theme 2: Keep UVM Spirit (tie for 2nd)
Students, faculty, and staff are all drawn to UVM for what at times feels like an intangible reason: the UVM spirit. Respondents noted that they would like a leader who meshes well with this spirit and won’t drastically change the fabric of the University.

- Remember that UVM is a different special place.
- UVM is a unique, special place that should be lead by someone who appreciates those elements which make UVM unique. That person should strive to uphold our Common Ground and demonstrate a dedication to the university's mission.
- An open-minded leader who is dedicated to the 'brand' of UVM: we have been and continue to be cool, smart, eco-smart, diverse individuals. I chose to go to UVM specifically because I liked Burlington, VT, and wanted to be near mountains and a lake for 4 years. I just assumed the academics would fall into place. Burlington is still cool, so maintaining UVM's cool and the asset of the degree is critical.

Theme 3: Visionary Leadership (tie for 2nd)
While respondents would like to keep the spirit of UVM, they also want a leader who can set an inspiring vision for the future of the University and chart a new vision for where the University can head in the coming years.

- UVM has many moving parts, the new president should be willing and able to see all those pieces as valuable.
- Staying current in a fast changing world
- The ability to lead and set the course, and publicly commit to it, with - and not against - the faculty

Theme 4: Stability in Leadership
Stability in leadership allows for initiatives to be enacted with consistency and follow through. Respondents would like a leader who desires to remain at UVM and is committed to seeing through their vision and goals for the University.

- Willingness to make a long-term commitment. It takes 1-3 years to get a handle on the responsibilities, expectations, strengths and weaknesses before s/he will be fully effective.
- The ability to serve as the President for at least the majority of the ten years will also be important. The University of Vermont should be a "pinnacle" opportunity for the next President, not merely a stepping stone for her/his career.
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The following four themes (5-8) are discussed in other areas of the survey. It is redundant to describe them in detail again here, but it is important to note that respondents took the opportunity in this question to reiterate their desire for a leader who is appreciative and in touch with Vermont as a state, puts students first, is fiscally minded, and actively collaborates. This repetition was intentionally underscored in these themes to highlight the emphasis placed on these desired qualities in the next president.

Theme 5: Unique Vermont Qualities and Needs
- More emphasis on VT’s unique economy, dynamism/quality of life in VT highlighted.
- Someone who understand the nature of Vermont and its people
- As the flagship university of the state of Vermont, UVM is -- and will always be -- well poised to be a thought leader locally, regionally, nationally, and internationally. Because of Vermont's artisanal and entrepreneurial culture, as well as its relatively small population, we are well positioned for partnerships throughout the state. Those partnerships can and should come not only from the professional colleges, but also from the university's very core: strong and thriving Arts and Sciences.

Theme 6: Put Students First
- The next president NEEDS to be an individual with an unwavering and undeniable commitment to the STUDENT experience.
- It would be great from a leadership perspective for a prospective president to be able to talk to and lead students from a more human, person level.

Theme 7: Fiscally Minded
- They should be comfortable keeping a lean budget while still enabling the university to grow or strengthen itself.
- Staying competitive with the resources and facilities of other schools while staying cost reasonable. This is important to attracting a strong student pool and outstanding professors.
- This person's opinion on financial aid and scholarship funding would be a big deal. I was privileged to leave UVM debt-free, and realize I am in a minority., so an awareness of this is key

Theme 8: Need a Collaborative Leader
- As UVM is such a complex and dynamic "organization", the President must be able to comfortably and confidently govern strategic, fiduciary, and "generative" roles - all in collaboration with the Board of Trustees.
- We need a president who can bring the different "stakeholders" together in ways that allow UVM to face difficult and evolving long-term challenges while maintaining its integrity as a strong educational institution offering diverse programs.