

# The YCC Presidential Search Report



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# Introduction

The Yale College Council (YCC) has created the following report in order to gather undergraduate student body opinion about the presidential search process. The report includes a synthesis of all findings and an appendix encompassing all qualitative responses. The opinions presented in this report were compiled anonymously. The report also includes drafts of email messages sent to the student body. The messages sent contain information regarding the YCC's role in the search process as well as a debriefing of the council's meeting with Yale Corporation Trustees and members of the Yale Presidential Search Committee. The topics discussed in the debriefing we still hold to be the most important in finding a new president, and for this reason, the debriefing can stand as an executive summary (Appendix 4, pg. 60). The following report represents the voice of the Yale undergraduate student body, not the specific opinions of the YCC or any of its members.

## Process

In order to gain a holistic understanding of Yale undergraduate student body opinion, the Yale College Council used the following outlets to gather responses:

-Survey: The primary source of the report stems from a survey sent to the entire undergraduate community. The survey included 17 multiple-choice and 3 write-in questions. Students were given the option of providing qualitative responses to all of the questions. The first campus-wide email regarding the survey was sent on September 23, 2012. In addition to distributing the survey, YCC also asked many undergraduate organizations to provide feedback on the search process. In total, 820 undergraduate students completed the campus-wide survey. The survey can be viewed here: [https://yalesurvey.qualtrics.com/SE/?SID=SV\\_bd8vwKx24AEFFzL](https://yalesurvey.qualtrics.com/SE/?SID=SV_bd8vwKx24AEFFzL).

-Residential College Council Meetings: The YCC contacted all Residential College Council Presidents and encouraged them to discuss the presidential search process within their respective colleges. Six of the twelve residential colleges held meetings on the search. The meeting notes from Pierson, Saybrook, Berkeley, Trumbull, Jonathan Edwards, and Branford College are included in the Appendix.

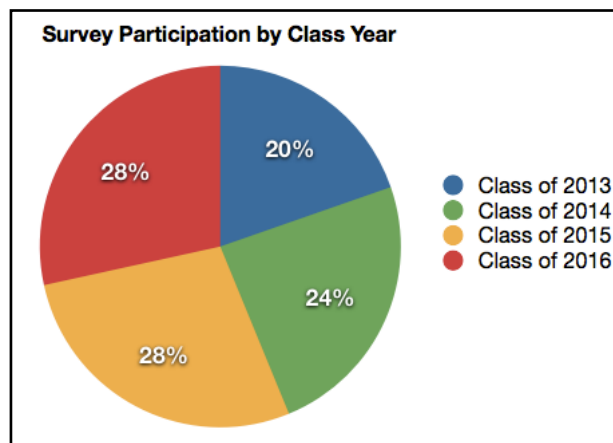
-Executive Board Office Hours: Each of the 5 YCC Executive Board members made him or herself available to students wanting to discuss the presidential search. The open discussions were held in different locations for students' convenience—Bass Café, Commons, and KBT Café. Information gathered from these conversations is included in the qualitative responses we compiled in our Appendix.

# Demographics

As undergraduate students at Yale, we are fortunate to be part of a diverse community with a wide range of geographic, personal, and academic backgrounds. The Yale student body is composed of 2,652 male students and 2,670 female students. Among the 5,322 undergraduates are representatives from all fifty states and Washington D.C., with 10% of undergraduates identifying as international.<sup>1</sup>

Also, Yale University has an ethnically diverse student body; 58% of students are white, 15% are Asian, 8% are Hispanic, 6% are Black or African-American, <1% are American Indian, Alaska Native, Native Hawaiian, or Pacific Islander, with 5% of students identifying as two or more races and 8% of students not providing data on their race/ethnicity. 56% percent of the total student body receives some amount of financial aid in the form of scholarships or grants from the University. Yale College students can pursue a degree in upwards of eighty majors, the most popular being Economics (12%), Political Science (12%), and History (8%). Outside of the academic setting, 20% of Yale students participate in one of the thirty-five intercollegiate sports offered at Yale. In short, the Yale undergraduate student body is one that covers an extensive series of individual demographics. The following is a breakdown of participation in the survey, based on class year.

## Q1) “What is your class year?”



Students who participated in the survey represent all four enrolled classes, spanning all of the demographics listed above, and 820 of the 5322 Yale College undergraduate student body participated in the survey, for a participation rate of 15.4%. This survey was freely and repeatedly offered to the Yale College student body, and we conclude that the student responses to the survey can be taken as a representative sample of the Yale undergraduate community.

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<sup>1</sup> “International” includes anyone who is neither a U.S. citizen nor a permanent resident.

## Qualities of the Next Yale President

A majority of Yale undergraduates favor a president of an academic background. Writes one survey respondent, “The University should not be ashamed to be intellectual,” indicative of broader general opinion. However, the nature of a president’s scholarship splits opinion. The social sciences, humanities, and traditional sciences are all equally favored. Despite the lack of consensus on the next president’s academic background, undergraduates are looking for commitment to Yale’s liberal arts ideals. The next president should, “focus on... promoting a true liberal arts experience” writes one respondent.

### Q2) “What type of background would you like the next Yale University President to have?<sup>2</sup>”

#	Answer	Response	%
1	Academia	638	81%
2	Business	217	27%
3	Politics	163	21%
4	University Administrator	335	42%
5	Technical	64	8%
6	Other	40	5%
7	If you would like, elaborate.	19	2%

### Q4) “The next Yale University President should have an academic background in the...”

#	Answer	Response	%
1	Humanities	189	24%
2	Social Sciences	206	26%
3	Sciences	185	23%
4	Other	23	3%
5	Not Important	346	43%
6	If you would like, elaborate.	18	2%

<sup>2</sup> Students could select more than one answer, which is why the percentage totals 100%. This applies to all multiple-choice questions included in our survey.

Additionally, there are undergraduates who favor a president from an administrative or even business background, although being an administrator from Yale is not mandatory. “We need to have a President who is involved on financial/administrative levels, as well as personal/student body levels,” writes one undergraduate. In particular, students value President Levin’s experience as an economist and view him as one of the stabilizing forces that helped Yale endure the recent financial crisis: “Managing the university budget is a large role of the president.”

**Q5) “Should the next Yale University President have Yale faculty or administrative experience?”**

#	Answer		Response	%
1	Former Yale faculty member		214	27%
2	Former Yale administrator		114	14%
3	Former Yale administrator and faculty member		217	27%
4	Not important		344	43%
5	If you would like, elaborate.		25	3%

A minority of undergraduates thinks that the next president needs a Yale College degree. 29% of survey respondents think any degree from Yale would suffice. However, the majority of undergraduates do not perceive the lack of a Yale diploma as a barrier to the presidency. Students are in agreement that a president’s scholarship and personal educational experience is secondary to his/her management capabilities. According to undergraduate opinion the next president must possess a “keen ability to lead an institution toward progress while allowing the best aspects of Yale to flourish” Accordingly, undergraduates are receptive to the idea of the next president having limited prior experience with Yale. Undergraduates only view “a commitment to keeping Yale's reputation as one of the premier institutions in the world” as a necessary prerequisite of the presidency.

**Q3) “Should the next Yale University President have a Yale College degree?”**

#	Answer		Response	%
1	Yes		240	30%
2	No (but some Yale degree is important)		264	33%
3	Not important		315	39%
4	If you would like, elaborate.		32	4%

The final question pertaining to presidential qualities and background asks undergraduates about diversity in the search process. 53% of respondents believe that diversity should not be a factor in the search process. Some students fear the next president being chosen for “affirmative action reasons” as opposed to excellent qualifications. “We need the best candidate, not the most diverse candidate”, writes one survey respondent. Many students, however, did indicate that racial and gender diversity should be of note to the search committee, especially in light of how the President of Yale acts as a symbol of the University to the entire world.

**Q6) “Do you think diversity should be a consideration in the Yale University Presidential search?”**

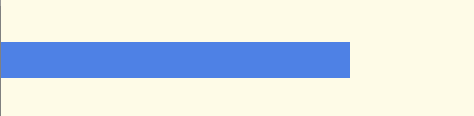


#	Answer		Response	%
1	Yes		339	43%
2	No		430	54%
3	If you would like, elaborate.		103	13%

## Educational Offerings

Yale’s commitment to academic excellence is what makes it one of the elite colleges in the world. However, students across all majors recognize disparate levels of importance given to certain academic fields, and a significant number of those students believe that Yale’s next president needs to increase focus in at least one field of study. In an attempt to determine what specific changes and improvements students hoped to see in Yale’s educational offerings, the survey asked students to comment on both the role of pre-professional programs in the current liberal arts model as well as on the need for greater attention to certain areas of study. Our findings were as follows:

*First*, in response to the question of “how should the next Yale University President approach educational offerings,” students displayed overwhelming support for the preservation of Yale’s current liberal arts system, with a significantly smaller number of students stating that Yale should include more pre-professional offerings in fields such as business, public health, engineering, and technology.

### Q11) How should the next Yale University President approach educational offerings?

#	Answer		Response	%
1	Retain current model of Yale liberal arts system		587	73%
2	Include more pre-professional offerings (business, public health, engineering, technology, etc)		239	30%
3	If you would like, elaborate.		44	5%

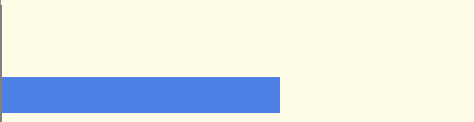


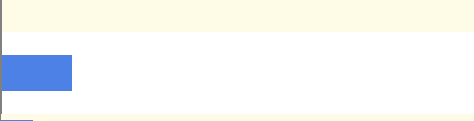


Many students who elaborated on their responses who supported a liberal arts model also supported the creation of minors, with one student requesting that the next president support the creation of “minors...in pre-professional areas or [in a system that] could mirror the majors.” Additionally, while some students felt that the two options were not mutually exclusive, the majority of students viewed the question as a dichotomy and condemned the idea of focusing on pre-professional ideas at the expense of a liberal arts education. One respondent asserted that “pre-professional offerings...would change Yale career culture for the worse,” while another expressed concern over the idea that focus on pre-professional offerings could “turn Yale into a vocational school.” Student



opinion on this issue is unevenly divided. While some students praise the idea of providing curricular options that prepare those who elect to take them with some pre-professional background, the Yale College student body supports the idea of the current liberal arts model over a transition to a more vocation-driven course catalog. As one respondent offered: “in my opinion, the liberal arts approach to an undergraduate education is one of Yale’s great strengths.”

*Second*, in response to the question of, “Which areas of study should the next Yale University President prioritize?” students were divided across all four of the discipline-specific options provided-STEM, Humanities, Social Sciences, and Foreign Language – with the majority of respondents believing that the next President needs to focus more heavily on Science, Technology, Engineering, and Mathematics (STEM).

**Q12) Which areas of study should the next Yale University president prioritize?**

#	Answer		Response	%
1	Increase focus on STEM (science, technology, engineering, mathematics)		448	58%
2	Increase focus on humanities (literature, history, philosophy, etc.)		201	26%
3	Increase focus on social sciences (psychology, economics, political science etc)		216	28%
4	Increase focus on foreign languages		113	15%
5	Other		53	7%
6	If you would like, elaborate.		34	4%

As with the prior question about pre-professional programs, many students elaborated on their choices. Most responses supported increasing STEM, with students expressing a desire to see an increase in introductory course offerings, to “focus on the quality of undergraduate professors in the sciences,” and to offer professional science counseling to augment work already being done by UCS.

These suggestions were repeatedly supported throughout this section, as students who support an increased STEM focus feel as though the STEM fields—though improving—still need more work to make Yale one of the premier STEM institutions in this country.

Fewer students elaborated on their support for an increased focus in the humanities or the social sciences, though many students did remark that since “Yale is famous for its social sciences and humanities, we should maintain and improve this traditional strength or risk Yale losing a significant part of its academic character.”

Despite over 100 students indicating foreign language needed an increased focus, it was the target of many disapproving comments, with several students critiquing Yale’s current language requirement and suggesting that the next Yale University President should focus on improving the other three areas before improving foreign language programs at Yale. Additional student support was voiced for arts education, with students hoping to see both general and applied arts given a greater role in the Yale curriculum.

While students have specific academic areas on which they wish the next Yale President to focus, they want a president who will make sure that all subject areas receive a strong amount of support and backing, without siphoning resources and attention from one in order to support another. As one student succinctly put it, “It’s Yale. We shouldn’t have to focus on one area, we should excel at everything.”

## Yale Athletics

With a new President, many students have strong opinions about how Yale should approach its athletic programs. To aid our analysis, we asked the student body two questions, one pertaining to athletic recruitment and one pertaining to athletic funding.

*First*, with regards to athletic recruitment, most students, 45%, believe that athletic recruitment should be kept at its current status quo. Examining the rest of the responses, more students want to decrease than increase athletic recruitment, however, most of the qualitative responses were arguments for increasing athletic recruitment.

### Q8) How should the next Yale University President approach Yale Athletics recruitment?

#	Answer	Response	%
1	Keep status quo recruitment	355	45%
2	Increase recruitment	181	23%
3	Decrease recruitment	261	33%
4	If you would like, elaborate.	44	6%

The primary arguments for increased athletic recruitment include the idea that “There is no reason a school with the history of Yale should lack in anything, including athletics. People should leave the Yale campus blown away and humbled by the everything from the music facilities, classrooms, athletic fields, professors and dorms.” Many athletes have expressed that “athletes are also representing Yale and are expected to uphold its reputation just as non-athletes are in other extracurriculars.” Many would like “an administration that supports athletes just as they do students involved in the arts or music,” and take a different direction than the previous administration.

The primary arguments for decreasing, or not increasing, athletic recruitment include the idea that athletic recruitment “should be...treated more like other non-academic skills (musical ability, theater, etc.)” instead of something that gives some students an unfair admissions advantage. Some believe that “Yale does not need to be driven by a need to compete in sports. It may be fun to see the football team win, but the impact of the President on campus life and culture and the way we think is much more important.” It is also important to note that many did not have a well-informed view on recruiting and elected to give responses such as, “I am not an athlete and I know little about the recruitment process and do not feel qualified to answer this question.”

*Second*, with regards to athletic funding, most students, 54%, believed that Yale should keep its status quo funding. The percentage of students who wanted to expand funding was essentially equal to the percentage of students wanting to decrease funding,

**Q9) How should the next Yale University President approach Yale Athletics funding?**

#	Answer	Response	%
1	Keep status quo funding	419	54%
2	Increase funding to Yale Athletics (for facilities, etc.)	178	23%
3	Decrease funding to Yale Athletics	186	24%
4	If you would like, elaborate.	28	4%

The primary argument for decreasing athletic funding is the belief that “Funding to athletics saps money from more important aspects of the university.” When deciding which parts of Yale need to be improved, athletics should not be the primary consideration. For others with this view, they believe that the next President should “Definitely keep financial aid, summer program/fellowship funding and academics a priority, but for the most part maintain athletic financing for facilities and such.”

The primary argument for increasing athletic funding is the idea that “Better facilities and equipment encourages better performance, confidence, and school pride.” With more funding, the culture could change in a way that increases “general support of athletics in terms of encouraging school spirit and attending sports events, as well as discouraging prejudice towards athletes in the classroom.” At the very least, many respondents believe the next President “should finish renovating Payne Whitney Gym and pay for all varsity team uniforms.”

# Financial Aid

Financial Aid for Yale Undergraduates is need-blind: students are admitted based on “academic and personal promise, without regard to their ability to pay” (Financial Aid Website). Once admitted, students receive aid irrespective of academic performance. Financial aid calculations use an established algorithm, with information compiled by the Free Application for Federal Student Aid and College Scholarship Service Profile, with a Yale-specific supplemental form and verification by the Internal Revenue Service. To get students’ opinions about financial aid at Yale, we asked how the next President should approach Yale College financial aid and the student contribution to financial aid.

*First*, undergraduate students are overwhelmingly in favor of retaining the current algorithm used to determine financial aid. However, qualitative results indicate that students have one general critique of the current system: the inability to provide personal, circumstantial feedback. Specifically noted are the difficulties of a family paying multiple college tuitions to indicate so on the very systematic financial aid forms.

## Q13) How should the next Yale University President approach the Yale College financial aid structure?

#	Answer	Response	%
1	Change the financial aid parent contribution algorithm	211	28%
2	Retain current financial aid parent contribution algorithm	538	71%
3	If you would like, elaborate.	58	8%

*Second*, the student contribution to financial aid for which undergraduates are required to contribute a certain amount to their own aid, and thus maintain a paid job while at school, splits opinion. Approximately half of students favor decreasing the “self-help” portion of aid, while the other half favors maintaining it at current levels.

**Q14) How should the new the Yale University President approach the student contribution (aka self-help portion) of the financial aid package?**

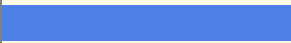


#	Answer		Response	%
1	Decrease the student contribution		356	47%
2	Increase the student contribution		28	4%
3	Maintain at current levels.		372	49%
4	If you would like, elaborate.		37	5%

Those in favor of decreasing the student contribution argue that academics must be a student’s first priority. One respondent writes, “Students should be caring about academics the most; while I do have a job on campus, sometimes I feel like the priorities are reversed.” This is indicative of most critical opinion. Students who do contribute to their own financial aid most often do so with loans, with fewer students supplementing with outside scholarships. While many understand why it exists, students believe that “if we are to truly try to level the playing field here we should recognize that 10 hours per week or more is a lot of time that could be spent for students doing other things. They are not on par with those who do not have to work.”

## Yale’s International Presence

Most students are generally supportive of Yale’s current international initiatives. Sixty-one percent of surveyed students answered that the President should continue official partnerships with foreign universities. Specifically, students referenced exchange and joint summer programs (Yale in London), International Bulldogs, and Asian study abroad programs as successful programs in their answers. For example, in light of the ending partnership between PKU and Yale, many students would like more Yale-sponsored study abroad opportunities in China.

### Q10) How should the next Yale University President approach Yale’s international presence?

#	Answer		Response	%
1	Continue official partnerships with foreign universities (Yale-NUS)		467	61%
2	Discontinue official partnerships with foreign universities		281	37%
3	If you would like, elaborate.		51	7%

While responses to the original question were primarily supportive of continuing official partnerships, the majority of qualitative responses addressing the development of international campuses, particularly Yale-NUS, were unsupportive of the specific initiative. As one student explained, “Yale should continue partnerships that enrich both communities, but reassess Yale-NUS as a place where this can successfully happen.”

Furthermore, students have noted that while Yale’s current emphasis on having an international presence in Asia has been successful, they are hoping to see these efforts broadened to other regions. “I think Yale’s international presence is important, but we should not focus solely on Asia as President Levin has done.”

Some have also voiced requests for more options for summer aid abroad, especially for students who do not qualify for financial aid but cannot afford to travel during the summer.

## Expansion of Residential Colleges

With Yale contemplating the creation of two new residential colleges, the YCC wanted to see student opinion about how the new University President should address this possible change to the Yale undergraduate life.

Sixty-three percent of students wish to continue with the construction of the two residential colleges. However, many have reservations about what this may mean for Yale undergraduate life. For some, “expanding Yale and offering more resources is a positive thing, but at the same time the construction must be carefully completed so that the new colleges become a part of Yale’s campus.” Many worry that expanding the residential college system will “disrupt forcibly the residential colleges as they currently stand.”

Students are in favor of residential college expansion if the Yale experience is not compromised—whether in social life or academic opportunities. Especially in light of difficult monetary times, the plan must be reasoned out in a way to avoid potential financial disasters. “Economic feasibility should be the dominant concern.” Only after providing adequate resources for the students already enrolled should we start to contemplate the idea of residential college expansion.

Students also expressed concerns of how the new residential colleges would be integrated into the University. If it involves transferring upperclassmen, it may damage the collegiate experience for all members of the college. One student pointed out that a good solution “would be to assign each existing residential college a number of rooms in the new colleges, making these new spaces available in the room assignment process.”

### Q15) How should the next Yale University President approach the construction of the two new Yale Residential Colleges?

#	Answer	Response	%
1	Continue construction of the two colleges	475	63%
2	Discontinue construction of the two colleges	274	36%
3	If you would like, elaborate.	44	6%



## Yale-New Haven Relationship

An overwhelming majority of students are in favor of increasing Yale’s presence in the greater New Haven community, with only 2% of respondents favoring a less active presence. Qualitative responses to the YCC survey and consultations with residential college councils indicate that students would like to continue President Levin’s legacy of dialogue and cooperation in New Haven. Specifically cited is the downtown New Haven area as an example of President Levin’s excellent work.

### Q6) How should the next Yale University President approach the Yale-New Haven relationship?

#	Answer	Response	%
1	More direct support of New Haven (ie programs like New Haven Promise)	440	56%
2	Further development of Yale in New Haven (ie changes to Broadway)	453	57%
3	Decrease Yale’s presence within New Haven	20	3%
4	Other	35	4%
5	If you would like, elaborate.	13	2%

Undergraduates favor two methods of maintaining Yale’s presence in New Haven. The first is to offer more direct support to those programs not specifically Yale-affiliated that still enrich the New Haven community, such as New Haven Promise, which offers scholarships to New Haven public school graduates. The second method is to directly increase Yale’s presence in New Haven in a “less branded” fashion. Ideas proposed by students include increasing the New Haven based workforce and increasing Yale’s voluntary contribution to the city in lieu of property taxes. It should be noted that many respondents of the YCC survey favor both the direct and indirect approaches.

Consultations with the residential college councils raised noteworthy points about the development of New Haven from an admissions perspective. A member of the Class of 2014 stated that the development of New Haven might increase the size of the applicant pool as well as the admit ratio for the College: “Making New Haven a more attractive city makes Yale a more attractive school.” As another student noted, “Yale has an intrinsic relationship with New Haven and the next president should focus on maintaining and strengthening that relationship.”

## Engagement with Students

Students strongly feel that the next President should have a more active role in engaging with undergraduates on campus. 98 percent of surveyed students answered that having the next Yale University President be engaged with the Yale College student body is “important” or “very important.” As one student notes, “Above all, I want a president who will more actively engage with the student body. Things like greater transparency in decision-making and more are all crucial, but those stem from having a president who is more engaged with students. Building that relationship allows us to express our concerns on those issues and more as they arrive, and is the foundation for progress on other fronts.”

### Q17) How important is it that the next Yale University President is engaged with Yale College student body?

#	Answer	Response	%
1	Very important	560	70%
2	Important	221	28%
3	Not important	27	3%
4	If you would like, elaborate.	14	2%

Students feel a president who is both actively engaged and approachable to directly address student concerns would provide a way for students to have more input on policy matters and voice concerns specific to undergraduate life.

Students have suggested that “engagement” can come in many different forms, including hosting regular presidential forums, increasing accessibility, and even eating at college dining halls or attending student events and performances. It would be better “if the new president felt comfortable going into classrooms and being more involved with student life... Maybe ate in Commons for lunch some days, that kind of thing.”

## Yale Moving Forward

With the University going through its first Presidential Search in 20 years, the Yale undergraduate population understands the magnitude of the decision at hand. In compiling our report, students not only discussed qualities they would like to see in their new president, but also presented the biggest issues that face Yale moving forward. This final segment of the report seeks to look beyond the narrowed fields discussed earlier and to present student perspectives on how Yale should evolve when the new President is appointed. The following is a representative sample of what Yale undergraduates want to see from Yale moving forward.

*First*, Yale undergraduates want an administration more receptive to the input of the student body and a more visible president. Many respondents expressed a desire to see a president who would be “someone who interacts with the students more and is a presence among us.” This sort of interaction could and should take many forms, including having a president “whose hand is always on the pulse of the student body and whose ears are always open to suggestions and constructive criticism,” someone who will make “an effort to engage highly with the students, and to take steps to improve the experience especially for undergrads.” These responses, and scores more like them, were common in many portions of the survey, and are reflective of the general attitude around campus.

*Second*, students want a president who will preserve Yale’s educational excellence, and continue to explore new paths. For some, this comes in the form of “an emphasis on...the smaller departments”. For others it comes from increasing support for diversity, community, and the liberal arts environment at Yale. It can also, as some students mentioned, come from the introduction of new departments. Moving forward, then, the development of programs by the next Yale President and implemented by administration that seek to develop these facets—and others like them—of a Yale education will strengthen the educational opportunities that Yale will be able to provide in the future. These factors have the ability to blend together to create a strong environment that will, as one student hopes, “keep Yale’s reputation as one of the premier institutions in the world.” This sentiment is repeated constantly throughout our survey. In our question about the most important issues facing the new president, educational offerings were by far the biggest concern. When asked to rank the top three issues the new president should consider, educational offerings were chosen by seventy-nine percent of undergraduates.

**Q16) Which three issues do you consider to be most important for the next Yale University President?**

#	Answer	Response	%
1	University Alcohol Policy	128	16%
2	University Approach to Off-Campus Life	131	16%
3	Athletics	119	15%
4	Financial Aid	380	48%
5	Educational Offerings	633	79%
6	International Presence	251	31%
7	Residential College System	250	31%
8	Endowment	293	37%
9	Yale College Admissions	193	24%
10	Other	57	7%
11	If you would like, elaborate.	22	3%

*Third*, students hope the next Yale President focuses strongly on the recruitment and retention of University faculty. Yale has remained committed throughout its history not only to offering knowledge, but also by providing the best instructors to do so. The ability of Yale’s next president to establish a strong relationship with the faculty and to continue the recruitment of the best available professors is a skill that many respondents hope this individual will possess. Some feel that this comes from “better coordination [and] communication with the faculty, [as] they are the backbone of this institution’s instructional purpose,” while others believe that the appointment of “faculty who will prioritize student learning, scholarship, and the liberal arts” would be key in creating the sort of faculty representation and involvement that will strengthen Yale moving forward. As was seen in the Educational Offerings section of this report, students want to see an increased focus in a variety of disciplines taught at Yale, and with this focus should come increased attention to the faculty who work and promote those fields.

*Fourth*, students want a president who recognizes that Yale’s reputation in the global community is a powerful one. The Yale name alone carries with it significant weight. In the portion of the survey where students were free to voice general concerns, the responses included frequent requests for the

next Yale President to consider the implications of turning Yale into a “brand” rather than an educational institution, articulate a clearer policy on alcohol usage by students both on and off campus, and to engage in an open dialogue with students about issues that affect the entire community. These issues range from the role of athletics at Yale, to issues of sexual harassment and other disciplinary and cultural issues. One respondent expressed the hope that “as we move forward, [we should] not forget the traditions that make Yale the place that it is, and draw many students to come here in the first place.” Numerous, testing issues will inevitably confront the next President. Undergraduates implore the next president to consider both the long-term and short-term effects of any newly implements decisions and policies.

*Fifth*, the facilities in which students eat, study, exercise, and sleep are a vital part of the Yale experience, and Yale students expressed hopes that the new President will remain dedicated to maintaining and improving these facilities. With the variation in the statuses of so many projects, many students feel the need for Yale to address these issues in the coming years. Although the majority of students supported the construction of the two new residential colleges, several students echoed the sentiments of one of their peers who hoped that the new residential colleges would be built such that “the current number of students is just right“. With regard to other projects: many of the responses to the athletics questions in the survey dealt with recruitment and athletic attitudes on campus, respondents by an overwhelming margin supported resuming the renovation of Payne Whitney Gymnasium. Students also expressed concern that “the science and engineering program could...use more modern facilities,” that a non-residential college-affiliated student center must be built, and that the current residential colleges are overcrowded and under-maintained. Essentially, these students imagine Yale moving forward with significant renovations to existing facilities, development of new facilities that can benefit students both academically and socially, and consideration of the issues of student population with respect to residential college size and classroom space.

*Finally*, the Yale College Council created this report and the survey it details in order to provide a comprehensive representation of the values and qualities that Yale College students would like to see from the next Yale University President. The concerns that students expressed are ones that come not from some abstract place, but from actual experiences and observations during their time inside Yale’s gates. The hopes that Yale undergraduates have for Yale moving forward are lofty ones, but they are ones that the student body believes will make Yale a better university, not necessarily for themselves but for those who follow after. There will likely be no one presidential candidate whose views align with every majority opinion expressed in the above pages, but the vision of Yale moving forward that has been outlined above is one that is incredibly important to current, past, and future Yale students. The question of “what would you like to see from your new Yale University President?” is a complex one, and one that students offered responses touching on almost every imaginable aspect of a Yale education.. Ultimately, this is the greatest common response to the question of what should be seen in the next Yale University President: someone who will lead Yale

University with a dedication and commitment to improving the lives of all those affiliated—students, faculty, administrators, and staff—in whatever way they can. This sentiment was succinctly expressed by one student who wrote that the next president should be “a person dedicated to Yale, both its traditions and possibilities. Someone who's not obsessed with prestige - the prestige of Yale should come naturally. Someone who understands the student body and is willing to engage closely with them. Someone willing to treat the university responsibly. And someone who ultimately understands that undergraduate students are vital to the University.”

## Appendix 1: Categorized Qualitative Responses

In response to our question, “Please expand upon some of your answers. Your qualitative responses are imperative to our report,” we received incredible participation. We used many of the responses in our analysis in the report. However, not every response could be included. Thus, we’ve categorized all of the responses into sections – Big Issues the President Will Have to Face, Educational Offerings, Yale-NH Relationship, Yale Athletics, Diversity in the Selection Process, International Presence of Yale, Financial Aid, Expansion of Yale/Residential Colleges, New President Engagement With Students, Qualities of the President, Specific Background of the President – to allow one to read the student opinion directly from the students.

### **Big Issues the President Will Have to Face:**

What are the biggest issues that will face the new President in the upcoming years? What should the new President do about it?

"When I came to Yale I was told that drinking would be treated as a safety concern, not a disciplinary offense. I certainly don't feel like that is still the case. The University needs a coherent alcohol policy that is drafted with some input from students, before it causes someone to get hurt."

“The next president must also take a less hostile approach/reduce hostilities toward Greek organizations.”

“The attack on off-campus life and the new policies make Yale students less safe because they are changing the policy that worked so well in the past that drinking issues are about safety and health not getting in trouble. Now students are afraid of getting in trouble if someone drinks too much and this could lead to serious problems.”

“If you're worried about frats, then bring them into the school and actually offer them funding like so many other schools do (that have significantly less money, and yet they manage). Stop blaming the frats for everything bad on campus and maybe they'll stop acting on the defensive and actually work with the administration instead of doing everything in their power to avoid contact.”

"I think somebody with some past, or present affiliation with Yale is extremely important. Somebody with a more open mind for the social aspect of Yale, and not the two faced approach that is currently in place by the administration (i.e.- society and acapella rush vs. Greek rush inequality). This isn't to say we need some Fraternity/Sorority guru in the Presidential roll, but just somebody who would not discriminate against a large portion of the Yale student body. Like Eisenhower was



Columbia University's president, I think it would be fantastic to look into having George W. Bush come into the presidential roll here at Yale (I am not of the right, by the way)."

"The student body should be able to be involved with the school administration without necessarily being part of the YCC and related organizations. Student participation must be democratized; it necessarily follows that the administration should disclose more details regarding the administration of the Yale Corporation so that students can participate, such as through open meetings."

"I would like a president who takes interest in the education and the well-being of the student body instead of focusing on how students will help Yale after graduation. I think that doing so will even lead students to help Yale more after graduation. I would also appreciate more connections between the residential colleges and between the various Yale schools so that there is more of a community of inclusion. I would also like to see more understanding of how the Yale community is part of the greater world community."

"The new president's focus with regard to admissions should be to continue and expand programs to increase STEM enrollment (e.g., YES weekend)."

"Immediate areas surrounding Yale could use improvement. The science and engineering program could also use more modern facilities and tools."

"As an athlete, I don't think we need more athletes, but we do need better facilities for all people at Yale (i.e. our gym, and especially our pool)."

"The next president should actually be involved with undergraduate life. He or she should be seen around campus from time to time, and should be a familiar face to the undergraduates. The next president should care about the undergraduate experience: I don't know if I agree with people who say the next president should have a BA from Yale, but I do think that they should demonstrate a real commitment to keeping the undergraduate experience as a top priority. Maybe this is just my personal bias, but I do think there needs to be more attention paid to undergraduate life. For instance, I think it is a shame that students NEVER interact with or even see President Levin. Why can't he be more of a presence, as many of his predecessors were, and as many other university presidents are? Students would appreciate it, and it would also help the new president remain in tune with what is on students' minds. I also think the new president should ensure the Yale experience remains enjoyable for undergraduates. Every year I am here I feel more and more rules and regulations are passed, and the feel is that this place is becoming more bureaucratic and less fun."

"The president of one of the world's best research institutions should care far more about education than alcohol culture! Yale should take the most qualified applicant who will develop Yale's

reputation in the sciences (and let's be real - a strong science program is what generates innovation and will be essential for the endowment).”

"3 main issues with Yale in my mind that compromise it's integrity are: / 1) Lack of transparent investment, which results in unethical investment. / 2) Rampant Sexual harassment / 3) Mental Health issues and lack of easy-to-use system"

"It's absolutely critical that the residential colleges roll back the standardization we've seen, and that masters be given power and independence."

“Finally, one item that was not touched upon in the survey but that I strongly urge the next president to be aware of and work on is mental health at Yale. In light of recent tragedies, Yale has been reminded of the poor mental health culture on campus. Freshmen learn from the get-go that regardless of how terrible they might feel, they should just put on strong faces and tell everyone they are okay. The stress and pressure that come from attending a high-ranking university have probably fostered this kind of mindset, and the next president should do everything in his power to ameliorate the situation. Yale should have a healthier mental health climate. Students should be encouraged to discuss what is going on; they need to be reassured that these feelings of sadness do not reflect inadequacy. In addition, Yale's mental health services at DUH need to be strengthened! Many of my friends and myself included have sought help only to emerge exasperated by the poor counseling services we were offered. Because of the student body's perfectionist tendencies, among other issues, it is imperative that counseling services be stronger."

“Focus on dining halls: open Commons, institute late-night, unstaffed dining hall hours. Important for campus culture, and increases interaction! / / Dining halls are important parts of the social fabric of campus. I still remember sitting in Commons for dinner, meeting some of the most interesting and varied Yalies I've seen around, from all 12 colleges. Extending Residential colleges' hours is great, but combined with a closed Morse/Stiles and the natural tendency for people to have dinner in their own dining halls, makes for a more segregated campus with less mingling. / / In addition, on visiting Harvard and Princeton, I was struck by how their dining halls either had a late-night snack hour (Princeton) or were open pretty much 24/7 for beverages, bagels, and cereal. Besides the food, the dining halls became gatherings for students working on problem sets, chatting, or just hanging out. No staff was, or needed to be present. I believe Yale's the best. Can we please match them on this? / / Right now, dinner Durfee's swipes are prohibited to make Yalies mingle and interact as much as possible in dining halls. I feel like opening Commons for dinner and having unmanned, late-night hours would do much for this goal."

"In essence, the president should be as close to Dick Levin as possible in almost all policies, save for international presence and in the way Yale interacts with New Haven. Yale should not take as active a role in New Haven as it has previously. The president should also engage with students more,

especially in regards to policies involving alcohol, rush, off-campus events, etc. There should be more emphasis on technology and entrepreneurship as well. / The president should understand the financial aspects of running Yale, as well as have administrative experience. It would be nice to pick someone who has worked with Levin in the past. Keep Athletic recruitment as is, as the backlash of cutting recruitment comes from only a small segment of the student body."

"I feel that Yale is currently becoming a little obsessed with ""keeping up."" I know that Yale's reputation is key to attracting the best students and faculty members, but I feel that Yale's status should come naturally. The school should not be status conscious - by focusing on how to do the best for every member of the community, the status that is so highly desired will manifest itself. In other words, the direct pursuit of status seems counter-productive."

"Though I stipulated Educational Offerings, Financial Aid, and Athletics as three most important issues facing the next Yale President, I really only wanted to choose one: Educational Offerings. Yale is an educational institution, and maintaining and improving our liberal curriculum should be the President's priority."

"If it isn't broken, don't try to fix it, but if it can be made better, repair it slowly."

"I think Yale is an absolute educational utopia right now. There are little changes that could be made (strengthening some weaker departments, continuing to work on Yale-New Haven relations, improving international outreach for admissions in abroad, making residential college facilities more accessible to other colleges' students) but what I think is most important is that the new president doesn't try to make big, fundamental changes. He or she should be familiar with Yale's inner workings, ethos and student life, and not intend to radically shake things up. We have an extremely rare and precious educational experience at Yale. Let's preserve, not shatter, it."

"Yale needs to focus on providing better services to its students (especially in mental health and sexual assault), listening more to the undergraduate and faculty voice/opinions, and creating a safe, inclusive environment for all students. Yale also needs to be more open with its students on all its policies and funding. "

"The University has, in the past, made efforts to silence critique and dissent among students. The Title IX suit and lip service paid to actually addressing sexual harassment was insufficient to really deal with this problem on campus. Before looking to expand externally to place like Yale-NUS, the University needs to be willing to be honest with its students, faculty, and employees and take criticisms seriously."

"As a student from a lower-income family coming here from a Southern public school, I found Yale's freshman orientation (or lack thereof) to be completely inadequate. Looking back, I chose the

courses I took my freshman year completely blindly, and as a result, was extremely unfulfilled that year and the next. It took me ages to realize that I was entitled to talk to any number of advisors, etc. The "intro" classes I took here, especially in the sciences, frequently left me in the dust and feeling like I had no recourse for catching up. It took me two years to really even figure out what a thesis was in an academic setting. All these things left me so flustered that having friends, having enough confidence to have conversations, etc. was a pipedream. A president who is concerned with the actual experiences of students, and maybe one in whom I could see some of my own struggles (as a woman in academia from a less privileged background, etc.), would be extremely welcome."

"Here at Yale we are students pursuing and academic education. The expansion of our education programs especially STEM programs is important for us to retain our spot as one of Americas top colleges. An academic education gives students a wide variety of skills and knowledge that along with summer work fully prepares them for a career and life. Education comes first."

"Nearly the entire student body is against the administration's contradictory, draconian alcohol policy, NUS, the building of the two new residential colleges, and the bloated school bureaucracy."

"People should leave the Yale campus blown away and humbled by the everything from the music facilities, classrooms, athletic fields, professors and dorms. Buildings and libraries are not the only thing Yale should be proud of. I live in Morse and the Blue scaffolding on Payne Whitney for my three year involvement with Yale is nothing to be proud of."

"In terms of Alcohol policy, it has always been the case that Yale finds Alcohol a safety issue, not a discipline issue. Lately, however, that has started to change. The recent crack down in alcohol has led to a dissipation of large social gatherings. Its led several well loved traditions to be discontinued. Not everyone binge drinks, and many enjoy these events and traditions without being irresponsible. For many, this is the only time they get to join the larger social scene, as they may not be party-savvy enough to get invitations to smaller parties. I think a chance to let loose and understand the administration will be an important part of student life. I think it has been a defining characteristic of Yale's fun and sociable atmosphere. I'd hate to see it die out."

"Yale has tightened student life policies considerably, but it should ask itself whether these attempts at increased oversight are working."

"The changing alcohol policies are slightly disconcerting. The University seems to be taking the approach that punishing alcohol consumption (canceling Safety Dance, police raid on Stiles-Morse screw, etc.) will decrease alcohol consumption. On the contrary, it will not decrease consumption but will make students more reticent to be open about seeking help if they need it."

"The alcohol policy is currently not effective. Frocos are banned from drinking with freshmen. Freshmen are all gathered together on Old Campus and so there's is a self-perpetuating cycle of

binge drinking. Upperclassmen who have figured out how to drink responsibly are forbidden to drink with underclassmen. Freshmen need to know how to drink responsibly, and upperclassmen play a role in that."

"The president must be more tolerant to alcohol use."

"But just to emphasize, student drinking has got to get under control. This issue is to me the most egregiously appalling aspect of the current institution's tacit facilitation of irresponsible social behavior on campus. It also goes hand in hand with the problematic sexual culture on campus, which has been in the spot light over the past few years but must remain there in order for real lasting progress to be made. Yale should be an institution that encourages mutual respect and personal integrity. Right now it feels like a zoo of immature teenagers who apparently think if they get good grades and high-test scores they should be allowed to do whatever they want when no one is looking. This kind of arrogance should not be tolerated -- and certainly not tacitly encouraged -- and mars what would otherwise be a wonderfully stimulating intellectual environment to learn in. Students should be able to explore sexuality and drinking in a healthy environment with some kind of community support system that encourages responsibility and personal growth rather than some kind of warped, overly simplistic conception of sexual/social liberation. "

"...although the residential college system is great to create mini communities within Yale, I would love to have more places for students from different colleges to hang out and meet up. I think a student union would be perfect for this purpose. having a central place for cross-college student events."

"Yale is no longer a keystone of liberal arts education in America. It is a brand name. Yale should work to get back to its roots as a preeminent liberal arts school that turns out the best humanities students in the country."

"Yale should reform its alcohol policy to help students, not punish them. The new rules are terrible for campus social life and destroy people's trust in one another."

"Humanities majors have little to no help finding a job after they graduate. Career fairs do not cater to them. A stronger alumni connection with students/ recent graduates is essential."

"I think there should be less of a divide between the graduate students and the Yale college students. For example, as a student living in Swing Space, I am very disappointed that I do not have access to the common room. I feel like those facilities should be open to undergraduates who live in Swing, especially since the majority of the students living in Swing are enrolled in Yale College, not a graduate or professional school. / / Another example of this divide is that undergrads cannot eat in HGS after 6PM. "

## Educational Offerings:

- Should our current model of liberal arts be kept the same, or should there be more pre-professional opportunities, i.e. more applicable comp-science classes, and more business, public health, engineering classes? Why?

“STEM and languages are both very important.”

"The next Yale president needs to have a strong emphasis on improving the quality of science education at Yale, particularly pre-medical classes, lectures, and labs.”

“We should also keep our liberal arts college structure - if people want a pre-professional education, they can go to a pre-professional school.”

"The current momentum of support for sciences at Yale must continue, not only in monetary funding for facilities and equipment but also in recruitment of skilled researchers and teachers, and opportunities for undergraduates."

“Yale should restore its Education Studies Department, and perhaps Teacher Certification. It is not enough to simply give money to New Haven Promise. Without quality teachers, students will not be able to make use of the scholarship. "

“Professors should receive bonuses based on class evaluations and research contributions. A teacher who consistently receives bad reviews (not because of the difficulty of the class, but because of teaching quality) should have paye docked or not be allowed to teach. It's amazing that some professors consistently receive "poor" and "below average" evaluations and that nothing is done to rectify the problems.”

“Growing STEM on campus shouldn't be at the expense of our other programs.”

"Yale athletes currently face prejudice because there are not many athletes majoring in STEM fields. However, the current class logistics make it almost impossible for many athletes to choose stem fields. Many engineering or science majors have required classes that meet during practice times, which must be taken in order to complete the major and cannot be substituted, and the majors have almost no electives (unlike humanities majors, which often permit class substitutions freely and are mostly composed of electives). This leads to fewer athletes in the sciences since some of these majors are almost impossible for them to complete, and more prejudice against them because of this. Princeton and MIT both have systems where no classes can meet for a period of three hours in the afternoon. This benefits not only varsity athletes but also all student activities, and Princeton and MIT both are top-ranked academically. This would be a nice policy to emulate. If not, perhaps at

least making STEM majors logistically possible for varsity athletes to complete would go a long way."

"Any potential president should retain Yale's liberal arts tradition over the encroachment of pre-professional programs. Since Yale has already focused so much energy on improving STEM fields, I think a president with a science background is superfluous, though not a deal-breaker."

"Athletics and educational offerings are the most likely to severely impact student life and composition of the student body."

"I think the pre-professional offerings should extend to more than just business and technology, and should also include areas like policy-making, sustainability services, journalism etc. and generally promote the role of social sciences and humanities in the professional life of students."

"As a half-science, half-social science major, I was able to compare social science and science curricula and teaching at Yale. I strongly recommend that the next president focus on ameliorating Yale's scientific community. Not only are courses usually poorly taught, but also lab work is certainly more than 0.5 credits and Yale's weak science program is well known. I think this image needs to be fixed not just by recruiting better students, but also by offering these students better facilities, courses, training and professional counseling."

"As a science major, I would love further development of science program at Yale but this cannot mean just more money but also attracting both the best faculty and the best students, which can be difficult with a present stereotype of Yale as a place with mediocre science. I hope that Yale will continue being among the best in social sciences and humanities but it must be understood how science is different from the other two. Science people have simply different needs and priorities so I wouldn't mind a bigger separation in the future. The notion of the liberal arts being the same for humanities and science majors doesn't make sense to me. I would love to see, for instance, a scientific equivalent of Directed Studies for freshmen. At this stage, it is more important to teach them how to think about science than to force them learning gen chem or basic biology. Later, I would develop the program of research opportunities but also industrial internships. It should be required for Yale engineers to spend at least one summer as interns for the industry and Yale could easily cooperate with the world's best companies on that."

"STEM needs to be improved at Yale because many students are finding that classes are difficult, poorly taught, and unfair in terms of grading when compared to humanities and social science courses. Many students drop out of science majors, even though programs like STARS and QR tutors exist because support is not the magic fix for everything. Our next President must pick up where Levin left off and not only improve the science-related facilities, but also the people."

"Though I stipulated Educational Offerings, Financial Aid, and Athletics as three most important issues facing the next Yale President, I really only wanted to choose one: Educational Offerings. Yale

is an educational institution, and maintaining and improving our liberal curriculum should be the President's priority."

"While Yale has done a good job over the past few years of increasing attention to science, I would love to see more summer/grant opportunities for students to do research in the sciences. I think that focus on social sciences - meaning political science and economics more than psychology etc. - could stand to be decreased, given the number of graduating Yale students who enter finance or politics immediately."

"More study grants and opportunities that are not solely related to STEM or the Chinese language."

"LESS SOCIAL SCIENCE. LESS PRE-LAW, LESS CONSULTING AND LESS INVESTMENT BANKING. "

"We must strive to make Yale a rigorous institution that requires students to be well versed in all areas of knowledge. This means a strong support of humanities and arts programs as well as the end to ridiculous gut science and math classes such as The Technological World. Yale is about learning. It is not about meaningless sports or professions. We must re-enforce the commitment to the humanities and the arts, rather than draining their funds for more labs and attractions for STEM majors. "

"While I think funding ought to be increased for STEM, I do not want this to come from the funding given to the humanities and social sciences. Yale is very strong in these areas, and keeping them strong helps distinguish us from peer institutions."

"More pre-professional programming should be adopted because some sort of hands-on experience is always nice to have before entering the real world."

"I want more support for interdisciplinary studies. "

"The push for STEM is misguided. Yale must remain strong in the humanities and social sciences."

"I hope that the new president will address some serious gaps in the academic programs at Yale. One thing that stands out is Yale's lack of (and almost complete negligence of) Korean studies program. Korea is not only a key region in terms of strategic concerns, but also in terms of cultural florescence and economic development. Especially when compared to Yale's peer schools (such as Harvard and Columbia), skewed East Asian Studies program at Yale is quiet embarrassing."

"What makes Yale unique amongst the Ivies is the strong liberal arts experience it offers - and particularly its commitment to the arts (visual, music, theater, etc.). Yale's next president should



focus on these aspects rather than trying to make Yale into something that it is not. That doesn't mean focus or funding on the sciences should decrease, but I do not believe it should be the president's main goal.”

“Yale's offerings in the STEM programs are generally relatively weak compared to the offerings in humanities and social sciences. Yale should invest considerably more financial resources in attracting professors who are good TEACHERS for the sake of retaining science majors. The students who come to Yale intending to major in science and promptly switch their major to one of the humanities or social science programs do so because the faculty for intro STEM classes are incredibly poor and un-engaging teachers compared to the social sciences and humanities faculty. The difference between quality of teachers of intro Psych and intro Chemistry or Math 120 would make anyone want to switch from a prospective STEM major to a psych or English major.”

“Improving Yale's science/engineering education (especially at the introductory level) is crucial to our national image and the undergraduate experience.”

"I think it is important that the new president focuses on expanding our academics. Certain offerings for a major such as Global Health are necessary and have a large demand in the community.”

"Yale does so many things right. For it to maintain its prestige and competitiveness, it needs to bolster its practically applicable offerings. It must find ways to do so while maintaining its vibrant liberal arts atmosphere, which makes it so special. "

"I'd like the next president to emphasize technology and entrepreneurship in a way that Stanford currently excels at - teach more classes about practical programming or programming classes that do projects that seem ""real world""-like, for instance. Another sample policy would be requiring knowledge of a programming language to graduate. Both of these would go a long way toward preparing and encouraging students to pursue their ideas."

“I think that the next Yale President should maintain a commitment to the sciences. The liberal arts approach of Yale College should also be continued. I came to Yale because of its strong reputation in the humanities. Yale needs to start building a foundation in the sciences.”

“Here at Yale we are students pursuing and academic education. The expansion of our education programs especially STEM programs is important for us to retain our spot as one of Americas top colleges. An academic education gives students a wide variety of skills and knowledge that along with summer work fully prepares them for a career and life. Education comes first.”

"I think extra support in the area of math and science are needed as I think compared to Humanities classes, this is a major weakness at Yale. As well, I think it is important good choices are made in terms of admissions of students. "

"With regards to a vision, Yale's student/social life and undergraduate focus are what distinguishes it from other colleges, and these should be maintained. Investment in STEM has been enormous, and further campaigns to break down the stereotype of Yale as mostly a school for the humanities are needed."

"Yale has lost its way in the education of students. Professors should actually teach three classes a semester; they should not be super-star names that never enter a classroom. Classes should have some academic rigor; the high number of gut classes at Yale is embarrassing. "

"The next president should seek to change the way science classes at a lower level are taught to be more like the humanities. Less large lectures should be given and there should be far more opportunity for smaller group instruction. Some of the science teachers strongly agree with this, but have gotten very little help from the registrar's office. Ex. Genetics 202 this year. "

"I entirely agree that it is important to improve the teaching quality of STEM professors. I would say that it is ALSO important to make the department more accessible to non-majors. Too many Yalies are unable to maintain their passion for math (for example) because the classes are not at all friendly to those taking it because they love it."

"As I've indicated above, I think one of the most important issues for the next president will be expanding and integrating Yale's STEM programs. Levin has a good track record of support for the sciences, and it's vital that we continue to follow this trajectory. Making intro science classes more accessible, integrating the science hill community with the rest of campus, and continuing to promote the presence of women and minorities in STEM fields are all important ways that Yale can become competitive in the sciences at the undergraduate level."

"More emphasis on science and technology for all students. Yale's liberal arts curriculum is outdated and impractical."

"I want to stress the importance of the new president supporting reform in the sciences at Yale. The current disparity in teaching quality between the sciences and the non-sciences is unacceptable. Other universities have much science seminar offerings and programs to train TAs to TEACH in addition to do their research; the next president should study what Yale's peer institutions are doing to attract students who are interested in science and implement the most successful policies at Yale."

“Yale needs to continue its stellar reputation here and abroad. I believe that the way to do this is to increase effort in increasing Yale's international presence and focus on increasing attention on all the STEM programs.”

"I keep getting the impression that Yale classes don't really do much to prepare one for a job in the sciences, thus it is important that the next president makes it one of their main focuses to improve this field in the university"

“Continued investment in the arts is imperative. I hope that the new Yale president will be just as encouraging towards the arts as the president is now. No decrease in funding for the arts.”

## **Yale-New Haven Relationships:**

Should there be more direct support of New Haven (i.e. New Haven Promise), further development of Yale in New Haven (i.e. improvements to Broadway), or should we decrease Yale's presence in New Haven? Why?

"Please continue the gentrification of downtown New Haven. Increase foot traffic, stores."  
I think that Yale should continue to support New Haven; it currently provides many jobs for residents. However, I do not think that it should overstep its boundaries by developing on Broadway, etc."

"Yale has an intrinsic relationship with New Haven and the next president should focus on maintaining and strengthening that relationship."

"I think that it is very important that the next president be very involved with the Yale community and focus on working with the New Haven Community. Interaction with the New Haven community doesn't need to be based on community service programs; I think it should be based more on outreach to current community programs that already exist in New Haven."

"As a student from New Haven Public Schools, I greatly appreciated interaction with Yale, and its students. Programs Yale offered to public school students in the area gave me opportunities I never would have had otherwise. These programs should definitely be continued."

## Yale Athletics:

Should Athletic recruitment increase, decrease or stay the same? Why?

Should Athletic funding increase, decrease or stay the same? Why?

"Athletics needs to be more important. Yale is severely lacking in school spirit. Can we just beat Harvard already?"

"I feel most strongly that relaxing admissions standards for promising athletes would ruin the College's intellectual life. I hope that pressure from popular appeal or alumni does not affect President Levin's track in this regard."

"While I don't care all that much about the university's recruitment policies, I think it would be good for the new president to reverse the marginalization of student athletes (this is coming from a non-athlete)."

"Yale should reduce the quota for athletes, and reduce its use of affirmative action and legacy preference. Instead, Yale should have a more meritocratic admissions process. I believe that, in comparison with Yale's Ivy peers, in particular Harvard and Princeton, Yale students are academically weaker than students at Harvard and Princeton. This view comes from personal experience with students from these three universities."

"Yale needs to change its opinion that it is 'too good' for student athletes. President Levin's opinion of student-athletes changes the rest of the University's opinion about them so now there are stereotypes and generalizations made about a student just because they are on a varsity team. Yale is the type of place where people shouldn't be judged without cause and where everyone has a reason to be there, so the new president should make it a priority to make student-athletes as welcome as any other student."

"Yale athletics needs to be given more funding."

"Anyone who boasts about cutting funding to a program that affects 13% of the student body (coincidentally, that's approximately the same percentage as international students at Yale...) is a moron, and the next President had better realize how idiotic these ideas are."

"It is not that the new president needs to provide an environment in which athletics dominates or alters the campus. However, the current environment, where athletes are literally worked against and looked down upon, does no good for anyone. We have a history (which is growing) of Olympic athletes. If we wish to keep it alive, we must change our policy."

“It is important to look for someone who supports athletics and sees the value it adds to the collegiate experience. I believe Yale should strive for excellence inside and outside the classroom.”

“Athletics and educational offerings are the most likely to severely impact student life and composition of the student body. Finally, in terms of pre-professional programs, I think that certain areas of study lend themselves to more practical-minded curricula. I am thinking in particular about the engineering, architecture, and economics majors. I appreciate that Yale is an extremely academic institution, focused on theory and high intellectual questions, but if the majors are here they should be executed in the best way possible. This can be achieved particularly with more collaborative and interdisciplinary work to mirror real working environments.”

"As a non-athlete, I want to see MUCH more support for Athletes and to make Yale's recruitment policies on par with the other Ivy League schools. Reverse Levin's decision to decrease recruits/funding, as these policies detract from the overall student experience"

"Yale needs a new athletic recruitment policy and it needs more funding for athletics. Current athletes do nothing but complain about how few recruits we get each year, and how we have to pay for all of our own gear, when other Division 1 schools have this given to them. "

"With an overemphasis of athletic recruitment, the academic integrity of the institution is risked. Yale is primarily an academically and culturally inspiring institution and should focus on welcoming such students to its campus, as well as promoting programs, dialogues and presentations of the sort."

“I think that athletics recruitment should be decreased, or treated more like other non-academic skills (musical ability, theater, etc.) are in admissions policies.”

“As an athlete, I would also like to see more attention given to the Athletics program. People mustn't forget that athletes are also representing Yale and are expected to uphold its reputation just as non-athletes are in other extracurriculars. The decrease in recruitment numbers is hampering many of our team's successes.”

“Trim athletics budget and/or eliminate recruitment of athletes who are not competitive in normal Yale admissions.”

"As a freshman, I have obviously only a brief experience with the President and their role in my life as a student- and obviously Levin has done a great job. That being said- it is important to me that we get more recruitment spots for prospective students.”

"There is no reason a school with the history of Yale should lack in anything, including athletics. Stanford continues to mix academics and athletic success. Stanford strives to wow the public not only in campus buildings but also athletic facilities. People should leave the Yale campus blown away

and humbled by the everything from the music facilities, classrooms, athletic fields, professors and dorms.”

"More funding for athletics is imperative. It is absolutely ridiculous that varsity athletics are required to buy their own uniforms for competition. If athletes are required to compete with Ys on their backs, Yale should be required to pay for uniforms. It's simple. Yale athletes don't ask for much support like athletes at most other schools do (free printing, their own dining facilities, etc.), so uniforms and up-to-date, clean facilities should be provided. Also, tutors should be more accessible to student athletes."

“As an athlete, I don't think we need more athletes, but we do need better facilities for all people at Yale (i.e. our gym, and especially our pool).”

"Athletics are part of the quintessential college experience. The shape some of our sports facilities are in is saddening to say the least. We need to increase school pride through athletics and help integrate athletes into the social scene rather than letting them stay closed off from the rest of the student body. And no, I am not an athlete."

"It is unfair that athletes get their own quota for admissions. Why don't we have 30 spots reserved for violinist, 10 for violists, 10 for cellists, and 5 for bass players, every year? Why don't we reserve 50 spots a year for math champions? Furthermore, it is probable that athletes, on average, are of worse moral character than the rest of Yale students, given events of the past couple of years."

“Athletic ability is neither more nor less important than any academic skill, such as fine arts, debate/rhetoric, scholarship, or scientific analysis. It is unfair to lower the academic bar for talented athletes and not also for talented artists, musicians, speakers, writers, researchers, and so on and so on.”

“Students who attend Yale should be motivated by academics, never athletics. Athletics detract from Yale and dilute the intelligence of the student body. Yale should be working to produce a graduating class of thinkers and doers, not a group of individuals who have survived four years of schooling.”

“Yale needs to reevaluate their athletic program for the benefit of athletes.”

## **Diversity in the Selection Process:**

“It is also crucial to take diversity into consideration when conducting this search.”

“Given Yale's history as an ‘old boys' club’, it would be nice to see a woman or person of color, etc. as President.”

“Diversity is key and it is something that I hope the search committee takes into account.”

"Diversity is the most important thing for me. Yale needs to remake its image -- we are no longer the school we were in the 1800's. Choose a female president, a minority president, or a homosexual president. It's very important that we show we're not just electing another rich white male. "

“Please do not choose a president simply for Diversity. Choose the best person for the Job.”

“Please seriously consider granting a WOMAN this position. It's time. We need a different perspective. I want to be proud of Yale.”

“A woman or person of color is needed. We've had enough white men as President.”



## **International Presence of Yale:**

Should we continue creating partnerships with foreign universities (NUS, for example) or stop? Why?

“I think Yale’s international presence is important, but we should not focus solely on Asia as President Levin has done.”

“I think that Yale should continue its expansion of international opportunities for Yale students, particularly through programs like Bulldogs in [country], and joint summer programs, but I do not approve of foreign Yale-associated degree-granting programs like Yale-NUS. I think President Levin’s work increasing the number of students who study and work abroad while at Yale has been great.”

“Also I and many students disagree with pushing forward the Yale “brand” to other parts of the world, especially Singapore. This collaboration feels too much like a corporate merger to be of true educational value.”

“I am against Yale-NUS, because I feel it is not the same quality or intensity of education we receive here. Additionally, I am concerned that graduates from Yale-NUS will detrimentally flood the job market claiming that they have a ‘Yale’ degree.”

“I almost didn’t come here because of the things I’d heard about the disconnect of the administration and because of Yale-NUS; my sister, who was very close to coming here, was very put off by the thought of Yale-NUS and it was a not-insignificant part of her decision not to attend.”

“I don’t think that an international presence should be at the forefront of the issues that are addressed with the new president. There has to be more of an at-home focus so that campus life here can be improved a little more. ”

“More international programs from fortified international relationships (also through international students) will broaden the scope and depth of exploration intellectually for Yale students.”

“I think Yale should refocus on its campus in New Haven rather than having a lot of administrators (and some faculty, now) spending time thinking about, or teaching in, partnerships abroad (Yale-NUS being the main example).

“I think the new President should really focus on the experience at Yale itself rather than Yale’s presence and ‘brand’ abroad.”

## **Financial Aid:**

- Do you have problems with how financial aid is done at Yale: i.e. critiques to work-study programs, scholarship applicability, parent contribution algorithm? Why or why not?

“...the financial aid contribution needs to take cost of living into account.”

"As a full scholarship student from a public school, poverty-level, first generation student, being given the opportunity to attend Yale has forever changed my life and the extent to my ability to acquire opportunities and incite change. I know there are more people like me in the nation and I think such an investment will pay out for Yale in the future, both economically and achievement-based."

“I was extremely satisfied with the amount of financial aid I received. I would like the current formula for determining aid to be maintained. However, I am only a freshman, and am told that financial aid can sometimes get less generous in higher years.”

“As a recipient of financial aid, I would like to see communication about what is expected of the family and the student be more explicit (i.e. I was not aware that you at first pay for your books on your own and are then expected to earn back that money with a term-time job. I think that would eliminate a lot of confusion and help students with planning).”

“More robust financial aid offerings are at the core of what has allowed Yale to become a much more socioeconomically diverse campus. I would like to see more students from the Midwest and south at Yale and making Yale more affordable will no doubt help in that.”

## Expansion of Yale/Residential Colleges

Should we go forward with the creation of two new residential colleges? Why?

“We should not continue the building of two more residential colleges. It really isn't fair to those new colleges and we lose intimacy as a class as a result.”

“Expansion of the Yale College in terms of student population should be discontinued (aka building new residential colleges). I feel like the current number of students is just right and adding onto it will affect student life in negative ways.”

“I believe that the new President of Yale should have a firm grasp of the residential college system and find a way to revitalize it in a manner that makes colleges more central to the college experience.”

"It's absolutely critical that the residential colleges roll back the standardization we've seen, and that masters be given power and independence."

“I do not believe two new colleges should be added. I understand that new colleges have been added in the past; however it is already odd that TD and Silliman do not live on old campus. With the new colleges 4 colleges would not live on old campus and they would be far away from the residential heart of Yale.”

"Keeping the student size of Yale the same, not expanding and building new colleges."

"Construction of new residential colleges can only serve to attract more talent to Yale. However, IT IS IMPERATIVE not to disrupt forcibly the residential colleges as they currently stand. The threat of reassignment stands to alienate the new colleges even more firmly than their comparative distance from the rest of campus. Moreover, one of the greatest benefits of the residential college system is the unique culture and tradition of each college, which freshman have the chance to grow into. It would be unfair to the incoming freshmen to have the upperclassmen spend their first years grumbling about their reassignment. / A far more productive solution would be to assign each existing residential college a number of rooms in the new colleges, making these new spaces available in the room assignment process just as any other room. Upperclassmen of the transitional generation would be able to maintain affiliation with both their original residential college and with their new home college (i.e. attend Screws and other events at both colleges, play on both or either college's IM teams, and so on). Generally speaking, upperclassmen would be performing a valuable service to the College if they were willing and engaged in the transition process. Making that process more attractive to the student is the best way to make sure that the transition students are engaged enough to actually build a culture and tradition in the new colleges.”

## **New President's engagement with students:**

Is it important for the next Yale University President to be more visible and engaged among students? Why?

“We need a President who is in touch with students—a campus celebrity. How can a person run an undergraduate-focused institution without hanging out with undergrads every once in awhile?”

“I'm appalled by the idea that it could possibly be acceptable to have a president who isn't engaged with Yale College students.”

"Above all, I want a president who will more actively engage with the student body. Things like greater transparency in decision-making, a more sustainable and ethical endowments, and more are all crucial, but those stem from having a president who is more engaged with students. Building that relationship allows us to express our concerns on those issues and more as they arrive, and is the foundation for progress on other fronts."

“I would like to see the president interact more with the student body. I don't think that our current president has done much of that.”

"The next Yale University President must have a lot of experience with the undergraduate student body. Yale is our first home-away-from-home and it's extremely important that his/her first priority is on-campus student life. Yale's undergraduate experience is completely unique to that of other colleges, so it's extremely important that this experience be with Yale students, not those of another college."

"I think it's really important that the next Yale president is closer to the students than President Levin was. Yale stresses that the administration is so close to the students but in reality it is not. I think it would be awesome for the school if the new president felt comfortable going into classrooms and being more involved in student life and really just spoke with students more. Maybe ate in commons for lunch some days, that kind of thing. "

“I would like someone who was approachable and willing to address student concerns. Yale needs to be more democratic in the sense that the administration should accept and consider more student input. I want someone relatable that cares not only about the funding structure of the school but also about the students and their experience here at Yale.”

## Qualities of the President:

"The Yale President should be someone who is widely respected and generally appreciated and liked by the community. Rick Levin fit that description. Larry Summers, for example, is someone who fits the opposite of that description."

"I would like the next president to not simply be a corporate money-raiser. The President of Yale is charged with preserving the treasure-trove of human knowledge and wisdom, which has been amassing since the beginning of time. Funding is only one aspect of this endeavor."

"Please, for the sake of this legendary institution, return the university to those who love the university. Elect faculty who will prioritize student learning, scholarship, and the liberal arts over career networking and especially Yale-NUS. This is so important."

"Levin, though effective, was rather unapproachable and did not engage with the undergraduates. I am hopeful that future presidents can take a little time to understand the student body they're working with."

"Qualification is important, but what matters most is what the new president can do for the students and the university as a whole."

"He or she should have some sort of moral backbone: I firmly believe that Yale stands for certain values. And this isn't just about Yale NUS. I think there have been many missed opportunities in which Yale could have taken a stance, and failed to do so. Whether it was Levin's comments at the 9/11 memorial, which only spoke in trite terms about tolerance instead of saying anything of substance, or the refusal to publish the Mohamed cartoons in the book by Yale University Press. My friends and I have often discussed how it is a shame that Yale seems to be losing some of its character and moral fiber as it shifts to being more corporate. I understand that never taking stances on issues is the best way to remain neutral and avoid alienating donors, but I think it really diminishes Yale. At the end of the day, I believe Yale should stand for something."

"The next president should actually be involved with undergraduate life. He or she should be seen around campus from time to time, and should be a familiar face to the undergraduates. The next president should care about the undergraduate experience: I don't know if I agree with people who say the next president should have a BA from Yale, but I do think that they should demonstrate a real commitment to keeping the undergraduate experience as a top priority. Maybe this is just my personal bias, but I do think their needs to be more attention paid to undergraduate life. For instance, I think it is a shame that students NEVER interact with or even see President Levin. Why can't he be more of a presence, as many of his predecessors were, and as many other university presidents are? Students would appreciate it, and it would also help the new president remain in

tune with what is on students' minds. I also think the new president should ensure the Yale experience remains enjoyable for undergraduates. Every year I am here I feel more and more rules and regulations are passed, and the feel is that this place is becoming more bureaucratic and less fun."

"I think it's vital that we have a new president who is supportive of responsible investment. The Yale endowment is extremely unique and well run and it's morally important for me, and other students, to feel that the investments truly represent our interests and the university's mission statement. "

"He or she should be an effective orator. This increases student morale at peer institutions."

"Pick someone who wants to be here for being at Yale, not who plans to use it as a stepping stone to future careers."

"While I think Levin has been an excellent president, I think there has been too much focus on the financial bottom line of the university and increasing the endowment at all costs. The consequence is forgetting what the endowment is there for: to make possible one of the best educations in the world. Levin's renovations and campus improvements have been a notable and welcomed exception."

"The president of Yale University has the unique position to influence one of the most powerful institutions on the planet. There needs to be a selfless man or woman who can inspire students of Yale to be selfless in their actions in making the world a better place for everyone."

"Yale's new president must be a vibrant presence on the university campus. He, but preferably she, must be involved with life at Yale, incorporate student opinion, and be more accessible to all. The new president should not unwaveringly stand by her own views while excluding the views of others. The new president should not prioritize improving Yale's image in the media at the expense of the disregarding or discouragement of student opinion. "

"The president needs to be someone who can represent and relate to the Yale student body. We don't need high and mighty white men to reign over us like this is still 1701. The president needs to be representative of the STUDENTS at Yale, not the rich people who donate buildings.

"The new president must be someone who is well-acquainted with the balancing act that managing a large university requires. The president should be a visionary with the ability to project into the future and communicate his/her idea of what the Yale of the future will look like, and the president must be able to effectuate change to achieve that goal. The president should have an international focus and be in touch with the needs and desires of the faculty and students."

"Realistically, what matters most is finding a qualified President.... Yale is big and needs someone brilliant. Being open to students, reflective upon their wants, and connected with the history and lifestyle of this campus are all great attributes of a good President, but they are by NO MEANS necessary: The current President of Harvard is extremely well regarded and she came from Penn ... and I am sure there were many well qualified Harvard grads who applied."

"The next Yale President should not be someone whose name is not well-known; he or she has to be personable and relatable, remaining active in the lives of students and faculty. However, he or she should also have a good sense of how to maintain the university while also taking steps forward as times change and the school must evolve and adapt. "

"I would like someone who was approachable and willing to address student concerns. Yale needs to be more democratic in the sense that the administration should accept and consider more student input. I want someone relatable that cares not only about the funding structure of the school but also about the students and their experience here at Yale."

"Please bring in a fundraiser. The endowment will provide the opportunity for all our other endeavors."

"The next president should actually be involved with undergraduate life. He or she should be seen around campus from time to time, and should be a familiar face to the undergraduates. The next president should care about the undergraduate experience: I don't know if I agree with people who say the next president should have a BA from Yale, but I do think that they should demonstrate a real commitment to keeping the undergraduate experience as a top priority. Maybe this is just my personal bias, but I do think there needs to be more attention paid to undergraduate life. For instance, I think it is a shame that students NEVER interact with or even see President Levin. Why can't he be more of a presence, as many of his predecessors were, and as many other university presidents are? Students would appreciate it, and it would also help the new president remain in tune with what is on students' minds. I also think the new president should ensure the Yale experience remains enjoyable for undergraduates. Every year I am here I feel more and more rules and regulations are passed, and the feel is that this place is becoming more bureaucratic and less fun."

"It is of utmost importance that the next president have not just the Corporation's goals at heart, but those of individual students, because WE ARE YALE. We are the movers and shakers of this place -- what makes it come to life. How can you not listen to students or be engaged with them?"

## **Specific Background of the President:**

“The next president should care about the undergraduate experience: I don't know if I agree with people who say the next president should have a BA from Yale, but I do think that they should demonstrate a real commitment to keeping the undergraduate experience as a top priority.”

"I don't think the next president needs to have a Yale degree or needs to have been part of Yale administration in any way. While it would be helpful if he/she already knew how Yale works and had some insight into what it's like to either be a Yale student, faculty or staff, it is more important that the president be insightful in general and have some knowledge of how a corporation or university works in a general sense.”

“It is also very important to me that our new president comes from an academic background, not a career in business or politics. To have someone who has been involved with Yale for many years, either as faculty or an administrator or both, would be ideal; someone who knows and cherishes Yale intimately and understands the Levin administration but is not necessarily a whole-hearted supporter of it.”

"I definitely don't think that the next Yale University president has to be a Yale graduate, but the next president should have some form of administrative experience at the university level. I do believe that someone who has studied the humanities is a little more well-versed in dealing with individuals so it'd be great to have someone from the humanities as the next president.”

"In my opinion it doesn't matter whether or not the next president is hired from within, but I think it's fairly important that the new president attended Yale College or any of the graduate/professional schools. I think that if the president holds a Yale degree, then he or she will be able to better understand student opinions and perspectives. Additionally, I hope that the next president is more approachable and more engaged with the student body.”

"While I feel that it is important that the new President have some kind of existing relationship with the university, I don't think it is crucial that he or she already have administrative experience. That being said, of course it would help him or her with the adjustment, but I don't doubt that there are many candidates without administrative experience that would be very qualified.”

"I am slightly concerned by the number of people on the search committee with business backgrounds. Because of this I want to emphasize that I believe it is crucial to find a new president from an academic, and not a business background.”

"The new President should have as much non-academic experience as possible. He or she should understand the urgent need to make American education more practical and useful, and decrease the



emphasis on liberal arts and other luxury hobby specialties. The new President should have the courage to address the anti-white racism and anti-male sexism that is far too popular at Yale and facilitated by organizations and cultural houses as well as the administration.”

"I think a person who has the development of Yale at heart, regardless of their academic background (Sciences/humanities/ Social Science, Yale alumni/not) or work experience (faculty at Yale/not) and has the necessary skills such as good administrative skills will be a great addition to the community."

"An academic president must be an academic first, and should be elected by fellow academics. The idea that a group of CEOs with little faculty and no student input could elect the best person to lead an intellectual institution is absurd and harmful to the values such an institution should hold."

"It would be nice for the president to have had direct interaction with students outside of the classroom, i.e. a master or dean of a residential college."

"A president with a scientific background. I think this is a hugely important criterion for selecting our next president, because the sciences have traditionally been overshadowed at Yale by the humanities and social sciences. The programs all exist, but the culture is heavily skewed towards Yale's large majors in the humanities and social sciences, with the one exception of biological sciences. The heart of a liberal arts education is a strong foundation in these three studies, as Yale College's Program of Studies asserts. Our classes have a designation of either SC, HU, or SO, and it is not fair for these three branches of the liberal arts education not to be equal in every sense. Having a scientist as our next president would continue President Levin's commitment to re-investing in the sciences at Yale and would serve as a huge energizing factor to the STEM community at Yale, as well as aiding in recruitment and admissions of students interested in STEM fields."

"The candidate should have a knowledge of the university, its workings, and its current situation; however, they should also have outside experience in business and/or (preferably global) politics. "

## APPENDIX II: Notes from Residential College Council Meetings about the Presidential Search

### PIERSON COLLEGE COUNCIL MEETING PRESIDENTIAL SEARCH DISCUSSION

*"What are the new issues the president will have to face?"*

- Sustainability initiatives
- More student opinion--he should host more forums where students can give input
- Continue the reforms in science and engineering
- Equality among the residential colleges
  - Better colleges have been brought down rather than helping to raise more stressed colleges. A mix of both would have been better.
  - The university advertises to freshman that the colleges are all "diverse." They should make an effort to make them so.

*"Yale and New Haven Relationship"*

- It does not look good that Mayor DeStefano has more input in the search than Yale students.
- Encouraging Dwight Hall
  - Keep/increase funding & support
  - Support New Haven-related classes
  - Dwight Hall provides cars for students in its programs – that should continue

*"Yale Athletics"*

- It makes no sense to increase athletics for a school founded on academic rigor.
  - We have a weak program that is not conducive towards fan support and school spirit.
- It is strange that in the '08 crisis we cut more for classes than for athletics.
- Yale-athlete relationships are weak.
  - No support from administration for injuries
  - Athletes stick to themselves
  - Often athletes feel judged by other students
  - There is a strong stigma if you're an athlete.
    - Yes, but it's like that at other colleges. Sometimes it is even worse. Some athletes are completely removed from student life. Athletes here are more integrated.
    - Being an athlete is not as bad as it is made out to be

*"International Presence on Campus"*

- There is a very weak presence abroad for certain language departments
  - few L5 options
- NUS is a bad idea.
- London is the only abroad program that's working

- Funding for summer abroad
  - It would be useful to know earlier what fellowships you do and don't get
  - More options--it's hard for students who are not on aid but can't afford a summer abroad either

- UCS is not very helpful
  - Does not work smoothly
  - Simply disorganized

### *"Educational Offerings at Yale"*

- Yale liberal arts
  - "Pre-law" is not a useful program; it feels very splintered.
- More business classes
  - Students should be able to enroll in more SOM classes.
- Side point: Econ major, for instance, is nice because of the non-focus on finance
- "Wouldn't it be hard to have more pragmatic classes?"
  - No "professional" majors
  - Liberal arts education has good foundation
  - There should be more cross-listed courses among majors
  - Much more valuable to have liberal arts majors
- Expand stuff outside of curriculum
  - Hack Yale expansion
  - Extend pre-professional programs outside of campus
- Greater focus on strengthening our current courses; many are very weak
  - Intro courses are weak; especially core ones in economics and sciences
  - Disappoints people who think they might want to explore a certain field
- Don't put the title of researcher over that of teacher

### *"Expansion of Yale"*

- Concern that it moves the center of campus away
- Increasing class size will cause strain

### *"Financial Aid at Yale"*

- Yale does phenomenal job with this
- Students love the fact that you can graduate without loans
- Student contribution issues
  - Very confusing
  - No way to know how much you will get or what each category really means
  - Summer programs are difficult to attend: stipend barely covers enough for living expenses, does not leave enough for paying Yale
  - Parental contribution algorithm is too obscure

*"New President's Engagement with Students"*

- There is virtually zero interaction between students and president
- He or she should make more appearances at undergraduate events
- 1 event per college: that would be a nice minimum to see him around
- He should really be more of a "Dumbledore"
- He should have more events like Halloween
- The positions of President and Dean of Yale College should be made more likable positions--make them more accessible and not so enigmatic
- To prefrish: "we are pitched that Yale is all about undergrads, yet once arriving it doesn't feel like that."
- Would love to see a president who is more visible
  - Walking around campus
  - Attending random events like freshman holiday dinner
  - For instance, he could sit outside Woodbridge Hall every once in a while, just so students see him
  - It would be nice to physically see him on campus

**SAYBROOK COLLEGE COUNCIL MEETING**  
**PRESIDENTIAL SEARCH DISCUSSION**

- Comments on the evolution of the Yale-New Haven relationship were very positive
- Issues of academic focus inspired the most conversation
  - Comments arose about the decreasing number of social science majors graduating from Yale College
  - Concerns about science class grading transparency were voiced.
  - Concern that Yale's science recruiting is outpacing the college's ability to even support such a huge influx of STEM students.
- The question of Yale's international presence didn't elicit quite as many responses
  - The Yale-NUS plan remains controversial
- Athletes have generally expressed hopes of a warmer relationship with the university's new president.

**BERKELEY COLLEGE COUNCIL MEETING**  
**PRESIDENTIAL SEARCH DISCUSSION**

We want a president who:

- Encourages diversity in our leadership
- Maintains an undergraduate focus
  - Actively looking out for interests of undergraduates.
- Has more of a Global Perspective:
  - Course Credits and Grade Transfers – more leniency.
- Has a better attitude towards athletics.
- Improves mathematics/science departments.
  - Balance across teaching.
- Connects connects more with the student body.
  - More transparency.
  - Perhaps monthly/semesterly talks.
  - More opportunities to get to know the President.
  - A personable President.

## JONATHAN EDWARDS COLLEGE COUNCIL MEETING PRESIDENTIAL SEARCH DISCUSSION

### -Visibility of the President

- Transparency is a big issue.

- Yale's a huge place, so he might not get anything done if he's meeting everybody.

- Town Hall meetings every now and then.

### -Liberal Arts at Yale

- There should be a handful of classes that are pre-professional.

### -Expansion of the residential colleges

- There shouldn't be more residential colleges like TD. The University is already overcrowded in many areas.

- Turn down so many people who could do so many good things here. Little thing like Durfees and seminars are hard to get into. Where do we go to class.

### -Presence in New Haven

- Presence in New Haven should stay the same not decrease. Student organizations do a good job already. Increase in off-campus opportunities even annex spaces.

- Yale is largest employer in New Haven. Some people like being in the Yale bubble.

- Have more New Haven publications on campus. Have more insight on what's going on around us. Presidential Service Scholarship should stay.

-Master's Thoughts: Search is a learning experience for the institution. This is after 20 years. Keep in mind that it is not the president of Yale College, it is president of the University. Vision and fundraising of the University rests with the President. For the luxuries we have, we're pretty small. We forget how unbelievably privileged we are. Have to think about what a college within a research University should be.

## **BRANFORD COLLEGE COUNCIL MEETING**

### **PRESIDENTIAL SEARCH DISCUSSION**

- Increased support for the sciences and athletics were two major points.
- Someone who understands the importance of the residential college system and who knows that Yale College is the centerpiece of the University.
- In addition, one of the most interesting points was that President Levin completely supported minorities and international students, shown in his support for the students being investigated by the NYPD last year, and the new president must share that same support. -Lastly, the stat that one in four students goes on to finance/consulting was brought up, and a major point was that the university and the UCS must have strong connections with industries (and grad schools) other than just finance/consulting so students have more options and are never funneled down one particular path.



## TRUMBULL COLLEGE COUNCIL MEETING PRESIDENTIAL SEARCH DISCUSSION

- They all stressed they would like to see a president who exhibits greater visibility on campus, particularly to the undergrads.
- There was also a desire for greater transparency between the president and the student body so that students can get a better idea of just what it is the president does.
- There was a push for a president who worked to improve relations between students and Yale Health, as there is a fear of getting in trouble amongst students about contacting authorities, at the personal level but also on behalf of a friend, when alcohol sickness is involved. Not entirely sure this is within the scope of presidential power, but students argued that student health and safety should be a priority for all administrators.
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- Students were in favor of pushing for greater ties with more foreign universities. Yale markets itself as a "global university," but students would like to see more evidence of this in places other than staples like Yale in London and the Yale China Association.

# Appendix III: The YCC Presidential Search Email

Below was an email sent out to all Yale Undergraduates on September 23, 2012.



YALE COLLEGE COUNCIL

Dear Yale students,

For the first time in 20 years, Yale will be selecting a new University President. The Yale College Council is seeking to incorporate student opinion to aid in this crucial transition. We will be compiling a report of undergraduate student opinion that we will present to Student Counselor Brandon Levin, who will in turn present it to the Presidential Search Committee. The university is calling on students for greater input than ever, and we encourage you to speak up and make your voice heard. You can do this in several ways:

1. **Survey:** The YCC has created a survey that will be the primary source of information for our report to the Search Committee. Click the link here to take our brief survey:

[https://yalesurvey.qualtrics.com/SE/?SID=SV\\_bd8vwKx24AEFFzL](https://yalesurvey.qualtrics.com/SE/?SID=SV_bd8vwKx24AEFFzL)

2. **Talk to a YCC Executive Board Member:** Have thoughts on topics like financial aid, support for athletes, and Yale's international expansion? Stop by and lend your insight. In addition to the survey, we want to gather direct student opinion. In order to do this, members of your YCC Executive Board will be available to hear your opinions at the following locations and times next week. Feel free to contact your YCC representatives as well.

[John Gonzalez](#) (President) -- Monday 7:00pm - 9:00pm (Bass Cafe); Wednesday 7:00pm - 9:00pm (Bass Cafe)

[Debby Abramov](#) (Vice President) -- Monday 3:00pm - 5:00pm (KBT); Thursday 8:00pm - 9:30pm (Bass Cafe)

[Leandro Leviste](#) (Secretary) -- Tuesday 11:30am - 1:00pm (Commons, front table beside swipe machine); Thursday 10:30am - 1:00pm (Commons, front table)

[Joey Yagoda](#) (Treasurer) -- Tuesday 3:30pm - 5:30pm (Bass Cafe)

[Bryan Epps](#) (Events Director) -- Wednesday 3:00pm - 5:00pm (Bass Cafe)

3. **Student Counselor Office Hours:** We encourage you to reach out to your Student Counselor, [Brandon Levin](#), via email or during his following office hours:

October 1, 11:30am - 2:30pm: Blue Dog Cafe in the McDougal Center

October 2, 11:30am - 2:30pm: Marigolds at the Medical School

4. **Town Hall:** Lastly, undergraduate students will have a chance to voice their opinion at a Town Hall Meeting with Search Committee and Corporation Members Charles Goodyear and Paul Joskow. This meeting will take place **Friday, September 28 at 2:30 pm in Battell Chapel.**

As always, if you have questions, concerns, or want to get more involved in the process, please contact a YCC representative or your Student Counselor, [Brandon Levin](#).

Your 2012-2013 YCC Executive Board,

President - John Gonzalez

(ES '14 | [john.gonzalez@yale.edu](mailto:john.gonzalez@yale.edu))

Vice President - Debby Abramov

(ES '14 | [debra.abramov@yale.edu](mailto:debra.abramov@yale.edu))

Secretary - Leandro Leviste

(TD '15 | [leandro.leviste@yale.edu](mailto:leandro.leviste@yale.edu))

Treasurer - Joey Yagoda

(CC '14 | [joseph.yagoda@yale.edu](mailto:joseph.yagoda@yale.edu))

Events Director - Bryan Epps

(SM '14 | [bryan.epps@yale.edu](mailto:bryan.epps@yale.edu))

UOC Chair - Aly Moore

(BR '14 | [aly.moore@yale.edu](mailto:aly.moore@yale.edu))

## Appendix IV: The YCC Executive Board's Discussion With Members of the Presidential Search Committee

Below was an email sent out to all Yale Undergraduates on October 5, 2012.



### YALE COLLEGE COUNCIL

Dear Yale,

Last Friday, the Yale College Council met with Trustees of the Yale Corporation and members of the Presidential Search Committee about student opinions on the next president of Yale. Although we still encourage you to [take our survey](#), which will form the basis of our final report to the committee, we want to update you on some of the topics we discussed and urge you to continue sharing your views with the YCC.

An overwhelming majority of students selected educational offerings as their top priority for the next President of Yale. Students supported the continuation of Yale's strengths in the liberal arts, but also called for strengthening the university's other departments. We advocated for introductory science seminars, more applicable computer science classes, and focusing on improving teaching quality in math, science, and engineering.

Students often choose Yale for its fun, accepting and collaborative culture. A large number of responses raised concerns that new policies are negatively changing campus culture. As such, we stressed the need for a Yale President who seeks to approach issues such as alcohol policy and off-campus life by prioritizing student safety over punishment. In addition, we affirmed the success of Gender Neutral Housing in making Yale a more open place.

We cautioned against expansion projects that did not directly improve the student experience. We called for the university to create more shared spaces for students from different residential colleges, either through loosening restrictions on residential college facilities or constructing a common student center.

Regarding the qualities of Yale's next president, we stressed the need for someone already familiar with the university, who is visible on campus and personally engaged with students.

Generally, we see this process as an opportunity to demystify the roles of the Yale President and Yale Corporation. We suggested that the Presidential Search Committee clearly communicate to students the job of the president to inform our views. We plan to announce a new initiative to foster dialogue between the administration and the student body soon.

Keep in mind that this meeting was not the last opportunity for students to get involved in the Presidential Search. Please fill out our survey ([https://yalesurvey.qualtrics.com/SE/?SID=SV\\_bd8vwKx24AEFFzL](https://yalesurvey.qualtrics.com/SE/?SID=SV_bd8vwKx24AEFFzL)) for our final report. The report will be submitted to the Presidential Search Committee on Friday, October 12. To ensure that your thoughts are included, please send us responses before then!

Your 2012-2013 YCC Executive Board,

President - John Gonzalez

(ES '14 | [john.gonzalez@yale.edu](mailto:john.gonzalez@yale.edu))

Vice President - Debby Abramov

(ES '14 | [debra.abramov@yale.edu](mailto:debra.abramov@yale.edu))

Secretary - Leandro Leviste

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