

Affiliation (Optional)	Candidate Strengths	Candidate Weaknesses	Other Comments
Administration	<p>Dr. Bernstein presented the most compelling vision for the University of Iowa, the need to make the University even better by building on strengths, to invest in these areas and divest in others. He was an outstanding, organized, confident, and convincing speaker. His record speaks to his ability to get things done. He is the strongest candidate for president of the University of Iowa.</p>	<p>Mr. Harreld, while he did well overall in the public forum and made his case, gave a scattershot vision, with only piecemeal ideas (in contrast to Dr. Bernstein). Let's try hybrid education, for example. Great idea. But that's not a vision. Krislov is not a viable candidate in my mind. He tried to touch all the bases, and ended up seeming distracted. Dr. Steinmetz is clearly a strong candidate; but he did not show as well as I would have suspected in the public forum, given his strong engagement in our Liberal Arts and Sciences review 2 years ago and his role at Ohio State.</p>	
Administration	<p>Executive experience at large public and large private institution. Understands the role of shared governance. Engaging speaker-- would likely be a strong fund raiser.</p>	None	Would be my second choice after Dr. Steinmetz
Administration	<p>Significant prior experience as a tenured faculty member, faculty administrator, and as a provost at a research institution; strong commitment to STEM fields and the humanities; strong publication record; and an eloquent speaker.</p>	<p>Dr. Bernstein seemed less comfortable talking "off-script" with faculty, staff, and students at the public forum; he seemed less familiar with the issue of sexual misconduct on college campuses and to some participants at the open forum they interpreted his comments as possibly blaming victims for making themselves vulnerable to sexual assault due to their own alcohol consumption; he did not appear to have done as much research about UI, Iowa City and the state of Iowa as Mr. Krislov had done. He would be a good advocate for UI with the Regents but I believe he would be less effective when speaking with legislators and average Iowans. His answers to questions at the open forum were less responsive to the questions asked than Mr. Krislov's answers.</p>	<p>Among the four candidates, Dr. Bernstein would be my second choice for the UI presidency.</p>

Administration	Strong academic values. High ambitions for the research mission of the University. Articulate and hard working. Good manager. Listens and open to exploring ideas. "Will hear you out."	Issues raised about his interpersonal skills: as follows: "generally polite and can be affable, but" e.g., "bad temper", "easily 'irked' by colleagues; can be impatient. Temper not always well controlled. Has a reputation for being irritable with people who annoy him, but sometimes his reaction can be warranted. Conflicting views on whether one can get out of his bad graces. Little interaction with donors or alumni.	I am reporting the comments that were shared with me from individuals who work or worked with Michael at Tulane. I cannot attest to their accuracy.
Administration	Senior level experience at comprehensive university (UC San Diego) and administrative experience leading academic programs at private university. Strategic vision.	Concern about response to questions about victims of sexual assaults and victim responsibility for those assaults.	
Administration	very intellectual and great understanding of higher education	not a demonstrated track record in fundraising, although has capability	would be a good leader
Faculty	Experience, seems like he is doing a great job at Tulane		
Faculty		Boring and uninspiring. Speaks in higher ed jargon.	
Faculty	Experience at large, research-intensive institutions. Multiple different institutions - and also has experience in government (albeit a while ago). Open to new experiences - given ability to move among institutions. Values collaboration in terms of identifying priorities for the University moving forward. A realistic but still optimistic view of higher education. Willingness to interact with faculty.	Some concern over stories in the media about diversity issues and other concerns that have arisen during his tenure at other institutions. One wonders - and can never know - whether these are difficulties that would travel *with* the candidate vs. those that are due to the immediate environment and the candidate just happened to be in a position of power at that time at that institution.	
Faculty	Specific, concrete suggestions focused on UI	Cold, distant persona that does not promise to represent the UI effectively	Acceptable but not outstanding candidate
Faculty	Confidence, assurance. Dealt effectively with question about political issues vs. quality of research and teaching.	Tendency to speak in lists and generalizations.	Strong candidate, good experience and background.
Faculty	Thank you for the opportunity to comment on the candidates for President of the University of Iowa. Michael Bernstein is my third place choice for president of the University.		
Faculty	Very articulate speaker and poised in Q and A. Background in economic history positions him as someone competent in financial matters and committed to a liberal arts field.	Could come across as a bit slick.	He is not my first choice but I support him as president of UI.

Faculty	All of the goals he lays out are significant and important for the various stakeholders. I appreciate his emphasis on diversity and cost-containment for students/faculty. He likely has some experience with that at Tulane, but it is not clear to me if the same strategies would translate to U of IA. His vision seems clear if traditional. I am encouraged by his focus on place-based excellence	The peer institutions he mentions have vastly different funding support from their own states which is critical for the opportunities that each university faces -- he does not acknowledge these differences. He talks about lots of goals but not a lot about how to implement them.	I'm struck by how few of his own accomplishments at prior institutions he mentions. I'm concerned about the scandals re: FEMA money mismanagement at Tulane and what role he might play in these.
Faculty	extremely intelligent extremely careful with words and rhetorically skilled. understands problems with nuance and complexity. crafts and delivers effective messages. deeply knowledgeable about fiscal and economic matters. much relevant experience gives him a genuine appreciation for the mission and challenges of a public research university. open to conversation and learning. fully appreciates the complexities of problems and solutions. understands the relationship between research and teaching. effective communicator and collaborator with different constituencies	experience at Tulane is not a 1:1 match with a public research institution	
Faculty	Articulate, energetic, had specific suggestions in Vision statement (though how to get there was absent)	In some senses, his talk was generic for any major Research 1 institution. High level leadership experience has been at a private institution, which is a different experience than a public institution. I would rank him the 3rd of the 4 candidates.	He mentioned Michigan as an example of what we should aspire to (along with Berkeley) which suggests that Krislov, who has been part of the Michigan leadership team might be a better choice.
Faculty	Strong experience in both large public and private research universities. Clear understandings of challenges higher education faces and specific plans for addressing challenges. Likely to command respect of various constituents.		He would make a strong president.
Faculty	Strong experience as teacher, researcher, administrator. Knowledge of all the key issues.	Confident, but not especially personable and not a particularly good listener. No experience as president; some question about his fundraising talents.	Choice #3.

Faculty	Powerful advocate for the university and the Liberal Arts in particular. Also experienced administrator in large academic research institutions, able to represent sciences and medical enterprise on campus. Good grasp of academic culture, value of tenure, diversity issues		
Faculty	He gave a very strong talk to the public. He also did a good job of answering questions. While Tulane is much smaller than UI it is a comprehensive university with a medical school. I think he has the right experience.	None.	I view him as an acceptable candidate.
Faculty	He generally answered questions well.	He absolutely blew the question about sexual assault. We don't need another leader who engages in victim blaming (teach them how to not be at risk? Are you serious?)	Also seemed relatively clueless about the medical side of things.
Faculty	Clearly the outstanding candidate. His statement and responses to questions were more direct, thoughtful, and concrete than any of the other candidates. Strong record of leadership in liberal arts and humanities -- sorely needed on this campus.		The clear-cut choice for UI president.
Faculty	Great breadth and depth in academic administrative experience. Great communicator. Would succeed with all stake holders on campus.		Did very well at the forum.
Faculty	Serious scholar, leadership experience at two major universities, including one that was dealing with a natural disaster.	Not as high energy (or glib?) during the public forum as some of the other finalists...but substantive, so not really a weakness	Of all four finalists, Bernstein offers the best combination of vision, appreciation of academic values, and practical skills and experience
Faculty	Very articulate. Talks a very collaborative style and seems to have lived it.	A little slick and formulaic in his presentation and responses--the "top 10" rhetoric is stale and counterproductive.	
Faculty	Extensive experience as teacher, scholar, and administrator. Understands academia, the many constituents an R-1 university serves, and the challenges of running a large institution.	Has not yet undertaken some of the key tasks of a president, such as serving as the university's public face and raising funds, but his career trajectory suggests he could learn. May not be as effective a communicator as candidates 1 and 3 are.	Would be an acceptable candidate for president, ranking 3rd in my view.
Faculty	On the face of it, I felt Dr. Bernstein was the strongest of all 4 candidates. He was confident, assertive, and sure of his position.	I have heard rumors of anger management issues. Our president needs to be assertive, and capable of making difficult decisions but he/she should not be prone to even occasional outbursts of anger.	

Faculty

Bernstein is ensconced in a provost position at his home university. He seems capable, but not especially affable or approachable. His answers to questions were never direct and frustratingly vague. That said, he would be a capable person for the presidency and I would be comfortable with his appointment.

Faculty

Seemed intelligent, well spoken.

Seemed a bit arrogant, not likely to consult stakeholders in making decisions. Had trouble understanding that the perpetrator is always the one at fault in sexual assault situations.

Faculty

I think this candidate has more experience in an academic setting than 2 of the other candidates, which is a huge plus. This gives me more confidence that he will be able to draw on these experiences as he is making decisions for UI. I also think that he is head and shoulders above the 1st candidate, Krisiov. To me he seemed more comfortable fielding and answering questions.

I worry that this candidate is not forceful or passionate enough. We have a golden opportunity in the campus to emerge as a leader in higher education. We can create initiatives to deal with student issues (e.g., sexual assault, tuition assistance), faculty issues (e.g., lecture lines, increasing tenure track faculty, reducing administrative costs), and staff issues (e.g., HR policies) and become leaders in this area, but I do not feel like Bernstein has the "fire" to push us forward.

No doubt Bernstein would be ok and could do the job (perhaps just as effectively as Mason). But I am not sure he would be outstanding, and Iowa deserves nothing less than outstanding.

Faculty

Decisive. Assertive. Conscious of full range of university. Polished. Professional. Careful.

Top down in style. Abrasive. Bit lacking in tact: comparison to Michigan and Berkeley. Seemed borderline tactless in not hearing concerns of students re sexual violence and minority representation.

Faculty

His in-person interview reinforced his credentials in running academic university programs. While Tulane has a medical school (which is a plus), he did not emphasize his interactions with that part of the university, though he will be aware of national challenges in health care. He is a polished speaker, thoughtful in his responses, who states he will work with BOR and faculty/staff to build personal connections and trust so even if discussions end in disagreements, things will move forward. Some of the notes on weaknesses below go to my perceptions on his personal interactions. It could be that his strong leadership/personality will be desirable for the BOR to use those skills at the legislative level?

He did not come across as comfortable in across the table conversations and his speaking style was somewhat overly forceful, which may not endear him to the public (less relatable to lowans?). He acknowledges that he needs to work on listening more versus his New York tendencies to be "right" versus "quiet". He also did not mention much on his desire or background in fundraising with external constituencies. As compared to Krislov, Bernstein did not seem to have done as much homework on the workings of our UI campus. This job was described as his next challenge after completing his post-Katrina work at Tulane. I was concerned that he seemed to suggest that disciplines without externally funded research (such as much of the arts and humanities) should partner with STEM disciplines (this seems artificial and not likely to succeed). I have a sense that if you were on the wrong side of an argument with Bernstein, he would not hesitate to bully you into coming around to his way of thinking. I am not sure how that may work with either faculty or the BOR. To me, he did not make it really clear why he wants to come to Iowa.

Despite all of the above concerns, I still feel that Bernstein has good potential to be an effective UI president.

Faculty

Very polished speaker.

His presentation and answers were very "canned" He had the physical presence of a leader but not the substance. He could be candidate for any university. I felt he should have done his homework on Iowa prior to his visit.

Faculty	I appreciated the aspiration level, to get UI on par with Michigan and Berkeley. I also appreciated his strong statement of protecting tenure--as someone who knows faculty at Wisconsin-Madison, this is a very important issue. Along with that, I noted his "passionate devotion" to academic freedom. He expressed interest in a diverse student body and faculty, which is good. His specific policy of bias incident response teams would be very helpful here at Iowa, if such a policy is not already in place.	In response to questions about the value of the humanities, he said he was "not eager to ignore the liberal arts." This is not exactly a ringing endorsement. He didn't have a good response to the question about the sexual assault epidemic here on campus, particularly in using language that blames victims. His aspiration to be on par with Michigan and Berkeley did not seem to appropriately account for the different population density and demographics present here, by comparison to those schools. It's good to have aspirations, but sufficient engagement with the details of our particular school would have been helpful in giving that vision a sense of traction. This candidate seemed competent, but it was difficult to get a sense for who he really is.
Faculty	This candidate did articulate a vision for the University that I could get behind and support.	He might come off as too polished for Iowa policy makers.
Faculty	Highly articulate; exudes intelligence and inspires people to strive for excellence; duly assertive in his personality--effective in dealing with diverse constituencies; combines a commitment to the arts and humanities with a deep understanding of economics; emphasizes cross-disciplinary interaction; an accomplished scholar who knows what it takes to excel in the area of research; shows vision and mental ingenuity.	
Faculty	Has a good balance of experience in research, teaching, and university management. Very knowledgeable, and a clear communicator	Excitement level
Faculty	Poised and clear, conveys confidence and calm, which would benefit him as a public representative of the University and fund-raiser. Appears to be respectful and realistic about the University's needs and priorities.	I wish he had articulated more specifics in his experience and vision. I think he would be a fine president for the University.

Faculty	Remarks: very good, well-planned, described the landscape well and fit his vision clearly into it. Knows what it takes and means to be a University President. He has a bold but attainable vision (with appropriate expectations about state funding). He has some good new ideas that Iowa has not tried yet and that could move us forward. He is a top leader at an institution with an academic medical center, so he knows how important they are and how to link the University and Hospital together. Handled the long-run aftermath of Katrina (for Tulane) very well, so knows about crisis management. Q&A: Much better than candidate 1 at confronting major issues embedded in questions. Was very appropriate in exhibiting sympathy for the underrepresented and disenfranchised, but then did a nice job of explaining the underlying big picture and how to approach possible solutions. Good solid understanding of the complexities inherent in today's major issues (that society and universities face), and also saw where we should make changes. Strong leadership exhibited.	None.	Out of first 3 candidates, my clear favorite. He would make a fantastic next President of the University of Iowa.
Faculty	His knowledge of economic theory should make him a good candidate in terms of understanding both the internal budget of the university as well as the fiscal climate (of crisis) we are now in. He also has an impressive publications record.	None of the candidates reflect diversity.	His presentation was 'stiff' but well informed, suggesting he would make a strong bureaucrat but would not be an 'image' president.
Faculty	Berstein's experience at UC-San Diego, Indiana, and None. Tulane, demonstrates that he is an exceptional leader with tremendous knowledge and experience. He is also clearly a stellar researcher who leads by example. He would make an outstanding leader at Iowa.		
Faculty	He has served many roles in academia from faculty member, department head, faculty senate President, Dean, and now Provost. Thus, he has a strong understanding of the different needs of the various constituents around the university. He had very specific ideas and vision that many faculty could support. He was direct yet likeable. He seemed to really "want" this job.	Some people in Iowa might find him too direct and confrontational. It is the "East coast" versus "Iowa nice" culture difference, but I think he can easily adapt and would do very well in addressing serious issues of the university.	

Faculty	I thought that Dr. Bernstein was particularly good in the Q&A at the open forum. He handled questions with grace and tact and seemed to be trying for a rapport with his addressees. Several of his responses were particularly impressive to me, and his most memorable quip was to the effect that "vision without resources is just hallucination."	The speech itself seemed formulaic and largely a series of predictable "bullet points" about excellence.	
Faculty	He has significant leadership experience at multiple universities. He has experience leading an institution through adversity and change. He appears to have an open and collaborative leadership style. His background will allow him to work with multiple groups both on and off campus.	His "east coast" personality may not fit well with some groups in Iowa.	I think he would be an excellent president
Faculty	Excellent understanding of the needs of the entire University, good academic background, ambitious, would support excellence in leading the University forward.	Excellent choice. Not as strong a communicator as Kristlov.	It's clear this process is rigged--for the amount of money we're spending on the Parker search firm, they are doing a lousy job communicating the opinion of the campus to the Regents. People who submitted questions on cards DID NOT get them asked. Clearly no one was in charge of handling them.
Faculty	Smooth public presentation, calm. High level experience at large public institution.	Vision was broad and rather generic--what's connection with Iowa values.	
Faculty	This is an extremely impressive candidate. He is clearly a stellar researcher who leads by example, and has a tremendous amount of administrative experience. He would make an outstanding leader for Iowa.	None.	We need a president with experience and credentials in ACADEMIA not business.
Faculty	Appears to be politically savvy	Came across as calculated and cold. Friendliness seemed 'forced' which is not the personality our president should convey to the university community or to potential donors	Not at all in favor
Faculty	Very articulate and well-spoken. Experience as Department chair, dean and provost. Tulane has a medical campus as well as liberal arts, so some experience with health sciences even though is a historian by education. Experience with student life issues such as drugs and alcohol which are significant problems at Iowa.	Although he provided thoughtful answers, they seemed to be overly rehearsed and potentially what he thought the audience wanted to hear. His stated goals were a bit over-whelming in their scope.	I thought that his most insightful remark was "visions without resources are hallucinations".

Faculty

Prof. Bernstein struck me as an aggressive leader for the U of I, and a strong manager. He has a distinguished scholarly record. His public forum suggested someone committed to shared governance and academic culture, while at the same time attempting to keep the U of I relevant to external stakeholders.

I contacted a colleague of mine who served as dean of a different college at UCSD while Prof. Bernstein was dean there. He suggested that Prof. Bernstein was not a popular dean, and that he tended to forge ahead with bold and controversial plans with or without consensus. He did not appear to be good at obtaining buy in from all the stake holders, and my contact suggested that his term as dean would likely not have been renewed because of it. Apparently he also was turned down for the Provost at UCSD, and possibly the presidency at Tulane for these issues. I have to admit at the public forum he didn't seem to speak like this person -- he seemed to embrace consensus and shared governance, and his answer to what he would do in his first 6 months (nothing but listen) was as good as one could hope. But I did get a strong sense from him that he favored bold and aggressive leadership, and his prior actions speak loudly. I'd be happy to talk more about my length phone call with this colleague if you want to reach me [REDACTED]

Faculty

Unapproachable.

He seemed exceptionally CANNED in his comments. He could have been speaking about any school anywhere. I did not have the sense that he had studied IOWA and was applying his background to Iowa. Mr. Krislov did a SUPER job of talking about Iowa City, the campus, the buildings, the people (students, faculty, staff) - even questioning for the Full Grassley - very nicell This was NOT the case with Mr. Bernstein. Of these 2 choices Mr. Bernstein is a LOW option 2 on my chart. Thank you.

Faculty

Very impressive candidate. Articulate and intelligent. As I indicated, I might have some policy Comes across as a very strong leader. Will probably disagree with him. But I don't expect a consult widely, but is also probably capable of making difficult decisions and holding his own against pressure. I suspect I'll disagree with him on some policy issues, but that is par for the course.

Faculty	Executive experience at research university; strong belief in faculty governance; tenure	seems not to have thought through some matters likely to arise in a university president's periw -- e.g., being responsive to feelings of under-represented minority students while educating them about First Amendment rights (which even boors possess).	projects earnestness, rather than enthusiasm (not a problem for candidate A)
Faculty	energetic; dynamic well thought out vision willing to listen to opposing views handled questions well with respect and as much specificity as possible		
Faculty	Polished presentation. Excellent academic and administrative experience.		A very strong candidate. Highly qualified.
Faculty	A clear understanding of the UI's history, mission and scope of operations. A proven administrative record. A good outlook and engaging manner. A sense of collaborative leadership. A strong scholarly record.	n/a	Bernstein would be ideal as president of the University of Iowa.
Faculty	Extremely thoughtful and articulate, able to describe his vision with compelling specifics. Above all, a commitment to greatness, as signaled by the mention of UCB and Michigan as aspirational peer institutions.	None evident; he was impressive.	
Faculty	He has held academic administrative positions from department chair through provost at well respected academic institutions. He has a solid record of personal academic success. His personal work and knowledge base spans the important disciplines of history and economics. He is a very good communicator (based on the public forum). He seems to be thoughtful and was able to give reasonable and often specific answers to questions in the public forum.	Based on this CV and public forum, there were no important weaknesses. I will say that in the public forum he often did not grasp the evident subtext of many of the questions. However, it may be the case that he did not wish to address controversial issues in such a public setting.	I regard him as qualified to be the President of the University of Iowa.
Faculty	Articulate, thorough, personable, experienced.	Not especially engaging with an audience. His talk was primarily a list of plans which could fit almost any research public university.	I thought he was not the one.
Faculty	Good background & experience Understands challenges in higher education	A little too generic in open forum presentation	Mostly positive impression

Faculty

* When an Iowa faculty member stands up to say how respectful and collegial this candidate's leadership has been at another institution where they were both on faculty, that is a strong testimonial to his ability to work with us positively and productively. * I admired his awareness of the difficulties with disability accommodations for faculty and staff, that we need to consider how to do this better ... because it is not done well at all here. * He seemed conversant with many issues in higher education, able to speak about a number of the pressing issues people in this line of work must consider. * He seems to have respect for and sensitivity about faculty governance, which is very important.

It's hard to be certain so early in the process and with so little time to see someone in action, but my inclination is to say this is the man we want to hire.

Faculty

Prof. Michael Bernstein was very impressive. He was a polished and intellectually engaging speaker. He is a distinguished scholar, but because of his background in economics, he can think like a businessman. He has held high administrative positions at other research institutions, so he has a wide-ranging and complex understanding of the issues facing 21st century universities. This was evident in the way he answered questions during his public forum. He clearly connected well with students, responding to their concerns with compassion and respect, never talking down to them. He was equally attentive to faculty and staff. He is a historian, but had a clear grasp of the importance of the health sciences on this campus and expressed interesting visions for interdisciplinary collaborations. He had a charming and authoritative public presence which will serve him well in his interactions with legislators, donors, and alumni. He came across as someone with a strong moral compass.

Prof. Bernstein is the strongest candidate for the UI presidency. He is sure to be a principled, visionary, and energetic leader. He seems to truly care about the people he will serve, from students to community stakeholders. He is brilliant, warm, and focused. In Louisiana, he is said to be contributing to Tulane's "brain gain." He should be selected president at the University of Iowa. The Board of Regents will be making a grave mistake if they pass him up.

Faculty	He was articulate and could communicate clearly about the issues important in higher education. He has a quiet presentation style but conveys accurate details.	Perhaps it's just unfortunate that he was the second candidate, but he was "too" quiet and calm. He lacked the enthusiasm conveyed by the first candidate, and while he knew the facts, it was harder to find them compelling. Some donors might appreciate his acumen, but it's hard to believe that he would attract donations from alumni.	
Faculty	Experience with a university that has research- and healthcare-oriented aspects, including graduate students. Well-spoken. History of community involvement.	I found troubling the candidate's comments about students putting themselves at risk for sexual assault, and his subsequent inability/refusal to answer questions about that problematic language.	
Faculty	much better academic credentials and experience compared to candidate #1. This candidate has significant scholarly achievements in his own right, as well as experience as a dean and as a vice-president and provost.		not sure how much involvement or interaction he has with medicine/healthsciences, but at least these areas are present at Tulane
Other	Has some good experiences and ideas that might work here.	[REDACTED]	[REDACTED]

Other	As an alumnus, I was impressed by the depth and tone of his presentation. Bernstein was thorough, offered detail, and showed conviction to the articulated principles through examples offered of his career. As someone who wishes to be seen as more than simply a source of funds or a ticket buyer, I am hopeful that Bernstein sees a role for interested alumni to help our students/young alumni in navigating their careers and acquiring the skills necessary to be successful (as their success reflects positively on the UI's reputation as an institution that prepares people to make a difference). As someone with a lobbying background and being acutely aware of the environment Iowa finds itself in today, I found Bernstein's articulation of the role of the University, its continuing mission and the value of that mission, and translation into tangible outcomes to be persuasive. Further, his background as an economist with an eye on public policy ought to help inform the UI's efforts to articulate the returns on investment to the taxpayers of the State.	Press reports indicate that some found his demeanor off-putting. I did not. Through observation of the public forum, I found his approach professional and serious, which struck me as perfectly appropriate for the circumstances. The next president will need to connect with external audiences effectively to push the institution forward. Bernstein's background and public comments offered little reference to working seriously in these areas before - aside from off-hand references to alumni. If, in other conversations, he has articulated a greater appreciation for a comprehensive approach which recognizes the contributions constituencies external to the institution can provide in addressing challenges then my concerns are allayed.
Other	Clear goals, supports Liberal Arts or alluded to and he is experienced.	I don't think he will truly understand the needs from the student body, faculty or staff. He did not address well questions about diversity.
Other	Outstanding educational background.	He lacked energy in his presentation. He did not demonstrate warmth or an ability to connect with others.
Other	1. Relaxed response to critical questions. 2. Some good ideas; e.g. minority faculty are needed to draw minority students; accessibility is important for employees as well as students and faculty.	1. Rapid, mechanical, off-putting formal presentation. Not as outstanding intellectually nor as effective on the podium as the previous candidate. (Note: I am an emeritus faculty member who taught at the U. of Iowa for 50 years). 2. Occasional lack of contact with reality, as on "setting a path to be on the same level as U. Michigan and UC Berkeley."
Staff	Solid vision and understanding of the academic challenges facing the University.	Would be a great asset to the University.

Staff	His discussion of Hillel house and Jewish culture seemed sincere and was discussed well.	He did not seem personable or sincere. Lack of experience as a president concerns me. His manner seemed tense and sometimes his jokes seemed to put people off of their questions. His answers did not seem well thought out and seemed to be series of phrases that did not always deal with the issues the questioner raised. Speech was dry and not engaging.	I am concerned by posts from students at Tulane University on the web, regarding Bernstein's handling of women's issues at Tulane.
Staff	Personable, articulate, intelligent. Good overall vision for any University.		
Staff	Big 10 school experience as well as other higher education experience. Experiencing a major disaster in Tulane, similar to ours here at Iowa.	At first I thought he was a bit strident, but when it came time for questions, he completely changed. He felt warm and truly concerned about our questions...so that's not really a weakness, but a strength!	I didn't get to attend this particular forum because I was out of town, but I did watch it online. He is in my top two for this position. If I had to choose just one-it would be Michael Bernstein.
Staff	Experience in higher ed in both faculty and leadership roles	Based on some of his statements, it wasn't clear to me that he understands what the President's role is in getting changed to occur on campus. It sounds like he wants to make declarations that things should or shouldn't happen, but it remains hard to know what he might actually do about them. Also, there seemed to be an assumption that we must be doing something wrong if we're not ranked with Berkeley or Michigan, rather than an understanding of what makes us distinct from each place, or what would really have to change to make that happen.	
Staff	Broad experience in large and small academic institutions; is directly addressing minority retention at Tulane and understands that recruiting and retaining minority faculty is key to retaining minority students; understands the pressures that can be applied from the state level--both financial and political; values the liberal arts and sciences.		I really like Dr. Bernstein's passion for the liberal arts and sciences, and his understanding that they are the foundation for the research and scholarship, as well as the foundation of an educated population. He understands and values shared governance and tenure. I like him, and I can see him as a university president, although whether or not he is the right fit for the University of Iowa is another matter. I'm not sure how much he understands about the power and potential of the Big Ten.
Staff	Among the most eloquently written and delivered speeches I've ever heard. Superior vision for the UI within the future of higher education. Hire this candidate!!		
Staff	Experience leading a complex mix of programs at Tulane	in forum, unable to get away from vague platitudes.	Unconvinced that he would be a real consensus builder.

Staff

Has experience with a highly recognized university with strengths in the liberal arts, natural sciences and health care. He was very articulate, has made tough decisions and found efficiencies while at the same time valuing perspectives of all stakeholders in the institution. His vita and academic background from Yale is much stronger than some other candidates. He appears to be responsive and willing to work tirelessly in the best interests of the University of Iowa.

This is my top candidate.

Staff

Strong administrative experience, strong understanding of higher ed. Very articulate.

Seemed like a generic candidate--understanding of Iowa was weaker than two other candidates.

Competent to be the president of the UI, but left me rather uninspired.

Staff

Considerable administrative experience. Had the most comprehensive vision of the candidates. Only one to include staff in that vision. Provided thoughtful answers to audience questions and patient with the many "soapbox" statements disguised as questions.

Mentioned ranks several times in his vision. Too many institutions remain high-ranking because of their past achievements so this in itself is not a worthy goal. Achieving excellence is a worthy goal.

Staff

He has a solid background but not exceptional compared to Steinmetz.

I thought his prepared remarks were very low energy and careful, like someone not wanting to make a mistake. But he also didn't strike me as someone who would be very inspirational or motivational as a leader. He grew more comfortable in the open question period and warmed up to the crowd, but he made several statements that were not well-thought through, like the suggestion that UC Berkeley and Michigan would be good aspirational peers for the University of Iowa.

Staff	I have strong doubts about his ability to lead this university, so no strengths cited.	His presentation was little more than empty rhetoric. His handling of questions from the audience was inept, especially regarding sexual assault and international students. Regarding international students, he began answer to a question about how the university will adapt to the rising number of international students on campus by talking about how much money they bring in and then followed up by talking about how they create a better more diverse experience for "our students" which, in his mind, didn't seem to include the international students. It was inept and insulting to the international student who posed the question. His answers about sexual assault on campus were paternalistic and uninformed, focusing only on how we can "keep students safe," and particularly focused on the drinking culture as the problem. This was a simplistic, victim-blaming characterization of one of the biggest problems facing our campuses today and was completely unacceptable for the leader of this university. He also referred to problems related to racism as "obnoxious incidents."	Having this man as president would be a step backward for this university. He brought nothing of interest to the table and demonstrated an outdated understanding of diversity issues.
Staff	Strong academic background, experienced, knowledgeable about higher Ed issues	The diversity of this entire group of candidates. Lack of knowledge about Big Ten, Midwest, boiler-plate answers	
Staff	None observed	Dreadfully boring. Underwhelmed.	Can you please post the surveymonkey links on the presidential search home page or if they are there, make them more prominent? Thanks.
Student		This guy spends the majority of his time serving on all the popular and politically correct committees. He must have been so popular at UCSD! Aren't there more qualified candidates among the sophomore girls at West High?	Who leaves the California University system in favor of Tulane? This guy's nothing but a cheap resume builder. He clearly doesn't possess the character we expect here at the UI. Although, come to think of it, none of our presidents, with the possible exception of Hunter Rawlings, has since James O. Freedman. Why are you assholes always picking a president who is worse than the one who is leaving?
			I heard about his comments on sexual assault, and it was as grotesque in its reinforcement of rape myths. Selecting him as President would be paramount of an attack on the female student body at the University of Iowa.

Student

Bernstein seemed so level headed and was calm in the face of some difficult questions, which would be a huge asset on a campus where difficult situations seem to pop up weekly. It seems like he has a strong commitment to discussing issues with students and staff, and I know I would love to get to sit at a roundtable with him and other student leaders to talk about what we can do to improve our campus.

I think he would need some more education on the language used to talk about sexual misconduct, specifically on not victim blaming. That being said, I also think that the University of Iowa community has been made hyperaware of the language surrounding sexual assault, and that Bernstein had good intentions with the ideas he proposed surrounding changing our culture.

Student

I met with each candidate during a student breakfast. This candidate had a refreshing candor during our conversation and invited debate. I was impressed by his understanding of sexual misconduct dynamics and experience handling cases as a university provost. I appreciated his respect for a sense of place and interest in engaging with Iowa communities.

Unknown

Michael Bernstein is has a breadth of experiences that makes his well qualified to serve as the President of the University of Iowa. He has a good understanding of the totality of a major research university that includes a major medical center, and has a vision that can lead us to a successful future.

Unknown

I am impressed with Bernstein's stellar record of rebuilding Tulane after Katrina. He demonstrated his understanding of the complexity of a larger research university such as this and that many stakeholders. I was not pleased with his answers at the public forum in response to challenging questions about sexual assault on campus, for he seemed to frame the problem narrowly as one of teaching students to make better choices. However, he did his homework and responded to question in ways that were thoughtful and respectful. I like his attention to Iowa's role in the Midwest and state of Iowa. I have confidence in his ability to raise funding, to further the teaching/research/outreach missions of the university, to be its public face, and to maintain the integrity of the university.

Unknown	Highly polished presentation, thoughtful and skilled in answering questions. Will work well across stakeholder groups, both internal and external.	
Unknown	<p>He has a clear commitment to the humanities and interdepartmental collaboration. He spoke well; such that I wanted to continue listening to what he had to say. I think his background in history and economics is quite relevant for the current needs of academic institutional management; he is aware of the real financial concerns and politics of the university, and willing to think out of the box about solutions. I also appreciate the community engagement / open listening approach to developing university vision.</p> <p>He had some challenging questions, and wasn't able to respond appropriately to concerns about sexual assault and harassment on campus. He blamed victims, but ignored the major problem of universities failing to appropriately manage offenders. I don't think he understood the flaw in his response. His revenue model hasn't addressed ethical issues.</p>	
Unknown	<p>extensive administrative experience at a Research university as an economist. Mr. Bernstein would assuredly have an intrinsic grasp of the budgetary challenges facing the university strong publication and grant writing record (ACLS, Mellon, NEH, Fulbright) well spoken; communicates well</p>	strong candidate
Unknown	<p>Exemplary experience in scholarly & teaching side of university life; extensive experience in upper administration in both public and private major universities, good communicator, understanding of diversity and issues of student safety, understanding of financial challenges, excellent track record.</p>	An exemplary candidate. We'd be lucky to have him.
Unknown	<p>Dr. Michael Bernstein is an energetic communicator, and seemed to have a genuine affection and affinity for Iowa. He was able to identify critical needs and opportunities for the University and higher education more generally. He understands the need to make the case to legislators and the public. His commitment to the encouragement of passion and engagement, and the discovery and creation of knowledge speaks well to the leadership needed of the next Iowa President.</p> <p>I found Dr. Bernstein's talk slightly less engaging than those of Dr. Krislov and Dr. Steinmetz. While the seemed to very effectively "check all the boxes," I found his presentation lacking a bit in conviction. This may well be due to the time constraints and his desire to make a comprehensive presentation.</p> <p>I would rank Dr. Bernstein third among the first three candidates, all of whom I find to be fine prospective presidents. Unfortunately I found the final candidate, Bruce Harreld, lacking in experience, and lacking the requisite deep understanding of Academe to lead the University.</p>	
Unknown	<p>None for this position</p> <p>No demonstrated ability to lead a complex academic research institution and medical center and/or lead fund-raising</p>	Not qualified to be President of U of I.

Unknown	A very well-prepared candidate. Knowledgeable about UI and articulated a clear vision.	
Unknown	Broad range of academic experiences; extremely accomplished as a scholar; enjoys great reputation as a fair and effective administrator	Top candidate, along with Steinmetz
Unknown	Strong academic background, good big picture ideas. Good balance of academic and administrative work and accomplishments.	Communication style is indirect and comes across as condescending.
Unknown	For over 30 years affiliated with prominent Private and Public academic research Universities including Yale, Princeton, University of California San Diego (20 years) and Tulane. Rose in the ranks at San Diego from Assistant Professor of History to Chair of the Department of History and then to Dean of Arts and Humanities in 20 years. His opening remarks were impressive, comprehensive, and delivered with precision and passion. He addressed the qualifications of a President, the economic and financial realities, his vision and his specific goals for faculty, for students and alumni and for staff. His academic pedigree and leadership track record are excellent. His on-campus interview in the open forum was successful.	A possible weakness would be the limited national recognition and leadership of major national organizations and membership in National Academies.
Unknown	University admin leadership experience, faculty experience. Good public engagement skills	None perceived
Unknown		CONFIDENTIAL August 28, 2015 University of Iowa Presidential Candidate Forum Michael Bernstein, Ph.D. in Economics (Yale) Professor of History and Economics and Senior Vice President for Academic Affairs and Provost at Tulane since 2007 Qualifications: For over 30 years affiliated with prominent Private and Public academic research Universities including Yale, Princeton, University of California San Diego (20 years) and Tulane. Rose in the ranks at San Diego from Assistant Professor of History to Chair of the Department of History and then to Dean of Arts and Humanities in 20 years. His opening remarks were impressive, comprehensive, and delivered with precision and passion. He addressed the qualifications of a President, the economic and financial realities, his vision and his specific goals for faculty, for students and alumni and for staff. His answers to questions were direct, clear, not wavering and reflected his past experiences, his values and convictions and his administrative style. His reference to Michigan as a model required his further elaboration that he referred to their graduate and professional programs and faculty accomplishments. "Not that we become like Michigan, but that we develop what is special about Iowa." The following paraphrased remarks reflect his particular strengths: "Our accomplishments as a University reflect the activities of our mind, heart and our spirit". "It would be folly for me to give you a vision that would be top-down. Instead I would provide a platform for debate to create Iowa's vision
		Excellent candidate

Unknown	Speaks well; knows how to talk to multiple constituencies; can think on his feet; would not be easily intimidated	Glib. Seems not to have a grip on differences between UI and UC schools, either culturally or in hard realities, even after (clearly) having done some homework. Tired tired stuff about rankings, always rankings (don't we have deans and DEOs who can worry about that?). Sounds ready to sell humanities downriver. Does not appear to take minority or sexual-violence issues all that seriously. Does not seem to recognize educational depth and talent among staff. No mention of postgrad employment. No mention of T/A/lecturer/adjunct issues.	He sounds more like somebody's heavy than like a university president. Okay to be a heavy sometimes, we need that, but we should have a more interesting and deeper person than he seems to be. Made me miss both Rawlings and Skorton, who were committed to excellence, understood the humanities, and...were both far more secure than this fellow appears to be, while still being tough nuts. I'm glad that Cornell and the Smithsonian recognize their worth but still wish they were here. To me, they represent what Iowa is at its best. Also, who is this young NAACP woman? She's terrific! So's the CPS hospital lady!
Unknown	Assertive, informed, specific, detailed, able to make tough choices and not parrot out the most popular words	Can seem aggressive	Much much much better than Krislov or Mason