

17 October 2019

James Pillen, DVM
Chair of the Presidential Search Committee
c/o Secretary of the Board
University of Nebraska Board of Regents
3835 Holdrege Street
Lincoln, NE 68583

Dear Dr. Pillen:

I write at the request of Walter E. Carter – Ted, as we know him – who I understand is a candidate for the presidency at The University of Nebraska. In my opinion you could not make a better choice.

By way of introduction, I am the president at Bucknell University, and have been for the past nine years. Prior to that I was at Stanford University as an undergraduate and doctoral student for nine years, and a member of the faculty for 26 years. I also held a number of administrative positions at Stanford, including department head, senior associate dean, and vice provost. From 1999 to 2011 I served on Stanford's Executive Cabinet, the senior leadership group at the university.

I've known Ted for about five years. Navy, like Bucknell, is a member of the Patriot League (except in football), so we met as members of the league's President's Council when he became Superintendent of the Naval Academy. We interacted frequently, on and off the record, and used a number of mutual interests to build a close relationship. I also served as the Chair of the Middle States Commission on Higher Education's accreditation review of the Naval Academy during Ted's period as its Superintendent. This afforded me the opportunity to hear from dozens of people at the Academy about Ted, without him being in the room.

Thinking about leadership, and especially university leadership, I am firm in my belief that absolutely nothing is more important than *integrity*. With a 24/7 news cycle and cell phone cameras everywhere, I think we all understand this, but Ted's measure of integrity is absolutely fundamental to who he is; it has nothing to do "not getting caught on camera." In every discussion I was always cognizant of Ted's honesty and commitment to transparency, whether it was a personnel matter, a decision about resource allocation, how to handle divisiveness, or anything else. I never saw self-interest; I never saw dithering over the ramifications of a tough decision; I never saw him take the expedient path. Consequently – because *everyone* saw this – Ted's opinion was highly valued and always respected, and his leadership was not titular but

based on moral authority and deep respect. I learned from Ted, for instance, that contrary to the “Hollywood” view of military leadership, the need to give “an order” was almost always a sign of failure. Until I saw that, through Ted, I would never have believed it.

Another essential characteristic of high-performance leadership is *fortitude*. University leadership is an all-day, every-day job with relentless pressure from irreconcilable forces, demands that always exceed resources, and expectations that no human can fully meet. The toll on one’s mental, physical, emotional, and spiritual resources can be overwhelming. Many deal with this by shutting down or shutting out, by assuming an imperious manner, or simply by avoidance. The end result is always the same. Some, however, have learned to deal with these demands by a combination of “learned maturity” combined with a charitable outlook, deep wells of experience, and a natural tendency to build consensus through patient listening, transparent debate, and knowing when to yield and when to press.

Ted demonstrates all of this so naturally that it seems like he was born to lead. This should not be a surprise. Here’s a man who rose to three star rank, served longer than any previous Superintendent at the Academy, and has more carrier landings than anyone else in the entire history of the US Navy (and the second most in world history). While some will deploy “nerves of steel” to their own benefit, Ted served sacrificially throughout his career. I knew that when he retired from the Navy he would want and need to find an outlet for this kind of leadership, and so I believe Nebraska would be the beneficiary of all this and more.

Lastly, I want to be explicit about Ted’s *character*. If ever there was “an officer and a gentleman” it is Ted Carter. I never once heard him tell an off-color joke, or engage in “locker-room banter,” or seek personal advantage of a situation. He is reserved without flamboyance, easy-going and natural, affable and interesting. Ted demonstrates that kindness is a virtue, and mixes easily with a wide range of people. He believes deeply in diversity, equity and inclusion, even though he comes from an environment that not always has, and sought to build this into the culture of the Navy.

I could go on. As I said at the top, in my opinion you could not do better than Ted Carter. Knowing the concerns of any search committee, let me say plainly that I know of absolutely nothing that remotely disqualifies him, and believe instead that he would make Nebraska proud *every single day*. I consider myself extremely fortunate to know him well. If we served together in the military, I’d follow him to hell...where he would engineer a victory.

Please call with any questions.

My best,



John C. Bravman



MIT
2001-

Yale University
1996-2001

Stanford University
1990-1996

Columbia University
1984-1990

October 21, 2019

Dr. James Pillen, DVM
Chair of the Presidential Search Committee
c/o Secretary of the Board
University of Nebraska Board of Regents
3835 Holdrege Street
Lincoln, NE 68583

Dear Dr. Pillen,

It is an honor to write and recommend Admiral Walter "Ted" Carter for the presidency of the University of Nebraska.

I am the Director of the Forum for the Future of Higher Education, a national research center resident at MIT. The Forum studies the forces shaping the future of higher education and Admiral Carter has been an integral part of our work for many years. He has actively participated in our programs and projects at Aspen, the Brookings Institution and the Council on Foreign Relations.

I have never come across anyone more qualified by quality, character or experience to lead a large, complex, public research university. Admiral Carter's commitment to and leadership of the U.S. Naval Academy is legendary in the industry, as is his leadership of the U.S. Naval War College. He is skilled and adept in addressing issues as varied as academic excellence, financial stability and growth, innovation and learning science, ethical behavior, and anticipating and planning for the future. He is a visionary, goal-oriented leader who is as comfortable in the "halls of power" as he is "rolling up his sleeves" and tackling a developing problem.

Most important, to me at least, are the qualities that are often difficult to discuss and often overlooked but are essential for a successful university presidency. These include humility, curiosity, conviction, strong ethics, self-knowledge, respect of others, calm under fire, capacity to work tirelessly and ability to inspire and lead. Admiral Carter possesses these qualities in abundance.

Admiral Carter has significantly and beneficially influenced my work... and life. He has made us better than we were. I am confident he will do the same for the University of Nebraska. I recommend him to you with great enthusiasm and without any hesitation.

Very truly yours,



Joel W. Meyerson



18 October, 2019

The Selection Committee for the President of the University of Nebraska

To Whom It May Concern,

I am writing this letter to express my strongest possible recommendation for Vice Admiral Walter “Ted” Carter, U.S. Navy (Retired) for the position of President of the University of Nebraska. I’ve known Ted Carter for more than ten years. When I was the top officer in the United States Navy from 2015-2019, Ted worked directly for me as the Superintendent of the United States Naval Academy.

Ted is the *exact* leader to take the University to the next level of performance and prestige.

As the final part of a stellar career as a Naval Aviator, including command of a nuclear-powered aircraft carrier, Ted has been leading the Navy’s most important academic institutions for the past six years. Both of these schools thrived under Ted’s steady and innovative hand.

Ted Carter has all the qualities of a senior leader in education.

- He’s brilliant! Can think his way through any problem, no matter how complex or sophisticated. Can synthesize technical, social, financial, and political problems better than anybody I know. Completed the U.S. Navy Nuclear Power School - our hardest academic curriculum; essentially a masters degree in nuclear engineering, including six months operating a training nuclear power plant. And while Ted is super intelligent, one of his most powerful attributes is that he is a lifelong learner - he will listen and understand before he talks.
- He’s got unlimited energy! Always on the move. A lifelong athlete, Ted still keeps himself physically fit with regular workouts. Competes at the marathon level of racing. Because of his deep appreciation of the role of athletics as a teaching and teambuilding force, he integrated varsity sports into the educational and ethical developmental fiber of the Naval Academy while he was the Superintendent.
- Rock-solid integrity and character! Has been tested over and over - annealed in the crucible of combat and operational stress. Moreover, Ted is passionate about developing the character and ethics of young people. He builds leaders who make us proud.

- Proven leader! Ted has led at the highest levels in the Navy, and has been consistently recognized for the quality of his performance. He has led both small teams and large organizations superbly. As an indication of his skills as a leader, Ted was awarded the James Bond Stockdale Award for leadership. This is the Navy's most prestigious award for leadership, distinguishable because the winner is nominated by their peers - singled out by their colleagues in command.
- Practiced and experienced communicator! Ted has an innate ability to be able to size up very complex matters, and distill them into easily-understandable points. Can converse with a diverse range of people - essentially everybody! Ted's been terrifically effective when talking to students, faculty, trustees, fundraisers, politicians - just about everybody. What comes across clearly every time is how well Ted has mastered his material, and how authentically he connects with people.

Ted Carter is a superb choice for the position of President of the University of Nebraska. He has excelled in a broad range of challenges, most recently at the highest level of academia. Ted Carter will make you proud that you chose him for this duty and honor.

Very respectfully,



Admiral John Richardson, USN (Ret)
31st Chief of Naval Operations

17 October 2019

Dear Selection Committee,

Walter "Ted" Carter receives my highest recommendation for the position of President, University of Nebraska. In my 25-year career at the United States Naval Academy (USNA), I have worked for nine Superintendents, which is the civilian university equivalent to Chancellor or President depending on the institution. Vice Admiral Ted Carter was hands down the best leader of USNA of these nine very accomplished men.

My descriptions of Vice Admiral Carter's leadership abilities and resulting positive impacts on the USNA come from the perspective of a long-serving faculty member who fully embraces the mission of the USNA "to develop Midshipmen morally, mentally, and physically and imbue them with the highest ideals of duty, honor, and loyalty in order to graduate leaders..." as I am involved in all aspects of this development. Specifically, I am an accomplished researcher and teacher in the chemistry department, I helped to develop and continue to execute the signature leadership education program for our student-body leaders, and I am in my twelfth year as the USNA's Faculty Athletics Representative to the NCAA. I believe that the work I have done in all three areas of the USNA mission over the years makes me qualified to assess the work of our Superintendents, including the longest serving one, Vice Admiral Carter.

The USNA has many things in common with civilian institutions but also has characteristics that are unique to military institutions thus making the job of Superintendent quite challenging. The faculty of the USNA is 50% civilian and 50% military yet we follow a shared governance model not unlike that of most civilian universities. During his time leading the USNA, Vice Admiral Carter always made himself available to the faculty, including regularly addressing and fielding questions from the Faculty Senate as a whole and frequently meeting with the President and Vice President of that body. As a member of the Faculty Senate Executive Committee during his time at the USNA, I felt that Vice Admiral Carter was very open to suggestions from the Senate and even if he ultimately disagreed with a request, he always presented the "why" behind his decision. From his experiences with civilian faculty both at the USNA and at the Naval War College, I believe he understands the uniqueness of leading people who have the freedom earned with tenure and who in general, are not open to being lead in a "rank structure" such as the navy from which he came prior to working in these higher education environments.

Vice Admiral Carter also understands the importance of having people from diverse backgrounds from his experience in the operational navy. As the leader of the USNA, he continued to champion diversifying our homogeneous faculty and somewhat more varied student body. He not only spoke of the goodness of diversity but he empowered us to hire more faculty of minority status and supported the admissions board's work such that they brought more students to USNA that were not the same as the existing majority gender and race. His actions in this arena resulted in actual change rather than just discussion about change, which I had witnessed under previous leaders of the USNA!

Finally, my main interactions with Vice Admiral Carter came from him being my direct supervisor in my role as USNA's Faculty Athletics Representative (FAR) to the NCAA. As FAR, I am responsible for monitoring academic integrity of and institutional control over our athletics program and I work to ensure student-athlete well-being. Of the three Superintendents of the

USNA during my time as the FAR, Vice Admiral Carter was the most open to learning about our athletics program and to hearing honest opinions from me about what could be done better in that part of the institution. He had an unmatched way of empowering me to do the job of FAR correctly and completely yet he expected me to provide data or facts to back up any thoughts I had about possible areas that needed his attention. I never felt as if my lack of naval service caused Vice Admiral Carter to treat me differently than my military colleagues. He is a true professional who has accomplished so much in his life yet remains humble and personable. The more we traveled to athletic conference and NCAA meetings together, the more I realized how lucky the USNA was to have a leader who understands higher education even though a majority of his career was spent in the operational navy. Watching Vice Admiral Carter interact with numerous presidents and chancellors of other institutions was impressive as he could field their never-ending questions about flying jet planes without really telling them all that he had accomplished and in the next part of the conversation, he could hold his own in detailed conversations about leading a university.

I honestly believe that Vice Admiral Carter would make a great choice for the next President of the University of Nebraska. He is an amazing leader who has experience in higher education and perhaps more importantly, experience outside of higher education. He has a proven record of success empowering navy personnel to excel at numerous commands and doing the same for midshipmen and faculty at the USNA. I wish you the best as you search for a new leader. In my educated opinion, I believe you will not find a better leader than Vice Admiral Carter!

Respectfully,

Christine L. Copper

Christine L. Copper, PhD
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Faculty Athletics Representative
United States Naval Academy
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