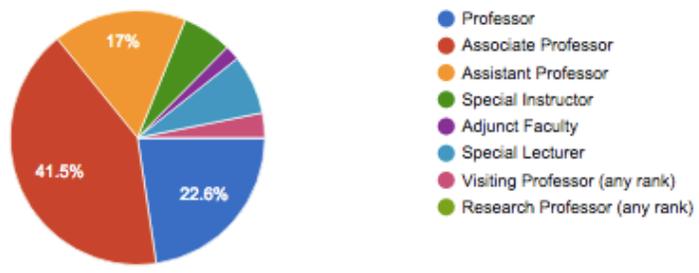


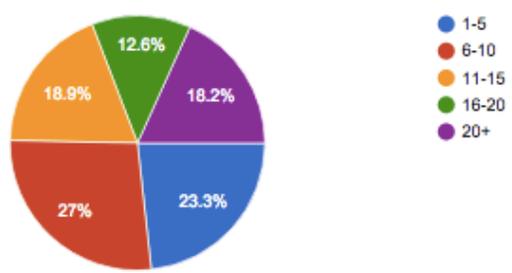
**Survey of the Faculty, by the Faculty: Oakland University presidential candidates.  
OU-AAUP  
4-28-2017**

**Results for candidate Carl Camden, PhD**

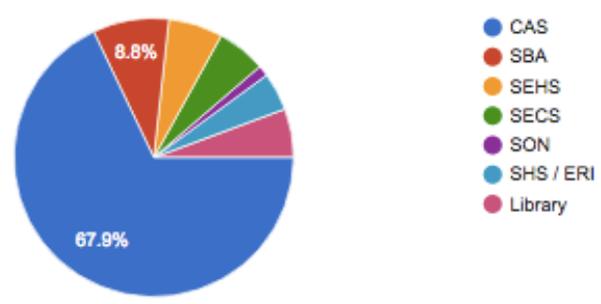
What is your current rank (159 responses)



Years working at Oakland University? (159 responses)

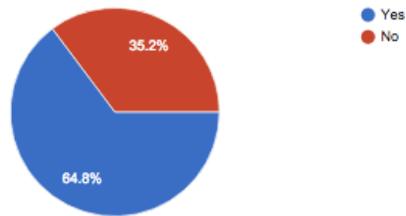


School / College? (159 responses)

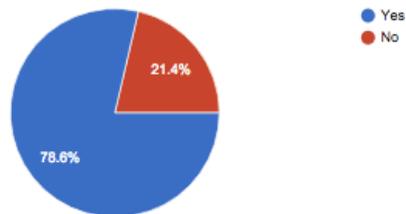


Did you attend an open forum or have another opportunity to interact with the candidate (Camden)?

(159 responses)

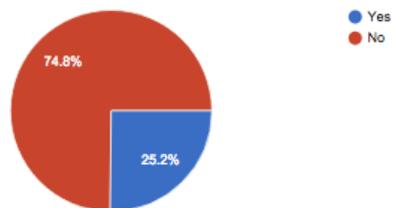


Have you read anything written by the candidate (Camden)? (159 responses)



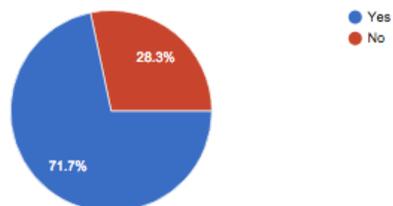
Have you watched a recorded performance/interview of the candidate (Camden)?

(159 responses)



Have you read any news coverage/reportage concerning the candidate (Camden)?

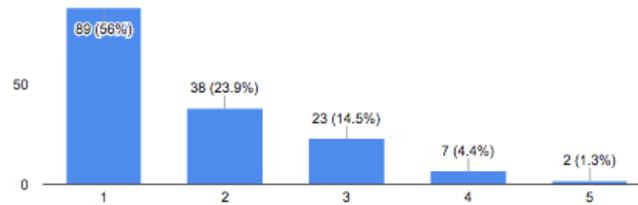
(159 responses)



The following graphs use a scale from 1 to 5: 1 = Strongly Disagree, 5 = Strongly Agree.

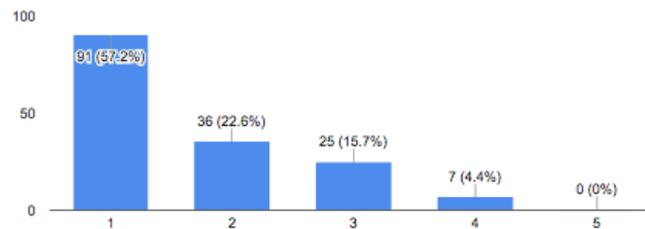
The candidate (Camden) understands the problems facing Oakland University.

(159 responses)



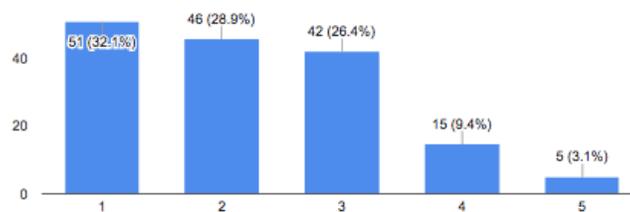
The candidate (Camden) has a vision for Oakland University that is achievable.

(159 responses)



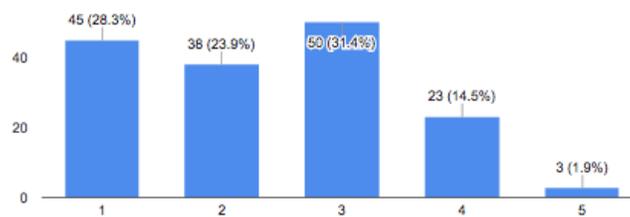
The candidate (Camden) has the ability to effectively lobby on behalf of the University in Lansing and Washington, D.C.

(159 responses)



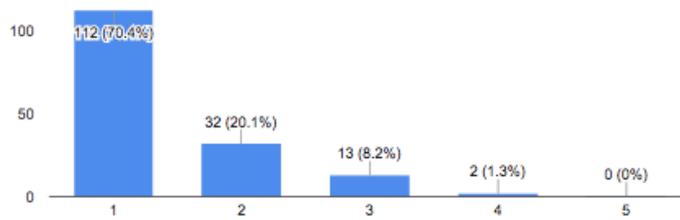
The candidate (Camden) has the ability to fundraise effectively for Oakland University.

(159 responses)



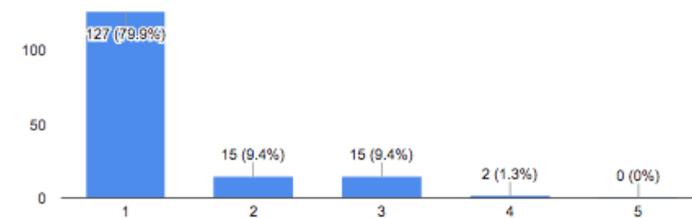
The candidate (Camden) will create a better learning environment for students.

(159 responses)



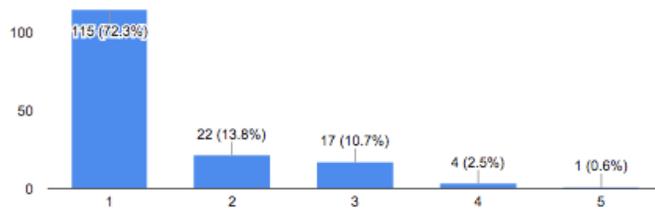
The candidate (Camden) will improve the morale of the Oakland University community (including faculty, staff, and students).

(159 responses)



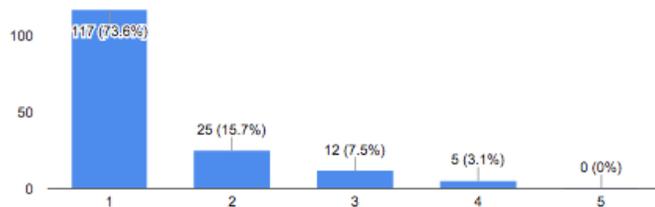
The candidate (Camden) has the experience and background to be a successful leader of Oakland University.

(159 responses)



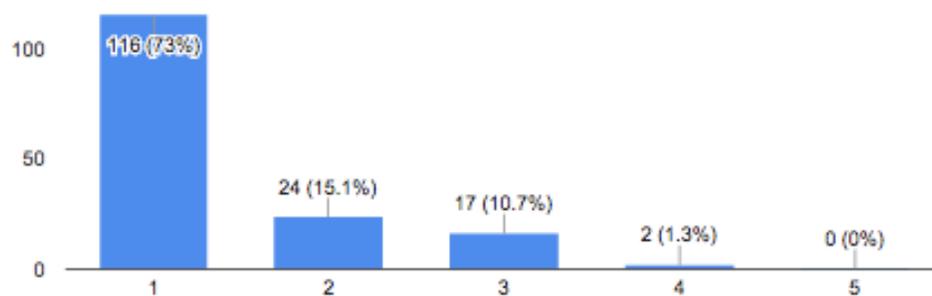
The candidate (Camden) will advance the academic mission of the institution.

(159 responses)



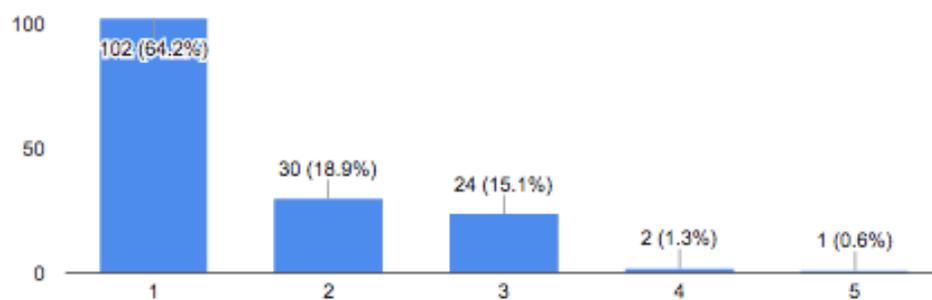
**The candidate (Camden) will create a cultural orientation that respects the unique contribution of the faculty.**

(159 responses)



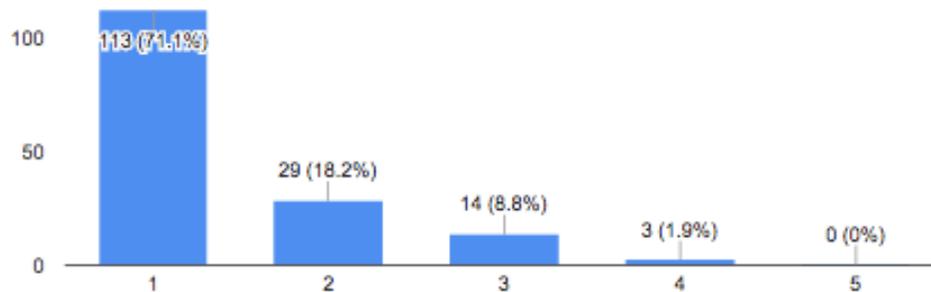
**The candidate (Camden) will create more appropriate support for faculty research.**

(159 responses)



The following graph used a scale from 1 to 5:  
 1 = Not a good fit for Oakland University's needs.  
 5 = An excellent fit for Oakland University's needs.

What is your overall rating of the candidate (Camden)? (159 responses)



You may comment on the candidate (Camden) here. Comments will not be identifiable. (50 responses)

He is completely unsuitable for this position: no relevant experience; no dedication to the core mission of higher education; blustering, egotistical personality that will not serve well in fundraising efforts.

I will resign if Mr Camden is appointed President.

He is fundamentally unqualified for a leadership position in higher education in general and at Oakland University in particular. He seemed to know nothing about us as an institution, and was incapable in a public forum of articulating what the university would look like under his leadership. That he was a finalist for the position is frankly mind-boggling, a slap in the face to every member of the OU community; students, faculty, staff, and administration alike.

I would hate for OU to become Dr. Camden's neoliberal experiment in training students to become indentured members of the "gig economy". A university president should have a better estimation of employment prospects of university graduates, rather than stating that there are no good jobs out there anymore.

Based on reports - he had no vision. Didn't do his homework and criticized the university, faculty and staff for creating a strategic plan that he claimed wouldn't work. He would not qualify to be a full professor here and his promotion of the gig economy is not only bad for OU and its faculty but for the nation as a whole.

Camden has some interesting ideas about partnering with business to raise venue, this is a good idea on principle but he had no understanding and made no mention of any other type of fundraising or issues we face with Lansing. He made no attempt to learn about Oakland, who we are and what we do. His vision for the future of higher - education is better suited for community colleges and vocational training schools.

Will be an embarrassment to university. Showed very little knowledge and preparation.

This candidate does not value the arts.

Camden demonstrated willingness to lobby on behalf of OU at the state and national level, but did not express knowledge of, or interest in understanding, other key elements of the university, especially its academic mission. His comments about the problems with OU's strategic plan, in terms of how it wasn't 'actionable' and lacked specificity, were not only vague but also inaccurate, as it seemed he was in possession of an outdated version of the plan. Camden would only be suitable if he was willing to be completely hands-off, with respect to the university's academic mission, and instead dedicated himself to fundraising and lobbying.

I got the impression that he was not well prepared for Oakland university and that this is a retirement job from his point of view. He is possibly another easy president that will just do what specific board members will want him to do. I do not see him willing to lead on issues that are harming faculty morale at this time. I think he will just use his temp philosophy to try for more SL spots and less full time faculty at OU.

Would be a very poor choice for university president.

From his open forum it is clear that Camden did very little research and knows very little about OU or what is involved with being a university president and what is best for students or faculty. I am shocked that after conducting a national search the board honestly believes that someone from Troy who was the CEO of a for profit temp company and has virtually no experience in academia and none as an administrator is potentially the best candidate to lead this university. The choice reeks of nepotism and a lack of understanding of what are the qualities we should be looking for in a president who will truly make OU a stronger academic institution.

The candidate was not prepared, did not research the needs and issues facing Oakland University, and did not answer the questions well at the open forum. He didn't want to commit to a vision, didn't want to outline his vision and mission for Oakland University, and didn't address nor seem aware of how to lead Oakland University into the future. It would be a shame if the BOD offered the position to him. No slides, no thoughts about OU in the future, no answers to direct questions, no ability to think on his feet, and no vision for the future. In addition, he lost his calm and cool at the end of the questions. It was not appropriate to continue to state: I can't tell you what I would do now, I'll have to wait and come to OU and communicate with you all to assess the issue then. Also, he is not the appropriate face of Oakland University.

Has leadership experience and expertise, however no current academic experience or expertise.

Apart from the fundamental notion that academics are better able to manage the academy, I'm concerned by the approach this candidate brings. College is not vocational training; though it can help with that, it serves a purpose far beyond job training. I fear turning OU into a vocational institution one step above a junior college creates real risks to our students, places them in a position to only obtain low end employment through a staffing firm like Kelley Services, and will do long term damage to the ability of future alumni to make the kind of donations the Board says they want.

I find it hard to imagine a worse candidate for this position. Hiring him will destroy what little is left of the already terribly damaged faculty morale and severely exacerbate existing tensions between faculty and administration/BoT.

He did not display a deep knowledge of OU. He often answered questions in the open forum by saying "I can't go into the specifics of [X topic] because I don't know the current state." He obviously hadn't done a thorough job researching the university (which is publicly available information). He also mentioned several times that OU doesn't have a strategic plan (which is wrong).

He is incredibly unsuitable for this position. He has questionable (at best) positions on diversity and the role of the free-market in higher education. He would run this place like a business and not like a university, which will cause a consumer-model of education that will be incredibly detrimental to student learning and university/research advancement.

Camden has not participated in academia in any capacity for quite some time. At the forum he was not openly enthusiastic about the institution, actually dismissing ideals—concerning diversity and the virtues of higher education—that the faculty value and promote. OU can do better than this. This is not acceptable.

Mr. Camden will have a steep learning curve and will face serious resistance. He did not do his homework before his visit. He could make some significant and necessary improvements to the abysmal state of the administration of this institution.

Camden is concerned with the ongoing trend to treat state universities and higher education in general as a subsidiary of economy. Success in this view is measured by the ability to integrate students into the labor force. I disagree fundamentally with this perspective and urge the responsible parties at Oakland to find a candidate who measures success in terms of personal enrichment and critical thought as opposed to upward mobility and economic viability.

I was astonished at the lack of preparedness Dr. Camden displayed in his open forum. He did not present a vision for OU, and did not make it clear that he'd done any research on OU beyond enough to identify our mission statement and strategic plan as "inactionable." I found it further troubling that Dr. Camden said nothing of faculty research during his open forum, and lamented only that good researchers were awarded with less teaching. I think the morale of the faculty would be significantly harmed (more so than it already is) by the hiring of Dr. Camden.

I found him unprepared and disrespectful. I don't believe he did anything to prepare himself for the forum. He deflected questions when he didn't have an answer, and kept insisting it was irresponsible for us to expect him to answer before he got here and became familiar with the university. But, anyone who was remotely curious about Oakland could find out a great deal about us just by exploring our website. I think he expects to be handed something without any effort on his part. What I read of his writing was narrow in scope and bases success on the number of graduates that are fed to society to fill needs in the workplace. He spoke about Japan's success steering students into the job market. The first thing that came to mind when I read that is that Japan has the second highest suicide rate in the world. He is a businessman and not an academic despite the fact that he taught years ago. I think he is not interested in this position, just the prestige. I think his ego would not mix with the colleagues I truly admire campus-wide here at Oakland.

He did not seem well-prepared for the forum with faculty and was not impressed with the strategic plan or the mission of the university. He said the strategic plan was unachievable (I believe that was his word), and he seemed to be unimpressed with the mission statement. Perhaps he would rewrite both. It is disconcerting that he has had so little experience as a leader in an academic setting. I don't know if it has been proven that competence with leadership in the business community translates effectively into competence with leadership in academia (or in the government, for that matter). He seemed rather casual and offhand in the forum and perhaps this was his personality. He admitted that he had a lot to learn, and indicated that he would build a strong group around him to help. It is possible that he seemed more attractive to faculty members in some schools on campus than others. Some questions to him were downright hostile. It is also possible that with his record at Kelly Services, he would be attractive to staff, as he did appear to be genuinely interested in the importance of workplace issues. But it is difficult to know if someone who has worked in such a different environment and is being described as 'non-traditional' (Free Press) would be a good leader at Oakland University.

I am disappointed that the board is moving in the direction of a non-traditional candidate. OU is up and coming because of its strong faculty. This move seriously undermines our trajectory toward academic excellence.

I do not believe Mr. Camden is a good fit for Oakland. If Oakland truly wants to be a more well-respected and competitive institution it will not hire him. I would really question Oakland's choices and its future and be much more likely to go on the job market if he gets the job.

This was my response to the BOT survey—I have significant concerns about Dr. Camden serving as President of Oakland University. While I am not opposed in principle to someone coming into a position such as this through a track that does not reflect moving up the academic administrative ranks, I am opposed to someone who comes into a position such as this having little to no understanding of the job of being a university president. Dr. Camden would have been well served by doing enough research on OU that he might have identified specific strengths and initiatives. I sense that Dr. Camden sees Oakland University as a laboratory for enacting ideas that he has long touted about higher education. He also seems unaware of many of the ways that higher education has changed since he was at CSU near 30 years ago. The old saying a solution looking for a problem comes to mind.” While focusing very little on education as institutions such as Oakland, he spoke at length about addressing a range of problems in high education, many of those related to issues outside of OU’s missions, such as 2-Year programs. While I can appreciate his wanting to come into a position such as this with an open mind, I think he has confused this with coming into the presidency with an empty mind about Oakland University (at least beyond his criticism of the Mission Statement and Strategic Plan). What he could not address in the forum was the strengths of OU that he might share in the community and beyond because clearly he either did not find out what those strengths might be or doesn’t believe there are any. He seemed more concerned with questions about why he was taking the job, than actually answering any of the questions. When asked about something such as study abroad, is it so difficult to champion the experience of immersing oneself in another culture. His sole suggestion was bringing more of the world to southeastern Michigan, which is hardly the same. In an interview published in October of 2008 <<http://www.sbnonline.com/article/attack-of-the-clones-how-carl-camden-redefined-diversity-to-protect-kelly-services-from-groupthink/?all=1>>, Dr. Camden, in addressing how diversity is often defined was quoted as follows: “If you did a poll, I’m certain it would be racial background, ethnicity, gender, maybe lifestyles if you’re more enlightened,” he says. I know that several people considered asking about his use of the term “lifestyle” at the open forum, but it seemed like a bit of a “gotcha question” to ask in such a setting. However, if the Board of Trustees does not clarify his position on LGBTQ+ issues, questions might be raised as to whether you are doing your due diligence. He kept talking about the cost of an education, but he had no real suggestions as that to do about it, in general, or at OU. On a related issue, he seems unaware of the centrality of fundraising to the position of university president. His sole nod to the fundraising role as a university president was making a joke about putting his arm around the new Kelly Services CEO. Both in today’s forum and in a sponsored video on the Free Press website, he mentions having given up tenure, or what he characterized as a lifetime job, as if that is what one most misses when leaving a university teaching position. We are supposed to see Dr. Camden as highly qualified to be OU’s next president because of his business success. This reflects a grave miscalculation about the nature of higher education, particularly at an institution such as Oakland. The president of a school such as ours must be more connected to the academic mission than Dr. Camden is qualified to do. I love Oakland University. I love our students and my colleagues. However, I fear for our future if the BOT believes Dr. Camden to be a good fit for our institution. It tells me the Board of Trustees understands as little about higher education, in general, and Oakland, specifically. Additionally, I found Board of Trustees Chair DeVore to be overly defensive and dismissive when challenged. His chiding of a colleague who criticized the way the search had been run, particularly in comparison to Western, was unattractive. By the way, only 3 of the 22 Search Committee members at Western were from their Board of Trustees (one of those a Trustee Emerita). This is

quite a different ratio than our search committee appears on paper, much less how its work was actually completed. It is also interesting to note that their next President is being lauded for his extensive academic background.

A very inappropriate candidate for an educational environment that values every kind of learner in a variety of programs.

I think the lack of familiarity with university responsibilities reflects a much deeper problem at the board level. They are selecting candidates in their own image, without any clear understanding of the intellectual responsibilities of a university in a democratic society.

There is a lot to say about how Dr. Camden's ideology will negatively affect the culture of Oakland University. But there is something much more basic about his candidacy that should disqualify him from any further consideration: his bid for the position has been lazy. His materials are sloppy and his presentation demonstrated a failure to research our institution. This cavaliness would be unacceptable for candidates to lesser positions, and it should utterly disqualify Dr. Camden from consideration to be our president.

I cannot accurately fill out this survey. I have not seen, read or heard anything by either of the candidates

Not an acceptable candidate.

Camden's appointment will have very negative implications. He does not understand the basic problems confronting public universities, and will not be able to chart a course for Oakland. I am not convinced that he is disposed to learn more about us or respect our opinions.

Mr. Camden seemed unprepared about Oakland University. He is likely to bring business attitudes that are contrary to academic values.

To appoint Camden as president of Oakland University would be catastrophic. He is emphatically unqualified, having never held a senior administrative position in any college or university. He promotes a needlessly radical and poorly thought-out vision of higher "education" that would convert the university into nothing more than a site of vocational training. He appears remarkably unable to think of work, academic and otherwise, in any terms other than the narrowly economic. He seemed unaware that universities are tasked not just with preparing students for future employment but also with producing new knowledge and cultivating a civically-engaged public. He was woefully unprepared for the question-and-answer session of the open forum. But perhaps most unsettling is the frankly Trumpian rhetoric that Camden employed in his open forum presentation in Oakland Center. Camden was unable to make a case for his appointment as president without denigrating the work done at Oakland, especially the work done on our strategic plan. Like a true bully, he had to insult us in order to build himself up. He painted us, needlessly, as an institution in crisis and suggested that only he had the ability (in strategic planning) to save us. Only he, Camden seemed to suggest, could make Oakland great again. To present such an unqualified candidate as a finalist for the position of university president was an insult to the students, faculty, and staff of the university. I hope the board and the presidential search committee will not amplify that insult by making the mistake of hiring Camden.

Yes, Camden "has a vision for Oakland University"--one that will turn it into Kaplan/Davenport/Phoenix/etc. with value attached only to job training (and probably not very good job training at that). He seemed completely unprepared for his interactions with the OU community and knew little or nothing about OU or even higher education in general. Would he hire someone at Kelly who interviewed so poorly???

Did not appear to have an in-depth understanding of the research process or funding, student debt, and especially the needs for diversity on campus.

From his CV and reports from both the Oakland Press and people who did attend the open forum, Dr. Camden appears to be absolutely unqualified to be a university president-- no higher education experience in decades, no research or teaching activity again in decades. I truly cannot

fathom how the search firm could have identified him for the presidential position at a university with doctoral programs and a medical school.

Carl Camden is not qualified to become a university president and if he becomes the only candidate then the search should be declared a failed search. He does not have the upper-level academic experience and expertise that is needed to be a successful president of a university. He left academia to become a businessman 30 years ago and he thinks higher education is just about training a workforce to be entrepreneurial self-employed or temporary workers without benefits. His talk and his writings are about turning universities into job-training institutions, which is not an appropriate mission for a university.

He is a CEO. He has no experience in an administrative capacity at the university level beyond department chair. This was for one year. This was 30 years ago. This makes him uniquely unqualified for this position, let alone a university of our size, complexity, and reputation and prestige. His responses were vague, and didn't allow for in-depth insight as to how he would lead with regard a variety of issues. Any clarity or specificity he did bring to his responses was in regard to STEM subjects, which are important, but he seemed to emphasize these areas at the expense of all others. Past speeches and panel discussions I found on YouTube had him speaking of the frustrations he had with "the professor class" as far as how slow it is in having programs and changes approved in order to help students become "trained" more quickly. His ideas on speeding up this training and making it more accessible and quicker appear in more than one speech. This will water down the educational experience for our students, and will lead them to be less prepared, and not more, upon graduation. He made false statements about the mission statement, and generally talked about all that we need to improve, when in fact, OU is on a good trajectory and needs help and support to be able to continue climbing. Our students, for instance, have many reasons for attending OU, and many different goals. For some, it may take them a few years to complete their education. For others, it may take more, and for a variety of reasons. However, there is no question that our students are well-prepared for any challenge they may face, and that they are generally happy with the experience here. We know that. We see that every day and every semester. It's complex. He doesn't understand this dynamic. Because of his background as a CEO, I also fear for the shared governance of our programs, our budgets, our research, and in general, what I perceive to be his attitude about a "professor class." The education of our students will suffer, we will lose students, and we will lose faculty. Morale will sink. For the future of our university, we can not and must not hire him.

Not enough academic administrative experience to be president of a university.

If he is hired I will not accept him as our president. He showed shockingly little knowledge of Oakland and its needs.

I'm concerned from reports from those who attended the forum with him that he came without any knowledge about what OU is about. This smacks to me of a lack of respect for the constituency he is seeking to serve. But far more disturbing from the speech he gave, "Training the American Dream," is his (implied) vision of higher education as having for its sole purpose the servicing of business and industry, i.e., the need to repurpose the curriculum to fit industry demands. This strictly utilitarian agenda is alarming, especially given the nature of the times we live in today that demand critical and visionary thinking as well as training in active citizenship. I oppose, in the strongest terms possible, the hiring of this candidate.

I read the CV of #2 - she is certainly better than #1. However, I am concerned by her frequent job hopping during the last 10-15 years, every 4-5 years moving to a more powerful job. I am afraid that OU would be another stepping stone for her. She is better than #1. The best option for us is to call a failed search - we deserve better.

Dr. Camden was either unable to learn anything about OU or unwilling to do so before he met with faculty here. It seems the only thing he knew of our mission and our efforts to achieve that

mission was that one of our MBAs had been given his old job. His answer to student questions demonstrated a troubling lack of empathy, and he demonstrated no understanding of how to connect with his audience. I suspect he is not accustomed to being questioned or to explaining his vision or values. I also suspect his vision and values align well with a for-profit institution, but not with a public institution of higher learning and research. To my mind, we were introduced to only one candidate for the position of university president: Dr. Camden was not a serious candidate, he is not a candidate any university should take seriously, and he clearly did not take his interview for this position seriously.

He will try to turn the university into a temp agency, likely demote rather than promote the standing of this institution and the faculty, scaring away research money. Shades of Trump University. Bad idea.

I am strongly against having an individual who cannot answer a direct question, and just boast about his accomplishments, as our University President

I am in shock that from 61 potential candidates we ended up with the two that are the worst match. What is going on with the search committee and the board of trustees? We are not a business we are an academic institution that has an obligation to our students, donors and the Michigan tax payers to deliver on an academic promise of excellence. The institution has lost trust on the board of trustees. The two candidates are not a good fit for OU. Are the board so removed from the institution that they feel they should have a 5 members of the board decide on the worst two candidates possible and then submit those recommendations to the remaining 5 members for a vote and think that the university community will not question this decision. Is the board not concerned about the climate in the university? Were no lessons learned with the appointment of the COO another former board member to the OU leadership structure? I encourage the board members to take a walk on campus and spend some time visiting each school and college. Get to know the students, their needs, the dedicated faculty, staff, and our loyal donor base who are often local and have direct connections to OU shaped by their personal experiences. Trusting and gifting to an university is an emotional experience it's not the same as changing banks or choosing one bank over another, a decision based on convenience and customer service rather than emotion. Please make the right decision for Oakland. Cancel this search and make a sincere effort to advance the agenda for OU not the board.

I found the open forum to be an utter embarrassment. His lack of preparation, condescending attitude, and lack of understanding of academic life were troubling. I have heard from others that his answers with the union were stronger, but on the whole I believe he is an unbelievably, embarrassingly poor choice for President.

Camden is obviously not qualified to be president of Oakland University, or any university for that matter, if those qualifications demonstrate a tested commitment to student well-being. His candidacy obviously reflects the trend in higher education toward corporate values and neoliberalism which in fundamental ways undermine the basic tenets of a liberal arts education. One aspect of this corporate mentality is that Camden cannot for the life of him see any value in education beyond its ability to feed students into a work force that itself is hostile to its workers. His forum made clear his values are in conflict with tenure, he cannot articulate the challenges students face, he was so obviously arrogant (he had a lot to teach US about how a university is made most efficient), that he took no time to learn anything about OU. All his talk about the "conversation" he would have once he got here, made no mention of FACULTY GOVERNANCE, and every example he gave for the issues he would be interested in pursuing came from his experiences running Kelly Services. The forum was an abomination, an insult to us. There is already a track record in higher education (Mizzou, U of Wisconsin) for the failures of trying to impose a corporate structure on an institution that can only thrive on faculty governance, tenure, funding for student life and health service, smaller classrooms, less administrative bloat (which demands tuition raises), and support for faculty in all its myriad ways, from funding research to

providing an official family leave policy. What I find most repugnant among all the other repugnancies, is his obsession with channeling students into the work force as quickly as possibly, offering a kind of drive through service for students (who are of course the customers) that is no nonsense. Has he any glimmer of an understanding that learning is slow, painful, and messy?! That it has to be messy for it to mean anything? I'll bet that when Camden was raising his children he didn't treat them like customers. I'll bet he didn't give them everything they wanted because the customer is always right. When his children went through K-12, they were also not treated like customers. The university, also as a space of learning, cannot (and this only takes common sense) be a space where "students" (and I think they are still called "students") are not challenged or their thinking is not given the time and messiness it needs to develop critically and deeply. His apparent measure of a university's greatness is its efficiency in funneling students into a job. And this is such a pinched, narrow vision that it cannot happen. A university has to serve all its students, and the majority of students I've worked with want a job, of course, but see the university as a place where they can find the opportunities to explore their options, explore themselves, explore ideas, be rigorous in their thinking, and develop a well-informed, multi-dimensional worldview. I fear that a president who can only see the job outcome as the measure of greatness will not serve a diverse student body as he should.

Questions regarding this survey may be directed to the OU-AAUP.

Email to [Barns@oakland.edu](mailto:Barns@oakland.edu)

<http://www.oaklandaaup.org>