

21 September 2019

To the Selection Committee for the President, University of Nebraska,

My name is Walter “Ted” Carter. I am honored to apply for the position of President, University of Nebraska. Having been a career servant leader for our Nation for most of my life, I believe I possess the leadership skills, energy, and strategic vision to take the University of Nebraska to a new pinnacle as a nationally recognized “One Nebraska” Center of Academic Excellence.

I have humbly served in senior leadership positions for over 25 years having been in the field of teaching and learning since graduating from TOPGUN in 1985. My most recent positions include six years as a University President at the U.S. Naval Academy (USNA) and at the U.S. Naval War College (NWC). Both these institutions are nationally recognized Flagship Centers of Education excellence. During my five years at USNA, Forbes and U.S. News recognized USNA as the #1 Public University in the nation as well as a top ten University in Engineering and Physics. The Class of 2019 achieved a record-breaking four-year graduation rate of over 90%. In admissions, USNA leads the nation in yield with over 88% prospective freshmen accepting an offer to attend. During my five years as President, USNA achieved significant changes in student body demographics to better represent the diversity of the United States. With over 28% women and with the Class of 2023 representing 40% ethnic diversity, the white male is no longer the majority of the student body for the first time in USNA’s 173-year history. The success of these cohorts achieving a 92% graduation rate for women and an 87% graduation rate for ethnic minorities in 2019 is proof of the success of achieving a new level of inclusiveness at USNA.

In reviewing the Search Committee’s Qualifications and core leadership pillars, I submit the following:

- Proven Leader – Led the most complex organizations under a national spotlight from University President to disestablishing and reorganizing a Defense Joint Command with National and International implications, to rebuilding an entire nuclear powered aircraft carrier (considered the most complex industrial engineering feat in the world according to a RAND study in 2005). I remain the only Naval Officer in U.S. history to be recognized with both the VADM James Bond Stockdale Leadership Award as well as the U.S. Navy League’s John Paul Jones Leadership Award (considered the top two leadership awards in the Navy).
- Strategic Thinker – Executed a strategic plan for USNA and achieved new levels of success in admissions, graduation rates and NCAA win percentage for 33 Division One programs. Authored a strategic initiative for ethics in the U.S. Navy leading to the creation of a new leadership and ethics center at the NWC in Newport, RI. Authored the document which changed the Navy’s approach to suicide in reducing stigma and enhancing education from every level from the college campus to the Fleet. Suicide reduced by 25% across the U.S. Navy in one year after actions implemented.
- Prioritizing Higher Education, Academic, and Research Excellence - Developed new academic disciplines at USNA with a civilian faculty exceeding 50% of all faculty and representing the diversity of the student body. New academic majors created in Cyber Operations (first in the nation to be accredited by ABET), Nuclear Engineering, and Quantitative Economics. Created a new approach to research at the undergraduate level, successfully budgeting and executing a

plan for every student to complete a Capstone Research project as part of the 140-credit hour curriculum. Today every senior regardless of academic discipline completes this requirement.

- Committed to “One Nebraska” – Excited and eager to engage my team building and empowering style of leadership to elevate the “One Nebraska” concept to a new level of success. My focus would be on student achievement in the classroom with improved graduation rates, reducing overall education debt and building on that success to draw a larger application population for enrollment. Faculty development for greater growth and self-fulfillment would also be a key focus to not only attract the best in the education fields but also to retain our best educators.
- Political Acumen – Building on previous success working with Local, State and National elected Leaders for communicating institutional success as well as challenges for complex needs such as infrastructure, budgets, and community outreach. Enjoyed significant positive experience in working with the USNA Board of Visitors (Presidential and Congressionally appointed members), as well as formal testimony before Members of the Congress. Have successfully shared the stage for speaking events at the highest level with President Obama, President Trump and Vice Presidents Biden, Cheney, and Pence.
- Capable of fundraising – Successfully engaged with multiple fundraising foundations while at USNA and NWC. Raised well over \$400 million dollars to support margin of excellence programs (non-federally supported programs for students). Worked extensively with Members of Congress to receive over \$120 million dollars to build a new Cyber Operations building at USNA. New building is nearing completion and will be named after Rear Admiral Grace Hopper; first building to be named for a woman at any service academy.
- Values Diversity and Inclusion – Brought women attendance from 22% in 2013 to 28% by 2019. Ethnic diversity and first-generation attendance at USNA all reached record highs during my tenure. Today, one in five students arrive with English as their second language. Graduation rates for women and ethnically diverse students broke USNA records with 2019 being the best ever on record as detailed earlier in this letter. Faculty and Staff diversity has also improved in every category during my tenure.
- Values University as a Global Leader – Having served as a University President affecting Global events, I would bring Nebraska to a new level of global influence, as a nationally recognized land grant institution with the talent and faculty research impact to make a bigger positive difference on issues such as climate change, agriculture research for better and smarter food production (both nationally and globally), global fresh water supply issues, and population challenges that are changing due to these related global challenges. While at USNA, I spoke often at national conferences as well as in testimony to Congress about ocean warming, sea level rise and climate change. These challenges as well as changes in global weather patterns are directly connected to needed agriculture research.
- Values Intercollegiate Athletics – Athletics is a core mission at USNA and I have been a believer in what it does to make our students more successful in what ever profession they choose. I personally played ice hockey for all 4 years when I was at Navy (1977-81) and was the team captain in 1981. My leadership style was developed through the power of team sport. USNA successfully supported 33 Division One programs (15 men and 18 for women). In 2018, USNA enjoyed a 69%-win percentage across all sports (a record over 173 years). Winners of 12 Conference Championships with 16 Academic All Americans, we embraced athletics for every student. One third of the student body competed at the NCAA D1 level and 42% of our women were D1 athletes. Our football program was nationally recognized achieving 12 wins and a #18 National Ranking in 2016. I served on the NCAA Board of Directors from 2018-2019 representing the Patriot League.

I am very thankful for the opportunity to apply for this prestigious position. My passion is for education and the success of students and faculty. When I left the U.S. Naval Academy on 26 July, 2019, I stated that it had been the highest calling of my life. I had served as USNA's 62nd Superintendent in Annapolis for 5 plus years and was the longest continuous serving Superintendent in the school's 173-year history as the tenure is normally limited to 3 or 4 years by Congress. I believe now that there is more work to be done and I would be honored if given the opportunity to make a positive impact at the University of Nebraska. I have been truly fortunate to lead multiple complex organizations in my life and I have never failed at bringing success - ever. Humbly I submit that I would be a great fit for President of the University of Nebraska as outlined in your leadership requirements profile. I believe I would positively change the trajectory of the "One Nebraska" glideslope and elevate the stature of this storied institution to an unprecedented level and one that is deserving of its rich history.

Respectfully submitted,
Walter "Ted" Carter