Dear Colleagues:

I write to inform you of my decision, which I shared recently with the Board of Trustees, to step out of the presidency of the University in one year, in the summer of 2019. At that time, I will have completed my seventh year as president.

When the Board of Trustees extended an offer to serve as UVM’s president in February 2012, I was asked the length of time I could envision for this presidency. I knew the University was planning a major Comprehensive Campaign and the Board wanted its next president to lead a successful Campaign. We discussed, at that time, a seven year Campaign.

Having announced last week the achievement of our Campaign goal a year ahead of schedule, it seems consistent and appropriate that after seven years, this is the right time for the Board of Trustees to launch a national search for the next president. Next summer, also, marks my 30th year in higher education administration. After a research leave to complete a book, I look forward to joining the UVM faculty full time.

In my installation address to the University community in the Fall of 2012, I asked all of us to “raise our expectations and aspirations to create an academic experience of the highest quality.” I offered four pathways to ensure success:

1. Elevating affordability and greater student support to promote student success;

2. Promoting a culture of enhancing academic quality and excellence and cultivating talent at each opportunity;

3. Identifying necessary investments to improve facilities and to support creative endeavors and breakthrough scholarship and research for our faculty and staff; and

4. Instilling an institutional commitment to efficiency and effectiveness to ensure a sustainable and bright future for a 21st Century academic experience of consequence.

Shortly thereafter, the Board of Trustees discussed and adopted the University’s present Strategic Action Plan that has each of these pathways as main principles.

Now with the University’s Comprehensive Campaign crossing over its Campaign goal of $500M, UVM is poised for its next era of reaching even greater academic expectations and aspirations. The time is right!

Leslie and I have been privileged to serve UVM during these important years. I thank her for her enthusiastic dedication to UVM as my partner in this wonderful seven-year journey. And, we extend deep appreciation to UVM’s remarkable Board of Trustees with whom we have
enjoined this great opportunity, particularly Board Chairs Rob Cioffi, Deb McAneny, and David Daigle--individuals who each day, in their terms, have given leadership, support, and wise counsel to our University.

Finally, it is our talented students, our dedicated staff, our accomplished faculty, and our supportive alumni who have made this all possible. As I have noted many times, by working together, listening to each other, and supporting one another, we can advance UVM to the next level of quality and reputation.

Thank you all!

With deep appreciation and in friendship,

[Signature]

Tom Sullivan
Cumulative Highlights of First Six Years

Transformational Changes: 2012-2018

The following highlights key transformational changes:

- Tuition increases, FY 2013 to FY 2019, lowest in 40 years
- *Move Mountains* Comprehensive Campaign - goal: $500 Million, crossed goal a year ahead of schedule
  - Total Commitments to date: $500 Million (Historic Gift of $100 Million)
    - Scholarships: $78 Million (256 new scholarships)
    - Endowed Faculty Positions: $63 Million (63 new endowed faculty positions – from 52-115)
    - Facilities: $64 Million
    - Academic Programs: $295 Million
- Enrollment Management Strategic Planning (focused on selectivity (11% increase), diversity, advising, retention, and four-year graduation success)
- Facilities Transformation: Campus Master Plan (20 building projects)
  - STEM Complex (two buildings)
  - Votey Hall Renovations
  - First-Year Student Residence Hall
  - Alumni House
  - Silver Pavilion
  - Billings Library
  - Bailey/Howe Library
  - UVM Rescue Building
  - Cohen Hall for the Integrative Creative Arts
  - Ifshin Hall expansion of Grossman School of Business
  - Virtue Field
  - Vermont State Health Lab and Research Facility
  - Miller Research Facility
  - Royall Tyler Theatre
  - Converse Hall
- Facilities Projects in Planning Phases:
  - Southwick Hall Expansion (Home of the Music Department)
  - Torrey Hall
  - Medical Research Facility (Joint facility for the College of Arts and Sciences and the Larner College of Medicine
  - Multi-Purpose and Student Wellness Center
- Design, Implement, and Revised a decentralized budget model (IBB)
- Establishment of the Wellness Environment Program (WE) (1,200 students)
- Increased Endowment from $308 Million to $555 Million (80% increase)
- First Year Student Engagement Program, integrated career counseling and planning and new Residential Learning Communities with academic goals
- Rebranding of University of Vermont Medical Center
- Enterprise Risk Management Plan
- Reduced Budget Expense by over $28 Million
- Internationalization of the Student Body
- Increased Summer School enrollments (9% from FY 2012)
- Record number of applications (25,274)
- Significant increase in on-line enrollment (44% increase from FY 2012)
- Increased the number of research grant and research support (high of $138 Million)
- Expanded year-round curricular course opportunities
- Increase Graduate School Enrollment