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## INTERview: UVM Presidential Finalist Ralph Muller



UVM Presidential Finalist Ralph Muller visits campus Jan. 22. His reception and remarks start at 3:30 in Billings Great Hall.

Ralph Muller, one of four finalists for the UVM presidency visiting campus this week, will speak and answer questions on Jan. 22 at 3:30 in Billings Great Hall. Read on for *the view's* conversation with Muller, which covered topics ranging from Red Auerbach to James Q. Wilson to the simple quality that great leaders have in common.

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**Steven Poskanzer** An e-mail interview with the UVM presidential finalist, who is visiting campus on Jan. 23.

### **John Fry**

An e-mail interview with the UVM presidential finalist, who visits campus on Jan. 24.

### **Daniel Fogel**

An e-mail interview with the UVM presidential finalist, who is visiting campus on Jan. 25.

## THE WEEK IN VIEW

**Jan. 23 5-7 p.m. Exhibit: "Divided Space," by Tom Shea, through Feb. 1. Colburn Gallery, Williams Hall. 656-2014**

**Jan. 24 Noon-1 p.m. Film: "Down and Out in America," 104 Allen House. Register: 656-7990**

**Jan. 26 7:30 p.m. Lane Series English Folk Concert: Chris Wood and Andy Cutting, UVM Recital Hall. Tickets, 656-3085**

**Jan. 28 3-4 p.m. Grand Opening: the Gateway Cyber Café, Bailey/Howe Library. 656-2020**

**Jan. 29 8 p.m. Film: "Trans World Live," by Warren Miller. Extreme skiing and boarding. Campus Center Theatre, Billings. 656-2060**

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**Honoring Martin Luther King**

Snow, sleet and the first day of classes didn't keep nearly 150 UVM students, staff and faculty from celebrating the birthday of the Rev. Martin Luther King, Jr., on Jan. 15 in Billings Student Center. The Burlington Ecumenical Choir (above) provided a lively performance and inspired audience members to sing along. Many participants signed a declaration of nonviolence adapted for UVM from a similar statement on the Martin Luther King national Web site. Also on the agenda were a birthday cake, candlelight remembrance of Dr. King and remarks by former civil rights activist Bob Senghas. (Photo: Bill DiLillo)

**B-Ball Cats are Cinderella Fellas**

One of the nation's most improved men's hoop teams, the UVM Catamounts are one of six teams in the initial weekly 'Cinderella Watch' on ESPN.com.

A loss at Hartford on Sunday snapped the team's winning streak at 12, but at 14-4 and first place in the America East conference, the Cats are still more Cinderella than pumpkin. In any event, the team's surge is a welcome mirror image of last year, when the squad endured 11 straight losses.

ESPN.com's Cinderella Watch weekly projects six teams in January and February that likely can 'do some damage come March.' Each week fans can vote on who they feel belongs among the six. The current six Cinderella watch teams are Vermont, Ball State, Hawaii, Western Kentucky, Utah State and Southern Illinois. Click here to view the complete story and to vote: [Cinderella Watch](#)

**Champagne Bubbling over Olympic Gig**

Lisa Champagne, assistant director of sports information, will head to Utah later this month to work for the United States Olympic Committee at

**UVM/Fletcher Allen Test New Coated Cardiac Stent**

Two new national clinical trials will make drug-coated stents – experimental treatment alternatives for patients at risk for restenosis, or re-narrowing of an artery – available to coronary artery disease patients in the Vermont region. The University Invasive Cardiology Group, which is made up of interventional cardiologists at UVM and Fletcher Allen Health Care, is coordinating the study locally.

Stent insertions represent 70 to 90 percent of cardiac procedures. A stent is a tiny piece of stainless steel shaped like a coil or spring used to open a blocked artery. A tiny balloon catheter carrying a collapsed stent is threaded through an artery in the leg. When it reaches the location of the blockage, the physician inflates the balloon. This expands the stent and locks it in place to ensure the artery stays open and normal blood flow resumes. However, 25 percent of patients – particularly diabetics – experience repeat blockages within nine months of having a stent placed.

The experimental stents differ only in their coating, which includes either chemotherapy agents or antibiotics. These drugs are believed to prevent the growth of scar tissue that sometimes develops as the body tries to heal the area surrounding the stent. No findings from drug-coated stent trials have been reported yet in the United States, but clinical studies in Europe have shown promising results.

UVM/Fletcher Allen is the first site in New England to launch a new chemotherapy drug-coated stent trial. Each of the two trials aims to enroll 1,000 patients across the country at a total of approximately 70 sites.

Dr. Harold Dauerman, associate professor of medicine and director of Fletcher Allen's Cardiac Catheterization Laboratory. Dauerman is the local lead investigator of the first stent trial. Dr. Matthew Watkins, associate professor of medicine and director of interventional cardiology at Fletcher Allen, is the local lead investigator of the second stent trial. The hospital, he said, treats approximately 1,500 patients yearly with angioplasty or stent placement.

To inquire about participating in a clinical trial, contact Michaelanne Rowan or Faye Borden, research coordinators, at 847-4746.

the 2002 Winter Olympic Games. Champagne will serve as a press tribune supervisor for the Cross Country, Nordic combined and Biathlon venue at Soldier Hollow.

"I am very excited to have this once-in-a-lifetime opportunity," she said. "It has always been a dream of mine to get to an Olympics."

theview

University Communications  
86 South Williams Street  
Burlington, Vermont  
05401-3404

pho 802.656.2005  
fax 802.656.3203

[theview@uvm.edu](mailto:theview@uvm.edu)

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**Pre-Columbian Art Exhibit Continues**

See striking pre-Columbian ceramics from Mexico and Central America at the Fleming Museum. The exhibit, which primarily features works from the Fleming's collection, continues through July 3. *(Photo courtesy of the Fleming Museum.)*

**Fair Features Study, Work Abroad Programs**

Travel, study, academic credit, no parking woes – spend a perfect summer, semester or year in a study-abroad program. Get all the details at UVM and St. Mike's 10th annual Study Abroad Fair Feb. 1 in Marsh Dining Hall, 1-5 p.m.

More than 50 program representatives will help you sort out the hundreds of study-abroad opportunities all over the world. Financial aid applies to the programs, which also include work abroad and volunteer and internship possibilities.

Information: Linda Damon, 656-4296.

**Volunteers Sought for Odyssey**

Tim Perkins, research assistant professor of botany and advocate for Odyssey of the Mind, hopes some UVM faculty, staff and students will join him as Odyssey volunteers this March. UVM will host the 23rd Annual Vermont Odyssey of the Mind, a creative problem-solving program for young people, on March 16, in Patrick Gym.

Perkins says, "divergent, out-of-the-box thinking and team-work are necessary" to solve an Odyssey problem. Teams from across the state will test their abilities through a variety of challenges. Volunteers are needed as judges and officials. No experience is necessary. Training will be held on Feb. 16.

Information: [Odyssey of the Mind](#) or 434-4738.

**Reception for Rebecca Martin**

Rebecca Martin, senior vice provost, will leave UVM in March to become the University of Wisconsin-Parkside's provost and vice chancellor. President Ed Colodny and Provost John Bramley invite the campus community to a reception in her honor on Jan. 29, from 4 to 6 p.m. in the Fleming Museum Marble Court.

Martin came to UVM in 1990 as director of libraries. She was appointed dean of libraries in 1995. Martin has held several administrative posts prior to her current position, including acting president prior to Colodny's appointment.

**Regaining Control of Vermont?**

The Center for Research on Vermont will start Spring 2002 with number 159 in its series of Research-in-Progress Seminars, "Can Vermonters Regain Control of Vermont's Future?" on Jan. 31, at 7:30 p.m. in Memorial Lounge, Waterman.

Hervey Scudder, principal investigator at the Northeast Center for Social Issue Studies, and Matthew Hoffman, a graduate student in development sociology at Cornell University will argue that, through import substitution and local investment, Vermonters can strengthen their economy, protect their environment, achieve greater political independence, and enjoy a florescence of local culture.

If Vermont is to stem the flow of capital out of the state and control its own economic future, a necessary prerequisite is control over local resources, they believe. The speakers will focus on the example of water resources, especially the Connecticut River. They will present some of the history and legal aspects of the public's rights regarding flowing water, and conclude with a discussion of some of the ways in which communities might restore local control over resources.

Information: [Center for Research on Vermont](#) or [crv@uvm.edu](mailto:crv@uvm.edu)

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*Jan. 22-29***Awards and Honors**

**Alan Wertheimer**, McCullough Professor of Political Science, is Visiting Professor of Law at the University of San Diego Law School for the spring semester.

**Dwight Matthews**, professor of medicine and chemistry has been appointed chair of the Department of Chemistry. A&S Dean Joan Smith said his appointment solidifies "an already strong relationship between the College of Arts and Sciences and the College of Medicine."

*Jan. 16-22***Awards and Honors**

The Class of 2004 in the College of Medicine has announced the recipients of its teaching awards. The members of the class chose **pathology** as the "Department of the Year, and **Dr. Nicholas Hardin**, professor of pathology as the "Basic Science Teacher of the Year." The American Medical Students Association Golden Apple Award for excellence in teaching went to **Beth Hart** in biochemistry. The American Medical Women's Association Gender Equity Award was given to **Dr. Sharon Mount**, associate professor of pathology. **Dr. Jean Szilva**, lecturer in anatomy and neurobiology, was recognized with honorable mention for this award.

**Marjorie Y. Lipson**, professor of education, was elected to the board of directors of the National Reading Conference at its annual meeting in San Antonio. In addition to serving on this governing board for the research organization, she will be involved in the activities of the policy and legislative committee. Lipson received the Special Recognition Award for 2001 from the New England Reading Association at its annual meeting in November. She was recognized for her cumulative accomplishments in reading research and statewide service in the area of policy.

**Dr. John Hughes**, professor of psychiatry, has been appointed chair of the Vermont Tobacco Evaluation and Review Board by Gov. Howard Dean. The board oversees expenditures of \$4 to \$6 million for tobacco control in Vermont. Hughes' term will begin in February. He will replace **Dr. Roger Secker-Walker** professor emeritus of medicine and Office of Health Promotion Research faculty member.

Seven faculty members have been selected as Service-Learning Fellows for the spring semester. The goal is to give students more opportunities to reflect on meaningful community participation and how it connects to their academic experience: **Janet Bossange**, lecturer in secondary education; **Chris Harman**, assistant professor of physical Education; **Kim Huisman**, adjunct professor of sociology; **Karla Karstens**, lecturer in mathematics and statistics; **Al McIntosh**, professor and chair in natural resources; **Amy Seidle**, lecturer in the environmental program; and **Elizabeth Wheeler**, assistant professor of nursing.

A team of UVM breast cancer researchers received a second-year renewal of a grant from the Breast Cancer Research Foundation ? the not-for-profit organization founded by Evelyn Lauder of the Estee Lauder Companies. The \$200,000 grant is being used to fund the study, "Predictive Factors for Tamoxifen Responsiveness in Women with Early Stage Breast Cancer." **Dr. Hyman Muss**, professor of medicine and associate director for clinical research at the Vermont Cancer Center, is the principal investigator of the study.



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**INTERview: UVM Presidential Finalist Ralph Muller**

By the view Staff



UVM Presidential Finalist Ralph Muller visits campus Jan. 22. His reception and remarks start at 3:30 in Billings Great Hall.

*Ralph Muller is currently a visiting fellow at King's Fund, a health-care policy institute in London, England. From 1985 to 2001, Muller served as the president and chief executive officer of the University of Chicago Hospitals and Health System. In that capacity, he oversaw a regional health-care organization serving two states with several hospitals, a home health-care organization, a management service organization, and an*

*academic research center. In addition to the University of Chicago, Muller has served in leadership roles for organizations including the National Opinion Research Center, the Department of Public Welfare in Massachusetts, and the Association of American Medical Colleges.*

*Muller earned his bachelor's degree, magna cum laude, in economics from Syracuse University in 1966 and a master's degree in government from Harvard University in 1968.*

*Our e-mail interview with him, presented here unedited and in its entirety, follows. To see how the other presidential finalists answered the same questions, please use the links at right.*

**THE VIEW: A university president is both the manager of a large enterprise and visionary leader of a scholarly community. Tell us a little about how you see yourself balancing both roles.**

**RALPH MULLER:** The advancement of academic excellence has driven my career over the past 20 years. Foremost is my 17-year presidency of the University of Chicago Hospitals, one of the most renowned academic medical centers in the country, where more than 700 faculty and 900 medical students and residents pursue the very goal stated in UVM's mission statement – to create, interpret and share knowledge. The excellence of the patient care in the hospitals, built through diligent and focused programs coming out of a widely shared strategic plan, provide the arena for scholarly work, as well as attracting more than \$100 million a year of federal research grants, \$50 million annually of private support and national academic recognition. In addition, for the past 12 years I have served as chairman of National Opinion Research Center, one of the largest university-based social science research organizations in the U.S. I also have just completed my term as chairman of the Association of American Medical Colleges. In this role it was my responsibility to promote academic medicine nationally, including public advocacy and biomedical policy development, resulting, for example, in significant increases in federal funding for medical research and education. In each of these roles, I set high expectations for the organization and worked with extraordinarily talented individuals and teams to effect change. I look forward to accomplishing the same at UVM.

**Steven Poskanzer**

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**John Fry**

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An e-mail interview with the UVM presidential finalist, who is visiting campus on Jan. 25.

**Paint a picture of your first six months as UVM's president. Beyond the expected meetings and fact-finding, what sorts of initiatives would you expect to launch during that time period? How long will it take for the UVM community to see some of the specific ways you will implement your vision for the university?**

In my professional roles, I've led by example and collaboration to develop a compelling vision of what it means to do an exceptional job, from the overall vision to the small but telling details. This vision required thinking nationally in terms of standards, and then attracting to my team people who were excited by the challenge. To lead well is to give confidence. The faculty and students of UVM expect new initiatives that strengthen their commitment and ensure that they can conduct their study and work in a strong, supportive campus environment.

One of my first priorities will be to strengthen the undergraduate programs, identified by the university as having slipped over the last decade. I will also look at opportunities to enhance graduate education through campus-wide initiatives that encourage interdisciplinary studies. Fundraising, which needs to be enhanced at UVM, will get my immediate attention. I've had considerable experience in developing and leading these efforts at the university level – I raised two \$21 million naming gifts for cutting-edge facilities. I will also take steps to create long-term budgetary balance; I've demonstrated that financial strength is essential to create needed programmatic growth and that programmatic strength provides financial resources.

Enthusiasm is contagious, and UVM can be energized through a leader who knows how to encourage and reward positive change.

**What examples of leadership triumphs and leadership blunders do you find memorable, from your own or others' experiences?**

Strong leaders start well. From my personal observation of distinguished leaders in universities and government and from my reading, I know that leaders mobilize others by words and deeds, and they must begin convincingly. Thus the media-driven "first 100 days" draw disproportionate attention, as all interested parties take a measure of whether things will in fact change for the better. I also learned not to let differences on any one issue carry over to others, as people do not predictably align their opinions and stances. Thus consensus is built in different ways at different times. I've always surrounded myself with very strong colleagues, because complex settings, such as universities and hospitals, are impossible to lead effectively without considerable talent at all levels, people who excel at thoughtful long-term planning and show balanced and compassionate decision-making every unpredictable day.

**What writers and thinkers have most profoundly influenced your thought and work? How does this influence play out in your life as an administrator?**

My graduate study in government/political science shaped my career. The major influence on my early work was Professor James Q. Wilson, then of the Government Department at Harvard. His seminars, and the scholarship that resulted from them, emphasized that if the core activities of organizations are to be managed well, they must be recognized as an aggregation of daily activities needing to be understood from the vantage point of the member performing the activity. When I applied this theoretical framework to reshaping a large governmental agency in Massachusetts and then to the University of Chicago Hospitals, they became more responsive to the people they served by making it possible for those who worked there to perform at their highest level.

And, as a lifelong Monday-night basketball player, I've enjoyed the wisdom of Red Auerbach of the Celtics and Phil Jackson of the Bulls, both of whom stressed how to recognize and incorporate distinctive and fiercely independent talents into a cohesive unit. I play basketball the way I lead, with great energy and enthusiasm, enjoying being part of a team in which the members respect each other's contributions and strive to win.

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## INTERview: UVM Presidential Finalist Steven Poskanzer

By the view Staff

*Steven Poskanzer is the interim president of the State University of New York at New Paltz, a position he was appointed to in October 2001. Prior to assuming the interim presidency at the New Paltz campus, Poskanzer was vice provost for academic affairs over all 64 campuses of the State University of New York system. Before returning to his native upstate New York in 1997, Poskanzer's higher education career included four years as executive assistant to the president of the University of Chicago and eight years on the legal staff of the University of Pennsylvania.*

*Poskanzer earned his bachelor's degree, cum laude, in international affairs from Princeton University in 1980 and his law degree from Harvard University in 1983.*

*Our e-mail interview with him, presented here unedited and in its entirety, follows. To see how the other presidential finalists answered the same questions, please use the links at right.*

**THE VIEW: A university president is both the manager of a large enterprise and visionary leader of a scholarly community. Tell us a little about how you see yourself balancing both roles.**



**STEVEN POSKANZER:** Before seeking to manage or direct a university, it is essential to understand where the institution is headed and what it aspires to become. Setting such goals and articulating them in powerful terms (and in a voice that is distinctively the institution's own) is thus a first order of business. Presidents must be willing to make hard, even unpopular decisions. But in academic communities, the way in which decisions are reached is also critical. This ultimately boils down to trust and candor. I have found that if you establish a thoughtful process (one that allows you to gather necessary information and listen to key stakeholders), what appeared to be a difficult choice often becomes clear.

One wants to make even the most painful of decisions in such a way that the disappointed party will say: "If I had to hear this news, I wanted to hear it from you."

**Paint a picture of your first six months as UVM's president. Beyond the expected meetings and fact-finding, what sorts of initiatives would you expect to launch during that time period? How long will it take for the UVM community to see some of the specific ways you will implement your vision for the university?**

I expect my very first order of business – informed of course by such fact-finding – would be to develop a compelling vision of UVM's goals and to articulate that message in ways that inspire the entire University community. With academic quality (in terms of excellent entering students and enhanced faculty scholarship) as my touchstone, I would then set about making new allies for UVM and binding old friends, alumni and donors even more tightly to the university. The UVM community would likely see evidence of this approach

### [Ralph Muller](#)

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and these efforts within weeks of my arrival, as my personal style is very forthright and energetic. I like to walk the campus, pop into offices, ask questions, and glean information and ideas by listening carefully and comparing responses.

**What examples of leadership triumphs and leadership blunders do you find memorable, from your own or others' experiences?**

I believe that I have grown most as a leader and university administrator through my efforts in helping SUNY's 64 campuses sharpen their respective institutional missions and set ambitious, but realistic, aspirations for their future success. Among other things, this experience made me an astute observer of campus cultures and goals. I'm also proud of my work in recruiting a different kind of staff to SUNY's central office: instead of career bureaucrats, I insisted on hiring current and former faculty with deep-seated academic values, whom I expected to return to a campus after several years' experience. More recently, I've been helping a campus come together as a community and to repair relations with key stakeholders after several years of controversy and mistrust.

**What writers and thinkers have most profoundly influenced your thought and work? How does this influence play out in your life as an administrator?**

Within my own area of scholarly interest (higher education law), I have been particularly influenced by a set of commentators on the history, scope and meaning of academic freedom in American universities. These include Walter Metzger, Richard Hofstadter, and Robert O'Neil. More recently, the work of J. Peter Byrne has helped shaped my perspective that the goals of academic freedom can sometimes be ill-served by viewing this concept solely through a contractual or constitutional legal prism. From my favorite boyhood novels, *The Three Musketeers* and *Twenty Years After*, I was inspired to believe that great feats can be accomplished when individuals unite in pursuit of a common end – and, as a healthy counterweight to such grand ideals, I have also learned from Mark Twain never to take myself too seriously!

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University Communications  
86 South Williams Street  
Burlington, Vermont  
05401-3404

pho 802.656.2005  
fax 802.656.3203

[theview@uvm.edu](mailto:theview@uvm.edu)

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## INTERview: UVM Presidential Finalist John Fry

By the view Staff

*John Fry has been the executive vice president of the University of Pennsylvania since 1995. At Penn, an institution of 22,000 students, Fry is responsible for a variety of areas including finance, human resources, facilities and real estate, information systems and computing, and corporate relations. Prior to joining the University of Pennsylvania administration, Fry worked in a consulting practice with university clients in the areas of strategic planning, restructuring, productivity improvement and financial management.*

*Fry earned a bachelor's degree in American civilization in 1982 from Lafayette College, and an M.B.A from the New York University Stern School of Business in 1986. He is a doctoral candidate in the history of American higher education at Penn.*

*Our e-mail interview with him, presented here unedited and in its entirety, follows. To see how the other presidential finalists answered the same questions, please use the links at right.*

**THE VIEW: A university president is both the manager of a large enterprise and visionary leader of a scholarly community. Tell us a little about how you see yourself balancing both roles.**



JOHN FRY: There is a direct and strong relationship between visionary leadership and effective management, and they are mutually reinforcing, so I view this less as a balancing act by the president and more as an integrated approach to enable the university to achieve its full potential. The president must ensure that leadership and management are integrated, and be clear about the process that will be used to establish priorities, allocate resources, and evaluate outcomes. I come from a university where academic planning, resource allocation, strategy implementation, and outcomes evaluation are inextricably linked, and the process is transparent and open.

The benefit of this process is that it requires leadership to think big, broad and long-term, then take those visions and develop and execute the year-to-year program of making them a reality. In this process you cannot just dream without confronting reality, nor can you focus on daily activities without being constantly reminded of the university's mission, vision and strategy. Enhancing the academic mission of the university must be the primary objective of the president as leader, and an effective management strategy is essential to fulfilling that mission. Personally, I see my primary role as ensuring that the vision for the institution emanates from the university's strong academic identity and that our strategy meaningfully engages the university community in both its development and execution.

**Paint a picture of your first six months as UVM's president. Beyond the expected meetings and fact-finding, what sorts of initiatives would you expect to launch during that time period? How long will it take for the UVM community to see some of the specific ways you will**

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## **implement your vision for the university?**

First, let's not skip over "expected meetings and fact-finding" too lightly. One of the most important things a new president should do is visit and listen. I view my tenure as president as a long-term engagement with the university community, Burlington and the state of Vermont, and that affords me the luxury of taking a chunk of those six months to get out of my office, visit with others, listen to their views, form relationships and friendships, and assimilate what I have learned. I suspect after six months I will form an educated view about the challenges and prospects of the university.

Simultaneously, I think you can expect three other things to happen within these first six months. First, to the extent that there is a backlog of tactical decisions that have been held over for the new president, I will make the necessary decisions so the university can move on. Second, I will consult with the interim provost, deans, faculty leadership and the board about appointing a permanent provost. Third, I will immediately engage with the Development staff on the planning and implementation of the Capital Campaign. I view new resource generation as one of my highest priorities as president.

## **What examples of leadership triumphs and leadership blunders do you find memorable, from your own or others' experiences?**

I always learn best from my own experiences, be they successes or failures, so let me cite two Penn examples of triumph and blunder. The triumph was the way the university handled a severe crime wave in 1996, when the administration was under enormous pressure to put a fence around the campus (literally) and post a guard at every corner. Rather than cave in to popular opinion and turn our back on West Philadelphia and its problems, we chose to remain an open campus and began to fight crime and deterioration through a creative strategy of neighborhood revitalization. Penn's "Neighborhood Initiatives" featured a new K-8 public school; "clean and safe" programs run through a newly created, community-led business improvement district; incentives for Penn constituencies to buy and rehabilitate local houses; a \$200 million commercial development program which brought a fresh food market, retail stores, restaurants, a hotel and close to a thousand new jobs to West Philadelphia; and an aggressive program to develop business relationships with West Philadelphia-based and minority and women-owned businesses. This was an effort that combined real vision and leadership with marvelous execution by literally hundreds of dedicated, motivated people.

The blunder had to do with waiting until 1996 to launch this initiative. Penn's relationship with West Philadelphia had been allowed to deteriorate for decades, and although there were periodic bursts of activity during this time, for the most part they were disjointed and not sustained. I wished we would have moved more quickly to address these issues. The challenge for the current administration at Penn is to ensure that the work we are engaged in today with our neighborhood continues in successive administrations, so that our progress in revitalizing West Philadelphia can be sustained and built upon.

## **What writers and thinkers have most profoundly influenced your thought and work? How does this influence play out in your life as an administrator?**

I read a lot of biographies, and beyond my own direct experience, most of what I have learned about leadership and management has come from reading about men and women who have confronted big challenges and have either risen to the occasion or fallen short. I have several role models, but given the short space allowed, I would pick two Roosevelts, Theodore and Eleanor, as writers, thinkers and actors from whom I have learned much and attempt to emulate in my daily life. I admire Theodore Roosevelt's incredible intellectual curiosity, his prodigious energy and productivity, his willingness to challenge the status quo and take on special interests and his enormous vision on matters related to the environment, the formation of cultural institutions, the development of transportation infrastructure and the like. I also admire his obvious joy in being a father and acting as the "biggest kid" in the family as he romped with his children. I admire Eleanor Roosevelt for her courage and fortitude in the face of difficult personal circumstances, her tireless advocacy for those in dire need, and her toughness and mettle in advancing her positions and winning a platform and resources to move her ideas into practice. She said, "You must do the thing you think you cannot do," which is a thought that continually energizes me in my work at Penn and in Philadelphia.

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**INTERview: UVM Presidential Finalist Daniel Fogel**

By the view Staff

*Daniel Fogel has served as executive vice chancellor, provost, and professor of English at Louisiana State University since 1997. As the chief operating officer at the 31,000-student Baton Rouge campus, Fogel develops and monitors LSU's budget and oversees all vice chancellors, academic deans, and directors. His previous administrative roles at Louisiana State have included vice provost for academic affairs and dean of the Graduate School. Fogel's teaching and scholarly pursuits, as a professor of English on the LSU faculty since 1976, include American literature and creative writing. He is the founding editor of the Henry James Review and his career includes numerous article and book publications.*

*Fogel earned his bachelor's degree, magna cum laude, in 1969; master's of fine arts in creative writing in 1974; and a doctorate in English in 1976, all from Cornell University.*

*Our e-mail interview with him, presented here unedited and in its entirety, follows. To see how the other presidential finalists answered the same questions, please use the links at right.*

**THE VIEW: A university president is both the manager of a large enterprise and visionary leader of a scholarly community. Tell us a little about how you see yourself balancing both roles.**



**DANIEL FOGEL:** I've pursued leadership opportunities not for their own sake but in pursuit of visions of goods to be achieved, whether advancing knowledge by forging a scholarly community through creation of a scholarly society and a learned journal or achieving enhanced academic quality across a whole institution. In seeking to realize such visions, I have found that the nuts-and-bolts of management come easily to me, and I'm convinced a person must master the operations of the university in order to pursue the visions effectively. So I do not see the two concepts of manager and visionary leader as mutually exclusive. If I become a university president – at UVM, I hope! – I expect to be invested in both vision and management, as I am in my present position, and I hope to be a terrific partner for all involved in the nuts-and-bolts of university operations and

academic leadership because I've been there myself.

**Paint a picture of your first six months as UVM's president. Beyond the expected meetings and fact-finding, what sorts of initiatives would you expect to launch during that time period? How long will it take for the UVM community to see some of the specific ways you will implement your vision for the university?**

The trustees have reviewed a draft case statement for the Capital Campaign. In my view, the document needs work. Beyond the expected meetings and fact-finding, I would work hard during my first six months on getting that statement into shape. I would do so in dialogue with faculty, staff, students, alumni,

**Ralph Muller**

Ralph Muller, one of four finalists for the UVM presidency visiting campus this week, will speak and answer questions on Jan. 22 at 3:30 in Billings Great Hall. Read on for *the view's* conversation with Muller, which covered topics ranging from Red Auerbach to James Q. Wilson to the simple quality that great leaders have in common.

**Steven Poskanzer**

An e-mail interview with the UVM presidential finalist, who is visiting campus on Jan. 23.

**John Fry**

An e-mail interview with the UVM presidential finalist, who visits campus on Jan. 24.



trustees, Burlington and Vermont leaders and other key stakeholders. We would aim to align the case statement in a tightly focused way with the university's strategic agenda and to weave throughout it a compelling vision of UVM as a small, student-centered research university dedicated to excellence in the liberal arts, professional studies and research. The community, then, would begin to see right away where we are heading, would have broad input into the setting of direction and would also start to see at the outset – from the Capital Campaign funding priorities and their alignment with the strategic plan – key implementation strategies.

**What examples of leadership triumphs and leadership blunders do you find memorable, from your own or others' experiences?**

There's one blunder I value as a learning experience. As graduate dean, I merged graduate admissions and graduate records, creating four cross-trained teams, each responsible for a group of students from application to graduation – an experiment that failed due to insufficient staff buy-in and insufficient staff depth. The triumphs are not mine alone; rather, they are collaborative achievements. Among many in which I have played a leading role are the plan for a new museum of art at LSU (ground will be broken in about 12 months); the ongoing process of a strategic planning effort that puts real money on designated priorities; notable progress in creating a more diverse student body and faculty; soaring graduation rates; and the legislative award of a \$9 million base budget increase beginning this year for research and education in information technology, an effort that required diplomatic and political triumphs in many arenas, internal and external.

**What writers and thinkers have most profoundly influenced your thought and work? How does this influence play out in your life as an administrator?**

I've been an avid reader since childhood, so this is a particularly tough question. Since I work in the arts and humanities, I especially love to read about science and social science. Books I've enjoyed in the last few years include Gleick's *Genius* (a biography of Richard Feynman, Nobel laureate in physics), Nasar's *A Beautiful Mind* (a biography of John Nash, mathematician and Noble laureate in economics), and Diamond's speculative history of the human race, *Guns, Germs, and Steel*. Among contemporary poets, A. R. Ammons has moved me with his sense of the transcendence immanent in the ordinary, sometimes vulgar, scientifically observed world. From my studies of Henry James I've derived a deep sense of the value of seeing all sides of any issue or set of relationships and of relishing a variety of viewpoints – an orientation that has been of great practical use to me as a university leader.

theview

University Communications  
86 South Williams Street  
Burlington, Vermont  
05401-3404

pho 802.656.2005  
fax 802.656.3203

theview@uvm.edu

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