

**THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE  
BOARD OF TRUSTEES**

**PRESIDENTIAL SEARCH COMMITTEE**

Co-Chairs David Daigle and Ron Lumbra, Afi Ahmadi, Cynthia Barnhart, David Barrington, Robert Brennan, Britten Chase, Meghan Cope, Kathryn Fox, Xavier Giddings, Ryan Hargraves, Wanda Heading-Grant, Sidney Hilker, Shane Jacobson, Bernard Juskiwicz, Debra Leonard, Ed Pagano, Polly Parsons, Cathy Rahill, Diane Seder, Shap Smith, Tristan Toleno, Thomas Vogelmann and Leon Walls

**Thursday, October 25, 2018**

3:30 p.m. to 5:30 p.m.

Sugar Maple Ballroom (400) Davis Center

**AGENDA**

Item	Enclosure/ Exemption	Discussion Leader	Time
			<b>*3:30 p.m.</b>
<b>Call to Order</b>			
1. Approval of October 4, 2018 meeting minutes	Attachment 1	David Daigle	3:30 – 3:35
2. Review Draft Finalist Interview Schedule	Attachment 2	Ron Lumbra Gary Derr	3:35 – 3:50
3. Review Draft Candidate Assessment Rubric	Attachment 3	David Daigle Dennis Barden Gary Derr	3:50 - 4:05
	<b>Exemption</b>	David Daigle	
<b>Motion to Enter Executive Session**</b>			
4. UVM Presidential Search	Appointment or Evaluation of a Public Officer	David Daigle Ron Lumbra Dennis Barden Robert Luke	4:05 – 5:25
		David Daigle	
<b>Motion to Go Out of Executive Session</b>			
5. Other Business		Ron Lumbra	
			<b>*5:30 p.m.</b>
<b>Motion to Adjourn</b>			

\*Time is approximate

\*\*The Chair will enter a motion to enter into Executive Session to consider the appointment or evaluation of a public officer. No action is anticipated following.

**PRESIDENTIAL SEARCH COMMITTEE  
UNIVERSITY OF VERMONT STATE AND AGRICULTURAL COLLEGE**

A meeting of the Presidential Search Committee of the University of Vermont was held on Thursday, October 4, 2018 at 2:00 p.m. in Marsh Room (B308) Billings Library.

MEMBERS PRESENT: Co-Chairs David Daigle and Ron Lumbra, Afi Ahmadi, Cynthia Barnhart\*, David Barrington\*\*, Robert Brennan, Britten Chase, Meghan Cope, Kathryn Fox, Xavier Giddings, Ryan Hargraves, Wanda Heading-Grant, Sidney Hilker, Shane Jacobson, Bernard Juskiewicz\*, Debra Leonard, Ed Pagano\*\*\*, Polly Parsons, Cathy Rahill, Diane Seder, Shap Smith, Tristan Toleno\*, and Leon Walls

ABSENT: Thomas Vogelmann

PERSONS ALSO PARTICIPATING: Vice President for Executive Operations Gary Derr; Chief Human Resource Officer Jes Kraus; Witt/Kieffer Consultants: Managing Partners Robin Mamlet and Paul Bohne, Senior Partner Dennis Barden; and Mika Moore, Graduate Student in the Department of Leadership and Developmental Sciences

\*by means of conference telephone.

\*\*arrived at 2:17 p.m.

\*\*\*departed at 3:30 p.m.

Co-Chair David Daigle called the meeting to order at 2:04 p.m.

### **Approval of Previous Minutes**

Co-Chair Daigle entertained a motion to approve the minutes from the September 11, 2018 meeting. The motion was made and seconded, and it was voted to approve the minutes as presented.

### **Inclusive Recruiting**

The Office of Affirmative Action and Equal Opportunity regularly offers training sessions on best practices for conducting an inclusive search. Search committee members (for every level of search at the University) participate in this training. Implicit bias training is an element of established best practices the University follows in pursuit of greater diversity and inclusive excellence. To ensure the Committee is well versed in this area, Chief Human Resource Officer Jes Kraus, and Vice President for Human Resources, Diversity and Multicultural Affairs, offered a training session and provided a guidance document on appropriate interview questions and shared articles of interest related to recruitment efforts.

### **Discussion of Campus Feedback**

Committee members discussed feedback received from the five governance bodies (Student Government Association, Graduate Student Senate, Faculty Senate, Staff Council, and Alumni

Association), along with the President's Commission for Inclusive Excellence, copies of which were distributed as attachments 2-6 in the meeting materials. Each entity was invited to offer input on the opportunities and challenges facing the University in the next ten years, the professional qualifications, experiences, and personal leadership characteristics the next president should possess, and any other considerations the Committee should bear in mind throughout the search process.

Co-Chair Daigle highlighted broad themes included in each of the reports:

- Excellence – the desire for a president who will continue to advance academic excellence, including in graduate education and in research and the production of new knowledge.
- Finances – the desire for the next President to have financial acumen with a critical emphasis on fundraising.
- Diversity and inclusion – the desire for a leader who is able to build bridges and relationships with all constituents, both internal and external.
- Reputation – the desire for a president who will continue to build and promote a national reputation.

### **Discussion of Results from *Invitation to Comment***

The Committee next discussed results from the *Invitation to Comment* issued in August to the UVM Community (faculty, staff, students and alumni) soliciting input on the same questions posed to the Governance Groups and President's Commission for Inclusive Excellence. Nearly 350 responses were received and summarized in attachment 7 of the meeting materials. Co-Chair Daigle introduced and thanked Mika Moore, a doctoral student in the Department of Leadership and Developmental Sciences, for her excellent work in preparing the report. Ms. Moore offered a brief overview of the breakdown of the affiliation of responders and noted the frequency of key words such as students, education, faculty, experience, ability, State, and Vermont used throughout the results.

Ms. Moore next identified the seven broad themes that emerged from the survey:

- **Academic and Research**
- **Dynamic Warmth: A Leader for All**
- **Diversity at the Forefront**
- **Focus on the Students**
- **Money, Money, Money**
- **UVM for Vermont**
- **Push into the 21<sup>st</sup> century**

Highlights of feedback from respondents on each of the themes were offered:

- A desire to build on the strengths of UVM's academic profile.
- The areas of environmental sciences and sustainability were identified as strengths of the University.
- The need for the humanities and science, technology, engineering and mathematical (STEM) fields to be prioritized.

- Continued support of research opportunities to attract top talent and grant funding as a way to build on UVM's academic reputation.
- The UVM community is distinctly concerned with issues of diversity, inclusion, respect, and equity.
- Desire for a leader who will take concrete steps to increase diversity on campus in students and faculty and the ability to handle issues of diversity and equity, and represent marginalized groups.
- Desire for a leader who will keep a focus on the issues, concerns, and needs of students, and be accessible to students and work to meet their needs and include them in decision-making processes.
- Tuition containment, salary considerations, and budgetary decisions were pointed to numerous times in the responses as areas to be addressed. Multiple affiliations discussed the problem of high tuition and the impact it has on student recruitment and retention.
- UVM should serve its state, including actively recruiting in-state students, designing academic opportunities that create job opportunities to stay in the state following graduation, staying true to the land grant mission of UVM, and remaining connected to the community of Burlington and the greater Vermont area outside Chittenden County.
- Recent technological innovations on campus, such as the new STEM Complex and the partnership with the UVM Medical Center were highlighted by respondents as prime examples of how the University can continue transforming into a world-class educational organization prepared to address current and future challenges and needs of our state, nation, and world.
- A call for leadership that values the need to foster a collaborative, cutting-edge learning environment for students, faculty, and alumni was echoed throughout the survey.

An opportunity for questions was offered. The Committee thanked and commended Ms. Moore for her service. Co-Chair Daigle commented on the similarity of responses and themes between this report and feedback provided by the Governance Groups and the President's Commission for Inclusive Excellence.

### **Discussion of Leadership Profile**

Vice President for Executive Operations Gary Derr reported that he and Co-Chair Ron Lumbra have been working on the draft Leadership Profile, included as attachment 8 in the meeting materials, for several weeks with Witt/Kieffer, a subset of committee members (Cindy Barnhart, David Barrington, Sidney Hilker, Polly Parsons and Cathy Rahill) and others, including key leaders across campus who specifically assisted with the appendix of essential university facts. The goal of today's discussion is to solicit any final committee feedback to enable Witt/Kieffer to begin sharing the document next week.

Co-Chair Ron Lumbra thanked and commended Vice President Derr for his management of the drafting of the Leadership Profile and tracking of feedback that has been provided as well as the contributions of committee members and others in this process.

The Committee reviewed and offered feedback on the draft Leadership Profile.

Co-Chair Lumbra reviewed next steps in the process. He and Vice President Derr will revise the Leadership Statement based on today's discussion and work with Witt/Kieffer on formatting of the document for their use.

### **Overview of Process for Accessing Search Materials**

Witt/Kieffer Managing Partner Robin Mamlet provided the Committee with an overview of the process for accessing search materials that will be prepared for the next meeting. She noted that much of that meeting's discussion will be in executive session and will include the review of lists of potential candidates. Witt/Kieffer will host a secure portal on which materials will be placed a few days in advance of the meeting. Leslie Donahue, the team's administrative assistant, will provide usernames and passwords. Committee members were encouraged to log in upon receipt and reach out to Ms. Donahue for any assistance. Ms. Mamlet noted that the lists of potential candidates will continue to grow well past the next meeting. No decision will be made at this meeting. A week or so after the next meeting, Committee members will be granted access to available candidate information. Committee members will be contacted as new candidate information becomes available for their review.

### **Other Business**

Vice President Derr provided logistical details for the off-campus semi-finalist interviews scheduled the first week in December, noting that the President's Office will be coordinating travel arrangements and overnight accommodations.

Co-Chair Daigle reminded members that the Committee is next scheduled to meet on Thursday, October 25, 2018, from 3:30-5:30 p.m. in the Davis Center.

### **Adjournment**

There being no further business, the meeting was adjourned at 4:05 p.m.

Respectfully submitted,

David A. Daigle, Co-Chair  
Ron E. Lumbra, Co-Chair



The University of Vermont

**CANDIDATE NAME**

**TITLE**

Presidential Interview Schedule

Candidate One: Monday, January 14 – Wednesday, January 16, 2019

Candidate Two: Wednesday, January 16 – Friday, January 18, 2019

Candidate Three: Monday, January 21 – Wednesday, January 23, 2019

Candidate Four: Wednesday, January 23 – Friday, January 25, 2019

**Guest:** Spouse and/or partner

**Transportation**

Confirmation # for all flights -

**Hotel Arrangements**

**Ground Transportation**

DRAFT

**DAY ONE (January 14, 16, 21, & 23)**

6:00 – 8:00 p.m.      **Dinner with Members of the Presidential Search Committee**

**DAY TWO (January 15, 17, 22, & 24)**

7:30 – 8:00 a.m.      **Breakfast with Search Committee Co-Chairs**  
Waterman Building, Phi Beta Kappa Room 527

8:00 – 9:00 a.m.      **Provost and Senior Vice President**  
Waterman Building, Room 348

9:00 – 10:30 a.m.      **Faculty Panel**  
Waterman Building, Room 427A

10:30 – 11:00 a.m.      **Break**

- 11:00 - 12:00 p.m. **Council of Deans**  
Waterman Building, Room 427A
- 12:00 – 1:00 p.m. **President**  
Waterman Building, Phi Beta Kappa Room 527  
Lunch
- 1:00 – 2:00 p.m. **Staff Council Executive Board**  
Dudley H. Davis Center, Chittenden Bank Room
- 2:00 – 3:00 p.m. **Faculty Senate Executive Committee**  
Dudley H. Davis Center, Chittenden Bank Room
- 3:00 – 3:30 p.m. **Break**  
Dudley H. Davis Center, Chittenden Bank Room
- 3:30 – 5:00 p.m. **Open Forum and Reception**  
Dudley H. Davis Center, Livak Ballroom and Livak Fireplace Lounge
- 7:00 p.m. **Dinner with Members of the UVM Foundation Board**  
Location: TBD
- DAY THREE (January 16, 18, 23, & 25)**
- 7:30 – 9:30 a.m. **Breakfast with the Board of Trustees**  
Dudley H. Davis Center, Chittenden Bank Room
- 9:30 – 10:30 a.m. **President’s Commission for Inclusive Excellence**  
Dudley H. Davis Center, Chittenden Bank Room
- 10:30 – 11:30 a.m. **Student Government Association**  
Dudley H. Davis Center, Chittenden Bank Room
- 11:30 – 12:30 p.m. **Graduate Student Senate**  
Dudley H. Davis Center, Chittenden Bank Room
- 12:30 - 1:30 p.m. **President Senior Leadership and Lunch**  
Waterman Building, President’s Conference Room 351
- 1:30 – 2:00 p.m. **Closure Meeting with Search Committee Co-Chairs**  
Waterman Building, Phi Beta Kappa Room 527

## CANDIDATE EVALUATION

### PRESIDENT UNIVERSITY OF VERMONT

**Candidate's Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Rating: Circle the number that most accurately rates the candidate:  
1 - poor; 2 - adequate; 3 - good; 4 - superior; NR - no rating

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Demonstrated record of advancing academic excellence in all respects	1	2	3	4	NR
Demonstrated record of implementing a compelling and inspiring intellectual vision	1	2	3	4	NR
Deep appreciation for scholarly work and a history of advancing academic excellence	1	2	3	4	NR
Commitment to the importance of teaching, research, and service across the University	1	2	3	4	NR
Personal commitment to and genuine conviction that inclusion and diversity are essential to improve education, the University, and our society and a record of institutional leadership that has sought to advance inclusion and diversity of all types—racial, gender, sexual, religious, ethnic, socio-economic, and intellectual	1	2	3	4	NR
The ability to understand and relate to the needs and concerns of faculty and staff	1	2	3	4	NR
Ability to bring diverse campus constituencies and identity groups together around a common sense of purpose	1	2	3	4	NR
Successful experience as a strategic leader of a highly complex organization	1	2	3	4	NR
History of organizational leadership	1	2	3	4	NR
Ability to build and cultivate financial support for the University and its programs	1	2	3	4	NR
Ability to execute large and ambitious plans with an entrepreneurial spirit and fiscal responsibility	1	2	3	4	NR
Solid footing in and facility with the economics of higher education, ideally spanning both land-grant and private university settings	1	2	3	4	NR
Understanding of current skills students need to excel professionally and personally beyond the university	1	2	3	4	NR
Ability to energize alumni to become increasingly engaged and supportive of the University at a level consistent with the University's aspirations	1	2	3	4	NR

**Other Areas to Consider:**

Accomplished in creating and supporting a climate of openness, understanding, and mutual respect	1	2	3	4	NR
Ability to build strong management teams	1	2	3	4	NR
Resonates with and embraces the special values and sensibilities of Vermont and UVM	1	2	3	4	NR
Genuine appreciation for human interaction, community, and engagement	1	2	3	4	NR
Understanding of educational and academic innovation and excellence combined with a passion for exploring and defining what education will look like in the future	1	2	3	4	NR
Highly developed understanding of academic values and culture	1	2	3	4	NR
Desire and ability to provide intellectual leadership on campus and to play a significant role at the local, state, and national level in shaping discussion on issues of importance to UVM, Vermont, higher education, and academia in general	1	2	3	4	NR
Exceptional communication, emotional intelligence, and interpersonal skills; the ability to energize and inspire students, faculty, staff, parents, alumni, trustees, and external constituencies	1	2	3	4	NR
Understands the full range of strategic issues in complex organizations	1	2	3	4	NR
The capacity to represent the University compellingly to donors and to lead a constantly improving advancement effort	1	2	3	4	NR
Ability to energize alumni to become increasingly engaged and supportive of the University at a level consistent with the University's aspirations	1	2	3	4	NR
Genuine appreciation of students, enjoyment of their company, and dedication to their success	1	2	3	4	NR
Energy, commitment, sense of humor, optimistic attitude, and great listener combined with a tireless devotion to the continued growth and success of the University	1	2	3	4	NR
<b>Overall assessment for the position of President</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>NR</b>

Comments: