President

Leadership Profile

Fall 2018

This Leadership Profile is intended to provide information about University of Vermont and the position of President. It is designed to assist qualified individuals in assessing their interest.
The University of Vermont and the Role of its President

The University of Vermont (UVM), one of the most historic and distinguished universities in America, seeks a President who can inspire its people, build upon its striking success, and help fulfill its vision as one of the nation's premier small research universities. The presidency is a unique opportunity for a new leader to build on the exceptional strengths and unique characteristics of UVM.

Since 1791, the University of Vermont has worked to move humankind forward. Today, UVM is a top-100 research university of an ideal size—large enough to offer a breadth of ideas, resources, and opportunities, yet small enough to enable close faculty-student mentorship and faculty-student collaborations across all levels of study, from bachelor’s to M.D. UVM enrolls 12,000 degree-seeking students, including more than 10,000 undergraduates and over 1,900 graduate students. The University is home to seven undergraduate schools and colleges, an honors college, a graduate college, a medical school, and a division of continuing and distance education. The University attracts a distinguished faculty that has steadily built its research enterprise, growing sponsored research from $65 million in 1999 to over $138 million in 2016. The University’s Foundation announced in July 2018 that it had exceeded its $500 million comprehensive campaign goal one year ahead of schedule. The market value of the University's pooled endowment as of May 31, 2018 totaled $531 million.

Vermont’s land-grant and only comprehensive university, UVM was founded as a private institution in 1791; it has always been an essential civic force in Vermont. UVM operates as a separate corporate entity from the State of Vermont serving as an instrumentality of the State. The University owns its own land and buildings, manages its own capital and operating budget, sets its own tuition and fees, and employs its own faculty and staff. UVM’s governance is an explicit blend of public and private, with a 25-person Board of Trustees balanced between private and public members. The President reports to the Board of Trustees and is a member by right of office.

UVM derives much of its distinctive character from Vermont’s unique culture and intense sense of place. Reflecting the natural environment that Vermont occupies and nurtures, the UVM campus sits atop Burlington’s highest ridgeline overlooking Lake Champlain, between the Green Mountains to the east and the high peaks of the Adirondacks to the west. Surrounded by Burlington, a thriving, livable, historical city perennially voted one of America’s most exciting places to live, UVM boasts a classic New England campus that is both well designed and beautifully restored. Complementing the beautiful historical buildings on campus is an array of new, state-of-the-art academic and residential facilities.

UVM embraces both a strong teaching mission and a dedication to advancing knowledge through research achieved by a distinguished faculty of accomplished teacher-scholars. Its rich environment for teaching, research, and scholarship in many realms of human inquiry has led to UVM being recognized in an array of national surveys. UVM is consistently recognized for its academic excellence and great overall value. UVM has been consistently ranked among the nation’s top 50 public universities in U.S. News & World Report.
UVM seeks in its new President a leader with the intellectual and aspirational vision, worldview, strong academic background, great energy and emotional intelligence, and personal integrity to inspire the University community to new levels of excellence across the breadth of the academy. UVM seeks a leader that will continue to build a distinctive position and reputation for the University among the nation’s leading small research universities recognized for overall academic quality fortified by excellence in undergraduate and professional education, and in research, scholarship, and creative activity. As the future landscape of higher education is evolving and challenging and becoming increasingly competitive, the next President will need to energize and lead the University community to achieve new levels of academic excellence, innovation, and distinction. UVM seeks a leader that will inspire all members of the University community—faculty, students, and staff—to dedicate themselves to the realization of this vision of academic destiny, quality, and excellence.

Candidates should have a history of collaborative organizational leadership, the ability to attract financial support for the University and its programs, and a strong record of creating and supporting a climate of openness, understanding, and mutual respect. Candidates will share the institution’s unwavering commitment to diversity and inclusion as an indispensable element of academic excellence and our commitment to preparing students to be leaders in diverse workplaces, diverse communities, and a diverse world.

Opportunities and Expectations for Leadership

The University of Vermont expects that its new President will quickly come to know the University culture and build a leadership team as a foundation for providing the strong guidance needed to set goals for the University, attract new funds to the University, and advance the University’s reputation, and continue the strong upward trajectory the University has enjoyed in recent years. These opportunities and expectations are presented here in no particular order of priority.

Advance the reputation of the institution

An essential responsibility of the President’s is to advance and enhance the reputation of the University. The University’s reputation both within Vermont and nationally has increased significantly over the course of the last five years. Essential to the sustained success of the University will be efforts to continue to position the University as a leading national and international institution of higher education. Recently, U.S. News & World Report again ranked the University of Vermont a top-50 public university—42nd of 132 public universities.

Developing and implementing strategies to continue to attract and retain outstanding faculty who are leaders in their respective disciplines will be essential to advancing the University’s reputation. Similarly, executing strategies to recruit and retain high-quality students at all levels and by all measures will contribute to improving the University’s reputation. For the fourth year in a row, UVM’s incoming class has achieved the highest academic credentials in the University’s history. The class of 2022 earned an average SAT score of 1264 and an average ACT score of 28.1, record highs for any incoming class.
The President of the University of Vermont is a public figure in the State, and communications emanating from the President—whether official or personal, written or spoken, formal or even informal—are scrutinized by a profoundly interested public. As a result, the President has the opportunity at virtually every turn to promote the best interests of the University and to enhance its reputation and stature.

The President will seek every opportunity to position the University as a critical asset for the State and the nation. As the institution seeks support for its work—whether from the State, from donors, from strategic partners, or through nurturing increased student demand—the distinctiveness of the institution’s academic offerings and the advantages of its singular culture must be promoted and effectively communicated. The University operates as the State’s land-grant university and has important associated obligations. At the same time, it is essential that the University position itself as a national and international university of the highest quality.

**Continue to attract philanthropic support**

The new President will inherit a robust philanthropic strategy and environment. The University has already surpassed its current campaign goal of $500 million and will likely exceed it by as much as 20 percent at the drive’s official closing in June 2019. While these efforts are having a substantial positive impact across the University, it will be imperative to continue to actively promote philanthropy as a source of resources to enable the University to advance its reputation and mission.

At the time of this writing, the University is engaged in an intensive effort to finance and build a new multi-purpose event center and to renovate several of its existing athletic, wellness, and fitness facilities. In addition, a new world-class joint research facility is planned for the department of psychology and the Larner College of Medicine. Combined, the cost of these two projects will approach $200 million, with a substantial portion anticipated to be funded with philanthropic contributions.

These and other similar efforts will be ongoing, and the new President is expected to become deeply engaged in the fundraising process from the beginning. Such capital needs, in addition to important requirements for financial aid and faculty support, will guide the new President, the University, and the Foundation as decisions are made regarding the design of future campaigns.

**Become immersed in the culture**

The intertwined cultures of the University and the State of Vermont are deeply engrained and idiosyncratic. In particular, Vermont’s political tradition of the town meeting, with its open and robust discussion of all matters of interest to the public, reflects the view of all Vermonters that they have a stake in all their public endeavors, including their University. Both the University and the State are also remarkably intimate environments with interpersonal connections that often transcend more formal communication. In short, the University is intrinsic to the fabric of life in Vermont, and many people in the State and the institutional community expect to have input into University activities.
The University’s most successful presidents have been those who have embraced this culture and have become immersed in it. If, as Tip O’Neill is credited with having said, “All politics is local,” then every corner of Vermont is local to the University’s President. The President must during the early days in office become acquainted with the people of the State and the University, including of course their governmental and political leadership. Vermonters wish to be heard; the signal to all constituents that the new President is listening will have a significantly positive impact on future conversations.

**Be engaged in and lead efforts to support diversity and inclusive practices**

The University of Vermont holds that diversity and academic excellence are inseparable. A distinguished university, particularly one that is a public land-grant, must be accessible and inclusive to all who can positively contribute to and excel at the institution, regardless of individuals’ backgrounds and circumstances. The University must prepare our students and support all members of our community to effectively function in and contribute to a complex, diverse, and evolving world. Through the tenets of respect, integrity, innovation, openness, justice, and responsibility found in *Our Common Ground*, the ideals of accessibility, inclusiveness, and academic excellence are reflected in the University’s values.

For these reasons, a diverse and inclusive UVM community is a compelling institutional interest that is indispensable to achieving our goal of inclusive excellence. If we are successful in this endeavor, the University of Vermont will continue to attract talented students, staff, and faculty who will not only enhance the University and local communities, but will make significant contributions to the nation and world.

At the core of this institution are its people. The next President will lead an increasingly diverse community of students, faculty, staff, and alumni. In addition to embracing the core principles of *Our Common Ground*, the President will lead strategic diversity engagement and initiatives at all levels of the University and will steadfastly support the core areas of focus for institutional diversity efforts: academics, community, environment, and operations. In light of the nature of our complex times, this President will, with great care, intentionality, and purpose, seek understanding of our community and work every day to make it a safe, affirming, and welcoming place for all.

**Become involved immediately in planning**

UVM’s Board of Trustees has begun the process of defining critical inputs into the University’s strategic direction for the next several years to continue to advance academic excellence and quality. The Board looks forward to finalizing the central strategic tenets in conjunction with the new incoming President, and crafting a strategic plan that will guide the University for years to come. The new President will start from this baseline to lead a process of strategic and operational planning to implement this plan. Of particular import in this process will be galvanizing the institution around a vision for its success in the longest term. Central to achieving this vision will be developing ways to further enhance the University’s reputation as a top-tier national and international research university with outstanding faculty and highly qualified students.
The advent of a new presidency will be the ideal time to engage the institution in a conversation about its ultimate objectives and priorities. In addition to developing the strategic plan for the University, the President will be expected to effectively implement the plan. The next strategic plan will provide an important road map by which the University continues to advance academic excellence and quality across the University.

**Build a robust and symbiotic leadership culture**

The University has benefited from a stable leadership environment in recent years. Because of anticipated retirements, the new President will likely have the opportunity to build a new team of senior leaders that values the institution’s history and traditions, but simultaneously seeks to significantly advance the University’s stature and reputation. Within this opportunity is the chance to further expand the diversity of the senior leadership of the University. It will be particularly critical in the development of this team to work closely with the University’s academic leadership, especially its deans. Over recent years, UVM’s deans have been given a significant challenge to provide strategic leadership to their units, and have been provided increases in both autonomy and accountability. The University’s launch of a RCM-like approach to budgeting – called incentive-based budgeting or IBB – is but one manifestation of this increase in autonomy and accountability. The institution’s deans are a highly collaborative and effective team and value a close and supportive relationship with the President and the senior team. The President benefits greatly from accessing the advice of the deans and making considered decisions that are shared with the deans.
Personal Qualifications and Personal Qualities

The University of Vermont seeks in its new President a leader with intellectual vision, a worldview, great energy, unwavering integrity, and the personal commitment to inspire the University community to new levels of excellence. Candidates should have a demonstrated record of advancing academic excellence in all respects, and of implementing a compelling and inspiring intellectual vision for the University. Further, candidates should have a history of organizational leadership, the ability to build and cultivate financial support for the University and its programs, and a demonstration of accomplishment in creating and supporting a climate of openness, understanding, and mutual respect. Ideally, candidates will also resonate with and embrace the special values and sensibilities of Vermont and UVM, where genuine, direct, passionate interaction and engagement is the norm. A genuine appreciation for human interaction, community, and engagement are highly desirable qualities.

The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- a successful experience as a strategic leader of a highly complex organization; an understanding of the full range of strategic issues in such complex organizations and the ability to build strong management teams and execute large and ambitious plans with an entrepreneurial spirit and fiscal responsibility;

- a highly developed understanding of academic values and culture; a deep appreciation for scholarly work and a history of advancing academic excellence as core to institutional success;

- a solid footing in and facility with the economics of higher education, ideally spanning both land-grant and private university settings;

- a 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;

- an understanding of educational and academic innovation and excellence combined with a passion for exploring and defining what education will look like in the future;

- a 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;

- exceptional communication, emotional intelligence, and interpersonal skills; the ability to energize and inspire students, faculty, staff, parents, alumni, trustees, and external constituencies;

- a commitment to the importance of teaching, research, and service across the University; an understanding of current skills students need to excel professionally and personally beyond the University;
• the capacity to represent the University compellingly to donors and to lead a constantly improving advancement effort;

• the ability to energize alumni to become increasingly engaged and supportive of the University at a level consistent with the University’s aspirations;

• a well-developed political and diplomatic skill set in order to represent the institution’s missions and goals to outside constituencies;

• the ability to understand and relate to the needs and concerns of faculty and staff;

• an ability to bring diverse campus constituencies and identity groups together around a common sense of purpose;

• a genuine appreciation of students, enjoyment of their company, and dedication to their success; and

• an energy, commitment, sense of humor, optimistic attitude, and great listening skills combined with a tireless devotion to the continued growth and success of the University.
The University of Vermont: Its Founding and History

Founding and History

Vermont became a republic in 1777, 14 years before it joined the union as the first new addition after the original 13. Its independence of spirit fostered political and social movements from abolition to civil unions. The State’s contrarian and civic tradition continues today in its political and community life and finds its own echo in the life of the University.

The University of Vermont was chartered in 1791, the fifth New England college established after Harvard, Yale, Dartmouth, and Brown. Ira Allen, brother of Revolutionary War hero Ethan Allen and a central figure in Vermont’s early history, led the drive to charter a state university and locate it in Burlington. He is credited with founding the University. The University is popularly called UVM, a derivation of its Latin name, Universitas Viridis Montis, the University of the Green Mountains.

The new University’s original charter explicitly declared support for freedom of religion—making it the nation’s first institution of higher learning to take such a public stance. This tradition of openness continued in 1871, when the University defied custom and admitted two women as students. Four years later, the school’s Phi Beta Kappa chapter became the first honor society in the nation to admit women; two years after that, in 1877, the society became the nation’s first to admit African-American students.

In 1864, following the lead of Vermont U.S. Senator Justin Smith Morrill, whose legislation established Morrill land-grant universities across the country, Vermont established a land-grant college, the State Agricultural College, and provided the first significant, direct public support. In 1865, the College merged with the older university to form the University of Vermont and State Agricultural College. By the end of the 19th century, the State added support for the medical school to its contributions. In 1955, the legislature reorganized the University as an “instrumentality” of the State. It added three State-appointed seats to the Board of Trustees and created the first annual general State appropriation in the University’s history. The 1955 reorganization also mandated that the University provide reduced in-state undergraduate tuition in exchange for State support. From the beginning, the University of Vermont has been both public and private in its financing, its governance, and its missions.
Procedure for Candidacy

The University of Vermont has retained Witt/Kieffer, a national executive search firm, to assist in this search. Review of candidates will begin immediately and continue until the position is filled. Nominations, inquiries, and applications, including a letter of interest describing the individual's qualifications for the position and curriculum vitae, should be sent to:

Robin Mamlet, Managing Partner, Education Practice
Dennis M. Barden, Senior Partner
UVMPresident@wittkieffer.com

Electronic submission of materials is strongly encouraged. Materials that must be mailed can be sent to:

Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523

*The University of Vermont is an Equal Opportunity/Affirmative Action Employer. Applications from women, veterans, individuals with disabilities, and people from diverse racial, ethnic, and cultural backgrounds are encouraged.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of Vermont documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from the University of Vermont and/or are owned by Witt/Kieffer via Getty Images.
Appendix: UVM – Essential Facts

Mission

To create, evaluate, share, and apply knowledge and to prepare students to be accountable leaders who will bring to their work dedication to the global community, a grasp of complexity, effective problem-solving and communication skills, and an enduring commitment to learning and ethical conduct.

Vision

To be among the nation’s premier small research universities, preeminent in our comprehensive commitment to liberal education, environment, health, and public service.

University of Vermont - Our Common Ground

We aspire to be a community that values:

**RESPECT.** We respect each other. We listen to each other, encourage each other, and care about each other. We are strengthened by our diverse perspectives.

**INTEGRITY.** We value fairness, straightforward conduct, adherence to the facts, and sincerity. We acknowledge when things have not turned out the way we had hoped. As stewards of the University of Vermont, we are honest and ethical in all responsibilities entrusted to us.

**INNOVATION.** We want to be at the forefront of change and believe that the best way to lead is to learn from our successes and mistakes and continue to grow. We are forward-looking and break new ground in addressing important community and societal needs.

**OPENNESS.** We encourage the open exchange of information and ideas from all quarters of the community. We believe that through collaboration and participation, each of us has an important role in determining the direction and well-being of our community.

**JUSTICE.** As a just community, we unite against all forms of injustice, including, but not limited to, racism. We reject bigotry, oppression, degradation, and harassment, and we challenge injustice toward any member of our community.

**RESPONSIBILITY.** We are personally and collectively responsible for our words and deeds. We stand together to uphold *Our Common Ground.*

Academics

UVM offers more than 100 undergraduate majors, 53 master’s programs, 21 post-baccalaureate and master’s certificate programs, and 25 doctoral degrees including a medical degree. For a small university, it has unusually broad offerings.

The [University's academic units](#) include: the College of Agriculture and Life Sciences; College of Arts and Sciences; College of Education and Social Services; College of Engineering and
Mathematical Sciences; Larner College of Medicine; College of Nursing and Health Sciences; the Rubenstein School of Environment and Natural Resources; the Grossman School of Business; the Honors College; the Graduate College; the University of Vermont Extension; the Vermont Agricultural Experiment Station; a Division of Continuing and Distance Education; and the UVM Libraries. UVM is the nation's smallest land-grant institution with a medical school. UVM is classified as a higher activity research university by the Carnegie Foundation for the Advancement of Teaching. With more than 80 percent of headcount enrollment at the undergraduate level, UVM is one of about 70 institutions in the U.S., out of over 4,300, that combine a “high research” profile with a “high undergraduate” enrollment mix.

The University has decentralized undergraduate degree programs that place responsibility and standards at the level of the faculty of the schools and colleges. Curricular development has traditionally occurred therefore within the colleges and schools, resulting in an unusually wide array of undergraduate majors in the liberal arts and the professions and a set of doctoral degrees dominated by the STEM disciplines (science, technology, engineering, and mathematics). This growth in new programs has not been matched with program termination, stretching academic budgets thin, particularly in the current economic climate.

General Education

The General Education Program reflects the faculty's aspirations for all UVM undergraduates. General Education is the foundation of a transformative educational experience that prepares students to become accountable leaders who bring to their work dedication to the global community, a grasp of complexity, effective problem-solving and communication skills, and an enduring commitment to learning and ethical conduct. General Education courses transcend disciplinary boundaries; they help students develop integrated competencies that are essential to lifelong learning and responsible citizenship. UVM currently has four General Education requirements: Diversity, Foundational Writing and Information Literacy, Quantitative Reasoning, and Sustainability.

President's Commission for Inclusive Excellence

In 2014, the President’s Commission for Inclusive Excellence was formed an institutional advisory board at the University of Vermont, whose primary mission is to advance the strategic diversity and inclusion goals of the University of Vermont. In 2016, the Commission advanced and the University adopted A Framework for Building a More Diverse, Inclusive, and Multiculturally Competent Campus which was a product of intense dialogue, inquiry, campus feedback, and deliberation among many individuals within the University community. The Framework aligns with University's Strategic Action Plan and academic excellence goals, and outlines a framework to support strategic diversity planning across the University of Vermont.

Robert Larner, M.D. College of Medicine

The Larner College of Medicine was established in 1822. The medical school, the nation’s 7th oldest medical school, is home to some of the newest, most innovative efforts in education, research, and the clinical enterprise. The College very much reflects the attributes of UVM. It combines the ethos of a major research university with the innovative, personalized education of a smaller institution. The College has taken great pride in educating the next generation of
physicians and biomedical scientists, and has trained over 35 percent of the physician practicing in Vermont. It takes equal pride in its scientific stature and has competed successfully for significant extramural research funding, which fluctuates between $70-90 million annually. The clinical faculty of the College delivers outstanding patient care to the State and region through the University of Vermont Health Network Medical Group (UVMHNMG-the Medical Group), UVM’s partner in the University of Vermont Medical Center (UVMMC-the Medical Center), and across the University of Vermont Health Network (UVMHN-the Network).

Over the past decade, the College has made impressive strides. Among these have been strengthening the partnership between the College and the Medical Center, and the growing health system; the recruitment of over 270 new faculty, among them a number of department chairs; and significant growth in philanthropic support, including an unprecedented commitment of $100 million in lifetime giving from late alumnus Robert Larner, M.D., ’42. The College is also developing new clinical training sites, including a branch campus in Connecticut, to ensure medical students have to the opportunity to work with a diverse population. The research enterprise has grown significantly from $65.9 million to $90 million between 2007 and 2016. In addition, several College buildings, laboratories, and medical education spaces have been revitalized. Recently, the College was granted approval to develop plans for a $90 million renovation and expansion of the College research facilities.

A critical feature of UVM’s academic profile and future potential is the strength of its partnership and shared mission with the Medical Center, a full-service, sophisticated tertiary care, vertically integrated health care delivery system that serves as a regional referral center—providing advanced care to approximately one million people in Vermont and northern New York—and as a community hospital for approximately 150,000 residents in Vermont’s Chittenden and Grand Isle counties. The Medical Center is the main teaching hospital for the College, and contains within it a full-service children’s hospital. Much of the College’s clinical and health services research is conducted in collaboration with the Medical Center. Over the last several years, the University of Vermont Health Network, a parent organization of a six-hospital, cross-lake partnership, has been established to create a highly integrated health care system serving the communities of Vermont and northern New York.

Research

UVM is classified as a Carnegie 2 high intensity research university. In academic year 2018, UVM received $136 million in extramural funding of which $100 million were specifically for research. The major locus of this research activity was the Larner College of Medicine but activity in all colleges, especially in Engineering and Mathematical Sciences, Agriculture and Life Sciences, and the Rubenstein School for the Environment and Natural Sciences, has been on a steady increase. The University’s biomedical research centers and institutes focus on cardiovascular disease, cancer, neuroscience, lung biology, and addiction treatment and prevention and are nationally recognized. The research programs and world-class experts in environmental issues such as acid rain, forest management, land stewardship, lake studies, and groundwater contamination have recently been integrated through the establishment of the University-wide Gund Institute for Environment. Specialized laboratories in every school and college, four research farms, nine University-managed natural areas, a waterfront lake research center, a Biohazard Level 3 facility, a supercomputer cluster, and an aquatic research vessel are among UVM’s research facilities.
The portfolio of intellectual property is expanding, with rising numbers of patents and licenses which underpin a re-energized focus on how UVM interacts with the surrounding community and strives to harness the work of the faculty for societal benefit. UVM also has myriad interactions with and provides support of not-for-profit entities that mentor startup companies to generate jobs. This augmentation of the Vermont economy is a part of our efforts to double down on the land-grant mission bequeathed to us by Vermont’s own Justin Smith Morrill.

Faculty

The University currently has a full-time faculty of 1,321 and a part-time faculty of 364. About 89 percent of full-time faculty hold the Ph.D. or the highest degree in their field. University expectations for faculty are defined not only by maintaining currency in a field of scholarship and depth of engagement in scholarly pursuits including research, scholarship, and creative activity, but also by the expectation that this scholarship informs teaching and the mentoring of students. This ideal of the Teacher-Scholar model is a hallmark of the University, and the many facets of UVM faculty distinction reflect the University’s strong commitment to this model. The expectation of excellence in both research and teaching provides the foundation for the University mission and vision, which demand strong research activity and currency in established and emerging fields of inquiry. This is coupled with modeling our aspirations for our graduates to be lifelong learners and informed, involved, ethical citizens contributing to a global community.

This commitment to the Teacher-Scholar model is evident in resources and support available for faculty in research, scholarship, and the creative arts, as well as for implementing best practices and exploring innovation in teaching. The promotion of the Teacher-Scholar model is one of most important ways in which research and education work in tandem to enable the fulfillment of the institutional mission.

The University is also committed to diversity in its faculty hiring. These activities have resulted in a 26 percent increase in tenure-track faculty of color to 11 percent of the total, although this rate remains below that of peer institutions. Currently, women faculty occupy slightly less than one-third of all tenure-track appointments, on par with its peer institutions. While progress has been made on recruiting faculty of color, retention remains a challenge.

The faculty has an important role in University governance, primarily through the Faculty Senate. Authority in matters related to the academic mission is vested in the faculty by the Board of Trustees. This authority is exercised in the Faculty Senate by elected senators with voting privileges and by committees authorized to act on their behalf. Meetings of the Faculty Senate are presided over by a President and Vice-President and follow a town-meeting format at which all University faculty members have a voice. The activities of the Faculty Senate are overseen by an Executive Council, comprising the chairs of the Senate standing committees, four at-large members elected from among the senators, and the Senate President and Vice-President. The Faculty Senate President and Vice-President meet monthly with the President and Provost, as does the full Executive Council. In addition, members of the Executive Council serve as faculty representatives to relevant Board of Trustees committees. UVM faculty also established a chapter of United Academics (AAUP/AFT) full- and part-time faculty unions in the
early 2000s. Faculty from the Larner College of Medicine and the program in military studies are not part of these collective bargaining units.

In 2013, the Board of Trustees approved President Tom Sullivan’s Strategic Action Plan. In academic year 2013-2014, Provost David Rosowsky articulated a set of academic excellence goals in support of the Strategic Action Plan. The intent of the Academic Excellence Goals was to galvanize the University community around a common set of well-defined objectives, and to establish a commitment of all members of the University to achieving the highest standards of academic excellence—the highest ideal of any great university. In defining the eight academic goals, careful consideration was given to the University’s mission as a land-grant university and its role as Vermont’s flagship public research university, the University’s commitment to the principles and content of a liberal education, and its over 225-year history as a distinctive and important institution of higher learning. Also, consideration was given to the challenges facing higher education today and the changes being made by universities to ensure relevancy, sustainability, and a vibrant future.

Creating a sustainable teaching and research environment for UVM’s faculty is a key goal to be addressed in the coming years. Direct involvement of the faculty in advancing academic excellence is an integral part of creating this positive environment.

**Students**

Students are attracted to the opportunities provided by the breadth and depth of academic programs UVM offers; the tight-knit community that enables interdisciplinary learning, mentorship by faculty, and lasting friendships; the living laboratory of Vermont’s lakes and mountains; and the vibrant culture of Burlington and its status as a top tech hub and creator of innovative businesses. This academic ecosystem provides students with countless opportunities for hands-on learning and recreation, both on campus and off.

The UVM student community today totals 13,346 students, including 10,612 undergraduate, 1,530 graduate, 466 medical, 22 post-baccalaureate certificate, and 1,132 non-degree students. Approximately one-quarter of UVM undergraduates are Vermonters, and the balance is from outside the State, with 49 U.S. states and over 73 countries represented. The University’s relatively small size enables it to provide an educational experience on a human scale, with about half of UVM classes having fewer than 20 students.

The University has strategically improved the academic quality of its incoming classes, with the last four first-year classes each breaking records for highest average SAT scores, which have risen from 1174 to 1265 over a 10-year period. UVM students are have also experienced success competing for national awards like the Fulbright, Udall, and Goldwater, with more than 100 student winners and finalists in the past six years.

The UVM Honors College was established in 2004 to offer an intensely focused, academically challenging environment for some of the University’s most outstanding undergraduate students. The College includes an honors residence hall in the heart of campus, and faculty from across the University provide instruction. Students are either invited to enter the College when admitted to UVM based on their strong high school record or apply for entry at the end of their
freshman year. Approximately nine percent of the undergraduate student body, or 916 students, from across the various units of UVM, are currently enrolled in the Honors College.

Attention has also been paid to diversifying the student body broadly, increasing the international population, the number of students from outside New England, and the number of students from lower socio-economic backgrounds. In 2017, the University launched the Catamount Commitment program, which covers tuition and fees for Pell-eligible Vermonters; more than 300 students have been admitted to the program. The student of color population is 12 percent of the undergraduate population. While this is a considerable achievement within the context of the State of Vermont, with its limited racial diversity and a 98 percent white population, increasing this number remains a priority. There are five diversity and equity centers focused primarily on providing services and programs for students including: Center for Cultural Pluralism, Interfaith Center, PRISM Center, Mosaic Center for Students of Color, and the Women’s Center.

Graduate students, while a smaller proportion of the overall population, have also grown in number over the last ten years. Graduate student enrollment increased by 10 percent, paced by a 26 percent increase in doctoral enrollment from 2008 to 2018. Graduate students constitute an integral part of both the teaching and research activities at UVM, supporting undergraduate instruction, most especially in the STEM laboratories but also in the teaching of discussion sections and labs across the University. In the research arena, graduate students, as they are trained in their research discipline, provide critical personnel to faculty who seek to be productive researchers. There is renewed effort to strategically increase graduate enrollment, including through the creation of accelerated master’s programs that create a pathway for undergraduate students. Several new low-residency, online, and professional master’s degree programs have been implemented. Further, there is a need to grow the number of Ph.D. programs.

UVM student interests are varied, and more than 200 clubs and organizations provide an outlet for every interest. You’ll find students hiking in the Green Mountains, cheering Go! Cats! Go! at a packed hockey game, salsa dancing, volunteering with Burlington’s refugee population, debating at tournaments around the world, and getting involved in local government. A high degree of environmental awareness pervades the culture, as well as a strong interest in issues of social justice and helping others through volunteer activities. Additionally, through student government and other groups, students are motivated and involved in all aspects of University life, including a strong desire to be involved in management issues and key decisions, with an eye towards the impact they will have on the campus and the community and world beyond.

UVM is a residential campus, with first- and second-year students required to live in the residence halls. The housing system offers a variety of living situations. In the Fall 2018, the University significantly expanded the Residential Learning Communities program as part of its first-year student program. The programs include the following: Arts and Creativity, Cultural Crossroads, Innovation and Entrepreneurship, Outdoor Experience, Leadership, Sustainability, and the Wellness Environment. The latter is a University program that has enjoyed significant national attention for its innovative, neuroscience-based approach to promoting healthy behaviors. Currently, 82 percent of first-year students and 84 percent of all on-campus students live in Residential Learning Communities. The goal is to reach 100 percent of all students living on campus to be in a Residential Learning Community by Fall 2019.
Staff

Approximately 2,264 full-time and 156 part-time staff are employed at UVM. The majority of staff are not unionized, and there are two collective bargaining units that represent staff: United Electrical Workers represent service and maintenance workers, and Teamsters represent staff in Police Services.

UVM staff perform virtually all non-academic functions at the institution. The major exception is University Dining Services, which is outsourced to the Sodexo Corporation.

The University pays competitive market salaries and provides good benefits to staff, which include medical insurance (prorated on an income-based sliding scale), retirement contributions (employee mandatory is two percent of salary, which is supplemented by UVM at 10 percent), tuition remission for staff and their children, dental insurance, and life and disability insurance.

The UVM Staff Council is a resource to staff, and, “serves as an advocate for staff by seeking out and responding to their ideas and concerns, representing them to the University administration, and keeping staff informed of University initiatives. Staff Council works to create a cohesive community, have a positive impact on staff culture, and promote the betterment of all.” (Staff Council Mission Statement).

Enrollment Management

The University of Vermont is unique as a state flagship research university with regard to its enrollment demographics. UVM’s non-resident enrollment is typically 77 percent for matriculating first-time, first-year (FTFY) students and 69 percent overall, which is higher than any other public school in the country. About 6,300 Vermonters graduate secondary schools annually. With fifteen other baccalaureate-granting institutions in State, UVM requires a large number of non-resident students to reach enrollment targets. Vermonters remain a priority and as such, transfer and graduate student cohorts are of high interest as the proportion of in-state students is higher for those groups as compared to FTFY enrollees. Unlike in many other states, Vermont does not have a mandate with regard to the proportion of in-state residents. About six percent of undergraduates are international, up from one percent ten years ago.

During the most recent five-year period, selectivity and yield have increased nearly ten and five percent, respectively, and the overall profile of the class has improved as well; the 80-point increase in the undergraduate SAT average is among the class quality indicators. These improvements have been accomplished by, among other things, adding more than 200 non-residents to the incoming FTFY class over this time span. UVM is aware of shifting demographics and continues to put strategies in place to increase our position in the market and grow in states outside of New England. As an example, the Office of Admissions recently created two new positions, regional counselors hired to strategically recruit New Jersey/PA and the West Coast.

UVM's positive trends in enrollment have been supported by work on the University's identity. Partnership with an external marketing firm from 2015-2018 yielded a strong positioning statement and messaging, as well as a comprehensive style guide that governs the University’s
communications and marketing. Now, programs across the University are more cohesively representing the UVM story, leading with academic messaging that is crucial to recruiting and retaining highly qualified and diverse students.

As has been the case for many years, Vermont State financial support of its flagship institution is among the lowest in the country. As such, UVM has evolved into a tuition-driven institution; developing strategies to grow net tuition revenue and strategically use financial aid are a constant focus. The overall discount rate is about 32 percent for undergraduate students and a bit higher for FTFY students. The net tuition revenue model means aid is used to bolster the quality and diversity metrics while simultaneously increasing the overall net tuition revenue. A data-driven understanding of the optimization of financial aid resources in building a class and maintaining enrollment is also an important role of enrollment management. Though UVM has had a very successful capital campaign under the leadership of the current President, only a small amount of aid (need or merit) is awarded through endowed funds.

In line with its mission, rooted in the elevation of humanity, UVM is committed to access and affordability. The **Catamount Commitment** program allows Vermont Pell eligible students to attend UVM tuition free. UVM has developed and maintained several partnership programs in high schools in key markets where the institution meets full financial need to allow limited-income families to afford a UVM education. The University’s work with Strive for College, the Coalition for Access, Affordability and Success and other Community-Based Organizations are examples of work done in line with the access mantra.

The University recently developed a coordinated enrollment initiative, focused on student persistence and progression outcomes. This includes the use of retention-focused software. This strategy, among others, has already led to small improvements in enrollment metrics. First-year retention and four-year graduation rates remain priority areas of focus at the University.

**University of Vermont Athletics**

University of Vermont Athletics, with an annual operating budget of $21 million and 85 full-time staff, oversees programming in Intercollegiate Athletics and Campus Recreation. With a strong commitment to academic success, the intercollegiate program includes 18 NCAA Division I men (8) and women (10) sports with a history of significant competitive success. Presently, there are 425 high achieving student-athletes. The student body is physically active; approximately 85 percent participate in Campus Recreation programs and/or use recreational facilities. Campus Recreation programming includes Intramural Sports, Fitness Programs, Physical Education Activity Classes and Youth/Community Programming.

The physical plant includes a 25-yard natatorium, 3,400 seat gymnasium, 4,400 seat hockey arena, indoor track, indoor turf practice facility, Athletic Performance Center, Fitness Center, squash and racquetball courts, and multi-purpose activity areas. Fields include two artificial turf fields, a track and field complex, and three grass recreation fields. In 2016, the new soccer/lacrosse stadium opened.

Vermont teams, as members of the America East Conference, Hockey East Association, and the Eastern Intercollegiate Ski Association, have distinguished themselves at the conference, regional, and national levels. In recent years, men’s basketball, men’s hockey, men’s soccer, and women’s track have advanced to the NCAA Tournaments with skiing winning the NCAA
Championships most recently in 2012. Several student-athletes have achieved All-America and Academic All-America status. Many Vermont student-athletes have gone on to distinguished careers in professional sports, World Championships, and the Olympic Games.

With no professional sports or other NCAA Division I programs in the State; the Catamounts are truly the State’s ‘team.’ Community interest and support is significant and the highest among our peers. Sell-out crowds at hockey and basketball games are common and reflect the high level of interest within the community and surrounding areas.

Campus and Facilities

The University today encompasses more than five million square feet of space, much of which is located in historic buildings. UVM has an exceptionally beautiful campus that has benefited significantly from the financial results of the University’s growth strategy of recent years. UVM has invested approximately $275 million in campus facilities since 2012. Since 2012, the University has added or renovated 21 buildings. Seven new buildings or spaces, including Discovery Hall, Innovation Hall, Silver Pavilion, Central Campus Residence Hall, UVM Rescue Building, Virtue Field, and Ifshin Hall have been built, and 13 buildings, including Votey Hall, Alumni House, Billings Library, Bailey/How Library, Cohen Hall for the Integrative Creative Arts, Miller Research Facility, and Royall Tyler Hall have been renovated.

Several projects are currently in the planning phase including: Southwick Hall (home to the Department of Music and Dance), Torrey Hall (home to the Pringle Herbarium Collection), and a Medical Research Facility (Joint facility for the College of Arts and Sciences and the Larner College of Medicine).

The University is currently in the design phase for a new Multi-Purpose Center. The proposed Center will feature dramatic upgrades and a five-fold increase in the space dedicated to non-varsity use that will become the hub for health, wellness, and fitness for the entire campus. This space also will become the academic and social interface of the facility, with classrooms and study areas intermixed with lounges to foster interaction. The Multi-Purpose Center will include separate but interconnected facilities for hockey and basketball, preserving and enhancing the venerable Gutterson Fieldhouse while providing a properly-sized events center to house Catamount basketball games as well as academic, social, cultural, and entertainment programming. Newly constructed shared space will link the Gutterson Fieldhouse with the new basketball/events center on three different levels, and will include spacious new concourses with restrooms and concessions, simplified circulation and a well-appointed Victory Club room featuring views on both sides to watch hockey and basketball games.

Finances

The University’s financial condition is “stable” as recently affirmed by the rating agencies, and its ratings are Aa3 (Moody’s) and A+ (S&P). Consistent with the University’s goal of affordability and financial access, the University has had record low tuition increases over the past few years. Modest budget cuts and growth in enrollment have made these low increases possible. The University’s FY 2019 budget totals $683 million. The total general fund budget, which excludes auxiliaries and sponsored research, for the same period is $370 million. The University has cash reserves and a line of credit to sustain it in uncertain times. Its debt is comprised of
fixed-rate bonds, thereby avoiding the uncertainty associated with variable rate debt. Current debt service ratio is 5.25 percent.

The market value of the University's pooled endowment as of July 31, 2018 totaled $540 million—a 66 percent increase in ten years. (In July 2008, the University's pooled endowment totaled $325 million.) It provides a $19 million revenue stream that supports academic programs, scholarship aid, and faculty. The annual State appropriation to the University is $42 million.

The greatest financial challenge going forward is the need to sustain and increase resources to deliver on our mission and meet our strategic objectives. It will be important to diversify revenue sources by growing revenue from nontraditional academic programs and graduate programs, and it will be critical to continue our recent success in developing philanthropic resources. Although the State of Vermont has served the University well by not significantly reducing its general appropriation as has occurred in many other states, State funding is not likely to grow in the foreseeable future. The State appropriation currently represents just 11 percent of UVM’s general fund revenue and six percent of the total operating budget. The leadership of the University is currently engaged in a strategic budgeting process with the goal of identifying initiatives that would have a material impact on either increasing revenue or decreasing expenses.

**Private Philanthropy**

The University of Vermont’s donor community is robust and successful, and has the potential to become a much more powerful resource by leveraging the success of recent engagement strategies.

The University’s current comprehensive fundraising effort, named *Move Mountains: The Campaign for the University of Vermont*, launched its public phase in October 2015 and will conclude in June 2019. The University announced in July 2018 that it had exceeded its $500 million comprehensive campaign goal one year ahead of schedule. To date, the *Move Mountains* Campaign has raised $78 million for scholarship (256 new scholarships), $63 million for endowed professorships (increase from 52 to 115), $66 million for facilities, and $298 million for academic and co-curricular programs.

Leading this ambitious campaign is the **UVM Foundation**, which was created in 2012. The organization is a separately incorporated 501(c)3, governed by a 26-member Board of Directors and employs more than 75 development and alumni relations professionals. The Foundation’s mission is to secure and steward private support to benefit the University of Vermont, and this volunteer leadership group will invest new levels of energy, capacity, and capability to the institution’s fundraising enterprise. The Foundation, in close collaboration with UVM, increased annual fundraising production by approximately 200 percent since inception. The President of the University of Vermont, the Chair of the Board of Trustees, and the Foundation’s President and CEO sit as *ex officio* voting members of the Foundation’s Board of Directors and its Executive Committee.

In addition to the UVM Foundation Board of Directors, the Foundation Leadership Council provides volunteer leadership to the Foundation and University through philanthropy, service,
skills, networking, knowledge, and strategic business acumen. The Council was established to provide a platform to engage the institution’s most passionate, influential, and accomplished alumni and friends. Council members are chosen as a result of their previous philanthropic involvement and interest in advancing the University of Vermont, are asked to attend at least one Foundation Leadership Council meeting per year, and are elected to five-year terms that are renewable without limit for additional five-year terms.

**University of Vermont Alumni**

The University of Vermont has over 117,000 living alumni, with approximately 32,000 living in Vermont, that are the largest stakeholder of the University. UVM alumni are engaged with, and committed to, their Alma Mater. With alumni spread across the country and around the world, they serve as active ambassadors for the University helping to grow the University's reputation.

Alumni are involved in all facets of University life. Alums are active members of college and school boards of advisors, the Board of Trustees, serve as sources of internships and practicum sites for students, and a resource for students seeking employment opportunities. Alumni are actively engaged in regional cultural and social events sponsored by the University. Alumni are passionate and devoted supporters of UVM Athletics both at home games and when the teams travel.

In recent years, the number of regional alumni groups has increased coupled with several recently established and highly successful affinity groups. In many ways, the opportunity to grow the alumni’s connection and involvement with their Alma Mater is seemingly limitless and a treasure waiting to be further expanded upon. In 2017, the UVM Alumni Association launched with great success UVM Connect—an online University community connecting alumni across all areas. Initial response and enrollment exceeded all expectations. The realization of the University’s aspirations are intrinsically tied to finding ways to increase and expand engagement and involvement of the alumni.

The UVM Alumni Association (UVMAA) is the umbrella organization for alumni relations, and is, itself, administered out of the UVM Foundation. The UVMAA is not a dues-paying association, so all of UVM’s graduates are considered members. The UVMAA is governed by an unincorporated Board of Directors, and supports the activities of five regional boards: New York, Boston, Washington, DC, San Francisco, and Vermont. The President of the UVMAA holds an *ex officio* seat on the UVM Foundation.

**Governance**

The UVM Board of Trustees, which has full legal responsibility and authority for the University, reflects the public/private nature of the institution. The Board is composed of 25 members: nine legislative; nine self-perpetuating; three gubernatorial; two students; and two *ex officio* members, the Governor of Vermont and the President of the University. The Trustees have full fiduciary authority for the University: they set and approve policies, budgets, tuition and fees, engage in strategic planning, and have the authority to award honorary degrees and to hire and fire the President.
UVM administration, led by the President and the Senior Vice President/Provost, and the Faculty Senate share responsibility in managing the University's academic affairs. The UVM Staff Council plays an advisory role in raising staff issues and concerns, as well as planning a variety of activities for staff.

The Student Government Association and Graduate Student Senate also play advisory roles to the administration, as well as recognizing student clubs and organizations and allocating funding generated through the student activities fee.

In general, UVM governance bodies have come to expect ample access to decision-makers, and debate about important issues is engaged, spirited, and commonplace.
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.