To: The UVM Community

From: Carl H. Lisman, Chair, UVM Board of Trustees
Daniel M. Fogel, President

RE: Presidential Evaluation Report

The Board of Trustees has completed the 2007 Comprehensive Review of the Presidency of Daniel Mark Fogel. This is the first time that an extensive, detailed, and community-based review of Presidential performance has been undertaken at UVM.

This is our report to the UVM community on the outcome of the evaluation.

The Board retained a professional consultant to conduct interviews and gather information with respect to the evaluation: Dr. Robert Atwell, former President of the American Council on Education and a longtime administrator and leader in higher education. In addition to inviting the entire community to provide confidential written feedback on Presidential performance, Dr. Atwell conducted interviews with over 150 individuals from a broad range of University-related constituencies.

Dr. Atwell provided a verbal report of the results of his work to the Board in executive session on November 30, 2007. The following day, the UVM Board of Trustees unanimously adopted the following resolution:

Resolution Regarding Five-Year Presidential Comprehensive Review

WHEREAS, the University as community has achieved extraordinary success across a broad spectrum of academic, educational, research, programmatic, resource, campus life, and athletic endeavors; and

WHEREAS, the University is engaged in strategic planning processes designed to ensure its continuing success in the years to come; and

WHEREAS, the University is a community by virtue of its dedication to common goals and values; and
WHEREAS, these shared achievements, goals, and values have coalesced under the outstanding leadership of President Daniel Mark Fogel, as illustrated in the enclosed summary;

THEREFORE, this Board, on behalf of the University community, expresses its respect, gratitude, support, and affection for Daniel Mark Fogel.

Comments from Carl Lisman:

The resolution passed by the Board largely speaks for itself. Let me simply say that the information gathered in this process resulted in a clear and compelling endorsement of the leadership of President Fogel. His energetic, bold, visionary style and contagious sense of confidence in UVM came through loud and clear. Dan’s deep respect for UVM and Vermont culture and values has contributed to his success, and his strong commitment to adopting best practices, demanding excellence and accountability through performance measures, and competing on a national scale has made UVM a better place during his nearly six years as President.

Our University is on a strong footing now. Our strategic plans are succeeding, we are attracting and retaining diverse, excellent students, faculty, and staff, and our national profile and visibility have improved tremendously. We offer a high quality education and an outstanding student experience, and there is every reason to be confident that UVM’s upward trajectory will continue under Dan Fogel’s supervision.

The list of accomplishments and milestones over the past five years is extensive and impressive, and a summary is attached for your information.

We are fortunate to have Dan Fogel providing UVM with strong and dynamic leadership, now and for years to come.

Comments from Dan Fogel:

I am humbled and gratified by the confidence placed in me by the Board and by the UVM community as evidenced by this comprehensive evaluation process. Extensive and intensive as it was, the process provided me with valuable insights and information that I hope will help me to serve the University better and all of us to work together even more effectively to reach UVM’s goals.

Whatever success I have achieved as President could not have happened without the hard work, commitment, and pride in UVM that members of our community display every day. I want in fact to say unequivocally that
credit for the achievements for which the Board has cited me belongs above all to the faculty and staff of the University, and to our students, alumni, and friends. I am deeply moved and thankful that you continue to have confidence in what we are accomplishing together, and grateful for the opportunity to serve you as President. To be sure, there will be difficult challenges ahead, and I look forward to working with our extraordinary community to overcome them.

Further information about the Comprehensive Presidential Review Process may be found at:
The creation of the Honors College and honors student housing in University Heights. The current enrollment in the Honors College is 612 and 96 are anticipated to graduate in May 2008.

Creation of new academic programs in Environmental Engineering, Environmental Science, Biochemistry, Italian Studies, Ph.D. in Computer Science, Athletic Training, Animal Science and Food Nutrition, Biological Sciences, Early Childhood Education, Ph.D. in Neuroscience, Public Communication, Film and Television Studies, Exercise and Movement Sciences, Gender and Sexuality Studies, and Pharmacology. Significant breakdown in barriers between colleges and schools to make it easier, for instance, to minor across college/school lines and to double major across those lines as well.

Completion of the acquisition of Trinity College and the renovations to Mann Hall, Delehantry Hall, and Farrell Hall on the UVM Trinity Campus.

Increase the percentage of ALANA faculty from 8.9% in fall 2001 to 11.3% in fall 2006. Increase the percentage of ALANA undergraduates from 5.5% in fall 2001 to 6.8% in fall 2006. Increase the percentage of female faculty from 29.6% in fall 2001 to 31.6% in fall 2006.

Creation of the President’s Commission on Diversity and Inclusion and the President’s Commission on Lesbian, Gay, Bisexual and Transgendered Equity. Also created and chaired by the President for its first year the President’s Commission on Racial Diversity replacing its predecessor PCORE – President’s Commission on Racial Equality.


Increased full-time faculty compensation by 33.75% from FY 2003 to FY 2008

Recruited 215 new full-time tenured-track faculty from FY 2003 to FY 2007.

Creation of the Burack President’s Distinguished Lecture Series (73 distinguished lecturers) and the Marsh Professor at Large program (currently 16 Marsh Professors).

Addition of the following buildings/facilities: Davis Student Center, University Heights (Gold LEED Certification), Carrigan Wing to Marsh Life Science (Silver LEED Certifi-
cation), Gutterson Parking Garage, Moulton-Winder Athletic Turf Field, acquisition of facilities to establish the Colchester Research Campus, and Medical Education Center and new facilities for the Dana Medical Library.

Major renovations to the following facilities: 438 College Street to house the Dean of the College of Arts and Sciences, 434 College Street to house Financial Analysis and Budgeting and Institutional Studies, Ira Allen Chapel, Delehanty Hall, Mann Hall, Farrell Hall, Perkins Hall, Admissions Welcome Center, Student Services Center in Waterman, installation of carbon monoxide detectors in all buildings and sprinkler system in all residence halls, Fleming Museum, Harris Millis Dining Hall, Wing/Davis/Wilks residence Halls, Living and Learning, and the Chilled Water Plant.

The following capital projects are in various stages of planning and approval: new Plant Sciences Building, Aiken Hall renovation, Simpson Dining Hall Renovation, Given Courtyard, Harris/Millis renovation, Terrill Hall renovation, and Billings Student Center.

The reinvigoration of the strategic planning process with the creation of the University Planning Council.

Creation and approval by the Board of Trustees of the Campus Master Plan.

Creation and approval of the Strategic Financial Plan and the Strategic Capital Plan (now referred to as the Capital Resources Management Plan). Supplemented foregoing large strategic measures with wide-ranging implementation of modern business practices ranging from procurement (including sole-source vending contracts), through streamlined and cost-efficient treasury operations, to cost-effective energy management practices.

Mandated large-scale University policy project, including revision of all major policies and institution of new policies in a wide range of areas, including, importantly, gender identity and expression and campus safety.

Committed University to major investment in programming for students, including late-night programming.

Improved relations with greater Burlington community capped with recently revised City-University agreement. Created Office of Student and Community Relations.

Positioned University to play key role in regional economic development, including prosecution of the “big idea” of UVM as the key driver of a sustainable or green economy for Vermont, now embraced by the Governor through the announcement of a “formal partnership” with the University of Vermont.

Successfully completed the $250 million “Greatness Within Our Grasp” fundraising campaign ahead of schedule and exceeding the goal by over $28.4 million.
Undergraduate enrollment increased from 7,257 in FY 2002 to an estimated 9,180 (fall spring average) in FY 2008. The number of first-time, first-year applications has over the same period increased from 8,268 to 18,814. The yield rate has changed from 28.1% to 18.7% and the admit rate has changed from 79.6% in FY 2002 to 69.5% in FY 2008. The average SAT scored has increased from 1133 in FY 2002 to 1174 in FY 2008.

Graduate Student Enrollment has increased from 1082 in FY 2001 to 1351 in FY 2007.

Graduate Student Enrollment has increased from 1082 in FY 2001 to 1351 in FY 2007.

Creation of four residential learning communities: Green House, Global Village, Health and Wellness, and Honors.

Increased federal appropriations and earmarks from approximately $3.5 million in FY 2002 to $11.8 million in FY 2006. Total of federal appropriations and earmarks from FY 2002 to FY 2006 is $51.8 million with over $16 million for UVM currently pending, totaling $67.8 million for the period.

Creation of the National University Transportation Center, Vermont Advanced Computing Center, and UVM affiliated Vermont Center for Emerging Technologies.


Established a national voice for UVM in higher education affairs and policy, including authored OpEd pieces in the Washington Post, in the Chicago Tribune, and in The Presidency (American Council on Education, ACE). Member of the ACE Commission on Effective Leadership. Slated to chair the Board of the National Association of Land-Grant Colleges and State Universities (NASULGC) and to serve as President of the New England Association of Schools and Colleges. Also delivered several invited keynote addresses to national and regional meetings.


Redesigned University web presence.

Increase in sponsored research from $103 million in FY 2002 to a high in FY 2004 of $124.5 million. (FY 2007 - $107 million).

Reorganization of senior administration to align with strategic priorities, including creation or elevation of: vice president for finance and administration, vice president for research, vice president for federal, state and community relations, vice president for legal affairs, vice president for undergraduate education (now vice president for enrollment management) and chief of staff. Of the current senior administrators five have served in
their current positions for four or more years, and they are now joined by successfully recruited colleagues, including the Provost and the Vice Presidents for Enrollment Management and for Development and Alumni Relations.

Recruitment of Robert Corran as Athletic Director (now Associate VP and Director of Athletics) and success of the athletic program including numerous America East Championships, NCAA titles and winning the America East Academic Cup for 2005, 2006, and 2007.

Worked assiduously to build a strong, collaborative, accountable relationship between President and Board. Cultivated strong internal relationships with faculty and staff, resulting in greatly improved morale of University personnel. Created a stronger sense of institutional cohesion and common values and purpose across college/school lines. Restored pride and confidence in UVM among state political leaders, Vermont citizenry, and alumni, students, and parents.