



The University of Vermont

Leadership Profile  
Vice Provost for Diversity, Equity and Inclusion  
February 2021

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

*Vision Statement*

*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.*

*Mission Statement*



## The Opportunity

The University of Vermont (UVM), one of the oldest universities in the USA seeks an exceptional leader to serve as Vice Provost for Diversity, Equity and Inclusion (VPDEI) and further advance a vital tenet of one of the nation's premier public research universities.

The only comprehensive university in the state, and Vermont's land-grant institution, UVM is known as a public ivy and combines the best of liberal arts education with the scholarship and resources of a major research university. UVM enrolls 13,292 degree and non-degree students, including 10,585 undergraduate, 1,641 graduate, and 484 medical students. It is home to seven colleges and schools as well as an honors college, a graduate college, a medical school, and a strong continuing and distance education unit.

As part of our commitment to making the University of Vermont accessible and affordable, UVM President Suresh Garimella has maintained a tuition freeze for the third year in a row, frozen room and board rates and decreased comprehensive fees, and announced a new fundraising initiative, "[Student Opportunity, Access, and Recruitment](#)" (SOAR), to generate financial support for both undergraduate and graduate students. An important component of this initiative is the [President's Common Ground Scholarship](#) to support underrepresented and underserved students.

The university has attracted an increasingly distinguished faculty and steadily built its research enterprise, with sponsored funding having risen to a robust \$182 million in FY20, guided by our strategic vision, [Amplifying Our Impact](#). The University of Vermont holds that diversity and academic excellence are inseparable. 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. The campus spans Burlington's



highest ridgeline overlooking Lake Champlain, between the Adirondack and Green mountains, and is surrounded by the small, historic city of Burlington, perennially voted one of America's best places to live.

Diversity and inclusion are deeply held values at the University of Vermont. In support of the

preparation of our students for a global world, we are committed to providing a culture and environment that is accepting, inclusive, and supportive of diversity, where students, staff, faculty, and leaders of varied backgrounds can interact effectively in a climate of mutual respect. We aspire to build a diverse and globally aware university community sustained by an inclusive, supportive, and just campus climate. Our goal is to ensure that diversity and inclusive excellence are integral to all aspects of our University. We are proud of our accomplishments that have made the university stand out among institutions of higher education. Among these are: (i) a two course general education requirement in [diversity](#); (ii) providing [gender inclusive bathrooms](#) and private breastfeeding rooms and [lactation pods](#) throughout campus; (iii) being among the first universities to [allow students to select their own identity](#); (iv) a 15.3% increase in the number of BIPOC faculty and staff (including

administration and management) over the past five years. A summary of programs and initiatives specifically established to advance diversity, equity and inclusion can be found [here](#).

As a senior institutional leader reporting to the Provost, the VPDEI will lead units that provide university-wide diversity, equity, and inclusion programs. These programs include educational opportunities to further inclusivity in higher education, not only at UVM but across the nation. The VPDEI advises senior leadership on essential policies, programs, and strategies to achieve inclusive excellence and to ensure that all who are part of the university community receive the support necessary to thrive.



The VPDEI will build upon a solid foundation and strong institutional appreciation for the power of diversity and the value of equity and inclusion. The University of Vermont seeks a seasoned leader with energy, optimism, creativity, collegiality, emotional intelligence, and a desire to raise awareness and increase understanding of race and race relations, and the many dimensions of diversity and identity including ethnicity, gender, sexual orientation, veteran's status, nationality, socio-economic status, cultural and geographic background, religious belief, age, and disability. The successful candidate will have a deep understanding of and passion for public higher education and possess a tactical mindset to develop partnerships with highly engaged students, staff and faculty. The VPDEI will enable and empower all university citizens to have a stake in advancing diversity, equity and inclusion. This leader will possess a curiosity that inspires self-reflection, learning, and questioning.

To learn more about UVM, visit <https://www.uvm.edu>.

### The Role of the Vice Provost for Diversity, Equity and Inclusion

The VPDEI is responsible for regularly assessing, updating and implementing a DEI strategic action plan. In 2016, the Division of Human Resources, Diversity, and Multicultural Affairs, in collaboration with the President's Commission for Inclusive Excellence, released [Inclusive Excellence at the University of Vermont](#), a framework for building a more diverse, inclusive, and multiculturally competent campus. The Vice Provost will conduct a review of this framework and assess the progress made since its implementation, while seeking continuous improvement in the institution's diversity efforts. It is expected the Vice Provost will have the ability to guide the development and implementation of an overarching plan for inclusive excellence, establishing metrics, measuring progress, promoting accountability, ensuring continuous improvement, and adapting the plan as necessary. To this end, the Vice Provost will partner closely with academic leadership to maximize the potential for collaboration and synergy across the institution.

The VPDEI also provides advice and counsel to senior leadership on campus-wide policies and policy changes, programs, and strategies to achieve inclusive excellence and enhance the academic success of students and the professional development of faculty and staff. This includes the development of partnerships with external institutions and organizations to increase opportunities for



educational advancement and career preparation for equity, inclusiveness, and multiculturalism.

### The Division of Diversity, Equity and Inclusion

The Vice Provost will lead the Division of Diversity, Equity and Inclusion, comprised of the Center for Cultural Pluralism, Interfaith Center, Mosaic Center for Students of Color, Prism Center, and Women and Gender Equity Center. The Vice Provost serves on, and may chair, a variety of leadership committees and has oversight of the university's DEI signature events. The Vice Provost will provide leadership for a staff of more than 20 and manage a division budget of \$2.3 million and restricted gift and endowment funds of approximately \$200,000.



The leadership team of the Vice Provost consists of the Senior Executive Director for Diversity, Equity and Inclusion and the Senior Advisor for Strategic Diversity Assessment and Research. The support team consists of an executive assistant and a communications associate.

The Vice Provost has direct oversight of the Center for Cultural Pluralism focused on professional development and consultation in DEI, and the Identity Centers that support traditionally marginalized populations.

### Center for Cultural Pluralism

The [Center for Cultural Pluralism](#) (CCP), established in 1999, is responsible for building cultural and social justice awareness, knowledge, and skills on the intersections of our multiple cultures and identities. The center has a director and 3 full time staff who operate out of Allen House (461 Main Street in Burlington), which provides physical space for meetings, workshops and retreats. The Center is responsible for providing professional development in the areas of intercultural skills, social justice understanding and curriculum and pedagogical transformation through conversations, panels, speakers and workshops. Utilizing these avenues, CCP seeks to foster inclusion and equity and support the UVM goal of inclusive excellence.

### Mosaic Center for Students of Color

The [Mosaic Center for Students of Color](#) is designed to connect students with resources to assist them in their journey and with one another. The center is located in the Living Learning Residence Hall Complex and consists of a Director and four full-time staff. The center focuses on the holistic development of self-identified students of color to help them attain their goals for academic achievement, personal growth, identity formation, and cultural development. Additionally, the Center provides direct student support to BIPOC Student Clubs, other advising to BIPOC students, and offers educational programs and social events. An early start first year session, the Summer Scholar Enrichment Program (SESP), and an Annual Awards Ceremony are two of the Center's signature programs.



## **Prism Center**

The [Prism Center](#) serves the diverse queer and trans communities at the University of Vermont. It supports and empowers lesbian, gay, bisexual, transgender and queer students, as well as students whose identities fall in between or expand beyond those categories, and it work to create a campus community where people of all sexual and gender identities can thrive. The Center consists of a director and three full-time staff. It is located in the Living Learning Residence Hall Complex. The Center serves primarily students and supports staff and faculty as well with opportunities for all members of UVM's LGBTQ+ and allied communities to be together, build community, expand understandings of gender and sexuality, and learn from one another. The Center's "Home for the Holidays" is a signature event that engages the UVM community in support of LGBTQ+ students.

## **Women and Gender Equity Center**

The [Women and Gender Equity Center](#) provides advocacy services for those in our community who have experienced sexual or intimate partner violence, and strives to provide programming, education, and events that ask our community to explore the intersections of their gender and other identities. The Center envisions a brave, diverse, and equitable learning environment for all members of the UVM community. It consists of a Director and four full-time staff and is located in a stand-alone building at 34 South Williams Street. The Center serves students, staff and faculty. The Center's Dismantling Rape Culture Conference, in its second decade, supports both campus and the region.

## **Interfaith Center**

The [Interfaith Center](#) offers a variety of education, reflection, and community building opportunities open to the campus community, as well as specific groups (e.g. staff/faculty, departments, or student organizations). The center is located at 400 South Prospect Street, and welcomes everyone for reflection, spiritual practice, education, and community building, regardless of how they make meaning of their life, whether through a religious tradition, philosophy, or spiritual practice. The center serves students, staff and faculty by providing direct program offering, consulting and advising, and physical space for religious and spiritual UVM groups to hold meetings, services and offering. Signature events of the Center include "Dinner & Dialogue" and "101" workshops on faith traditions.



## **Opportunities and Expectations for Leadership**

The Vice Provost will examine the entire operation of the Division with an eye toward thinking big, inventively and opportunistically. The President and Provost are strongly committed to establishing and supporting an ambitious, creative and dynamic approach. We seek a Vice Provost who will take strategic actions backed by solid planning, robust data, and rigorous analysis, clearly tied to measurable objectives and goals. In doing so, the Vice Provost will be asked to formulate a broadly-vetted, efficient, and integrated strategic action plan that is proactive and ambitious while maintaining the flexibility required to respond to emerging trends, academic cycles, and the reality of evolving demographics at the University of Vermont along many dimensions of diversity.

Among the goals for the Vice Provost for Diversity, Equity and Inclusion:

- Appraise and enhance institutional progress in diversity and inclusive excellence
- Provide vision and strategic leadership to DEI advisory groups and efforts
- Develop cultural and educational programs and promote signature events that advance the understanding of race relations and increase cultural awareness
- Provide strategic assistance to ensure that all students have access to quality support services and an inclusive learning environment developed and implemented by faculty and staff
- Identify, evaluate, and propose key content areas for faculty and staff development in diversity and inclusive excellence
- Identify and implement strategies and promote efforts to increase the diversity of perspectives, experiences and thought
- Inform and contribute to a strategy for recruiting and retaining diverse faculty, including cluster hires, and faculty exchanges with Historically Black Colleges and Universities (HBCU) and international partners
- Inform and contribute to the creation of a pathway for underrepresented graduate student enrollment including from HBCUs
- Inform and contribute to the development of cohort pathway-like programs to diversify the undergraduate student population

The Vice Provost will be a creative and high-level thinker, skilled communicator, strategist, and visible force on campus. The Vice Provost will develop key relationships, both formally and informally, across the university, and work closely with other university leaders to achieve the institution's overall strategic objectives. The Vice Provost will convey the vision for inclusive excellence and promote a tone in the UVM community of open conversation, creativity, and shared goals relating to strategic advancement of diversity, equity and inclusion. As a member of the Provost's Integrated Leadership Team, the VPDEI will help develop and support the [Academic Success Goals](#).



### Professional Qualifications and Personal Qualities

The Vice Provost for Diversity, Equity and Inclusion will have a demonstrated track record of success in advancing inclusive excellence in higher education. The Vice Provost will have a keen understanding of the emerging and historical issues around diversity, equity, and inclusion in higher education and an ability to help others understand these perspectives. The candidate will bring a strong implementation focus with the ability to explore and foster innovative approaches.

The ideal candidate will have the following professional qualifications and personal characteristics:

**Vision and strategic leadership:** ability to lead the diversity, equity and inclusion enterprise with vision and creativity; an entrepreneurial outlook and eye to new possibilities and emerging challenges; ability to build and motivate a team; evidence of an ability to focus and lead an organization to achieve the elements of a strategic plan.

**Proven effectiveness and expertise in inclusive excellence:** experience managing the complex interplay of advocates and resisters; supporting access, diversity and student success initiatives and growing diverse student, staff and faculty applicant pools.

**Multicultural fluency:** an ability to think intentionally with an awareness of the various ways in which the campus is experienced differently by different students, faculty, and staff; and in-depth knowledge of theory and practice regarding diversity, equity, inclusion, and belonging plus an understanding of the large and small inequities and systemic practices that have inhibited progress.

**A strong collaborative nature and mature communication skills:** an ability to work well with a variety of constituents including students, faculty, staff, and other senior leadership; and an appreciation for the culture of academic institutions, including respect for the principles and practice of shared governance; strong speaking and writing skills with the ability to articulate a vision effectively to all constituencies including prospective students and their families, the Division staff, faculty and staff, alumni, trustees, and the public.

**Personal qualities:** honesty, integrity, candor, and a strong internal moral compass; hard working; optimism, confidence, and excitement about change; a genuine interest in forming a team with the Provost and deans; a personal presence that is engaged and inclusive; proven skill dealing with complex and diverse cultures, backgrounds, and perspectives; ability to observe, listen, learn, and clarify needs while engendering trust quickly among various constituencies; wisdom, sound judgment; and good sense of humor.

**Credentials and Experience:** An earned doctorate or other terminal degree; strong executive leadership and proven skills in supervision, mediation and conflict-management; at least five years of increasing leadership responsibility in diversity, equity and inclusion.

## University of Vermont: An Overview

### History

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 economic and social development, led the drive to charter a state university and locate it in Burlington. The university, known as a public ivy, is popularly called



UVM, a derivation of its Latin name, *Universitas Viridis Montis*, the University of the Green Mountains.

The new university's charter explicitly declared support for freedom of religion—making it the nation's first institution of higher learning to take such a public stance. In 1838, Andrew Harris was the first African-American graduate of the university. 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 for the institution. 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 a 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, governance, and missions. The institution has retained an independence of spirit, fostered by the state's history of political and social movements, ranging from abolition to civil unions. This contrarian and civic tradition continue today in the state's political and community life and finds its own echo in the life of the university.

## UVM Today

UVM embraces both a strong teaching mission and a dedication to advancing fields of knowledge through research. UVM has been consistently ranked among the nation's top 60 public universities in *U.S. News & World Report* and provides a rich environment for teaching, research, and scholarship in many realms of human inquiry, achieved in large measure through a distinguished faculty of accomplished teacher-scholars.



UVM is classified as a high activity research university by the Carnegie Foundation for the Advancement of Teaching and is the nation's smallest land-grant institution with a medical school. It offers an unusually rich complement of academic programs.

The university's academic units include:

- [College of Agriculture and Life Sciences](#)
- [College of Arts and Sciences](#)
- [College of Education and Social Services](#)
- [College of Engineering and Mathematical Sciences](#)
- [College of Nursing and Health Sciences](#)

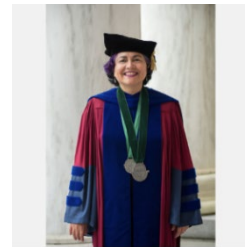


- [Continuing and Distance Education](#)
- [Graduate College](#)
- [Grossman School of Business](#)
- [Honors College](#)
- [Larner College of Medicine](#)
- [Rubenstein School of Environment and Natural Resources](#)

UVM's [research enterprise](#) encompasses doctoral programs, advanced research facilities, and major programs in research and public service supported by grants and contracts. The Vermont legislature recently supported the university's proposal to create an Office of Engagement that will help UVM meet its land-grant mission, especially as the state looks to emerge from the challenges posed by COVID-19.

The university's research centers and institutes focus on biomedical, psychological, environmental, complex systems, transportation, educational, agricultural, and community issues. Specialized laboratories in every school and college, four research farms, nine university-managed natural areas, a waterfront lake research center and an aquatic research vessel are among UVM's research facilities.

Faculty constitutes the heart of the university and UVM faculty is deeply committed to excellence in both scholarly research and teaching. UVM has a full-time faculty of 1,350 and a part-time faculty of 411. In recent years, UVM has brought a heightened intentionality to diversity in its faculty recruitment and today, 15 percent of tenure-track faculty is African-American, Asian, or Native American, and women occupy nearly 40 percent of all tenure-track appointments.



Over the last decade, the student population at UVM has increased in size, quality, and diversity. In the last ten years, the graduate student population has grown by 13 percent, paced by a 25 percent increase in doctoral enrollment from 2010-2019. Approximately 28 percent of undergraduates are Vermonters, with the balance comprising students from 47 states and 43 countries. Student of color enrollment, at 12 percent of undergraduates, is a considerable achievement within the context of the state of Vermont, with its limited racial diversity. UVM's relatively small size enables it to provide an educational experience on a human scale.



UVM's fiscal 2020 budget totals \$705 million. The market value of the university's endowment is over \$535 million at the end of 2020 fiscal year.

State support of \$42.5 million annually has remained relatively constant over recent years, continuing to represent approximately 6 percent of the overall budget.

In October 2015, the ambitious \$500 million goal of Move Mountains: The Campaign for the University of Vermont was formally announced by the [University of Vermont Foundation](#). By the time the campaign concluded on June 30, 2019, over 75,000 donors had given more than \$581 million.

UVM derives some of its distinctive character from Vermont's unique culture and sense of place,

which encourages critical, independent thought, and consciously promotes civic engagement. Inextricably linked to the fortunes of the state, the university is essential to Vermont's economic growth, educational quality, and cultural, historic, and environmental preservation. It is also a separate corporate entity from the state, with its governance an explicit public and private blend. Its 25-member [Board of Trustees](#) includes nine elected by the self-perpetuating, private Board, nine selected by the state legislature, three appointed by the governor, and two students.

UVM's president and the governor serve as *ex officio* members. UVM has invested almost \$400 million in the campus over the last decade, including the construction of a state of the art [STEM Complex](#) and a new [central campus residence hall](#) for 695 first-year students that includes a 450-seat dining facility. The university is in the process of upgrading and expanding its athletic facilities to create a [multipurpose center](#) that better accommodates health, fitness, wellness, academic, athletic, events, and related programs.

## Leadership

[Suresh Garimella](#), Ph.D., is the 27<sup>th</sup> President of the University of Vermont. Dr. Garimella was drawn to UVM as a land grant university in the home state of Senator Justin Morrill, creator of the land grant concept that links university and community. He considers the creation of the land grant university system to be one of the greatest and most successful experiments in higher education. Owing a debt of gratitude to public universities in his own life, Dr. Garimella is honored to be leading UVM and reimagining the land grant mission for the 21<sup>st</sup> century.

An active researcher and passionate educator and mentor, Dr. Garimella has made seminal contributions to the field of thermal management and energy efficiency at nanoscale in electronics systems, and in sustainable energy systems technology and policy. Co-author of over 500 publications and 13 patents, he was inducted as a Fellow into the National Academy of Inventors. He has applied his expertise to national and international issues, having served as a science advisor at the U.S. Department of State and as Senior Fellow for Energy and Climate Partnership of the Americas. Dr. Garimella is a member of the National Science Board, which oversees the National Science Foundation and also serves as an independent body of advisers to both the President and Congress on policy matters related to science and engineering. He also serves on the seven-person research advisory board of Sandia National Laboratories.

He came to Vermont from Purdue University, where he was Goodson Distinguished Professor of Mechanical Engineering and an administrative leader in several roles focused on engagement and global affairs. As Purdue's inaugural Executive Vice President for Research and Partnerships, Dr. Garimella led a \$660 million per year research enterprise, achieving five consecutive years of record research funding. He also oversaw Discovery Park, a unique set of facilities and institutes where disciplines converge to solve global challenges related to health and life sciences, sustainability, food, energy and defense, and security.

[Patricia Prelock](#), Ph.D., was named Provost and Senior Vice President of the University of Vermont effective November 18, 2019, after having been appointed Interim Provost the prior April. From 2009 to 2019, she served as Dean of the University of Vermont College of Nursing and Health Sciences, which is home to her faculty appointment of Professor of Communication Sciences and Disorders. She is also a Professor of Pediatrics in the UVM Larner College of Medicine. Dr.

Prelock served as Chair of the UVM Department of Communication Sciences from 2002 to 2009. Dr. Prelock is a recognized expert in the nature and treatment of autism spectrum disorders and has been awarded more than \$11.7 million dollars in university, state, and federal funding as a PI or Co-PI to develop innovations in interdisciplinary training supporting children and youth with neurodevelopmental disabilities and their families, to facilitate training in speech-language pathology, and to support her intervention work in Autism Spectrum Disorder. She was named an American Speech-Language Hearing Association Fellow in 2000, was President of the American Speech-Language Hearing Association in 2013, and received Honors of the Association in 2016. Dr. Prelock is a Board-Certified Specialist in Child Language and a Fellow in the National Academies of Practice in speech-language pathology.

### Burlington, Vermont

The university's campus sits in the heart of [Burlington](#), Vermont's largest city, with 60,000 people in town and 150,000 more in the greater urban area. The city boasts a bustling shopping and restaurant scene, a thriving arts community, and a picturesque Lake Champlain waterfront. The community offers a wide selection of high-quality public schools and excellent health care, anchored by the academic health science center. Burlington is consistently cited as one of the nation's most livable, safest, and healthiest cities. The spectacular natural setting and dynamic small-city culture make Burlington a fixture on "10 Best" lists. In 2014 it was ranked the best college town in the U.S.

### Procedure for Candidacy

Inquiries, nominations, and applications are invited. Candidates should provide (1) a professional resume, (2) a letter of application that addresses the central themes described in this leadership profile, and (3) the names and contact information for five references. References will not be contacted without prior notice to the candidate. Applications should be submitted through the university's electronic recruitment site: <http://www.uvmjobs.com>. Nominations and inquiries should be sent to [Jim.Vigoreaux@uvm.edu](mailto:Jim.Vigoreaux@uvm.edu) or [Leslie.Parise@uvm.edu](mailto:Leslie.Parise@uvm.edu).

Review of applications will begin immediately, and will continue until the position is filled. Applications received by March 10, 2021 will receive priority consideration.

Compensation arrangements are competitive, will be commensurate with both experience and achievement, and include an extremely competitive array of benefits.

*The University of Vermont is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or any other category legally protected by federal or state law.*

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The material presented in this position specification should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Appendix: Organizational Chart

