THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

PRESIDENTIAL SEARCH COMMITTEE

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

Thursday, October 4, 2018
2:00 p.m. to 4:00 p.m.
Marsh Room (B308) Billings Library

AGENDA

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<thead>
<tr>
<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader</th>
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<tr>
<td>Call to Order</td>
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<td>*2:00 p.m.</td>
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<tr>
<td>1. Approval of September 11, 2018 meeting minutes</td>
<td>Attachment 1</td>
<td>David Daigle</td>
<td>2:00 – 2:05</td>
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<td>2. Inclusive Recruiting</td>
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<td>Wanda Heading-Grant</td>
<td>2:05 – 2:35</td>
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<td>3. Discussion of Campus Feedback</td>
<td>Attachments 2-6</td>
<td>David Daigle</td>
<td>2:35 – 2:55</td>
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<td>• Faculty Senate</td>
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<td>Jes Kraus</td>
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<td>• Staff Council</td>
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<td>• Student Government Association</td>
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<td>• Graduate Student Senate</td>
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<td>• President’s Commission for Inclusive Excellence</td>
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<td>• Alumni Association (pending)</td>
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<td>4. Discussion of Results from Invitation to Comment</td>
<td>Attachment 7</td>
<td>David Daigle</td>
<td>2:55 – 3:15</td>
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<td>5. Discussion of Leadership Profile</td>
<td>Attachment 8</td>
<td>Ron Lumbr</td>
<td>3:15 – 3:40</td>
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<td>7. Other Business</td>
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<td>• Semi Finalist Interviews</td>
<td>Ron Lumbr</td>
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<td>3:45 – 4:00</td>
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<td>Motion to Adjourn</td>
<td>Gary Derr</td>
<td>*4:00 p.m.</td>
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*Time is approximate
A meeting of the Presidential Search Committee of the University of Vermont was held on Tuesday, September 11, 2018 at 3:00 pm in Memorial Lounge, Room 338 Waterman Building.


ABSENT: Cynthia Barnhart, Polly Parsons and Witt/Kieffer Managing Partners Robin Mamlet and Paul Bohne

PERSONS ALSO PARTICIPATING: Vice President for Legal Affairs and General Counsel & Senior Advisor to the President Sharon Reich Paulsen, Vice President for Executive Operations Gary Derr, and Witt/Kieffer Consultants: Senior Partner Dennis Barden and Senior Associate Robert Luke

*by means of conference telephone.

Co-Chair David Daigle called the meeting to order at 3:05 p.m.

Introductions

Committee members introduced themselves, with special emphasis on their relationship to UVM.

Co-Chair Daigle stated the goal of the Search Committee was to find the best leader to succeed President Tom Sullivan. He acknowledged that no single candidate will meet everyone’s desired skillset and encouraged members to keep an open mind.

Co-Chair Daigle stressed the essential need for confidentiality and integrity in the conduct of the search. He read the Confidentiality and Integrity Statement (see appended on page 4), after which all members affirmed their agreement with the statement.

Dennis Barden, Senior Partner and Robert Luke, Senior Associate, from the search firm Witt/Kieffer, introduced themselves and shared their previous engagement with the University, including their support for Dean searches in the College of Engineering and Mathematical Sciences, the College of Arts & Sciences, the Larner College of Medicine, and searches for the Chief Information Office, Vice President for Enrollment Management, and the UVM Foundation President/CEO search. Mr. Barden reported that Managing Partners Robin Mamlet and Paul Bohne, who were unable to be in attendance today, are also part of the Witt/Kieffer team and that the team is adequately supported by two administrative assistants and a research analyst.
Charge to the Search Committee

Co-Chair Ron Lumbra reviewed the Committee’s charge, included as attachment 1 in the meeting materials. He highlighted that essential duties include soliciting perspectives about the challenges, opportunities and leadership needs of UVM, creating a Leadership Statement and advertisements, active participation in the process of recruitment of diverse candidates, assuring compliance with University policies and procedures, selecting and interviewing semifinalists, and communicating regularly with the University community about the status and progress of the search. Most importantly, the Committee must maintain confidentiality at all times with respect to nominees, applicants and candidates as well as the Committee’s deliberation. Much of this work will be supported by the Witt/Kieffer team.

Search Process and Timeline

Co-Chair Lumbra reviewed the proposed Committee schedule, included as attachment 2 in the meeting materials, and highlighted the following projected goals:

• Today is an organizational meeting to discuss processes, timelines and confidentiality.
• October 4, 2018 – the Committee will review information collected to date from the UVM community regarding desired attributes, skill sets and characteristics of the next President and receive an update on the status of the development of the Leadership Profile.
• October 25, 2018 – At this meeting, it is anticipated the Committee will conduct its initial review of candidates.
• November 16, 2018 – A second review of candidates and selection of semifinalists will occur.
• December 2-5, 2018 – The Committee will convene off-campus to conduct interviews with the selected semi-finalists during a rigorous two-to-three day process. The pool will be narrowed to finalists who will be invited to campus.

Co-Chair Lumbra next reviewed the advertisement for the search for the next President of UVM, included as attachment 3 in the meeting materials. Mr. Barden reported that a teaser advertisement was placed in the Chronicle of Higher Education over Labor Day weekend. Several nominations have been received along with a couple of cover letters and resumes and requests for more information. Mr. Luke added it was impressive to get inquiries at this time in the process.

Mr. Barden was invited to discuss the national landscape of presidential searches and the firm’s role in supporting the process. He reported the search market is robust. He emphasized the team will conduct original research, be broad with canvassing for candidates, and work hard to advocate on behalf of UVM. Current presidential searches include the University of Southern California, Michigan State, Texas Tech, and several small private colleges. Unique characteristics that make UVM stand out include its size, how it began as private institution and is now a public institution, its status as the only research university in the state, the robust medical operation, and its location in Burlington, Vermont. Chair Daigle added that the institution’s financial profile, with most of its tuition revenue coming from out-of-state tuition, is unique.
**Leadership Profile**

Co-Chair Daigle emphasized that the *Leadership Profile* is a critical document for the search process and that Co-Chair Lumbra will lead this initiative. He will be appointing a work group to assist, with the goal of sharing a draft in advance of the next meeting on October 4, 2018.

**Information Gathering Process**

Vice President Gary Derr reported that nearly 350 responses were collected from the five-question survey that was distributed campus wide. The five governance bodies (Student Government Association, Graduate Student Senate, Faculty Senate, Staff Council and Alumni Association), along with the President’s Commission for Inclusive Excellence, have been invited to submit their input regarding the challenges and qualifications for the new president. Their feedback is due later this month. A doctoral student in the College of Education and Social Services will prepare a report that will be shared with the Committee and posted on the Presidential Search website.

Before entering executive session, Co-Chair Daigle re-emphasized that the primary charge of the Committee is to provide to the Board of Trustees an unranked recommendation of suitable candidates, with a proposed target date of no later than February, 2019, after which the Board will select the next President.

**Executive Session**

At 4:17 p.m., Co-Chair Daigle entertained a motion to enter executive session to discuss confidential attorney-client communications. He noted that no action was anticipated following the session, which was expected to last approximately 30 minutes. The motion was made, seconded and approved.

Committee members, Vice Presidents Reich Paulsen and Derr and Witt/Kieffer Consultants: Dennis Barden and Robert Luke were invited to remain.

The meeting was re-opened to the public at 4:44 p.m.

**Adjournment**

There being no further business, the meeting was adjourned

Respectfully submitted,

David A. Daigle, Co-Chair  
Ron E. Lumbra, Co-Chair
Presidential Search Committee
Confidentiality and Integrity Statement

As a member of the Search Committee for the President of the University of Vermont it is very important that committee members recognize and respect the essential need for confidentiality and integrity in the conduct of this search.

Confidentiality is necessary to attract the highest quality candidates, to avoid putting their current positions in jeopardy, and to protect the University’s integrity.

As a committee member you agree to the following:

1. Confidentiality of all deliberations, written materials, and other communications related to the work of the Search Committee including information developed and received about prospects, candidates and their home institutions.

2. Not to discuss or communicate in any manner confidential information with anyone other than members of the Search Committee.

3. The obligation to maintain confidentiality applies to before and after (and forever) the Search Committee completes its work.

4. Co-Chairs of the Search Committee are the only ones authorized to speak on behalf of the search committee, in particular the media, including the Vermont Cynic.

5. Not to contact individuals for informal references or other information on candidates unless this is specifically requested.

6. Disclose promptly to the Co-Chairs any real or potential conflict of interest in relationship to you and a prospect or candidate.

7. Conduct on the Search Committee will be guided by these general principles:
   - Adherence to the highest standards of ethical and professional conduct;
   - Guard against inaccuracies, carelessness, bias, and distortion made by either emphasis or omission of information;
   - Strive to treat issues impartially and handle controversial subjects dispassionately; and
   - Treat all members of the Committee with civility and respect.

Most important, committee members will place the best interests of the University ahead of all special and personal interests, and will use common sense and good judgment in applying ethical principles to all Search Committee work.
Faculty Senate Input: Vision for UVM’s 27th President

Faculty Senators submitted the following input for the Presidential Search Committee on the qualities and attributes of the next President of the University of Vermont. Responses were supplied by 11 members of the Senate, six from the College of Arts and Sciences, two from the College of Agriculture and Life Sciences, and one each from the Grossman School of Business, the College of Engineering and Mathematical Sciences, and the College of Nursing and Health Sciences.

Responses to each question are summarized and are followed by specific comments of survey respondents.

1. What opportunities do you see facing the University of Vermont in the next ten years?

   Respondents emphasized the quality of the students, the faculty, and our curricular offerings, particularly our interdisciplinary initiatives such as Food Systems, Complex Systems, and the Environmental Institute. They spoke also of the critical contribution of the UVM Foundation and the success of the Move Mountains campaign. Also noted was the vision and strategy on the part of our senior leaders that has let us (UVM) so far to avoid the enrollment downturn that our sister institutions of higher education have experienced.

   **Specific comments:**
   - Interdisciplinary programs, vibrant research scholars, engaged students
   - Cross-disciplinary initiatives such as Food Systems, Complex Systems, and the Environmental Institute
   - The UVM Foundation and the success of the Move Mountains campaign
   - Leadership vision and strategy that has let us so far avoid the enrollment downturn that our sister institutions in Vermont have experienced

2. What challenges do you see facing the University of Vermont in the next ten years?

   Several themes recurred among respondent comments. Prominent among them were:

   1) Demographic shifts in the northeastern U.S. that have resulted in a smaller population of young people of traditional college age in our catchment area and the resultant need to seek other sources of high quality, academically prepared students.
2) The challenge of maintaining vibrant programs in the liberal arts in a climate in which many students and parents are seeking programs that will prepare them for specific careers and professions. “... we need a president who will support and promote the liberal arts.”

3) The rising cost of college tuition and its potential negative effect on enrollment.

4) The relatively small proportion of Vermonters among UVM undergraduates. “This challenge could be linked to the difficulties our state is having keeping a younger workforce in Vermont.”

Specific comments:

- How will UVM prepare for the wave of cheaper high quality online education that is sweeping the higher education arena?
- How will UVM address the rising tuition costs, which might have a negative effect on enrollment?
- Major challenges include ensuring a strong and vibrant College of Arts and Sciences, both in the face of IBB and wavering public opinion, and we need a president who will support and promote the liberal arts. Additional challenges relate to STEM facilities, in CAS and I assume more broadly, and involve funding staff positions who support STEM teaching and research. Current models where laboratory facilities are expected to pay rent and technician salaries and fringe via income-expense accounts are not viable across the board. Investing in support/technical staff needs to be a priority for a viable teacher-scholar model.
- The single greatest challenge facing UVM over the next 10 years will be attracting a sufficient number of qualified students to stay financially and academically viable in a state and region where demographic and cost factors are aligned against the institution. The next president must be able to work with local and distant institutions to forge alliances to flow quality students to UVM.
- My concern is the extremely low percentage of Vermont students in each new cohort of incoming undergraduate students. Parents who know I work at UVM want to know why this statistic is so low and why their children are not getting in. The perception is linked to amount of tuition received (instate versus out of state). I briefly looked online at the following statistics: USA Today: Vermont ranks 3rd in the nation for quality of education; US News and World Report, Vermont ranks 8th; 247 WallSt.com; Vermont ranks 3rd with the quote, “Vermont is one of several New England sites to have one of the highest rated education systems in the country”. I have trouble understanding the disparity of how high the state ranks in education with the limited number of Vermonters that get in. This challenge could be linked to the difficulties our state is having keeping a younger workforce in VT.
- According to a recent NPR broadcast, 74% of college students are non-traditional (meaning not enrolled full time in a 2- or 4-year degree program). How does UVM plan to address this change in the interested student population so that we are a place accessible and appealing to both traditional and non-traditional learners?
• Significant challenges face the College of Arts and Sciences, as demographic forces (New England population stagnation/decline) and a shift in educational choices (away from Liberal Arts to ready-for-workforce schools/majors) threaten UVM’s traditional strength in Arts and Sciences. How will we deal with this challenge?
• I think our biggest challenge will be funding and therefore, we need someone who can hit the fundraising thing out of the park. We need to keep our commitment to liberal arts—in my view the heart of a general education. We need someone who has a ton of proven experience in these two categories of concern. We need someone who will be vetted PRIOR TO HIRING by the department in which his or her golden parachute will land him or her when he or she steps down as president. I feel strongly about that.
• Demographic shifts in the region, loss of potential students, decline in the appeal of the liberal arts and humanities, rising tuition
• Declining population of young people in the northeast in general and VT in particular
• Necessity of fostering an inclusive community in which diversity is respected and in which all members feel safe and at ease
• Need to support liberal arts so that the programs remain viable even in the face of declining enrollment in those programs
• Low proportion of VT high-school grads that go on to pursue a 4-year degree (This may also be regarded as an opportunity)
• Financial challenges, independent of changing demographics
• Emphasis on graduate education is secondary

3. What professional qualifications/experiences should the next president possess?

Faculty senators emphasized that the next president of the University of Vermont should be a product of the academy, with an outstanding record of success in scholarship and teaching as well as leadership experience at a high level. The next president should also have demonstrated success as a fundraiser. Ideally he or she would have served at a state university and would respect and support UVM’s land grant mission.

Specific comments:
• I think the next president should have a proven track record of commitment to several of the following areas highlighted in UVM’s Vision Statement: liberal education, environment, health, and public service. We have invested many decades in developing excellence and expertise in these areas, and the next president should be someone who plans to strengthen our core areas rather than changing direction or responding to temporary shifts in the winds of higher education.
• I would urge the committee to select only candidates who have either student or professional experience of depth in a public, state university. The president needs to fully comprehend what a state university is. Moreover, the president must be someone who has not had a single focus from undergraduate through graduate degrees and then professional academic work and administrative experience in only one area of the university. We need a person is a full understanding of the complete structure, the rich
4. What personal leadership characteristics should the next president possess?

Senators responding to this survey emphasized that the next president of the University must be a good and forthright communicator, be it with faculty, students, staff, legislators, or prospective donors. He or she must also evidence genuine respect for the shared governance model and for all partners in the shared governance of the University.

Specific comments:

• Speak clearly and forthrightly, even if it’s bad news being communicated
• Genuine respect for the shared governance model and partners in same
• Excellent communicator
• Ability to relate well to prospective donors
• Understanding of and commitment to UVM’s land grant mission
• Advocate for UVM at the legislature

5. What other considerations should the Presidential Search Committee bear in mind as we initiate the process?

Specific comments:

• I would like to see a woman or someone from an under-represented group be selected for this position. It is long overdue.
• With respect to financial matters, UVM is more similar to a private university than a public university
• Please help us to find another leader as remarkable as Tom Sullivan!

Respectfully submitted,

Catherine A. Paris,
President of the UVM Faculty Senate
3 October 2018
September 27, 2018

To: David A. Daigle, Chair Board of Trustees and Co-Chair of the Presidential Search Committee
   Ron Lumbra, Vice Chair Board of Trustees and Co-Chair of the Presidential Search Committee

Cc: Gary Derr, Vice President for Executive Operations

From: Steve Lunna, Staff Council President
       Caleb Gilbert, Staff Council Vice President

Re: Presidential Search Process

In response to Chair Daigle’s memo from August 29, 2018, Staff Council has developed recommendations to assist the Search Committee to identify the 27th President of the University of Vermont. We hope that these recommendations will assist the Committee in selecting candidates who are willing and able to handle the concerns of staff at this institution and ensuring that the University of Vermont remains an excellent workplace.

On behalf of the entire Staff Council, we wish to thank the Presidential Search Committee for engaging the entire university community in the search process, and for creating mechanisms that ensure that perspectives of community members, governance groups, and individual students and employees are represented, recognized and considered throughout the process. We have developed the recommendations in this memo utilizing input from Staff Council representatives as well as data from our various outreach initiatives over the past year regarding prominent issues of concern among the staff members at UVM.

Staff Council is an advisory group that works to serve the approximately 2,000 non-represented staff at UVM as part of the university’s shared governance structure. It is composed of elected representatives from all the units, divisions, and colleges within the university. Under the authority of the President of the University of Vermont, Staff Council is charged with listening to, pursuing and responding to the ideas and opinions of staff employees; conveying these ideas and opinions to the university administration; advising the President on all topics that affect employees classified as staff; and informing staff on issues and policies affecting them. In addition, Staff Council strives to create a cohesive community, have a positive impact on staff culture and promote the betterment of all.
Due to the Council’s close advisory relationship to the President of the University, it is important that the individual selected as President is committed to listening, acknowledging, and working to address the unique needs, issues, and concerns of staff at UVM. What we see as so vital to this working relationship is dedication to transparency that fosters ongoing dialogue, promotes the sharing of information, and encourages and supports collaboration between Staff Council, the Administration, and other university organizations and partners.

We understand that the modern university presidency is most prominently an externally-facing position and has innumerable responsibilities to internal and external stakeholders, but we hope with the guidance of the governance groups and university community, the Board will select a candidate that can guide this campus successfully toward its financial, cultural, and educational goals while also ensuring that UVM remains a great place to live, learn and work.

**Issues Specific to Non-Represented Staff**

- This is a deeply challenging time for institutions of higher education all around this country, and issues of institutional financial sustainability are at the forefront of everyone’s minds. While we have not experienced challenges of the magnitude faced by other regional institutions, staff continue to come forward with concerns about salary compression and slow salary growth, especially in comparison to the cost of living in Vermont. We are cognizant of the financial challenges facing administrators at colleges and universities in New England and around this country, but this is a significant and ongoing issue on which our staff are very vocal. As this group of nearly 2,000 staff is not formally represented, it is important to continue acknowledging staff concerns in this area and ensuring that staff salary growth is equitable to compensate staff for the important operational role they play in every area of this university. Besides issues of compensation, Staff Council urges the Board to ask how our incoming leader will look at the importance and value of staff as a part of the university community.

- The individual who serves as the next President should continue to build on President Sullivan’s history of working with Staff Council in an advisory capacity. Staff play essential roles in the daily operations of UVM and the implementation of UVM’s mission, but often express feelings of being underappreciated, replaceable, and expendable. These concerns persist year after year - in fact they were a central part of Staff Council’s input during the last Presidential Search Process in 2011. President Sullivan has continuously considered, taken seriously, and acted upon feedback from Staff Council Leadership and the Council’s representatives, and we have made significant strides in benefits and work-life balance that improve staff’s working lives. These initiatives help staff be recognized as a valuable, integral part of this institution and its mission to educate students. The new President should continue to build on President Sullivan’s work and the work of prior administrations in involving Staff Council and the voices of staff as much as possible. Staff Council engagement is at an all-time high, with record levels of participation and interest in representation, Staff Council’s standing committees, and nominations for opportunities to Council-appointed roles such as representatives to the Board of Trustees. Staff are more
interested than ever in making a difference, and we hope the new president will continue to partner with us to achieve our goals.

Responses to the Board’s Queries

1. What opportunities do you see facing the University of Vermont in the next ten years?

   - UVM has done extensive work on diversity initiatives through the President’s Commission on Inclusive Excellence, HRDMA’s initiatives, and President Sullivan’s own engagement with this issue in response to campus concerns. However, Staff Council sees this as both an opportunity and a challenge as recruiting a diverse population of staff continues to be difficult and many employees report witnessing incidents of racism, sexism, transphobia, et cetera throughout their time on campus. There is a tremendous opportunity here to transform UVM’s culture and climate and become a campus leader in this area. Staff are invested in UVM as a community where people of all abilities, identities, socio-economic statuses, religious and philosophical orientations, nationalities, and other diverse identities can thrive. We aspire to uphold Our Common Ground and desire campus leadership who will do the same.

   - UVM continually works to recruit talented faculty, but should also work to create an environment that will attract talented and passionate staff capable of transforming this institution. UVM’s mission-driven ethos helps attract employees with passion, something that is increasingly important in the modern workforce. Currently, little talent management policy and resources exist to ensure that we can retain our talented staff members, help them meet their professional development goals and advance in their careers here at UVM. This is a tremendous area of opportunity.

   - The next President should be prepared to ensure that UVM’s status in the academic and research arenas continues to grow.

   - The continued development, implementation and monitoring of IBB 2.0 as a means of improving the university’s budgetary structure.

   - With strong fundraising campaigns, developing a budget model that sustains the university and reduces dependence on tuition and state funding.

2. What challenges do you see facing the University of Vermont in the next ten years?

   - Year after year, compensation continues to be the number one concern of non-represented staff members at the University of Vermont. Many staff members report having second and third jobs, and we have seen an increase in the number of staff members requesting emergency loans for basic necessities such as heating oil.
Despite the financial challenges present across higher education right now, anything that can be done to ensure better wage growth would be the top priority of non-represented staff.

- The new president should be cognizant that this is a historic university with unique maintenance needs. The university will need to work not just to construct new facilities such as the Multipurpose Center and the new STEM facility, but also to engage in the continued maintenance of buildings. Both regular maintenance and “deferred” maintenance must be attended to if this university is to sustain our research and educational goals, work to attain carbon neutrality and other sustainability goals, and ensure healthy spaces for our campus population to live and work. Pursuant to these goals, the university should ensure adequate financial support for physical plant, maintenance, and custodial departments.

- Nationally, administrative costs are at an all-time high due to rising costs of employee health insurance and other benefits. This is a concern to UVM employees who see maintaining the current level of employee benefits as a crucial part of their working lives. Staff Council is hopeful that the next president will be committed to maintaining UVM’s current employee benefits, including tuition remission for employees and dependents. In addition, there are still inequities in certain benefit areas between faculty and staff that are a concern for staff members. Staff Council is interested in continually working to bring these benefits into parity.

- Parking is currently a challenge and will continue to be a challenge for all employees of this university, not just staff. There are multiple layers of complexity involved in this issue, which ideally requires solutions based both in policy (changing the parking permit structure, supporting more flexible schedules so staff can commute in ways other than single occupancy-vehicles) and infrastructure (devoting resources to additional parking facilities in satellite locations, altering traffic flows when people are leaving work). Staff and faculty feel a great deal of stress about parking and commuting, and as parking spaces continue to be removed, the stress only increases. We believe there is a way to address this issue which would alleviate some of this stress while still maintaining UVM’s environmental leadership. We hope the new President will be willing to address the issue and work with the governance groups and Transportation and Parking to develop a strategic plan and see it through.

3. **What professional qualifications/experiences should the next president possess?**

- Previous experience in higher education administration, preferably at a public land grant institution

- Prior administrative experience (not necessarily at the presidential level) at an institution similar to UVM in size and ranking
• Experience working with foundations in higher education and a proven track record in development and fundraising

• Demonstrated success with budgeting and fiscal responsibility

• Experience as an educator in a classroom setting, with knowledge of challenges faced by today’s faculty

• Experience in an institution that utilizes the shared governance model

• Experience working with bargaining units

4. What personal leadership characteristics should the next president possess?

• A commitment to social and racial justice, diversity, and multiculturalism. Demonstrated experience in supporting and implementing related policies in the higher education environment, and a willingness to listen to evolving student, faculty and staff concerns on these issues and evaluate them seriously. Recent student-led protests over the course of the previous academic year are a reflection of growing concerns that campus constituencies are excluded from many administration priorities in this area through the traditional shared governance model.

• A commitment to increasing the sustainability of this university community. The next president should be conscious of UVM’s standing as a green university, our leadership in sustainability initiatives, and our pedestrian and bike-friendly campus. UVM’s Climate Action Plan calls for the campus to be carbon neutral by 2025, and we hope the new president will continue to push these initiatives forward.

• The ability to identify with and relate to those who comprise the UVM community and be a visible and accessible presence within it. The president should have the ability to make decisions which can unite the various campus constituencies and to resolve problems using the input from staff, students, and faculty in a transparent and inclusive manner.

5. What other considerations should the Presidential Search Committee bear in mind as we initiate the process?

• We request that the Search Committee continue to involve the entire university community in this process as much as is reasonably feasible between now and the conclusion of the search. In prior searches, open forums have been held, and the Staff Council Executive Board has been invited to interview finalists and provide their impressions and input to the Board. There was a record-breaking level of staff interest in participation on this search committee, indicating the high level of investment that staff feel. We hope to see the continuation of the strong community engagement that
has been present in this search so far, and Staff Council will do our best to assist the search committee with whatever requests it may make.
Student Government Association (SGA)
Opinion Document
University of Vermont 2018 Presidential Search

Hello Chair Daigle,

Below, I have compiled a list of answers to the Search Committee’s questions regarding the Presidential Search in the eyes of UVM’s Student Government Association. I forwarded your message to SGA’s Executive Committee, asking them to urge their Senators to answer and provide their opinions as well. I also announced the need for SGA to answer these questions at our most recent Senate meeting, expressing to everyone the importance of responding to the Search Committee’s questions. I did this in order to paint the most accurate picture of SGA’s views and opinions on the Presidential Search, and hope that this information is useful for the Search Committee. Below are the answers of SGA representatives, copied and pasted into this document. Thanks in advance to the Search Committee for taking student perspective into account.

Ethan Foley
President
Student Government Association
University of Vermont ’20

1. **What opportunities do you see facing the University of Vermont in the next ten years?**

   I see great potential for growth. Opportunities for out-of-state students to find more affordable and accessible ways to pay for their UVM education. Opportunities for students to engage more deeply with the Burlington community and cultivate meaningful relationships through more effectively run Programmed Housing. Opportunities for students to benefit from a new Recreation facility in the Multipurpose Center. Opportunities for students to find more affordable housing, and also face less challenges with Food Insecurity. The next ten years should have an emphasis on affordability and remembering students who may not be the most vocal on campus, but may also have the most needs.

   The university has done an incredible job of providing funding for internships and expanding the offerings of outside-the-classroom opportunities for students to gain professional experience in their fields of interest. Continuing to offer these experiences, especially for students pursuing Fine Arts degrees and other humanities-based majors, is crucial. The University needs to network with more Vermont businesses so that students have more prospective in-state job opportunities upon graduating. With recent activism spurring a university focus on diversity, UVM has the opportunity in the near future to affirm its commitment to becoming a more inclusive institution by providing greater support to retain students and faculty of color and developing its Diversity Fellows program. Some problems are inherent with having such a small percentage of POC on a
majority-white campus, but this percentage has increased over the past 20 years, and it is essential to continuing this upward progress.

In the next ten or so years I see the University facing big changes in both the size of our school (more student and faculty/staff) and the prestige. The acceptance rate for the University will go down, especially for in state students. UVM will continue to considered the Public Ivy.

Increasing number of undergrad applications; Technology/ access to data/ data on the university; Multi-purpose center; Student activism- interest in change on and off campus- students are passionate, set goals, and work to achieve them.

The University of Vermont is a constantly changing place, so many environmental, academic, and social change has been happening; An environmentally friendly and aware president would be ideal!

Continuing growth of incoming class GPAs + test scores, improving status as strong university. Opportunity to position ourselves as a very accepting and open campus, welcoming students of all backgrounds particularly by improving racial diversity and sexual/gender diversity. Ability to divest from fossil fuels and make name for ourselves as green institution.

Increase in the amount of talent pulled from all over the world. Increasing the commitment to social justice and environmental ethics. Become more prestigious and difficult to get into for graduate and undergraduate admissions.

With each year, a new group of applicants will apply to UVM that will bring about the skills, diversity, and background necessary for UVM to succeed as a top-level institution; further access to data and technology for all students; more students are paying attention to the world around them, likely meaning larger student participation and activism in our community.

An emphasis on entrepreneurship, research and other forms of experiential learning.

Talented students and faculty.

Making campus more green, divesting from fossil fuels, more on campus/reasonably priced housing for upperclassmen, diversification of student body, diversification of faculty and staff, continuing to give scholarships, improving first year experience/retention rates.

Leadership in sustainability, better student health services, more diverse student body.

UVM has a great chance to become a leader in Environmental Science programs. The environment is an enormous part of what makes Vermont, Vermont, interns of public image, tourism, and government policy. Though UVM has a great program, there is an opportunity to grow this field even more and really become a national leader.

With a growing college population around the country, I see more applicants for UVM.
Greater connection with surrounding schools, potential to create a state school network akin to the SUNY system, with great cross-collaboration and in-depth co-op opportunities for students. Our messaging and institutional values based on wellness, social justice, and environmental stewardship are pretty bold compared to other schools. If the University is willing to use the test-bed of Vermont and take risks based in belief in what’s right, we could be real leaders in the future of the changing higher education landscape.

I see the university in a prime position to overcome many social barriers regarding diversity, equity, and inclusion within the next ten years. We can continue to strive to become an accepting, safe space for students of all backgrounds and identities in the years to come.

There is already a great opportunity for new leadership bringing in new ideas. I can’t imagine how many more high level positions in the University will be changing in the next 10 years. I think it is important that leadership changes at a good rate to keep ideas fresh and to make sure the school is “keeping up”.

The community and institution as a whole is proactive and generally open to new ideas with cautious moderation. I think a new president can bring new initiatives to UVM and get a lot of receptive feedback. Additionally, Burlington is emerging as a tech-hub and I see potential in expanding UVM’s stake in that domain.

2. What challenges do you see facing the University of Vermont in the next ten years?
Challenges include ensuring that affordability is kept in mind, especially for out-of-state students. UVM’s administration should be consciously trying to find means other than student tuition dollars to pay for development and institutional expenses. Making a conscious effort to work with the State House to try and find ways for the Vermont State Legislature to better fund UVM would greatly benefit students, and will be a challenge. This should absolutely be a priority. Additionally, knowing that the most vocal students on campus, especially when only representing a single political viewpoint, often do not accurately represent the majority of students’ opinions. Student groups that consciously try to represent all students on campus should be listened to and called upon to provide input.

UVM is experiencing the growing pains of being a state institution that is expanding its course offerings and revamping its facilities to attract the high caliber students that it continues to welcome each year. With decreasing state funding, it is important that UVM have a presence in Montpelier. The university and the state must work together to provide a job market that attracts graduating students to stay in the state, and solve an affordable housing crisis that creates a barrier to staying. It is essential to advocate for greater state funding to prevent tuition increases that sink students in so much debt, they are unable to pursue their passions post-graduation.

I see the University facing increasing pressure for Diversity, specifically a push for gaining more students and faculty/staff of minority communities. But I encourage the committee to remember
that this school is the state University, and it is very important to be supportive if in-state students opportunities to stay here in VT.

Housing shortage; Divestment; demand for diversity; restructuring CAS (meet needs of students while being practical for enrollment numbers); political identity of campus (remain welcoming and allow respectful expression of all sides of political spectrum/opinions.); Cost of attendance/cost of operation; Gender ratio- less men going to college.

We foresee UVM facing quite a few social justice issues. We believe that there have been many steps in the right direction although having a president who is completely onboard with allowed student of all identities is ESSENTIAL!

Racial tensions on campus (fueled by current political climate); Continuing to improve our standing as a ‘public ivy’.

How expensive it is to attend University, not just UVM, but Universities all over the country. More and more folks might end up skipping out on the opportunity to come to a campus to study such as UVM. It is a privilege to study at a school like UVM, and many can’t afford it. Moving too quickly to prioritize STEM rather than a holistic approach to achieving a Bachelor’s degree. Ignoring the needs of students in underrepresented communities, because this will push more of these identities away from UVM. We should be embracing and serving people of all identities.

The lack of care for the current Mental Health facilities and resources. The challenges that the College of Arts & Sciences are facing, even though it’s the largest of the schools. Housing. Cost of Attendance / Tuition continuing to increase. Diversity. Lack of transparency between the Administration and the Student Body. Continuing to balance the different majors / fields of study and showing each equal respect, especially in an increasingly STEM-focused world.

Funding, especially for the Arts & Sciences as we have been pushing STEM in order to “keep up” with our comparator schools. Also recruiting a more diverse student body across a range of backgrounds.

Student retention.

Continuing to find ways to be sustainable, divesting from fossil fuels, programs like RLCs not going as planned, actually making students want to leave, diversification, restorative practices.

Inability to attract more diverse student body, housing crisis, apathy.

The cost of attendance is a huge concern for UVM. Though there are many aspects of UVM that are a great draw, there are also alternative options to getting say a History and English degree that are cheaper for out-of-state students. Given the state of higher education as a whole, increasing the cost of education runs the risk of hurting UVM. I would also caution UVM to look into alternative
classroom styles; though online and hybrid classes can be great, there is also a lot to be said for in person (traditional) style, and field work classes and labs. As trends in higher education shift, UVM administration needs to keep in perspective not only cost, but also what value UVM education is giving students.

Our national trend away from the arts and humanities has led to concerning decline in CAS enrollment at the start, and reduction in retention rates for students in the college. Without serious evaluation of the mission of CAS, the purpose and value of a broad-based liberal arts education, and the emphasis placed on in-unit SCH and headcount, we may wind up losing our oldest college. UVM is growing, and Vermont is barely big enough to sustain us. Unless we find ways to grow laterally (like with a state system), the divide between the ivory tower and the community it came from will grow, and funding and support from the state may be impacted. The relationship between UVM and the legislature could use some work.

I see my previous answer surrounding diversity inclusion as also being one of the main challenges the university will face in the next ten years. Overcoming prejudice and implicit bias in order to overcome these barriers is not an easy feat.

In the past year I think we saw that a good portion of the University’s students were not happy with how certain things were operating or being handled. I think one of the toughest challenges will be working to find a middle ground between students and the administration/faculty/staff to make sure that students and professors are satisfied with the environment they are expected to live and work in every day while also complying with the University’s standards.

I have experienced a general notion of students coming to Vermont for their education but not to continue their career here beyond graduation. Part of this is from resistance by the state and its residents to allow for development. Keeping development concentrated in urban centers like Burlington, building up and not out is a decent compromise.

3. **What professional qualifications/experiences should the next president possess?**

An individual with a plethora of experiences, even experiences outside of Higher Education, would be valuable. President Sullivan’s expertise in Constitutional Law has been invaluable to the UVM community, and I am proud of the work he has accomplished. Finding another president with the breadth of experience with which President Sullivan entered UVM will be difficult, but should be a priority.

Has held a position working directly with students. Competency in the political sphere so as to be a strong advocate for UVM.

To have experience is the biggest key. Understand how this University works and what it needs to succeed in the future.
Capital fundraising experience; Management/leadership role in large organization or institution; communication- well spoken, can relate with all types of people; Connections- established professional career that can help to fulfill projects and better the institution.

A friendly and self-less president is essential. It is extremely important for this person to be approachable with their ego aside; Socially aware, UVM has some of the most diverse identities and it is extremely important for everyone to feel comfortable on this campus.

Previous leadership positions hopefully in higher education; Understanding of climate at UVM.

Experience tailored to working with all levels of an administration, along with a history of working with the people that the administration itself governs.

Experience in the academic world would certainly be a plus for somebody taking an academic position. Communication / Oratory skills, especially in terms of negotiation with others. Previous management / leadership experience. Fundraising experience, Connections, connections, connections.

Leadership experience in a complex and dynamic environment, but I do not think it necessarily has to be explicitly academic. The knowledge of how academic institutions function is crucial but I think the experience in that environment isn’t crucial, we could benefit from outsider thinking.

Professionalism, background in Higher Ed.

Ability and desire to work with students, listening skills, team oriented, works for firstly for students.

Time in senior leadership at another institution, experience in student services, and communication skills.

The incoming President should either have served as a Provost or President at another University either similar in size to UVM or perhaps a bit smaller. UVM has a unique feel to it, as well as a unique governance structure, and having experience as a higher level administration in higher education is extremely important for the incoming President. Skills with fundraising and initiating long terms plans, as well as being able to manage smaller things that come up will also be essential skills for the next President.

Our next president should be knowledgeable about UVM along with being well spoken and generally a great leader.

They should have a broad array of experience in higher ed—serving not just as provost or another high-ranking academic/administrative position, but also in student affairs, teaching or advising, etc. You can’t pull one string at UVM without twelve others coming along, and they should have the understanding of that complexity.
The next president should have experience working with diverse groups of students, as well as an ability to relate to students and communicate with them effectively.

I honestly would love to see someone who is a former professor, someone who has experience working in a classroom with students and then can apply that experience and knowledge to the expectations of the President of UVM.

Integrity has always been key to me. One must, not just should, lead by example. If he or she is to be respected by faculty and students alike, the new president needs to practice what they preach.

4. **What personal leadership characteristics should the next president possess?**

A good listener, effective communicator, and someone who consciously seeks to connect with the Student Body and UVM Community would be highly beneficial. Finding someone who puts forth great effort to understand the climate at UVM, and can act as a productive facilitator for conversations that include individuals with all perspectives is crucial. It is important to hire an individual who has the intent of making sure all voices are heard, not just the loudest ones.

Persuasive, engaging public speaker; Knows when to listen despite extensive education and experience; Ability to welcome uncomfortable conversations in the interest of progress and community-building.

I would like the committee to find a president that holds themselves with the highest dignity. Seeing the political state of our country at this time has reminded me how important it is to be composed. I would also like the future president to be kind, thoughtful, and engaged.

Ability to say no- take a stance on positions and do what is best for the whole institution, community, state, country; Sense of the people- able to gather the opinion of the community.

Leadership is a tough word, because many believe that leadership means “power”, although we believe that leadership means the ability to help others, and to facilitate wonderful things to happen on campus. Someone who can listen, the most essential tool one can have in both life and this position is the ability to hear what someone is saying and to truly listen.

Wanting to work with students and hear (especially) minority opinion; Ability to connect with youth.

Empathy and Humility.

An optimistic view on life. A desire to make change in the system; a sense of justice. An understanding of multiple views, even those that go into conflict with one-another.

A commitment to equity & inclusion with a drive for progress through innovation.
Good at public speaking and listening.

Kind, assertive in a positive way, able to understand people of different identities.

Transparency and honesty.

The next President should be able to delegate, inspire, and make others feel valued. For someone stepping into this position, the hiring committee should be cautious about hiring someone with a large ego, or someone who can seem standoffish. Though it is important for a leader to be able to hold their ground, also being open and making others feel heard are important qualities. UVM has a very involved staff, faculty, and student body, as well as close ties to the Burlington community and the state government. The next leader will need to be able not only to take these perspectives into consideration, but be able to work collaboratively with a wide range of people.

The next president should be able to lead by example and already have had many leadership positions.

They need to be a good listener, a good communicator, and should be steadfast in their direction for the institution, and have belief in their vision, but should be willing to listen to input from their constituents about how best to get there.

The next president should be inclusive in his leadership. It is important for presidents to be able to take the opinions of students into account along with his fellow administrators.

The next president should be willing to work with students and staff on all matters regarding the university. Students are paying a lot of money to come to UVM and their opinions should be heard and taken into consideration.

Lead by example.

5. **What other considerations should the Presidential Search Committee bear in mind as we initiate the process?**

Intentionally seeking a candidate who will listen to all perspectives and not only side with the most vocal group is imperative. Someone who has a firm grasp on finance, business, education, and productive facilitation should be chosen. I am encouraged to see Xavier Giddings is serving on the Search Committee. His perspective is one that I firmly believe accurately represents undergraduates, and I put my full trust in him to represent the student body. Listen to what he has to contribute.

Representation is important, so please seek a diverse pool of candidates. Take student input strongly into account; universities are oftentimes run like businesses, but fostering an environment of creativity and academic curiosity is of utmost importance.

I would like the University to think about getting someone who can best represent ALL the students on this campus. There are some more vocal groups on campus, and I hope that their presence
doesn’t sway the committees decision. All students will be affected by this choice and remembering that with be crucial.

We need a strong leader that is committed to progress and advancement. Sets aggressive goals and coaches/motivates/directs the university to accomplish them. Diversity is important and it comes in many forms. Above all we need to select the candidate that is most qualified to lead the university on an upward path.

Overall, a really intelligent and friendly person is what we need. We have so many people who handle policy, and who handle the nitty gritty stuff on campus. We need someone who we can talk to, and truly enjoy the conversation. We need someone who we see more then once or twice a semester. This person should be a familiar face on campus.

I hope that we can break the mold and diversify our leadership at UVM.

Shake things up, and pick someone who is extremely passionate about making a drastic change in how the University will better itself for the future. Please do not pick any person who is generic or thinks that no change is needed. UVM is wonderful, but it can always be improved upon.

At the end of the day, the best candidate will win. For me, the next President of UVM must be somebody who believes in helping all succeed, and puts the community as a whole ahead of self-interest. Should they commit to that, only then will UVM be recognised as a great school of progress and achievement, and one that reassures students that they made the right choice in attending our school.

Candidates from unique backgrounds to foster new modes of leadership in both style, experience & ideals.

You are voting and speaking on behalf of 10,600 students. Keep ALL of them in mind. Include student input as much as possible and at every step of the way.

President Sullivan did a wonderful job raising money for UVM but now it is time to have a President who will take action and make big changes on campus.

President Sullivan has been an amazing leader for UVM and one of the best Presidents UVM has had. His kind demeanor, professional presence, open personality, and detail oriented goals have led UVM to an incredible position. In looking toward the future, his accomplishments and legacy should be kept in mind, while also recognizing room to grow. Higher education is changing, and UVM is not a nimble institution when it comes to making changes. Bringing someone in who may be able to shake things up, while still preserving the amazing work that was done before could do wonders for the school. In picking the next President, it is not only about picking the right person for the job, but picking the person who will be true to what it means to be a member of the UVM community and someone who will continue to improve this university, just as President Sullivan was able to do.
We need somebody who is ready to lead the student and faculty population in an ever-divided world that we inhabit.

Look broadly. Obvious answer, of course, but I feel like the past presidents we’ve had have been very similar in experience and identity. Though someone’s qualifications should be the reason for their hiring, not purely their identity, I would challenge this group to ask why UVM has had only one female president in its history, and no people of color have held the office. Whoever is in the office should have an understanding of the issues students and faculty who hold marginalized identities face, and should be able to make decisions in the context of today’s college student, not the Ivy-league white male college student of decades past. Find someone who can keep UVM headed in the academics-first, research emphasizing, community based direction it is in now. President Sullivan has completely reshaped UVM’s image, and this juncture is important for whether we maintain that progress, or whether we plateau.

The Presidential Search Committee should search for authenticity as they initiate this process. I would like the University of Vermont’s next president to genuinely want to make a difference on campus.

I think diversity is something that cannot be overlooked here. Diversity and diversity based issues were one of the biggest student complaints about President Sullivan. I think if the University wants to show students they hear them, understand them, and respect them, diversity needs to play a role, whether that’s someone that brings diversity to the table themselves or someone who has committed to making diversity a key issue in their past professional experiences and will do so here and has a track record to back it up.

I will always hire an enthusiastic but less experienced candidate over an apathetic professional. Skills can be taught, interest cannot.
Graduate Student Senate (GSS) Report
Board of Trustees – Presidential Search Committee
September 2018
Prepared By
Joey Campbell, President of the Graduate Student Senate

The GSS is happy to provide the following feedback from a large pool of constituents, in conjunction with the GSS senators (representing almost 50% of graduate programs) we also reached out and held several smaller open forums for input on this matter from graduates. The following are the compiled thoughts regarding each of the bullet points given in the original memo distributed by Chair Daigle.

1. What opportunities do you see facing the University of Vermont in the next ten years?

As a land locked college, UVM has a unique and robust community that will allow it to undergo substantial growth. This, however, is not seen as conventional growth via the growth of the student population. This is seen as an opportunity to grow research, collaboration, educational programs and graduate engagement. New research facilities show potential in “top of the line research” provided the university is bringing in well-rounded and top candidates as graduate students and faculty. This offers potential in obtaining prestigious and substantial funding to the university amidst economically challenging times. Given the facilities and personnel and programs implemented thus far here at UVM, it is very possible for the research here to grow substantially.

Collaboration amongst students, staff, faculty and the Board of Trustees also has the potential for further growth amongst alumni and the greater community. The symbiotic relationship between all these entities results in financial gain in the long term in the form of donations and reliable donors. The university has the potential to strategically invest in people and facilities to strengthen its ties with
alumni of the future. This not only presents the opportunity for long term benefit but short term as well. Visible and substantial improvements have been shown to enhance community and the overall mood of its members.

Growth of unique educational programs is seen as a great opportunity for the growth in prestige here at the university. Concurrently, with the opportunity of greater research comes the opportunity for interdisciplinary programs that are considered “non-conventional”. This gives the university the opportunity to express its core values while “staying ahead of its competitors” in its growth of academic prestige and essential personnel.

Investment in graduate engagement has the potential for substantial returns to the college regarding both its academic prestige and financial returns. Where as many graduate candidates are applying to several of our competitor universities, the opportunity of recruitment and retention of highly qualified graduate students has the potential to bring research and academic prestige. Furthermore, the use of graduate students rather than “professional teaching assistants” has added potential in research and academia. In addition, the culture here facilitates the unity and atmosphere to attract a more diverse population than other universities given the current political climate. Active investment in a larger graduate population promotes student to faculty collaboration, student to student collaboration and in turn enhancement and growth of the UVM community. The University, currently given its size and current graduate population, has the opportunity to increasingly invest in its graduate students as it looks toward competitive growth amongst other R1 institutions.

2. What challenges do you see facing the University of Vermont in the next ten years?

Because it is the view of the graduate students that the university is at a critical juncture with regards to its direction, many of the opportunities presented above could also be adversities. It is critical to remember what makes the “University of Vermont” the University of Vermont. There is an underlying fear that in the future out of financial obligations that the core values of the university could be challenged to favor specific entities over others. That being said, it does not mean that growth and change overall is feared just a shaking of the universities core values. Concurrently, it is believed that recruitment and retention, space/the growth of Burlington, and
diminishing interest in specific programs and financial restrictions based on space could be substantial challenges to the university.

Recruitment and retention should be a top concern moving forward. As the main revenue source to the university, it is necessary to recruit not only full classes of students but high-quality individuals to the university. Specifically, regarding graduate students, it has been seen that a combination of higher stipends, housing, insurance, policies, overall academic prestige, quality of overall student experience and potential quality of life over the next 5+ years are the key factors that are pertinent when recruiting and retaining graduate students. If the university wishes to remain competitive in respect to research and prestige these individual aspects need to be addressed to promote growth amongst students.

Physical space and the expansion of Burlington also will be a challenge in the future. In the eyes of recruitment, it will not be physically possible to continue to substantially grow class sizes to accommodate financial constraints on the university without changing tuition. This makes the challenge for the university and the new president to find other ways of obtaining substantial channels of revenue outside tuition revenue. Where as continued development of housing in surrounding communities allows for this to be a short-term solution. If there are not simple means of transportation to and from the university or ample space on campus to park to accommodate the growth over the next 10 years it could prove to be problematic even trying to recruit quality students, faculty and staff.

Finally, interest in different programs fluctuate greatly with the times. UVM in this aspect has always been dedicated to not just the mathematics and sciences but specifically to the liberal arts. It is essential that just because specific programs or colleges make more money than others that the university does not change its identity. Where higher education is becoming more the “norm” it will be a challenge of the university to maintain high prestige if it is to focus on growth as a singular college. Not only would retention plummet but if all the programs are not as prestigious the university would only attract a single type of student. Therefore, over the next few years the removal of programs, classes and experiences outright could be considered a sizable challenge moving forward.
3. **What professional qualifications/experiences should the next president possess?**

As with many high-ranking members of the administration, it is the view of the graduate population that regarding professional qualifications, the selected individual hold either a masters or PhD degree, and preferably had also held the title of dean, provost, or president in the past. In addition, demonstrated experience and dedication to the core values similar to those of the University of Vermont at a similar university. Someone that has a keen understanding of education or educational background and demonstrated success with fundraising is also desirable. It is of the utmost importance that this individual not only be apt intellectually but personably as well.

Specifically, although difficult it would be nice to see the coming president involved in student government as a graduate student. This aspect offers a unique perspective of the student experience through the eyes of an engaged individual that may have more interaction with other administrative personalities in university aspects that otherwise go unnoticed to students.

4. **What personal leadership characteristics should the next president possess?**

The preferred personal characteristics are almost more important than some of the professional ones in the eyes of the graduate students spoken to. The coming president must be open to: 1) interactions with all students be it in a professional or casual setting, 2) have an attitude that is caring and compassionate to the needs of the UVM community, 3) a dedication to scholarship and all of the UVM community. It would be preferable for a president to be open to diversifying and extending interdisciplinary collaboration not just academically but socially as well. But most of all, the University of Vermont has a rich community and environment of aid, integrity, communal wellbeing and growth. The new incoming president needs to share these common values that the current president has so far demonstrated.
To summarize, this candidate will already have the ideology that successful universities not only exist but grow in a complex symbiotic relationship between students, staff, faculty, and the Board of Trustees. In order for the new president to be successful here and for the overall university to thrive under his leadership, there is a delicate balance that needs to be grown simultaneously in order to ensure the preservation, growth and wellbeing of the UVM community.
The University of Vermont

PRESIDENT’S COMMISSION FOR INCLUSIVE EXCELLENCE

This report is submitted by Alan M. Maynard and Paul Suk-Hyun Yoon on behalf of the President’s Commission for Inclusive Excellence (PCIE). It contains an executive summary followed by the raw data collected from PCIE commissioners. The executive summary attempts to distil the information and highlight themes generated. That said, please do not overlook the utility inherent to the verbatim responses.

EXECUTIVE SUMMARY

What opportunities do you see facing the University of Vermont in the next ten years?
The respondents indicated a sense of positive current momentum regarding all aspects of the university including diversity and inclusion efforts. The desire to continue and advance that momentum is clearly important. Specific areas of emphasis include naming dominant cultures, normalizing mental health, authentic connections with students from the president, and study abroad programs. A strong theme within this question as well as the remaining questions is the clear reference to demographic diversity. Within the context of this question, demographic diversity should be seen as an opportunity to be invested in over the next 10 years.

What challenges do you see facing the University of Vermont in the next ten years?
There is a need for responsive curriculum and info management as well as support for non-curriculum issues. All this can be categorized as ways to illuminate the need for community building on this campus and beyond. As part of that, a strong sentiment around the need for demographic diversity was present. Within the context of this question, demographic diversity is seen as a challenge, but one worth investing in. Another dominant viewpoint was the challenge of budgets and affordability. Fiscal health of the institution is important and values-based decision-making should include that of access and fairness across the university.

What professional qualifications/experiences should the next president possess?
General qualifications cited by commissioners circled around the president needing to be comfortable with complexity and a capacity to engage with all members of the campus community and beyond. Specific qualifications included communicating effectively across cultures, experience in dealing with racism, an appreciation of student activism, understanding around the issues facing students today regarding mental health and sexual violence, and a track record of action geared toward diversity and inclusion including investment in marginalized populations. The key theme here is that the president should have a track record of engaging in difficult situations around inequality and should have the communication skills to authentically connect with all members of the community. The other key theme around presidential qualifications was the ability to raise.
What personal leadership characteristics should the next president possess?
General characteristics cited by commissioners included humility, sense of humor, integrity, honesty, vision, authenticity, graciousness, flexibility, being an expert listener, and comfort with complexity in ways that connect with all members of the campus community and beyond. The main theme here was capacity for transformational leadership and change agency. Specifically, the willingness to take a risk, to empower those around them, able to work under pressure, and be a team player or unifier.

What other considerations should the Presidential Search Committee bear in mind as we initiate the process?
Demographic diversity emerged again as a main theme. With the exception of Judith Ramaley, UVM’s presidency has been held by a long list of white men. Sentiment of commissioners was clear that having a president that identifies as being from a marginalized identity would be a visual representation of change and more in line with our institutional values.

OVERALL:
It is clear that this commission recognizes the importance that our next president demonstrates a value for diversity and inclusion. This is a pivotal factor, full of opportunity, and is timely for the institution. Specifically, the search committee is advised to place a high value on:

- A track record of effective, authentic transcultural communication
- Demonstration of change agency tied to a vision that includes action on issues of social justice
- Fiscal accountability that also demonstrates value for investment in diversity and inclusion efforts
- Understanding of and action taken regarding demographic diversity
Verbatim Responses

1. What opportunities do you see facing the University of Vermont in the next ten years?

Respondent 1

I believe the University has the opportunity to truly engage in the diversity and social justice movement both in its curriculum and its hiring and retention practices. I think the University should capitalize on the D1 and D2 requirements by incorporating an education that names dominant culture (white, male, heterosexual, cisgender, middle+ class, Christian, able-bodied, etc.) and assists dominant identified students recognize elements of dominant culture so that it’s better understood, noticed, and challenged to create a more inclusive culture.

Societally we are also faced with some daunting challenges based in mental health and substance use. The University has the opportunity to shift culture to normalize mental health as a factor in wellness that is everyone’s responsibility to invest in, and to shift culture specific to our expectations around substance use/misuse.

Connected to both of these challenges are shifts in perspective based on the needs of the current generation (iGen, Gen Z) who are significantly different from Millennials (i.e. their eagerness to do well and avoid mistakes; desire to make a difference; expectations for college; concerns over physical and emotional safety resulting in lower rates of high-risk drinking and increased number of non-drinkers (Twenge, 2017; Monitoring the Future, 2016). As a result, these students need careful instructions and more guidance (than Millennials), but are concerned about making mistakes, so will want to know what is expected. They also want safe environments, a nurturing atmosphere, and to know what is being done to create conditions that are conducive to learning (Broennimann, A., 2017).

Respondent 2

- In the next ten years, UVM would be well endowed with a lot of diverse capacities from different cultural backgrounds.
- I see UVM expanding its territories (new campuses) as a sign of productivity.
- I see UVM having other study abroad programs (especially in Africa) due to its diversity or community oriented focus.

Respondent 3

opportunities to build on our unique location, our engaged story, our community feel.

Respondent 4
To capitalize on the gains made by the 2 prior Presidents (Dan Fogel, Davis Center; Tom Sullivan, Central Campus housing and Move Mountains capital campaign).

**Respondent 5**

- Incredible location
- Highly thoughtful community of shared values around the environment, social justice
- Rich campus of faculty and staff with immense experience

**2. What challenges do you see facing the University of Vermont in the next ten years?**

**Respondent 1**

I think the challenges are what create the opportunities (question one). Issues of social justice and diversity will continue to be a challenge as UVM is still a predominantly white campus with a predominantly white male administration. As we continue to strengthen our diversity recruitment efforts, it will continue to be more important to increase our own understanding of power, privilege and white culture, as well as to integrate other cultures, forms of leadership, ways of doing, being, etc.

I think the expectations of students and parents are only going to increase in terms of student support, as well as curriculum offerings and educational systems, i.e. there will be an expectation that faculty will provide more support for non-curriculum issues and teach in a variety of ways that accommodates more learning styles and needs.

**Respondent 2**

- I worry about how UVM would be able to develop the curriculum to meet all the diversity needs of every identity group.
- I also wonder about how UVM would be able to develop within the current fast pace of technology alongside developing the human capital to meet the social as well as the business world.
- My final challenge is how UVM would get the qualified and passionate people (faculty, staff etc.) who would execute these curricula and keep the vision and mission of UVM without getting weary.

**Respondent 3**

declining college applications from the region

difficulty keeping up with the rest of the world in terms of diversity and ability to hear multiple perspectives
rigid divisions: not allowing a range of progressive opinions

continuing to make Vermont students welcome and increasing our racial and cultural diversity as a campus while maintaining budgets

maintaining strong programs and supports while budgets continue to be cut; many are already operating on a shoe string

**Respondent 4**

First, the demographic trends of fewer college-aged applicants for our core mission. Second, lurching, uncertainty, and unhelpful competition (versus collaboration) between units as a result of IBB. Third, effectively recruiting and retaining tenure-track faculty who bring diversity. Fourth, an aging physical plant, with many buildings that lack the architectural interest to attract donors who might fund renovations. Fifth, continued growth of student housing (to take the pressure off of units in Burlington). Finally, a realistic plan for tenure-track faculty in general to offer a teaching/research load that is competitive with comparable schools (we already require more teaching than most).

**Respondent 5**

- Rising tuition – affordability
- Protecting our liberal arts
- Homogeneous student population
- Funding

3. **What professional qualifications/experiences should the next president possess?**

**Respondent 1**

Experience in dealing with systemic racism.
Historical/proven investment in marginalized populations on campus.
Engagement with, valuing and support of University staff (in addition to faculty).

**Respondent 2**

- The next President must qualify by having an in-depth knowledge and personal experience in diversity issues practically.
- S/he must be able to communicate effectively across cultures.
- S/he must have some background in education and psychology in order to be well focused on the vision and mission of the school.

**Respondent 3**
appreciation of the liberal arts

Respondent 4

First, effective fundraising, which for me, starts with a compelling vision that has the right balance of continuity and innovation. Second, fundraising (joking--but not). Second--as per the above--that vision thing. Third, a track record of action geared toward diversity and inclusion. Fourth, an understanding of the role of technology in higher ed in general, but for UVM in particular (so a good relationship with our incoming CTO). Fifth, somebody who connects authentically with students. I think that Dan and Tom did (and do--I'm told that students really respond to Dan).

Respondent 5

- Demonstration of ability to manage complex issues around race and identity issues
- Understanding of the future of higher education – ie distance learning, creative solutions to tuition obstacles
- A breadth of understanding around the issues facing students today regarding mental health and sexual violence
- A demonstration of robust fundraising

4. What personal leadership characteristics should the next president possess?

Respondent 1

Willingness to take a risk; to empower those around them; to be more concerned with what’s helpful and supportive than with appearances (of the University)

Respondent 2

- He must be transformational leadership to be able to bring changes to UVM
- S/he must be able to work under pressure
- S/he must be a change agent who is very passionate about the progress of all students
- S/he must be a team player or unifier
- The emotional intelligence of the person should be at the level of expectation ( and may be above “sea level”

Respondent 3

graciousness and welcome

appreciation of student activism, even when tactics and/or strategy may
flexibility, comfort with complexity

**Respondent 4**

Listens. Comfortable with conflict and uncertainty. A so-called *transformational* leader who strives to give away power and autonomy, while maintaining a sense of being President.

**Respondent 5**

High emotional intelligence
Humility
Sense of humor
Integrity, honesty, highest of moral standards
Expert listener

**5. What other considerations should the Presidential Search Committee bear in mind as we initiate the process?**

**Respondent 1**

With the exception of Judith Aitken Ramaley, UVM’s presidency has been held by a long list of white men – it would be a visual representation of change if we recruited and hired a person with more marginalized identities.

**Respondent 2**

- The search committee should be open-minded for any caliber of people who will apply for this position. The person could be a black, a white, a person with disability, a woman, a man, young or old etc.

**Respondent 4**

I do not think it is cynical to recognize that these are perilous times for the so-called 'aspirant' schools. Honestly, I think that is our fate. I am not convinced that muscling our way into the elites is necessary. Naturally I would love to see us led by a woman of color. Were there one (or more) that was a good fit, then I don't think we have to torque the situation. But we should also recognize that, for example, we are not a HBCU. Also, if the fit isn't good, then it would look like tokenism-even if it were not.

**Respondent 5**

We have only had 1 female President and no Presidents of color. This does not represent our institutional values.
Qualitative Data Analysis of

*Invitation to Comment:*
Final Report on
Survey Results

Prepared by
Mika Moore
University of Vermont
Department of Leadership and Developmental Sciences
September 28th, 2018
Presidential Survey Report

Background
Following the announcement of current President Tom Sullivan’s plans to end his tenure as University of Vermont’s president in the spring of 2019, a presidential search process began in the fall of 2018. As part of this search process, an Invitation to Comment survey was widely distributed to UVM community members via University email lists as well as the Presidential Search website. Alumni, faculty, staff, students, and community members at large were invited to share their feedback on what the Search Committee should consider as they undertake the search for the 27th president of UVM. The Invitation to Comment was shared via email to these stakeholders in early September, with prompts seeking wider input sent in the weeks following the initial survey distribution. Announcements were also sent to the University community with a link to the Presidential Search website.

Survey responses were gathered via Lime Survey, an online survey platform sponsored by UVM. Participants had the option of sharing their affiliation with the University and full name, but were not required to do so in order to respond. 346 participants completed either portions of the survey or the entirety of it. The affiliation of participants and corresponding number of responses is noted below:

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>250</td>
</tr>
<tr>
<td>Faculty</td>
<td>22</td>
</tr>
<tr>
<td>Staff</td>
<td>27</td>
</tr>
<tr>
<td>Students</td>
<td>19</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
<tr>
<td>None (No affiliation noted)</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>346</td>
</tr>
</tbody>
</table>

The survey asked participants to respond to five open-ended questions:

1. What opportunities do you see facing the University of Vermont in the next ten years?
2. What challenges do you see facing the University of Vermont in the next ten years?
3. What personal leadership characteristics should the next president possess?
4. What professional qualifications/experiences should the next president possess?
5. What other considerations should the Presidential Search Committee bear in mind as we initiate the process?

Methods
The survey responses were downloaded from the Lime Survey server as an Excel spreadsheet. Blank entries with no responses for any question were removed from the data set. Following cleaning of the data, the survey results were uploaded to a computer assisted qualitative data analysis software (CAQDAS) program- NVivo Version 12. This software program provides graphical analysis of coding results, comparisons based on demographic group, and other
options for data analysis. The researcher also selected this program for the flexibility it allows to refine code names and tags throughout the data analysis process.

Prior to coding, the entire dataset was reviewed by the researcher to become familiar with the responses and generate initial impressions. The five questions were coded using both a priori codes developed following the initial read-through and inductively with in vivo codes taken from participant responses.

The individual codes for each question were compiled into broad themes spanning the five questions to provide an over-arching analysis of survey respondent feedback. These broad themes represent concepts that apply to the entire dataset. Each question was also individually coded to generate themes specific to that question. Broad themes will be discussed first and then the specific themes for each question will be reviewed in-depth.
Section I: Overview of Survey Results

Word Cloud

This word cloud is a visual representation of word frequency across all responses on the Invitation to Comment. Word frequency was capped at 250 words, with a minimum length of 4 letters. Excluded words include less significant prepositions and conjunctions. “President” was added as an additional excluded word as it frequently occurred but does not provide analytical information given that the survey is about a presidential search. *Student(s)* was the most frequently occurring word at 687. *Education* (219), *faculty* (219), *experience* (183), *state* (179), *Vermont* (163), and *ability* (149) were the next most frequently occurring words across the data set. While word frequency must be considered in the context of distribution of respondents, it can be used as one way to see broad areas of convergence across the data set.

Broad Themes
Seven broad themes were developed following individual question coding. The codes for each question were considered in relation to one another and the following seven broad themes were identified:

- Academics and Research
- Dynamic Warmth: A Leader for All
- Diversity at the Forefront
- Focus on the Students
- Money, Money, Money
- UVM for Vermont
- Push into the 21st Century
The table below details the density of coded responses per theme. Themes are organized from left to right with the densest theme on the left (academics and research) to the least dense theme on the right (push into the 21st century).

<table>
<thead>
<tr>
<th>Theme</th>
<th>Academics and Research</th>
<th>Dynamic Warmth: A Leader for All</th>
<th>Diversity at the Forefront</th>
<th>Focus on the Students</th>
<th>Money, Money, Money</th>
<th>UVM for Vermont</th>
<th>Push into the 21st Century</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coded Responses</td>
<td>977</td>
<td>827</td>
<td>753</td>
<td>657</td>
<td>648</td>
<td>472</td>
<td>353</td>
</tr>
</tbody>
</table>

**Academics and Research**
A desire to build on the strengths of UVM’s academic profile was noted by respondents. The areas of environmental sciences and sustainability are a strength of the University and along with these areas, leadership should prioritize the humanities and STEM fields in thoughtful balance. Research opportunities for undergraduate and graduate students are a draw for applicants and there is a need to continue attracting top talent and grant funding as a way to build on UVM’s academic reputation.

**Dynamic Warmth: A Leader for All**
Respondents individually noted numerous qualities and characteristics they would seek in a future president, but a broad consensus emerged in regards to wanting a president for UVM that is approachable, driven, and courageous. The ability to face challenging situations with transparency and an open mind is necessary in a leader. The future president should represent the stakeholders of UVM broadly and be able to work across different groups, bridge divides, and listen and communicate clearly.

**Diversity at the Forefront**
The UVM community is distinctly concerned with issues of diversity, inclusion, respect, and equity. Respondents across all affiliation categories commented that a leader of UVM should take concrete steps to increase diversity on campus in students and faculty, be facile with handling issues of diversity and equity, and represent marginalized groups.

**Focus on the Students**
Students make up the largest constituency on campus and a leader should keep a keen focus on the issues, concerns, and needs of students. A leader should be accessible to students and work to meet their needs and include them in decision-making processes.

**Money, Money, Money**
Tuition containment, salary considerations, and budgetary decisions were pointed to numerous times in the responses are areas that a leader will need to address head on when taking the helm. Multiple affiliations discussed the problem of high tuition and the impact it has on student recruitment and retention. Tensions related to IBB are also an issue the president will need to tackle within the various colleges.
UVM for Vermont
UVM should serve its state first and foremost; this was the message of the respondents. This encapsulates actively recruiting in-state students, designing academic opportunities that create job opportunities to stay in the state following graduation, staying true to the land grant mission of UVM, and remaining connected to the community of Burlington and the greater Vermont area outside Chittenden County.

Push into the 21st Century
Recent technological innovations on campus, such as the STEM center and the partnership with the UVM Medical Center, were highlighted by respondents as prime examples of how UVM can continue transforming into a world-class 21st century educational organization. A call for leadership that values the need to foster a collaborative, cutting-edge learning environment for students, faculty, and alumni was echoed throughout the survey.
Presidential Survey Report

Section II: Thematic Analysis of Individual Questions

One important consideration when looking at the number of coded responses by affiliation for each theme is that alumni comprised 72% of the total responses (250 out of 346 responses). This impacts the overall total coded responses for each question and may skew results towards the alumni perspective dominating if response number is the only way codes are analyzed. Therefore, two tables are included for each question. The first table provides an overview of the total coded responses for each theme while the second table provides the percentage of responses by affiliation for each theme. The total for every row in each of the second tables adds to 100%.

**Question 1: What opportunities do you see facing the University of Vermont in the next ten years?**

<table>
<thead>
<tr>
<th></th>
<th>Academic strength of the institution</th>
<th>Enhance reputation</th>
<th>Increase applicants and selectiveness</th>
<th>Innovation, STEM, technology</th>
<th>Promote inclusion and diversity</th>
<th>Serve Vermonters</th>
<th>Well-rounded educational experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>240</td>
<td>216</td>
<td>149</td>
<td>178</td>
<td>140</td>
<td>78</td>
<td>112</td>
</tr>
<tr>
<td>Faculty</td>
<td>20</td>
<td>17</td>
<td>5</td>
<td>9</td>
<td>5</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Not Stated</td>
<td>0</td>
<td>19</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>19</td>
</tr>
<tr>
<td>Other</td>
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<td>15</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Staff</td>
<td>13</td>
<td>24</td>
<td>7</td>
<td>20</td>
<td>15</td>
<td>18</td>
<td>25</td>
</tr>
<tr>
<td>Student</td>
<td>20</td>
<td>10</td>
<td>7</td>
<td>0</td>
<td>15</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>293</td>
<td>301</td>
<td>168</td>
<td>212</td>
<td>175</td>
<td>111</td>
<td>171</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Academic strength of the institution</th>
<th>Enhance reputation</th>
<th>Increase applicants and selectiveness</th>
<th>Innovation, STEM, technology</th>
<th>Promote inclusion and diversity</th>
<th>Serve Vermonters</th>
<th>Well-rounded educational experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>21.56%</td>
<td>19.41%</td>
<td>13.39%</td>
<td>15.99%</td>
<td>12.58%</td>
<td>7.01%</td>
<td>10.06%</td>
</tr>
<tr>
<td>Faculty</td>
<td>26.32%</td>
<td>22.37%</td>
<td>6.58%</td>
<td>11.84%</td>
<td>6.58%</td>
<td>6.58%</td>
<td>19.74%</td>
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<td>44.19%</td>
<td>0%</td>
<td>11.63%</td>
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<td>0%</td>
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<td>Other</td>
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<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Staff</td>
<td>10.66%</td>
<td>19.67%</td>
<td>5.74%</td>
<td>16.39%</td>
<td>12.30%</td>
<td>14.75%</td>
<td>20.49%</td>
</tr>
<tr>
<td>Student</td>
<td>32.26%</td>
<td>16.13%</td>
<td>11.29%</td>
<td>0%</td>
<td>24.19%</td>
<td>16.13%</td>
<td>0%</td>
</tr>
<tr>
<td>Total Percent of</td>
<td>20.48%</td>
<td>21.03%</td>
<td>11.74%</td>
<td>14.81%</td>
<td>12.23%</td>
<td>7.76%</td>
<td>11.95%</td>
</tr>
</tbody>
</table>

Respondents named numerous opportunities that UVM is facing in the next ten years, with many respondents listing multiple potential areas they see for UVM. Alumni, faculty, and students all named the academic strength of UVM as the top opportunity. Respondents who did not state their affiliation (tie) or listed it as other both named enhancing an already strong reputation as the top opportunity, while staff and no affiliation (tie) respondents named providing a well-rounded educational experience as the top opportunity they see for UVM.
Theme 1: Enhance Reputation
UVM’s strong reputation, rigorous academic offerings, athletics, natural setting, and quality of life offered by the University were repeatedly named as a draw for students and faculty alike.

- I can imagine UVM emerging as an elite institution that is recognized around the world as a place that produces high quality research and provides a fulfilling and challenging undergraduate experience...UVM has a lot to offer compared with the other public and private institutions in New England. Compared with the other public universities, UVM has a cohesive culture, high-quality extracurricular activities, and great student quality of life.
- We are blessed with a talented and dedicated faculty. The new President will thus have the opportunity to increase this forward momentum and the freedom to address some current difficulties.
- Strong alumni base, strong Foundation - Research facilities could position us to be a pioneer in many fields, such as medicine, engineering, etc.

Theme 2: Academic Strength of the Institution
The academic profile of UVM is an opportunity for the University to continue building, particularly in programs it is already well-known for such as environmental programs and sustainability. Balance between STEM and other fields, like majors within CAS, should be carefully considered.

- UVM is and shall remain a premier research university, able to attract the best to attend as students, the best to teach and research, and the best to extend that knowledge beyond the walls of the institution.
- UVM has been a premier destination for environmental science/studies, and the importance of these, as well as, related programs is ever increasing.
- The opportunity to really cement the school’s reputation as an environmental-focused institution that also offers a world class liberal arts education.

Theme 3: Innovation, STEM, Technology
As technology continues to influence all aspects of modern life, UVM has an opportunity to capitalize on this and reflect more STEM-focused offerings and research to help attract top tier students and faculty, as well as to increase relevancy.

- We need to drive innovation and focus/increase on research with the new STEM complex.
- We are in the middle of a rapid technological revolution. If the university can foster growth and respect in computer engineering and computer science, and tie those into business, it could make a name for itself in the growing field.
- Utilization of the new STEM complex for attracting people and interacting with businesses to find overlap that fulfills the educational mission.

Theme 4: Promote Inclusion and Diversity
Many respondents noted that now is a critical time for UVM to be at the forefront of promoting a diverse, inclusive, and welcoming campus to individuals of all identity backgrounds. This was
discussed throughout the survey at length, with students in particular voicing a desire for a more diverse student body, faculty, and leadership.

- The next President needs to walk the walk when it comes to social justice, diversity and inclusion. I think a person who is committed to creating equity and working to build bridges and opportunities for people from diverse backgrounds is going to be key in order to strengthen the student, staff and faculty.
- The UVM President should be an advocate for radical change to respond to a radically changing social environment.
- The opportunity to properly address the need for more diversity, racial issues facing our campus, and shaping a better and more transparent response to these issues.

Theme 5: Well-rounded Educational Experience
The relevancy and necessity of a college degree was brought up by multiple respondents, and the opportunity offered in light of this is for UVM to provide a well-rounded, vibrant educational experience that includes real-world job experiences, a balance between STEM-focused classes and the humanities, and varied course offerings.

- You have the opportunity to continue offering the UVM student body a balanced approach to learning and developing academically and socially as they pursue their education - something that UVM has done so very well for many years.
- Having a curriculum that enhances the students ability to be employed and productive in society.
- The opportunity to become a more interdisciplinary university.

Theme 6: Increase Applicants and Selectiveness
The image of UVM as a “public ivy” is an idea that respondents discussed as a point of pride, and in this they noted that there is an opportunity of UVM to increase the number of applicants applying to the University and how selective admissions are for undergraduates. National rankings are an area that respondents see as a place for UVM to grow.

- I see UVM becoming more and more popular of a school to attend, for admission rates to decrease and for it to be ranked higher in national university rankings. UVM is an incredible school, with great faculty, students and now has a even more space for student knowledge to expand.
- The ability to continue to attract well qualified students particularly as the University has expanded its expertise in programs as well as the building of new structures to accommodate the latest in technology and space.

Theme 7: Serve Vermonters
UVM is the flagship university of the state of Vermont and should serve its in-state population and constituents first. Many respondents echoed an opportunity for the University to refocus on serving Vermonters, both as students and as part of the larger community.

- The fact that Vermont and the surrounding area is mostly rural and slow pace. UVM needs to continue to be a leader and reflect essential Vermont values.
- There’s also an opportunity to increase Vermonter enrollment and make this school truly the University of Vermont.
Presidential Survey Report

- **Genuine Passion for UVM/Burlington/Vermont and not a stop on the resume. Burlington, VT has a lot to offer for right candidate.**

**Question 2: What challenges do you see facing the University of Vermont in the next ten years?**

<table>
<thead>
<tr>
<th></th>
<th>Affordability</th>
<th>Budgeting considerations</th>
<th>Campus climate and physical space</th>
<th>Diversity and inclusion</th>
<th>Recruiting students</th>
<th>Remaining competitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>92</td>
<td>51</td>
<td>58</td>
<td>39</td>
<td>55</td>
<td>80</td>
</tr>
<tr>
<td>Faculty</td>
<td>2</td>
<td>13</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Not Stated</td>
<td>18</td>
<td>6</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Staff</td>
<td>19</td>
<td>30</td>
<td>9</td>
<td>15</td>
<td>3</td>
<td>26</td>
</tr>
<tr>
<td>Student</td>
<td>2</td>
<td>11</td>
<td>4</td>
<td>30</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Total Coded Responses</td>
<td>134</td>
<td>111</td>
<td>74</td>
<td>93</td>
<td>76</td>
<td>141</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Affordability</th>
<th>Budgeting considerations</th>
<th>Campus climate and physical space</th>
<th>Diversity and inclusion</th>
<th>Recruiting students</th>
<th>Remaining competitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>24.53%</td>
<td>13.60%</td>
<td>15.47%</td>
<td>10.40%</td>
<td>14.67%</td>
<td>21.33%</td>
</tr>
<tr>
<td>Faculty</td>
<td>5.56%</td>
<td>36.11%</td>
<td>2.78%</td>
<td>13.89%</td>
<td>5.56%</td>
<td>36.11%</td>
</tr>
<tr>
<td>Not Stated</td>
<td>36.73%</td>
<td>12.24%</td>
<td>2.04%</td>
<td>8.16%</td>
<td>10.20%</td>
<td>30.61%</td>
</tr>
<tr>
<td>Other</td>
<td>11.11%</td>
<td>0%</td>
<td>11.11%</td>
<td>0%</td>
<td>0%</td>
<td>77.78%</td>
</tr>
<tr>
<td>Staff</td>
<td>18.63%</td>
<td>29.41%</td>
<td>8.82%</td>
<td>14.71%</td>
<td>2.94%</td>
<td>25.49%</td>
</tr>
<tr>
<td>Student</td>
<td>3.45%</td>
<td>18.97%</td>
<td>6.90%</td>
<td>51.72%</td>
<td>18.97%</td>
<td>0%</td>
</tr>
<tr>
<td>Total Percent of Responses</td>
<td>21.30%</td>
<td>17.65%</td>
<td>11.76%</td>
<td>14.79%</td>
<td>12.08%</td>
<td>22.42%</td>
</tr>
</tbody>
</table>

Mirroring many of the opportunities highlighted, UVM is perceived as having distinct challenges coming in the years ahead. Alumni and no affiliation respondents see affordability as the biggest challenge; faculty (tie) and staff view budgeting considerations; students are overwhelmingly concerned about issues of diversity and inclusion; and other affiliated see the ability to remain competitive as the biggest challenge. Taken together, these challenges represent issues of fiscal concern-- keeping tuition affordable, providing livable wages to faculty and staff, reducing overhead costs-- and climate concern- creating a truly diverse and equitable campus, attracting a top-tier student body, keeping campus a safe and beautiful space, and maintaining relevancy and a competitive edge in an increasingly saturated higher education market.

**Theme 1: Remaining Competitive**

UVM will need to actively invest in retaining stellar faculty, providing resources equitably, and increasing its national profile in order to be seen as a viable and sound institution of higher
Presidential Survey Report

education. Competition from neighboring states and colleges for students is a challenge for UVM, particularly given the high cost of out of state tuition.

- As fewer students in the area are college-aged, enrollment can be an issue as it is for most colleges and universities in New England. Students can end up going to neighboring states for college. Private colleges and universities can entice students by lowering their prices and offering other incentives. Remaining a “public ivy” and a good one, could be a challenge.
- We have highly committed faculty that are excellent teachers and scholars. I see opportunities for further investing in our faculty to provide top-notch educational experiences to students.
- Managing revenues/costs to keep student debt down while still sustaining the best in academics and student programming, as well as investing in our strongest programs.

Theme 2: Affordability

Time and again, respondents simply wrote “affordability” as the first challenge they see facing UVM. This was evident across all affiliation groups and of particular concern to faculty who see this as a major impediment to UVM maintaining and growing the student body for Vermonters and out of state students.

- The affordability of higher education is a primary challenge.
- Cost of attending an out of state university.
- UVM is extremely expensive.
- Rising costs of higher education.
- I consistently hear from parents of both in-state and out-of-state students that the collective costs of a four-year education are becoming an over-burdening issue. Our students are graduating with significant financial liabilities, which make for a very difficult way to begin formal adulthood.

Theme 3: Budgeting Considerations

Coupled with affordability issues are concerns about the operating costs of UVM, administrative positions and salaries, and questioning of the long-term budget plan for UVM. The IBB model was pointed to as a source of tension for some colleges. Long term financial planning and transparency in communicating this plan was offered as a way to face this challenge. State funding levels were noted as an issue for keeping a stable budget.

- Financial. The university must continue to offer innovative programs while running lean enough to be affordable.
- Funding I expect less money from the state. Some programs may prove to be too expensive.
- Continued pressure on containing costs, utilizing efficiently and maximizing scarce budget dollars/resources to ensure the University has world-class faculty and facilities.

Theme 4: Diversity and Inclusion

While some respondents saw this as an opportunity, others viewed this as a challenge if the University does not take a proactive stance in addressing issues of diversity and inclusion to
create actionable change. A call for the raising up of voices not traditionally heard or recognized was brought forth multiple times in the survey. Promoting and addressing issues related to diversity and inclusion should continue to be a major area of focus for University leadership.

- **Administrative, political, and social barriers to diversity and inclusion will be the greatest challenges for UVM moving forward. We are in a current climate of change that needs to be acknowledged and empowered, and this is only going to become more heated as time goes on.**
- **I think that UVM will have to work really hard on issues of diversity. Diversity initiatives and support could be a challenge if leadership isn’t open to thinking in new ways, and hearing from voices not normally represented.**
- **Challenges around diversity and inclusion have always been issues at UVM - but I think the university at large has a very REAL challenge of addressing our actual valued commitment to both of those things more than just text and policy. The university needs to challenge living its values.**

**Theme 5: Recruiting Students**
A declining college age population, the need to prioritize UVM for in-state students, and attracting students with strong academic and extra curricular profiles all impact the recruitment efforts of the University. Multiple alumni brought up the issue of a shrinking pool of high school students from Vermont as an obstacle to consistent student recruitment.

- **The biggest challenges will be smaller enrollment due to the Millennial generation moving on and a much smaller generation following. UVM will need to find new ways to attract students.**
- **Keeping up with all the other schools in the New England and Northeast market. UVM is considered “far away”. The school needs to continue to offer a reason for students to travel to Vermont to attend school.**
- **Decrease in number of students applying to college.**

**Theme 6: Campus Climate and Physical Space**
This theme relates to not only the campus climate and community, but also the physical space of campus and its infrastructure. The liberal image of UVM was noted as both a positive and negative depending on an individual’s political leanings, “town/gown” relations between UVM and Burlington were noted as an area for improvement, and infrastructure needs like parking lots and athletic facilities were highlighted by many respondents.

- **Relationships with the Burlington residents.**
- **Creating spaces of legitimate support and belonging.**
- **Supporting athletics and upgrading the facilities.**
- **Making improvements to campus that will draw students and faculty to UVM.**
- **It will also be important to improve the perceived quality of the university while maintaining the exceptional lifestyle (both in terms of social activities, outdoor recreation, and city life) that Burlington and UVM already offer.**
Question 3: What personal leadership characteristics should the next president possess?

<table>
<thead>
<tr>
<th></th>
<th>Approachable, caring, charismatic</th>
<th>Collaborative open-minded</th>
<th>Decisive determined</th>
<th>Ethical, integrity, moral compass</th>
<th>Listener and communicator</th>
<th>Out of the box thinker, visionary</th>
<th>Student focused</th>
<th>Take on challenges</th>
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<td>259</td>
<td>142</td>
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A leader must possess a wide range of personal skills that allow them to work with varied stakeholders, address complex problems, build relationships across difference, and lead the University with a steady hand. Alumni and other affiliated respondents want a leader who is a strong communicator and good listener, faculty would like to see someone willing to face challenges and difficult situations head on, students want a leader who focuses on their needs, staff would like someone who is open-minded and willing to collaborate, and no affiliation stated want a decisive, determined, and courageous leader. A range of personal skills will serve the future president well as evidenced by the varied responses to this question.

Theme 1: Listening and Communication Skills
An ability to actively listen, communicate in a variety of settings, and be keyed in to the needs of University constituents is critical for a new president.

- **Outstanding communication skills - starting with listening followed by speaking and writing.**
- **The new president should be a terrific listener. He or She should listen like a counselor listens to a patient, and metaphorically have their thumb on the pulse of the University.**
- **The ability to communicate with all people equally without bias, face to face.**
Presidential Survey Report

- The next president should be an active and open listener, not afraid to make change and stand up to racism, and think creatively.

Theme 2: Collaborative, Open-minded
There are many competing interests and needs facing a leader, and the ability to build relationships based on trust and respect will be essential in order to foster a collaborative working relationship with the multitude of interests represented on campus.
- The next president should be a leader who is capable of building a feeling of trust between administration, faculty, staff, students, etc. through good communication, compassion and commitment to the long-term health and success of UVM and the communities that support it.
- Great ability to build highly functioning teams via consensus.
- UVM needs leaders who are able to deal with complex challenges that demand flexibility and agility. Skills needed include collaboration rather than heroics; the ability to build - and mend - relationships; participative management in our "shared governance" model; skills in change management and adaptability.

Theme 3: Approachable, Caring, Charismatic (tie for 3rd)
Respondents desire a leader that they can have open, honest dialogue with and who is approachable and warm. Words such as connection, kind, honest, personable, and dynamic all came up numerous times in describing desired personal qualities of a future president.
- Charisma and ability to connect and understand.
- Be actively visible and accessible to all of the communities involved in UVM.
- The president needs to be somebody with the finesse to work with faculty and staff, continue to network with donors, can sit with students (for example in the dining hall at meal time) and get to know them and their concerns.

Theme 4: Ethical, Integrity, Moral Compass (tie for 3rd)
Referencing the current political climate, numerous respondents vehemently voiced that a leader must be of the highest moral character, a beacon for integrity, and have a strong moral compass guiding them in their leadership and decision making processes.
- Most important, the President should have a grounded set of ethical values that align with UVM’s future and aim toward making UVM a global institution for positive change.
- Strong character and ethics.
- Highest personal integrity.
- Personal integrity is paramount.
- Have a strong sense of morals and character.

Theme 5: Student Focused
Students are at the core of any university and the leader of UVM must be present and engaged with the student body. As evidenced by the word cloud, the most frequently occurring word across all respondents and questions was “students” and this theme of a connected leader who is visible and open to engaging with students was noted the most by the student respondents themselves.
Presidential Survey Report

- Willing to get "in the weeds", motivating speaker towards both students, faculty and staff, "student-first" focus.
- The next president should have qualifications or experience in interacting directly with populations of students.
- This person needs to be able to connect with students, be available to students, and to be an advocate FOR students in a more holistic and approachable manner.

Theme 6: Out of the Box Thinker, Visionary
The wicked problems facing UVM in the coming years will require a leader who defies convention at times and blazes their own path as a visionary leader for the University.
Adaptability and flexibility are key components of this theme.
- The next president should have leadership experience that has lead to progress and progression. Academic institutions are constantly changing and the president should have experience of continuing to want for things to progress.
- No "ivory tower," "rose colored glasses" view of the future, but a realistic commitment to what can be accomplished.

Theme 7: Take on Challenges
Courage, strength of character, and a willingness to face difficult situations head on are all traits that respondents noted will help a leader navigate the current challenges facing UVM.
- Someone who is willing to surround themselves with people who are experts in specific fields more than they are, is willing to hear the “truths” and is able to make difficult decisions when needed but also willing to reverse decisions if they turn out to not be good for the University.
- Willing to take on difficult challenges, commitment to academics, innovative, creative and open minded.
- Evidence of having successfully navigated (and provided leadership during) difficult conversations and a charged campus atmosphere.

Theme 8: Decisive, Determined
Some respondents noted that they would like a leader who charts a course of action, outlines the steps necessary to achieve it, and puts it into play without hesitation. They voiced wanting a leader who makes decisions and sticks to them, no matter the pushback.
- A person who stands up for what he/she believes.
- Tough skin!
- A president should be willing to make difficult decisions, but have high levels of transparency about why he/she made specific choices.
- I think the candidate must provide goals prior to coming in to the University and have the courage to stick to it.
**Question 4: What professional qualifications/experiences should the next president possess?**

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<tr>
<th></th>
<th>Commitment to diversity, inclusion, openness</th>
<th>Experience as an educator</th>
<th>External relational skills</th>
<th>Fiscally savvy, business acumen</th>
<th>Fundraising</th>
<th>Previous educational leadership experience</th>
<th>Record of scholarship, credentials</th>
<th>Understands UVM mission and context</th>
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Many of the professional qualifications and experiences overlap with the personal leadership traits detailed in Question 3, but some unique themes emerged in relation to experiences or background that respondents believe the new president should hold. By far, the experience most widely called for was a leader with previous educational leadership experience. Alumni, no affiliation, staff, and students all cited this as their most desired quality. Interestingly, there was a small minority of respondents who called for the exact opposite and wanted someone with purely business/corporate experience and no history at an academic institution. The pervasive theme of diversity and inclusion arose again here, with respondents calling for a leader who has a proven track record of a commitment to diversity and inclusion. Faculty and other affiliation desire a leader who is an expert in their field, with a terminal degree and record of successful academic publications and grants.

**Theme 1: Previous Educational leadership Experience**

In order to successfully move UVM forward and keep progressing in fundraising, student recruitment, and building on a strong academic reputation, a new leader should have experience leading a similar size institution to UVM and it may be helpful to consider someone with background in land grant institutions specifically.
Presidential Survey Report

- The next president needs to have experience leading at a high quality institution that focuses on undergraduate education.
- The next president should have leadership experience that has lead to progress and progression. Academic institutions are constantly changing and the president should have experience of continuing to want for things to progress.
- Prior experience as a high-ranking university official, passion for all the things that make UVM great, and a willingness to improve the university when opportunities arise.

Theme 2: Fiscally Savvy, Business Acumen
Some respondents would like a leader to be considered who has a deep business background, connections to corporate entities, and a focus on keeping the budget lean. UVM was compared to a major corporation and someone with experience running a private company could bring this expertise to the University.

- I think we need someone who has been dedicated to/had success in strategy/strategic thinking in a business environment. Business background, no nonsense and disciplined.
- A person who can think big, but also have the practical skills to think about logistics and execution of a new idea/innovation.
- Understanding of financial needs. Balance of fiscal needs and creative opportunities are paramount.

Theme 3: Commitment to Diversity, Inclusion, and Openness
This theme reflects other comments made in regards to the need for a leader who puts diversity of the front of their work and actively pursues social justice in all aspects of their leadership.

- The next president should be extremely culturally competent...they should also be highly trained in mediation, non-violence, racial justice, and education.
- Have experience leading with a social justice frame - have evidence of having worked to alleviate adversity and inequity on a campus.
- Strong commitment to diversity and able to show this/know about how their own identities impact diversity work.

Theme 4: Record of Scholarship, Credentials
As a leader of an academic institution, the University president should have a proven successful record of publications and grants, a terminal degree, and remain in touch with the needs, challenges, and opportunities facing University faculty.

- Proven academic credentials.
- The next president should have deep connections/ direct experience with the culture of academia as well as strongly evidencing a sense of their appreciation for the intrinsic value of higher learning.

Theme 5: Experience as an Educator
Someone who has taught in higher education, has an understanding of what it means to lead a classroom, and can connect to faculty and staff around educational issues would benefit the University in its push to remain academically competitive.
Presidential Survey Report

- They should have experience working in the classroom--too often schools place people who have only ever held administrative roles in this position. Consequently they do not have a comprehensive understanding of the challenges professors and students face in the classroom.
- Background in education and the 'real world'.
- A former educator. Understands the challenges of front line faculty.

Theme 6: Understands UVM Mission and Context
The next president will need to keep momentum moving on initiatives already underway, and in order to do so, they must be willing to take the time to learn about the ecosystem of UVM. This relates to a previous theme of Serving Vermonters.
- Someone who understands and believes in UVM’s mission and wants the utmost best for the university.
- Your committee needs to consider the individual’s understanding of Vermont and the appropriate role of its premiere Land Grant university.
- A person who understands Vermont and the University's unique place in history as the first beneficiary of the Land-Grant Act, fathered by Justin Smith Morrill and to uphold Vermont’s unique qualities of independence.

Theme 7: Fundraising Abilities
As discussed in earlier questions, a leader needs to be able to raise the revenue and funds necessary to keep UVM operating and provide opportunity for resources to advance projects such as faculty research, athletic facilities, and student housing. As the face of the University, a leader is a key part of fundraising efforts.
- As always, a strong fundraiser and perhaps someone with the ability lead toward more grant funding too.
- Securing more private resources to support financial aid and other priorities of the university to make up for the most likely decrease in state and federal funding.
- Relationships with donors to ensure UVM is on solid ground financially with strong reserves upon which to draw.

Theme 8: External Relation Skills
The president is the outward facing leader of the University and as such, they should have skills in cultivating lasting relationships with donors and the local community, be a friendly and engaged presence on campus, and put in effort to advance the University’s image and reputation through leading by example.
- They should also understand the importance of building relationships with local community stakeholders outside of the university including local businesses, government and residents.
- Need someone who is charismatic, able to balance faculty and student needs and can work with our donors to encourage support to UVM. At the same time he is the face of UVM and the principal salesman for all that the school has to offer.
- The ability to communicate well his Board, Administrative Staff and not be aloof from the University faculty or student body.
Question 5: What other considerations should the Presidential Search Committee bear in mind as we initiate the process?

The responses to this question were less evenly spread between the eight themes as compared to the previous questions. Many respondents took the opportunity to again voice their desire for a leader who represents a diverse population. One new theme emerged here: the consideration of longevity for the future president. UVM needs a leader who will remain at the university and continue the growth and expansion currently underway through campaigns like the Move Mountains Campaign and ongoing construction of new facilities. The other salient themes reflect comments made elsewhere in the survey, such as a leader who appreciates Vermont and wants to specifically be here, a fiscally minded approach, and someone willing to engage with students.

Theme 1: Diversity
Consider diversity, in all its forms, when it comes to candidates for the presidency. This was staggeringly clear as the most important “other consideration” to respondents.

- It would be amazing to have a president who is from a historically marginalized population, such as POC and/or LGBTQ, etc. because privilege can be very blinding and I think it would be smart of the university to bring someone in who has life experiences to...
share and because of those experiences, possibly have a more open mindset and/or be able to relate to students more, especially those in these types of populations.

- It is more important than ever that UVM takes the lead in promoting women in academia (especially women of color) and setting an example for students and other schools.
- I think it would make a tremendous statement to actively seek out candidates for the position that identify as women, LGBTQA+, and/or PoC.

Theme 2: Keep UVM Spirit (tie for 2nd)

Students, faculty, and staff are all drawn to UVM for what at times feels like an intangible reason: the UVM spirit. Respondents noted that they would like a leader who meshes well with this spirit and won’t drastically change the fabric of the University.

- Remember that UVM is a different special place.
- UVM is a unique, special place that should be lead by someone who appreciates those elements which make UVM unique. That person should strive to uphold our Common Ground and demonstrate a dedication to the university's mission.
- An open-minded leader who is dedicated to the 'brand' of UVM: we have been and continue to be cool, smart, eco-smart, diverse individuals. I chose to go to UVM specifically because I liked Burlington, VT, and wanted to be near mountains and a lake for 4 years. I just assumed the academics would fall into place. Burlington is still cool, so maintaining UVM's cool and the asset of the degree is critical.

Theme 3: Visionary Leadership (tie for 2nd)

While respondents would like to keep the spirit of UVM, they also want a leader who can set an inspiring vision for the future of the University and chart a new vision for where the University can head in the coming years.

- UVM has many moving parts, the new president should be willing and able to see all those pieces as valuable.
- Staying current in a fast changing world.
- The ability to lead and set the course, and publicly commit to it, with - and not against - the faculty.

Theme 4: Stability in Leadership

Stability in leadership allows for initiatives to be enacted with consistency and follow through. Respondents would like a leader who desires to remain at UVM and is committed to seeing through their vision and goals for the University.

- Willingness to make a long-term commitment. It takes 1-3 years to get a handle on the responsibilities, expectations, strengths and weaknesses before s/he will be fully effective.
- The ability to serve as the President for at least the majority of the ten years will also be important. The University of Vermont should be a "pinnacle" opportunity for the next President, not merely a stepping stone for her/his career.
Presidential Survey Report

The following four themes (5-8) are discussed in other areas of the survey. It is redundant to describe them in detail again here, but it is important to note that respondents took the opportunity in this question to reiterate their desire for a leader who is appreciative and in touch with Vermont as a state, puts students first, is fiscally minded, and actively collaborates. This repetition was intentionally underscored in these themes to highlight the emphasis placed on these desired qualities in the next president.

**Theme 5: Unique Vermont Qualities and Needs**
- *More emphasis on VT’s unique economy, dynamism/quality of life in VT highlighted.*
- *Someone who understand the nature of Vermont and its people.*
- *As the flagship university of the state of Vermont, UVM is -- and will always be -- well poised to be a thought leader locally, regionally, nationally, and internationally. Because of Vermont's artisanal and entrepreneurial culture, as well as its relatively small population, we are well positioned for partnerships throughout the state. Those partnerships can and should come not only from the professional colleges, but also from the university's very core: strong and thriving Arts and Sciences.*

**Theme 6: Put Students First**
- *The next president NEEDS to be an individual with an unwavering and undeniable commitment to the STUDENT experience.*
- *It would be great from a leadership perspective for a prospective president to be able to talk to and lead students from a more human, person level.*

**Theme 7: Fiscally Minded**
- *They should be comfortable keeping a lean budget while still enabling the university to grow or strengthen itself.*
- *Staying competitive with the resources and facilities of other schools while staying cost reasonable. This is important to attracting a strong student pool and outstanding professors.*
- *This person's opinion on financial aid and scholarship funding would be a big deal. I was privileged to leave UVM debt-free, and realize I am in a minority., so an awareness of this is key.*

**Theme 8: Need a Collaborative Leader**
- *As UVM is such a complex and dynamic "organization", the President must be able to comfortably and confidently govern strategic, fiduciary, and "generative" roles - all in collaboration with the Board of Trustees.*
- *We need a president who can bring the different "stakeholders" together in ways that allow UVM to face difficult and evolving long-term challenges while maintaining its integrity as a strong educational institution offering diverse programs.*
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 it 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 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 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 vision, worldview, strong academic background, great energy and emotional intelligence, and personal integrity to inspire the University community to new levels of 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 also share the institution’s unwavering commitment to diversity and inclusion as central to the success of the University and will have a proven track record of advancing diversity and inclusion across the breadth of the academy.

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

Ultimately, the President’s primary responsibility 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 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, developing 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, but 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 and welcoming place for all.

**Become involved immediately in planning**

UVM's Board has begun the process of defining critical inputs into the University's strategic direction for the next several years. 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. The revised strategic plan will provide an important road map by which the University achieves its desired strategic goals.

**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 increasingly challenged 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 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; a record of institutional leadership that has sought to advance inclusion and diversity of all types—racial, sexual, religious, ethnic, socio-economic, and intellectual;

• an understanding of what education for the 21st century should look like combined with a passion for exploring 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;

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

• a commitment to the importance of teaching, research, and service across the University; an understanding of the 21st century skills students needed to excel professionally beyond the university;
• the capacity to represent the University compellingly to donors and to lead a constantly improved advancement effort; the ability to energize alumni to support the University at a level consistent with its aspirations;

• a well-developed political and diplomatic skill set in order to represent the institution's missions and goals to outside constituencies and bring unity to the University community;

• an energy, commitment, a sense of humor, an optimistic attitude, and a great listener combined with a tireless devotion to the continued growth and success of the University and an ability to bring campus constituencies together; and

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

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 economic and social development, 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 the 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.

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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, and College of Nursing and Health Sciences; the Rubenstein School of Environment and Natural Resources; the Grossman School of Business Administration; 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.

Academic Medical Center - Larner College of Medicine

The Larner College of Medicine was established in 1822. But this institution, 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 providers in the State. 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 exposure to greater diversity of patients. There has been significant growth in the research enterprise from $65.9 million to $90 million between 2007 and 2016. In addition, several College buildings, laboratories and medical education spaces have recently 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 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. The hospitals include: The University of Vermont Medical Center in Burlington, Vermont; Alice Hyde Medical Center in Malone, New York; Central Vermont Medical Center in Barre, Vermont; Porter Medical Center in Middlebury, Vermont; Champlain Valley Physicians Hospital in Plattsburgh, New York; and Elizabethtown Community Hospital in Elizabethtown, New York. In January 2018, the Visiting Nurse Association of Chittenden and Grand Isle Counties also became part of the health network.

UVMHN also includes the University of Vermont Health Network Medical Group a growing multi-specialty practice that includes more than 800 physicians. The faculty practice division members are jointly employed by the College and the Medical Group and the majority are based at the Medical Center. As academic physicians at a university hospital, the faculty practice physicians provide services of extensive breadth and depth to the people of Vermont and northern New York. Together with the roughly 170 advance practice providers, the faculty have over 1 million patient encounters each year and serve a population of 1 million people. The Medical Group is expanding and is currently being joined by community practice divisions from Central Vermont Medical Center and Porter Medical Center in Vermont; and Champlain Valley Physicians Hospital, Elizabethtown Medical Center, and Alice Hyde Medical Center in New York. The Medical Group is a self-governed body, subsidiary of the Health Network where physicians are involved in teaching and research as well as providing clinical care.

Currently, the Medical Center, together with the College and the Medical Group, offers postgraduate residencies in 15 areas: Anesthesiology, Dermatology, Family Medicine, Internal Medicine, Neurology, Neurosurgery, Obstetrics and Gynecology, Orthopedics, Otolaryngology, Pathology, Pediatrics, Psychiatry, Radiology, Surgery, and Urology. In 2019, a new residency
program in Emergency Medicine will be added. Currently, 275 residents and fellows participate in these programs. Fellowship opportunities are offered in more than 25 specialties.

The Medical Center is recognized for high-quality, cost-effective care, and routinely benchmarks its performance with Vizient, the Association of American Medical Colleges, the Council on Teaching Hospitals, and several other national organizations. On cost and many quality metrics, the Medical Center’s performance consistently ranks well above the median and frequently among the top performers. State reports show the medical center having among the lowest utilization of services in northern New England, including the lowest Emergency Department use and lowest per-capita costs for residents in its catchment area.

Research

UVM is classified as a Carnegie 2 high intensity research university. In FY 18, 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 the 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.

There is an expanding portfolio of intellectual property, 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 fulfilment
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 galvanized 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% 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.

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% of first-year students and 84% of all on-campus students live in Residential Learning Communities. The goal is to reach 100% 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% for matriculating first-time, first-year (FTFY) students and 69% 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.

The news in enrollment has been overwhelmingly positive. During the most recent five-year period, selectivity and yield have increased nearly ten and five points, 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’s 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

The University of Vermont Athletic Department, 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% 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 3 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, and 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, 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 Lerner 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% 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 two-hundred percent since inception. The President of the University of Vermont, the Chair of the Board of Trustees, and the Foundation’s President & 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.

The UVM Alumni Association (UVMAA) is the umbrella organization for alumni relations, and is, itself, administered out of the UVM Foundation. UVM has some 117,000 living alumni, with approximately 32,000 living in Vermont. 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 four regional boards: New York, Boston, Washington, DC, 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.