

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

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

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

ABSENT: Thomas Vogelmann

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

\*by means of conference telephone.

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

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

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

**Approval of Previous Minutes**

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

**Inclusive Recruiting**

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

**Discussion of Campus Feedback**

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

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

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

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

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

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

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

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

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

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

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

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

### **Discussion of Leadership Profile**

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

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

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

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

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

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

### **Other Business**

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

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

### **Adjournment**

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

Respectfully submitted,

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