Green Mountain College
2015 Presidential Search:
Institutional & Position Profile
The College

ORIGINS

To understand who we are—a community working to bring positive change to the world—it helps to know how we began, and where this institution grew roots. Vermont has always been known for independent thinking, respect for diversity, and a deep connection to the natural, intellectual, and spiritual world.

Founded as a coeducational institution in 1834 in Poultney, Vermont, Green Mountain became a two-year college for women in 1943 when World War II altered the composition of the student body. In 1974, it returned to coeducational status, offering four-year baccalaureate degrees to both men and women. The College community reflects a vital respect for spiritual values, individual conscience, and interfaith dialogue.

Green Mountain College has remained rooted in these values, and throughout its history has demonstrated a remarkable capacity to respond to the educational needs of the times.

In 1995, the school declared its environmental mission, developing a curriculum that integrates modern environmental thought into the traditional liberal arts and pre-professional studies with the goal of creating a just and sustainable society.

GMC TODAY

Today, the College enjoys a broad reputation as the leader in “the environmental liberal arts.” Students may earn a bachelor of science, a bachelor of arts or a bachelor of fine arts degree in one of the College’s 24 undergraduate majors. An early adapter to the online learning environment, GMC offers a growing suite of graduate programs and an online bachelor’s degree completion program which launched in 2013.

SCHOOL PROFILE

- Green Mountain College is an independent, nonprofit institution
- 582 undergraduates/200 graduate students
- Student to faculty ratio: 14:1
- Full-time faculty: 40

ACCREDITATION

Green Mountain College is accredited by the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, Inc. The College’s most recent accreditation was completed by NEASC in 2015.

CAMPUS

Green Mountain College is situated in southern Vermont’s beautiful lakes region, with the Adirondack Mountains to the west and the Green Mountains to the east. The 155-acre campus features athletic fields, a farm supporting a CSA and livestock, hiking trails, and frontage along the Poultney River.

In addition to the natural areas on campus, St. Catherine Mountain is home to the College’s Deane Nature Preserve, 85 acres of land open to students and the public for education, research and recreation, located five miles southeast of campus.
Mission Statement:

“Green Mountain College prepares students for fulfilling lives by taking the goal of creating just and sustainable societies as the unifying theme for its interdisciplinary graduate and undergraduate liberal arts education. The College fosters the ideals of environmental and personal responsibility, civic engagement, entrepreneurial spirit, and global understanding.”
Developing a culture and curriculum around the concept of sustainability was a revolutionary idea in 1995 when Green Mountain College articulated its environmental mission. It had never been done before. What would an environmental liberal arts college look like?

Two decades later, the College serves as a model for how higher education institutions can live up to their ideals. GMC now heats its buildings with a natural, locally harvested fuel source. It has divested from fossil fuel securities. It has expanded its traditional liberal arts programs to include emerging fields like renewable energy, ecological design, sustainable agriculture, and sustainable business—fields that are incubators for the problem-solvers of tomorrow.

- In 2007, Green Mountain College launched an online master’s degree program in environmental studies, and the first online MBA program emphasizing sustainability in the nation. Today GMC offers four online graduate studies programs.

- On April 22, 2010, Earth Day, GMC formally opened a new $5.8 million combined heat and power biomass plant. Locally harvested woodchips replaced #6 fuel oil to heat College buildings.

- In 2011, GMC became the nation’s first climate neutral campus through a strategic combination of efficiency, clean energy and local carbon offsets.

- GMC has been ranked in the top 15 on Sierra magazine’s “Cool Schools” list for the last six straight years, and received the #1 ranking in 2010.

- In 2011, Bozen Hall was renovated into a student residence hall Students for Academic and Green Engagement (SAGE). SAGE was the seventh LEED gold certified building in Vermont and the first in Rutland County.

- In 2013, GMC received a $2 million, five-year Department of Education grant to support the Center for Careers, Advising and Teaching (CAT) center. The new center opened in Withey Hall in the fall of 2015.

- The board of trustees approved divestment from 200 publicly traded fossil fuel companies from the College’s endowed funds in 2013. GMC was one of the first colleges in the nation to make this commitment.

- GMC received a gold rating from the Association for the Advancement of Sustainability in Higher Education in 2014.

- GMC has received a perfect “green rating” in the last three editions of Princeton Review’s “Green Honor Roll.” The guide ranked the top environmental schools in the country in 2015 for the first time—GMC was rated second in the nation.

- In 2015, Forbes named GMC one of the top “50 College Gems With Bargain Tuitions and SAT Optional Policies.”

- At the end of fiscal year 2014-15, fundraising efforts showed a five-year trend of increased trustee giving, alumni giving and participation, and overall total dollars raised in gifts, grants and bequests. For the second consecutive year, total dollars raised reached the $2.4 million mark.
In 2012, the Green Mountain College Board of Trustees, Faculty Council, Student Senate and Staff Assembly approved “Sustainability 2020,” the College’s eight-year strategic plan, which aims to achieve authentic sustainability by 2020. The plan moves the College beyond the goal of minimizing environmental impacts to create a net positive impact on the world, environmentally, socially, and financially. The College is working towards these strategic goals by the year 2020:

1. **Systematically build human and social capital of GMC and the region.**
   - Initiate a cross-college emphasis on human health and quality of life.
   - Strengthen the culture of inclusion and diversity in the curriculum and the College community.
   - Deepen student and employee engagement in the College’s endeavors to promote innovation and retention.
   - Strengthen college/community partnerships to enhance the vibrancy of the local communities.

2. **Restore natural capital and develop students’ marketable sustainability skills and knowledge.**
   - Further develop environmental programs with a national reputation for producing graduates for jobs in a sustainable economy.
   - Develop a series of innovative projects that will enable Green Mountain College to have a net positive impact on the environment.

3. **Increase financial strength and cultivate entrepreneurial spirit across the community.**
   - Increase residential enrollment to 1,000 students while increasing the selectivity of admissions.
   - Create distinctive low-residency academic programs that efficiently adapt to change, build on the College’s strengths.
   - Develop a robust culture of philanthropy to fund investment in the college.

4. **Create adaptive systems to increase productivity and support our work in all areas.**
   - Renovate living, learning, and work spaces to enhance comfort, aesthetic appeal, functionality and sustainability.
   - Construct new facilities or systems needed to support enrollment growth, academic programs and sustainability.
   - Develop an IT infrastructure that enables delivery of high quality educational offerings and supports efficient, flexible operations.
   - Strengthen organizational structures, decision-making, and incentive systems and align academic schedules to increase adaptability, foster innovation and reward results.
   - Develop clear measures for our social, environmental and financial impacts and a process for assessing our progress towards sustainability.

5. **Develop a clear and compelling story of the College that is consistently supported by all constituencies.**
   - Establish a brand promise that recognizes the College’s excellence in preparing students for a rapidly changing world and that includes being recognized as a best value college.
At the heart of the College’s environmental mission is the 37-credit Environmental Liberal Arts program (ELA), which all GMC students complete. ELA combines the skills and content of a strong liberal arts course of study with a focus on the environment and societal sustainability.

This program is rooted in the idea that a thorough understanding of natural and social environments, and our relationships with them, coupled with the skills, knowledge, and courage necessary to act as responsible citizens in a globally interdependent world, are central to the development of the student’s intellect and character. The core theme of the environment, in both a local and global sense, is embedded in, and defines the philosophy of, a liberal arts education at the College.

In all majors, students learn how social and ecological sustainability is both relevant and meaningful through coursework that stresses critical thinking, writing, and analysis. Outside of class, students put theory to the test through service learning projects.

Students are also given opportunities to craft their own academic path through the Progressive Program and the Self-Designed Major program.

**THE KILLINGTON SCHOOL OF RESORT MANAGEMENT**

Green Mountain also operates a satellite campus on nearby Killington Mountain, home of the Resort and Hospitality Management (RHM) program. Students in the program live in The Lodge, a newly renovated residential facility, and study with some of the leading resort management professionals in the nation. RHM students graduate with a bachelor of science degree in resort hospitality management in just three years. Over 90% of students complete the program, and 99% of graduates earn a job in the resort hospitality industry.

**OFF CAMPUS STUDY**

Green Mountain is the founder and a member of the Eco League, a consortium of six environmentally-oriented schools in the U.S. which facilitates a student exchange program. Stretching from Alaska to Maine, the Eco League allows students to spend up to two non-consecutive semesters of study at any of the five colleges, or in any of the international exchange programs offered by an Eco League college. GMC also sponsors international exchange programs in Wales, Korea, Japan and Israel.

**MAJOR PROGRAMS**

- Adventure Education
- Animal Conservation & Care
- Art
- Biology
- Business
- Communication Studies
- Education
- English & Writing
- Environmental Studies
- Fine Arts
- History
- Interdisciplinary Studies
- Natural Resources Management
- Philosophy
- Progressive Program
- Psychology
- Renewable Energy & Ecological Design (REED)
- Resort & Hospitality Management
- Self-Designed Major
- Sociology/Anthropology
- Sustainable Agriculture & Food Production
- Wilderness & Outdoor Therapy
- Advanced Start Bachelor’s Program (online degree completion)
Green Mountain College was an early adapter in creating online graduate programs that developed out of the College’s expertise in environmental, social, and economic sustainability.

Central to all programs is a “bioregional approach” to education. The instructional model deepens student connections to their professional organizations, bioregions and businesses, and students apply concepts learned in class to real-world challenges in their communities.

Coursework happens online, but students have several opportunities to meet professors and fellow classmates through annual 3-4 day residencies on the Poultney campus. The residency is led by GMC faculty members and a visiting scholar who is a nationally recognized expert in the field. Past visiting scholars include Juliet Eilperin, Tyrone Hayes, Robin Wall Kimmerer, Bill McKibben and Gary Paul Nabhan.

In addition to earning an advanced degree from a nationally renowned environmental institution, students encounter new opportunities and fresh perspectives by joining a wide network of accomplished colleagues.

Masters Degree Programs

Program Highlights

- All of Green Mountain College’s graduate degree programs are accredited by the New England Association of Schools and Colleges.

- GMC’s graduate programs attract a geographically diverse population—recent cohorts have included students from nearly 40 states, territories, and countries around the world.

- In 2013, GMC’s Sustainable MBA program was ranked in the top 10% of U.S. News & World Report’s “Best Online Graduate Business Programs”—and the only program on the list that focuses specifically on sustainable business.

- GMC’s graduate courses consist of between 37 and 39 credits. Courses are taught year-round, with each class normally taking six weeks with a week-long break between courses. Full-time students can complete the program in two years.

Masters Degree Programs

- Masters of Business Administration
- Masters of Science in Environmental Studies
- Masters in Sustainable Food Systems
- Master in Resilient and Sustainable Communities
Students

On a tight-knit residential campus, students learn the value of teamwork in an atmosphere of tolerance for individual differences. They connect in meaningful ways with fellow community members every day—from library staff to the president—building a sense of shared purpose.

Through an active roster of clubs, interscholastic athletics and arts organizations, a vibrant campus community plays a crucial role in the personal development of students.

Benchmarked against all 568 institutions participating in the 2013 National Survey of Student Engagement (NSSE), GMC was well above the mean for the top 10% of schools in reflective and integrating learning, student-faculty interaction, and high-impact educational practices.

Some of the best ideas for campus improvements and sustainability initiatives come from students. The College’s biomass project, for instance, originated in an honors class which sought to find alternatives to use of #6 fuel oil for campus heating.

The Student Campus Greening Fund gives students the resources to put sustainability initiatives into action. SCGF funding comes from student activity fees. Each year students present ideas for sustainability projects on campus and vote on which projects to support. Past projects include construction of a bicycle shelter and fresh foods initiatives in the dining hall.

The College’s renowned Green Mountain Adventure Program (GreenMAP) introduces students to explore nearby natural areas including the Green Mountains and the Adirondacks. The popular program trains student leaders to lead kayaking, canoeing, hiking, backpacking and rock climbing trips.

DEMOGRAPHICS

- GMC undergraduate students come from 35 different states
- International students represent 14 different countries
- 90% of undergraduate students live on campus
- The undergraduate population reflects a 1:1 male–female gender ratio
- A three-year average shows that 16% of GMC’s undergraduate population self-identify as belonging to a racial minority

ATHLETICS

GMC competes in NCAA Division III. The College boasts seven men’s teams and seven women’s teams, including basketball, cross country, golf, lacrosse, soccer, tennis, track and field and volleyball. Club sports include men’s and women’s rugby and Ultimate Frisbee.
Green Mountain College faculty members possess a unique combination of real world experience, academic achievement, and teaching expertise, which together create a deep, enriching learning experience for students. Faculty members are experts in their fields and bring an extraordinary degree of passion and commitment to their work, serving students as instructors, advisors, and, in many cases, lifelong mentors.

Beyond the traditional classroom setting, faculty interact with students through tutorials, service-learning projects, and collaborative research. It is a common experience for undergraduates to co-present with faculty at professional conferences or co-author papers.

GMC attracts great teachers, and provides them with support to improve their craft. The Center for Teaching and Learning presents regular workshops and trainings to encourage best practices in teaching to meet the academic needs of all students.

Faculty members are also researchers, writers, and collaborators. Several GMC faculty members have won Fulbright awards, and regularly publish books or articles in leading academic or popular journals.

Green Mountain College’s staff is caring and engaged, volunteering and participating in student activities and serving on many campus-wide committees. Staff members work collaboratively with each other, as well as with faculty and the wider community, on College projects and initiatives. Staff take pride in being innovative, change-oriented and, like their faculty colleagues, consistently student-centered.

- 91% of faculty hold terminal degrees
- 70% of classes are taught by full-time faculty members.
- The student/teacher ratio is 14:1
- Four GMC faculty members received Fulbright awards in the past eight years.
Governance & Community

A diverse and committed board of trustees with national and regional perspectives sets the overall strategic direction and ensures the financial and organizational success of the College in achieving its mission.

Faculty, staff, and students share in the day-to-day governance of the college. Openness and transparency are important factors in the goal of creating an atmosphere of respect and equality.

The Student Senate, which meets weekly in an open-forum setting, has substantial authority to oversee its internal operations and regularly collaborates with the administration, Staff Assembly, and Faculty Council. Students are often involved in search and other committees.

The Faculty Council meets monthly in advance of campus faculty meetings, and faculty forums on research in progress and issues related to teaching are held regularly. The Staff Assembly likewise holds monthly meetings and collaborates with sister organizations.

The tradition of holding open meetings for all GMC community members, called “community conversations,” happens at least once a semester.

The president of the College is responsible for leading and directing education and administrative affairs, and implementing board policies. The president serves as the key spokesperson for the institution, keeps the board informed, and consults with it on matters appropriate to its policy-making and fiduciary functions. The president is assisted by the cabinet, composed of the provost and four other senior officers.

THE MEANING OF COMMUNITY

Green Mountain College recognizes the importance of a strong relationship with the greater Poultney community. Faculty members are encouraged to integrate service learning into their coursework curriculum. This cultivates in students a sense of responsibility for the welfare of others, promotes partnerships between the College and local community, and enhances a fuller understanding of social, economic, and environmental sustainability.

The Sustainability Office’s Outreach Program and the Service Learning Program coordinate many of these projects and help students and faculty find new ways to engage with community partners. An estimated 47,241 hours of community service were completed by students in FY 2014.

Service learning links course objectives with meaningful community service experiences. Students gain a greater understanding of practical real-world problems and how to create solutions utilizing the knowledge and skills acquired in the classroom.

The College also recently launched Poultney 2020, a partnership between members of the College and the larger community of Poultney. The organization consists of community members, faculty, staff, and students, to help Poultney flourish as a hub of arts, culture, and recreation for the region.
Quality of Life

OUR PLACE

Green Mountain College has a classically beautiful New England campus, with red brick Georgian architecture set on a landscape of broad lawns and majestic maple trees. GMC’s parent town of Poultney has the best in small-town rural living—a beautiful lake, hiking trails, restaurants, a cozy pub, a library, a food cooperative, and lots of beautiful historic houses and churches. The College’s own Two Editors Inn, which serves as a guest house for campus visitors, is named for Poultney residents Horace Greeley (founder of the New York Tribune) and George Jones (co-founder of the New York Times). The Inn stands across from the president’s residence at the corner of Main and College streets.

THE GREAT OUTDOORS

Rutland County is right in the middle of some of the best recreational venues in the northeast. Killington’s world-class ski resort, home of the College’s resort and hospitality program, is a 40-minute drive from campus. The Adirondack Mountains in New York State and Vermont’s Green Mountains offer opportunities for hiking, boating, cross-country skiing, mountain biking and more.

IN THE MIDDLE OF IT ALL

At the same time, the campus is an easy drive to major metropolitan areas in the northeast—Boston, New York, and Montreal are all within reach by car, bus, or train. The Ethan Allen Express, boarding in Rutland, provides daily service to New York City. Great shopping towns like Burlington and Middlebury, Vt., and Queensbury, N.Y., are less than an hour and a half away.

Nearby Rutland, Vermont’s second largest city, reflects the progressive cultural atmosphere of the Green Mountain State. Rutland has been designated the “solar capital city of New England” for farsighted collaborations between the public sector, renewable energy businesses (many of which employ GMC graduates) and the utility Green Mountain Power. The College is closely linked with the “slow food” revolution taking root in Vermont. Twenty years ago GMC helped found the Rutland Area Farm & Food Link (RAFFLE) which is dedicated to building a farm and food system that benefits growers and consumers in the region. With low crime, low unemployment and excellent education, Vermont consistently gets high marks on quality of life ratings.
Challenges & Opportunities

The next President of Green Mountain College will lead an extraordinary institution distinguished among liberal arts colleges by a history of innovation, a dedication to active, engaged learning, and a true commitment to environmental, social, and economic sustainability. The College seeks a President who will embrace the following opportunities and challenges.

Attracting and strategically managing resources to allow the College to fulfill its vision.

Green Mountain College’s vision of attaining authentic sustainability permeates all that it does. The new President will enhance the financial stability of the College in order to sustain this vision by engaging alumni, the community, friends, foundations, the board of trustees, and other key partners in order to substantially increase the College’s endowment, fund priorities from Sustainability 2020, upgrade and enhance facilities, and diversify its resource base. The President will be a passionate, persuasive, and articulate voice for building a compelling case to support the College’s needs and aspirations. The President also will be responsible for making challenging decisions on the strategic allocation of resources in addition to strengthening all current and future sources of revenue.

Providing leadership for the College’s overall enrollment and retention strategies.

As a small, tuition-driven institution, Green Mountain College must remain competitive within today’s challenging enrollment environment, requiring the institution to aggressively expand and strengthen its appeal to an even wider range of prospective students, especially at the undergraduate level, and to ensure strong student retention and strategic use of financial aid. The next President will provide executive-level guidance and prioritization for the offices and constituencies that contribute to the College’s enrollment and retention success, including attention to the placement of students.

Supporting and strengthening the College’s faculty and staff.

The new President will find an impressive, dedicated, and agile community at Green Mountain, comprised of faculty, staff, and administrators who are committed to the institution and its mission as well as to the development and success of its students. The College’s community is one of its significant, key resources but also one which must be further supported and developed to ensure retention of greatest talent and expertise.

Advocating for diversity and inclusive excellence in all aspects of College life.

The College seeks to strengthen the diversity of its student body, faculty, and staff as one of its key priorities in Sustainability 2020. The President must be genuinely committed to increasing diversity and inclusion while ensuring that the College provides resources and an inclusive and welcoming climate for a diverse student body. The new President will provide leadership for this priority and pur-
sue strategies and resources to ensure its success, including exploring new ideas and a more collaborative approach to organizational structure and decision making.

**Raising the College’s local, national, and international visibility and profile.**

The next President will be responsible for strategically raising Green Mountain’s visibility and reach. The President must be an enthusiastic champion for the distinctive academic opportunities offered by Green Mountain College and its commitment to environmental sustainability and social justice. The President should be a strong voice for the relevance and importance of Green Mountain’s educational approach and mission. The College will benefit from an acceleration of this process, focused on fundraising and partnership opportunities in regions and communities including the local Vermont community and beyond. The President also will engage with the broader higher education community on the relevancy of the College’s mission.

**Focusing on students and campus life.**

The President should participate authentically in campus life, viewed by students as a visible and approachable embodiment of Green Mountain College. The President will engage with students and staff to ensure a vital residential life, a balance of academics with extra-curricular offerings, and a sensitivity to issues of campus concern.

**Strengthening the College’s academic programs.**

Like many other higher education institutions, Green Mountain College is engaged in thoughtful conversation about how best to balance the enduring value of the environmental liberal arts with a focus on environmental and social sustainability and with students’ and parents’ desire for professional preparation, particularly in the context of traditional, residential undergraduate education. The new President will lead efforts to enable continued gains in academic quality and innovation, student satisfaction, faculty and staff recruitment and development, and other key measures.
The Position

The President is the College's chief executive officer and is responsible for all college educational and administrative affairs. S/he is the chief advisor to and the executive agent of the Board, and is a voting, ex-officio member of the Board. The President is responsible for leading the College, implementing all Board policies, keeping the Board informed on all appropriate matters, consulting with the Board in a timely manner on matters appropriate to its policy-making and fiduciary functions, appointing all executive officers, and serving as the College's key spokesperson.

The President is advised by many constituents and looks to them for information and recommendations. The President also is assisted by the executive officers of the College which includes the Provost and Vice President of Academic Affairs; the Dean of Enrollment Management and Marketing, the Vice President of Finance and Operations; the Vice President of Student Life; and the Director of Development.

KEY SUCCESS FACTORS

The next President of Green Mountain College will be an imaginative and inspirational leader with an appreciation for higher education and the environmental liberal arts who understands and embraces the College's distinctive mission and vision and who demonstrates the following:

Visionary and inspirational leadership

- A visionary and strategic mindset, including a track record for identifying and seizing opportunities;
- The desire to innovate, the motivation to be entrepreneurial, the capacity for and track record of change, and the ability to implement strategies efficiently and effectively within a nimble and receptive organization;
- The ability to inspire motivation and collaboration; and
- Understand and embrace the College's mission, including a passion for environmental sustainability and an authentic commitment to social justice and activism.

Financial management

- Business acumen and record of professional accomplishment, including managing both fiscal and human resources;
- Experience managing finances within a complex organization and the ability to allocate resources in an effective and fair manner, in keeping with the College's mission and strategic priorities;
- Evidence of working collaboratively, transparently and productively with all constituencies, including governing or advisory boards; and
- A significant and personal commitment to a culture that welcomes and supports all forms of diversity.

Strong communication skills

- Proven record of successful and passionate fundraising including cultivation and solicitation, or the temperament, ability, and alacrity to become an enthusiastic and effective fundraiser for the College;
- The propensity to serve the College as a visible, engaged, transparent, and accessible presence for students, faculty, staff, alumni, friends, and community leaders; and
- The interpersonal capacity to lead the College in a naturally transparent, collaborative manner with decisiveness, energy, charisma, integrity, warmth, good humor, and humility.

Green Mountain College is committed to increasing diversity among campus employees and is an Equal Opportunity Employer.
CONTACT:

Nominations, inquiries, and expressions of interest should be forwarded in confidence to: GMCpresident@storbeckpimentel.com

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