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Education

Ph.D., Princeton University, Public and International Affairs, 1993.

Princeton Wilson Fellow, 1991-1993.

Dissertation: "Special Districts and the Political Economy of Metropolitan Service Delivery."

Winner, 1994 APPAM Ph.D. Dissertation Award, Association of Public Policy Analysis and Management.

M.C.P., University of California, Berkeley, City and Regional Planning, 1981.

California Planners Foundation Award for highest academic rank in graduating class.

B.A., Johns Hopkins University, Geography and Environmental Engineering, 1979.

Degree awarded with university and department honors.

Selected to *Omicron Delta Kappa* (National Leadership Honor Society) and *Omicron Delta Epsilon* (International Economics Honor Society).

Continuing Education

Association of American State Colleges and Universities, 2012

New Presidents' Academy, weeklong seminar on fundamentals of a university presidency

The Center for Philanthropy at Indiana University, 2011

Intensive course in Principles and Techniques of Fundraising

Academic Appointments

President, University of Maine at Farmington

2012-present

The University of Maine at Farmington (UMF) is a small, selective public liberal arts college serving primarily traditional-age students in a residential setting. One of seven universities in Maine's statewide university system, UMF offers B.A., B.S., and B.F.A. degrees to approximately 1,900 undergraduates, 49% of them Pell-eligible. UMF also offers the M.S. Ed. degree to 175 part-time graduate students, primarily in-service teachers. UMF is a founding member and active participant in the Council on Public Liberal Arts Colleges (COPLAC). With a budget of \$40 million and endowment of \$13 million, UMF supports 375 employees, including 120 full-time faculty.

As president my primary responsibility is to ensure the coordination, communication, development, collaboration, and creativity necessary to serve internal and external constituents and realize UMF's mission. I guide the full scope of university operations in academic affairs, student services, residential life, enrollment management, financial aid, budget and finance, campus facilities, athletics, university advancement, marketing, alumni relations, and community and governmental relations.

Reporting directly to me are the Provost/VP for Academic Affairs, VP for Student and Community Affairs, VP for Enrollment, Executive Director for Admin and Finance (now Chief Business Officer in a Systemwide unified finance operation), and Director of the UMF Sustainable Campus Coalition. Also on my executive council are a senior faculty member and the Associate CIO for the University of Maine System who was formerly UMF's Chief Operating Officer. I report to the University of Maine System Chancellor and Board of Trustees and am advised by a 17-member Board of Visitors.

Key accomplishments:

- **Achieved a 10-year accreditation** from New England Association of Schools and Colleges (NEASC), UMF's accrediting body.
- **Envisioned, led, drafted, and now oversee implementation of *UMF 2020: Experience Farmington***, a student-centered institutional strategy unanimously approved by the University of Maine System Board of Trustees in September 2014; since approval I established an overarching Plan Implementation Team and numerous Strategy Teams of students, faculty and staff to make and monitor implementation progress, which has been steady.
- **Reformed UMF governance and processes**, including formation of Take Stock Task Forces (on governance, internationalization, college structure, graduate education, and course scheduling), a UMF Staff Senate, and the University Leadership Council (academic and professional staff leaders); restored the College of Education, Health and Rehabilitation Services; completed aligned plans for recruitment and retention, marketing, and advancement; and authorized an independent Planning and Budget Advisory Council.
- **Conceived and initiated new enrollment governance and strategies**, including reformation of an Enrollment Division (with a VP overseeing Admissions, Financial Aid, and Marketing); the Be Home/Come Home program to house on campus incoming students graduating from nearby high schools; Farmington Fellows (an innovative recruitment program for graduates of high schools serving the nation's nineteen Farmingtons), and the Discovery Fellows program for graduates of high schools led by UMF alumni principals.
- **Invested in campus physical resources**, with completed or planned expenditures of over \$17 million for new and existing facilities to increase function and aesthetics (\$11 million for a central energy plant, \$1.5 million for 80 geothermal wells, \$1.3 million for science labs, and \$4 million for upgrades to classroom buildings, gymnasium, fitness center, residence halls, admissions center, classroom buildings, Honors House, and grounds).
- **Chaired, energized, and helped implement UMF's 150th Anniversary Celebration**, a yearlong series of cultural, historic, academic, and community events, including creative fundraising vehicles.

- **Motivated a culture of advancement**, including sharp gains in institutional (non-research) grants activity—now measured in millions rather than thousands—and development of a full-fledged University Advancement office, an underdeveloped function and asset at UMF.
- **Nurtured strong town-gown relationships** by engaging the broader community as university partners; co-sponsored Welcome Back Day; promoted UMF employees for community board membership; presided over three-fold expansion of internships, service learning, and other leadership opportunities through the Partnership for Civic Advancement; deepened the purpose and impact of the UMF Board of Visitors; and serve on nonprofit governing boards, the Greater Franklin Development Corporation and, starting in December 2015, Jobs for Maine Graduates.
- **Contribute extensively to University of Maine System strategy and operations**, including regular consultation with the Chancellor and active contributions to **One University** (University of Maine System’s effort to achieve a fully integrated university with mission-differentiated campuses), **Outcomes-Based Funding** (helped develop and now monitor the System’s first performance-based funding model), **Labor Negotiations** (member of the management team, which successfully negotiated a four-year agreement with full-time faculty), and the **Academic Portfolio Review and Integration Process** (now **Academic Transformation**) (Interim Chair and now member of the Oversight Committee to develop, communicate, and implement strategies and processes for multi-university academic programming).
- **Communicate regularly and effectively** to campus constituents, including students, faculty, staff, alumni, parents, community partners, media, and university friends; organize and present at numerous open sessions and illustrated All-Campus Meetings each semester.

Visiting Fellow, Brookings Institution, Washington, D.C.

2011-2012

During a one-year research leave, I researched, wrote, and presented on the governance of cross-state metropolitan regions, continued a book project on metaphors for metropolitan governance, and co-authored a handbook on regional decision making.

Director, University at Buffalo Regional Institute, Buffalo, New York (2005-2011)

As chief executive officer, I directed the strategies and daily operations of a major university-based research and policy center at the University at Buffalo, The State University of New York. As director I articulated the institute vision, managed eight to ten professional staff, forged and sustained internal and external relationships, raised and stewarded over \$3.4 million in external funds for a unit with an annual operating budget of roughly \$1 million, led intellectual and entrepreneurial project initiatives, served as chief media spokesperson, performed quality control, and represented the institute to university administrators, donors, clients, and partners in corporate, academic, government, philanthropic, and civic communities. Under my leadership the institute became a premier, award-winning, full-service regional asset for objective, evidence-based, actionable analysis on regions, governance, economic development, and binational relations. In 2007, I was selected by *Buffalo Business First*, a regional business weekly, as its Woman of Influence in Public Policy.

Department Chair, (2003-2005); Associate Chair for Undergraduate Education and Director of Undergraduate Studies (2001-2002), University at Buffalo Department of Urban and Regional Planning, Buffalo, New York

As department chair, I was responsible for operations and quality for graduate (master's level Urban and Regional Planning degree, roughly 100 students) and undergraduate (bachelor's level Environmental Design major and minor degrees, roughly 125 students) programs. Continuing with a half teaching load, my portfolio encompassed the full menu of departmental management, with final responsibility for strategic planning, accreditation, curriculum design, admissions and recruitment, financial aid awards, budget allocations and finance for an annual budget of roughly \$1 million, annual performance reviews for full-time faculty (11) and staff (2), hiring and professional mentoring for adjunct faculty (16), capital facilities, and forging and maintaining strong relations with other departments, school and university administrators, faculty, students, parents, alumni, and external constituents. During my tenure, I organized and led the department strategic plan process, which laid the groundwork for a Ph.D. in planning program, conceived and designed a new J.D./M.U.P. dual degree program, undertook the first comprehensive assessment of our undergraduate Environmental Design program, and maintained the department's national professional accreditation.

Director of Research, University at Buffalo Regional Institute (formerly Institute for Local Governance and Regional Growth), Buffalo, New York (1997-2003)

As the inaugural institute director of research, I strategized and implemented research-based programming for a newly formed university-based center on regions and governance. In collaboration with professional staff and external partners, I developed the applied research agenda, trained staff and graduate assistants, coordinated and carried out projects, represented findings to the media, and delivered a full schedule of presentations to regional audiences. A key achievement was formulating, directing, and lead-authoring a major award-winning civic undertaking, *State of the Region: Performance Indicators for the Buffalo Niagara Region in the 21st Century*, a project involving over 200 community leaders and solidifying the institute as the region's premier center for high-quality, engaged public scholarship.

Visiting Fellow, Harvard University, Taubman Center for State and Local Government, Kennedy School of Government, Cambridge, Massachusetts (sabbatical year appointment, 2000-2001).

Researched and wrote on issues of governance; studied the European Union as a metaphor governing model for metropolitan regions; authored *Regionalism on Purpose* (2001), a prominent monograph published by the Lincoln Institute for Land Policy.

Associate Professor (1999-2011) and Assistant Professor (1993-1998), University at Buffalo Department of Urban and Regional Planning.

Performed full complement of faculty duties, including research, teaching, advising, and public and university service. From 1993-1997, I was Faculty Advisor for the Graduate Planning Students Association. Starting in 1997, my faculty duties coincided with Regional Institute research leadership.

Research Fellow, Princeton University, Center for Domestic and Comparative Policy Studies (1991-1993).

Researcher, University of Texas at Dallas, Department of Political Economy (1986-1987).

With Dr. Brian J. L. Berry, co-produced a successful National Science Foundation grant proposal on long-wave trends in urbanization.

Lecturer, California Polytechnic State University, San Luis Obispo, Department of City and Regional Planning (part-time, 1983-1984; full-time, 1985-1986). Winner of the Teacher of the Year Award, 1985-86.

Prior Professional Posts

U.S. Peace Corps Volunteer, Physical Planning Officer, Ministry of Natural Resources and Energy, Kingdom of Swaziland (1987-1989).

Coordinated regional plan preparation program, trained Swazi planners, assisted with computerization of planning records and volunteered with a start-up women's magazine during a multi-year, international public service experience.

Analyst, Local Agency Formation Commission, San Luis Obispo County, California (1981-1985).

Analyzed fiscal, political, and services impacts of boundary changes and government reorganizations for towns and special districts in a mid-sized California county.

Grants and Fundraising

As UMF president I formed a Grants Committee to monitor and actively seek grant opportunities to further university initiatives. During my presidency, UMF received its largest grant in university history, a \$20 million award from the Department of Education for GEAR-UP, a program to boost high school completion and college readiness for which UMF serves as fiscal agent. As of 2015, UMF is implementing over \$5 million in grants for projects supporting UMF Peer Financial Advising, the Partnership for Civic Advancement, GEAR-UP, UMF's TRIO programs, capacity building for innovative experiential learning, and campus tree planting. Submitted and pending or in preparation are over \$3.5 million in grants to support undergraduate science education, internship and leadership programs of the Partnership for Civic Advancement, a Title III "strengthening institutions" program, and initiatives to combat campus sexual assault, domestic violence, and dating violence.

As director of the University at Buffalo Regional Institute from 2005 to 2011, I led institute efforts to raise \$500,000-\$700,000 annually from external sources, primarily foundations, governments and the private sector. Additional grants activity focused on my role as co-grantwriter, co-PI, and associate director of “Building Resilient Regions,” a multi-year (2004-2013) three-phase \$4.8 million grant from the John T. and Catherine D. MacArthur Foundation. My individual and small-team sub-contracts totaled \$948,725 for research, publications, and website development on regional governance and resilience.

Public Service

In both professional and academic positions, I have participated extensively in public service and civic activity. As UMF president I regularly give presentations to local, regional, and state groups, contribute to civic conversations, and connect the university with community and business partners. As Regional Institute Director, I hosted regional events, sat on boards, participated regularly in dozens of public affairs programs, and delivered numerous keynote presentations throughout New York State.

Selected Recent Addresses and Presentations

- “Five Numbers.” Address to Farmington Rotary International, Farmington, Maine, September 3, 2015.
- “Transforming Public Higher Education in Maine.” Keynote presentation to the Annual Meeting of the Princeton Alumni Association of Maine, Portland, Maine, June 18, 2015.
- “College from the Inside Looking Out.” Keynote presentation to the Mountain Valley Conference Honors Celebration, Waterville, Maine, April 30, 2015.
- “What Keeps Me Awake at Night and Gets Me Up in the Morning: Dreams of a University President on Issues and Opportunities in Higher Education,” Invited lecture at the Beijing University of Technology, Beijing, China, May 28, 2014.
- “Mainly Sustainable.” Presentation to the Maine State Summit on Climate Solutions, Augusta, Maine, March 12, 2014.
- “A Regionalist in Western Maine.” Keynote presentation to the Androscoggin Valley Council of Governments Annual Meeting, Lewiston, Maine, October 31, 2013.
- “Notes of a New University President.” Keynote presentation to the MELMAC University, Rockport, Maine, November 25, 2012.

Selected Professional Service

Boards

Jobs for Maine Graduates, governing board member, service to begin December 2015

Maine Higher Education Council, at large member of executive committee, 2015-present

Council on Public Liberal Arts College (COPLAC), 2012-present, ex-officio member as president of a COPLAC university

Greater Franklin Development Corporation, Franklin County, Maine, 2014-present, governing board member

Professional Associations

Association of Collegiate Schools of Planning, Regional Planning Track Chair, 2006-2009;
Committee on the Academy and Professional Practice, 2003-2005

Urban Affairs Association, 2002-2005 (elected governing board member)

Chair, Alma H. Young Emerging Scholar Award Committee, 2003, 2004

Editorial Boards

State and Local Government Review, 2003-2012

Journal of Urban Affairs, 2001-2007

Journal of the American Planning Association, 1999-2004; Best Article Awards Committee, 1999

Peer Reviewer

Book Manuscripts

Georgetown University Press, SUNY Albany Press, Oxford University Press, Routledge Press

Journal Articles

Journal of the American Planning Association, *Journal of Planning Education and Research*, *Journal of Planning Literature*, *Journal of Urban Affairs*, *Journal of Regional Science*, *Environment and Planning C: Governance and Leadership*, *Growth and Change*, *Urban Studies*, *Urban Affairs Review*, *Regional Studies*, *State and Local Government Review*, *Economic Development Quarterly*, *The Regionalist*, *Public Budgeting and Finance*, *Publius*

Advisor/Program Consultant

Advisory Council Member, Center for Metropolitan Studies, University of Pittsburgh, 2012

Resource Expert, Convening on Resilience Regions, organized by EcoTrust, Portland, Oregon, 2011

Participant, Global Dialogue on Federalism, Forum on Federations, Chicago, Illinois, 2007

Scholarship

I have produced and presented scholarly work in more than 100 lectures and conferences, including invited addresses at MIT, Cornell University, the Brookings Institution, Harvard University, University of Pittsburgh (Wherrett Lecture on Innovation in Local and Regional Governance), University of California at Berkeley, Federal Reserve Bank of St. Louis, Federal Reserve Bank of Philadelphia, and University of Birmingham (U.K.)

Book

Kathryn A. Foster. 1997. *The Political Economy of Special-Purpose Government*. Washington, D.C.: Georgetown University Press.

Recent Monographs, Book Chapters and Journal Articles

William R. Barnes, **Kathryn A. Foster**, and Lara Malakoff. 2012. *Getting Things Done Together: A Workbook for Achieving Goals Regionally*. (Washington, D.C.: National League of Cities).

Kathryn A. Foster and William R. Barnes. 2012. “Reframing Regional Governance for Research and Practice.” *Urban Affairs Review* 48(2): 273-284. DOI: 10.1177/1078087411428121.

Kathryn A. Foster. 2012. “In Search of Regional Resilience.” In *Building Regional Resilience: Urban and Regional Policy and Its Effects*, edited by Nancy Pindus, Margaret Weir, Howard Wial, and Harold Wolman, pp. 24-59. Washington, D.C.: Brookings Institution Press.

Kathryn A. Foster. 2011. “Professing Regional Resilience.” In *Resilience and Opportunity: Lessons from the U.S. Gulf Coast after Katrina and Rita*, edited by Richard Mizelle, Amy Liu, Allison Plyer, and Roland V. Anglin. Washington, D.C.: Brookings Institution Press, pp. 17-27.

Kathryn A. Foster. 2011. “A Region of One’s Own.” In *Regional Planning in America: Practice and Prospect*, edited by Ethan Seltzer and Armando Carbonell. Cambridge, Mass.: Lincoln Institute of Land Policy, pp. 55-82.

Kathryn Bryk Friedman and **Kathryn A. Foster.** 2011. *Environmental Collaboration Across International Boundaries: Lines That Separate or Ties That Bind?* Washington, D.C.: IBM Center for the Business of Government.

Kathryn A. Foster. 2010. “Challenges Ahead for U.S. Regional Planning Governance.” *Town Planning Review* 81(5): 485-503.

Rolf Pendall, **Kathryn A. Foster** and Margaret Cowell. 2010. “Resilience and Regions: Building Understanding of the Metaphor.” *Cambridge Journal of Regions, Economy and Society* 3 (1): 71-84.

Research-based Website

Kathryn A. Foster. 2011. “Resilience Capacity Index.” Data, maps and findings from original quantitative research on the resilience capacity of 361 U.S. metropolitan regions, online at <http://brr.berkeley.edu/rci>.

- Extensive media coverage, including articles in the *Minneapolis/St. Paul Business Journal*, *Ventura County (CA) Star*, *Houston Business Journal*, *The Nashville Ledger*, *Star Tribune* (Rochester, MN), *Record Searchlight* (Redding, CA), and *Press Register* (Alabama Gulf Coast); online coverage from the *Insurance Journal* (www.insurancejournal.com), CBS Interactive (interview at www.smartplanet.com), and the National League of Cities (www.nlc.org)

Selected Short Pieces and Commentary

Kathryn A. Foster. 2012-present. “Thinking Aloud,” a regular column in *Farmington First*, semi-annual alumni magazine of the University of Maine at Farmington. Columns have covered undergraduate college days (Winter 2012); UMF’s 150 for 150 Registry (Summer 2013); Grace Louis Griffith, Class of 1903 (Fall 2013); UMF strategic planning (Summer 2014); experiential education at UMF (Winter 2014), and UMF’s international footprint (Summer 2015).

Kathryn A. Foster. 2014. “Foreword, or The Toughest Job You’ll Ever Love.” *Teaching Matters: Essays by Faculty of the University of Maine at Farmington*, edited by Linda Britt. Farmington, ME: University of Maine at Farmington.

Kathryn A. Foster. 2011. “Being Different Together.” *Citewire.net*, distributed electronically, November 5.

Thomas Gais and **Kathryn A. Foster.** 2011. “Education Gives Innovation a Lift” (op-ed), *Newsday* (July 22).

Kathryn A. Foster. 2011. “Higher Education a Smart Investment for Region” (op-ed), *Buffalo News* (June 23), A10.

Full C.V. available upon request