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Education

- Ph.D.: Public and International Affairs, Princeton University, 1993
- . *Princeton Wilson Fellow*, 1991-1993
 - . *Dissertation*: “Special Districts and the Political Economy of Metropolitan Service Delivery,” winner of the 1994 APPAM Ph.D. Dissertation Award, Association of Public Policy Analysis and Management.
- M.C.P.: City and Regional Planning, University of California, Berkeley, 1981
- . *California Planners Foundation Award* for highest academic rank in graduating class
- B.A.: Geography and Environmental Engineering, Johns Hopkins University, 1979
- . Degree awarded with university and department honors
 - . Selected to *Omicron Delta Kappa* (National Leadership Honor Society)
 - . Selected to *Omicron Delta Epsilon* (International Economics Honor Society)

Professional Education:

AASCU New Presidents’ Academy, Lake Geneva, Wisconsin, 2012

The Center for Philanthropy at Indiana University, “Principles and Techniques of Fundraising,” 2011

Presidential Experience

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 1,850 undergraduates, 49% of them Pell-eligible. UMF also offers the M.S. Ed. degree to 150 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 116 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 life, residential life,

enrollment management, financial aid, budget and finance, campus facilities, athletics, university advancement, marketing, alumni relations, and community relations. I also play a significant and active role in University of Maine System affairs and have assumed leadership roles in governance strategy, academic affairs, and financial policy.

Reporting directly to me are the Provost/VP for Academic Affairs, VP for Student and Community Affairs, VP for Enrollment, Chief Business Officer, Director of Institutional Research, and Director of the UMF Sustainable Campus Coalition. Others 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, 2012; co-authored UMF's five-year interim review, 2016
- **Envisioned and led development and implementation of *UMF 2020: Experience Farmington***, a mission-aligned, student-centered institutional strategy unanimously approved by the University of Maine System Board of Trustees in September 2014
- **Steward campus financial resources** through careful budgeting, revenue raising, and expense control to deliver balanced budgets each year; led campus discussions to engage constituents in addressing anticipated fiscal year budget shortfalls
- **Communicate regularly and effectively** to campus community, including students, faculty, staff, alumni, parents, external partners, media, and university friends; prepare and present information and engage discussions at All-Campus Meetings and topic-targeted Open Sessions each semester; use e-mail effectively to share news and nurture community culture for students and faculty/staff
- **Upheld personal and institutional values as a student-centered president**, assisting directly with recruitment, retention, and post-graduate outcomes, teaching a course ("Stand and Deliver: The Art and Practice of Public Speaking," spring 2016), attending and celebrating performances, athletic contests, and events, reaching out to meet students through clubs, organizations, and residence halls, consulting with Senate officers, and participating in student-run events
- **Reformed UMF governance and processes**, including formation of Take Stock Task Forces, UMF Staff Senate, University Leadership Council (composed of academic and professional staff leaders) and an independent Planning and Budget Advisory Council to increase and formalize campus engagement in university affairs
- **Led development, broad consultation, and strategic alignment of plans** for Recruitment and Retention, Advancement, Campus Master Planning, and Marketing & Communications
- **Restored the College of Education, Health and Rehabilitation Services** to better guide and serve major academic departments in these areas; **invested presidential funds in values- and mission-based efforts**, including the Diversity Lab (for activities to appreciate and enliven our

diversities across campus) and the Sustainable Campus Coalition (to support an array of efforts by this student, staff, faculty and community group)

- **Initiated new enrollment governance and strategies and stabilized enrollments after a five-year decline**, including reformation of an Enrollment Division (with a VP overseeing Admissions, Financial Aid, and Marketing), creation of a culture of recruitment and retention throughout the campus, and establishment of the Be Home/Come Home program to attract graduates from nearby high schools, the Farmington Fellows program (innovative recruitment for graduates of high schools in the nation's nineteen Farmingtons), the Discovery Fellows program for graduates of high schools led by UMF alumni principals, and the Farmington is Family program for children of out-of-state alumni
- **Oversaw completion of UMF's first campus master plan since 2002; improved function and aesthetics of campus physical resources** through investment of over \$17 million in science labs, classrooms, lobbies, gymnasium, fitness center, student center, residence halls, admissions, Honors House, energy plant, and grounds
- **Transformed the campus energy portfolio** from high dependence on fossil fuels to 90 percent reliance on non-fossil fuel sources by investing in a central heat (biomass) plant with underground piping and 80 additional geothermal wells to heat selected buildings on campus
- **Energized university advancement** through development of UMF's first formal advancement office, significantly increased grant submissions, and strategic assistance from external consultants to boost professional capacity
- **Burnish 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 personally sat on nonprofit governing boards, currently the Greater Franklin Development Corporation and Jobs for Maine Graduates
- **Chaired, energized, raised funds for, and helped implement UMF's 150th Anniversary Celebration**, a yearlong series of cultural, historic, academic, and community events in 2013-14
- **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), **Academic Transformation** (member and interim chair of the Oversight Committee to develop, communicate, and guide multi-university academic programming, and **Strategic Capital Investment** (Trustee-President committee to evaluate and prioritize capital spending across the university system)

Current Presidential Service

- *Board Member*, Council of Public Liberal Arts Colleges (COPLAC), 2012-present, and *Chair*, Strategic Plan Committee, 2016-present
- *Chair*, Council of Presidents, North Atlantic Conference, NCAA Division III athletic conference
- *Chair*, Accreditation Evaluation Team for a university seeking ten-year reaccreditation, Commission for Institutions of Higher Education of the New England Association of Schools and Colleges, 2016-present

Previous Academic Leadership

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, State University of New York. 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.

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 education (master's level Urban and Regional Planning degree, roughly 100 students) and undergraduate education (bachelor's level Environmental Design major and minor degrees, roughly 125 students). My portfolio encompassed half-time teaching and 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, 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, Buffalo, New York (1997-2003,
concurrent with department responsibilities)

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.

Faculty and Research Appointments

Visiting Fellow, Metropolitan Policy Program, Brookings Institution, Washington, D.C (2011-2012)

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

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

I performed the 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 leadership

Visiting Fellow, Harvard University, Kennedy School of Government, Cambridge, Massachusetts (sabbatical appointment, 2000-2001)

Researched, wrote, and presented research on issues of governance; studied the European Union as a model for metropolitan governance; authored *Regionalism on Purpose* (2001)

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); Teacher of the Year, 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

Honors and Recognition

Selected by *maine* magazine as one of "50 people charting the future of Maine," 2016

Elected Trustee, World Academy of Art and Science, 2011

Woman of Influence in Public Policy, selected by *Buffalo Business First*, 2007

Fellow, World Academy of Art and Science, 2000 (one of 500 members selected worldwide)

Nominee, Athena Award 2000. One of fifteen women in the Buffalo-Niagara region nominated for a nationally recognized award for leadership, 2000

Honors Seminar Teacher, University at Buffalo Honors Program. Selected by students and program administrators to teach undergraduate Honors Seminars, 1999

Junior Fellow, World Academy of Art and Science, 1996 (one of thirty-five junior fellows selected worldwide)

Selected by *The Buffalo News* as one of the Buffalo region's next generation of leaders, 1996

Research Fellow, Princeton University Center for Domestic and Comparative Policy Studies, 1991-1993. Full tuition scholarship plus annual fellowship stipend

Winner, Distinguished Faculty Member Award, Department of City and Regional Planning, Cal Poly, San Luis Obispo, 1985-1986

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 2017, 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, innovative experiential learning, graduate education, and campus facilities. Submitted and pending are over \$3.5 million in grants to support public humanities, experiential education, university advancement, peer-to-peer financial literacy in Maine, internship and leadership programs of the Partnership for Civic Advancement, and initiatives combatting 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.

Scholarship and Publications

My research focuses on governance and regions, including questions of regional identity, decision making, and leadership. Most recently I have examined cross-border governance, including a series of "metaphor" governance systems (including the European Union, National Football League, Iroquois Confederacy, University of California, Roman Catholic Church, General Motors, and the Internet) to draw insights and lessons for metropolitan regions. As a principal of the MacArthur Foundation Research Network on Building Resilient Regions, I investigated the drivers of regional resilience in the face of economic, demographic, and technological change.

I have produced and presented scholarly work in more than 100 lectures and academic and professional conferences, including invited addresses at MIT, Cornell University, the Brookings Institution, Harvard University, University of Pittsburgh (2011 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

Monographs

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 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. 2001. *Regionalism on Purpose*. Cambridge, Mass.: Lincoln Institute of Land Policy

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>

Book Chapters and Journal Articles (since 2007)

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 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

Kathryn A. Foster. 2009. "Regional Governance," In *Encyclopedia of Urban Studies*, edited by Ray Hutchison. Thousand Oaks, California: Sage Publications

Kathryn A. Foster. 2007. "Snapping Back: What Makes Regions Resilient?" *National Civic Review* 96 (3): 27-29

Recent Essays 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), UMF's international footprint (summer 2015), UMF alpine sports (winter 2015), student leadership (summer 2016), and campus curb appeal (winter 2016)

Kathryn A. Foster. 2016. "Foreword, or Teacher, Teach (and Learn) Thyself." *Teaching Matters: Essays by Faculty of the University of Maine at Farmington*, Volume 2, edited by Linda Britt. Farmington, ME: University of Maine at Farmington

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

Public and Professional Service

I have participated extensively in public service and civic activity in professional and academic positions. As UMF president I regularly give presentations to local, regional, state and higher education 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 Keynote Addresses and Presentations

“Bouncing Back: Notes on a Resilient Community.” Keynote presentation sponsored by the Johnson Foundation on behalf of the Racine regional community, Wingspread, Racine, Wisconsin, June 14, 2017

“So, You’re Going to Visit a College,” Remarks to the student assembly of Winslow High School, Winslow, Maine, November 10, 2016

“One University,” Address to Farmington Rotary International, Farmington, Maine, October 27, 2016

“Road Trip: A Sentimental Journey in Books, Maps, and Memorabilia from the Days of Early Motoring,” Rangeley Lakes Historical Society, Rangeley, Maine, August 17, 2016; an earlier version presented to the Shiretown Bookers, Farmington, Maine, February 25, 2017

“Reading My Way Through Middle School,” Remarks to Girls Talk and Teen Voices, Farmington, Maine, May 24, 2016

“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 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 keynote 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

Boards

JMG (formerly Jobs for Maine Graduates), governing board member, 2015-present

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

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

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

Maine Higher Education Council, 2012-present, ex-officio member as president of a college or university in Maine

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