“The University today is full of positive energy, momentum, progress, and pride.”

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Letter from the President
July 2013

Dear UVM Family and Friends,

This year marks the University of Vermont’s 222nd year as an institution of higher education. As the fifth oldest university in New England, UVM is in a unique group of outstanding colleges and universities that for over two centuries have been leaders in higher education. Our strong tradition of liberal education, together with distinguished research, going back to our founding integrates the humanities, the arts, and the sciences in promoting broad and deep learning. As our famed alumnus John Dewey, class of 1879, wrote, “The scheme of a curriculum must take account of the adaption of studies to the needs of the existing community life; it must select with the intention of improving the life we live in common so that the future shall be better than the past.”

This academic year marks another year of accomplishment and acclaim for the University of Vermont as members of our community improve the life we live. Our faculty and students have excelled in unprecedented ways, receiving national and international recognition. Our staff consistently demonstrates a commitment and dedication to the success and advancement of UVM. Our alumni are leaders in business, education, medicine, art, law, and more. They are contributing to improving and enhancing their communities and the country in often quiet, unassuming ways. The University today is full of positive energy, momentum, progress, and pride. The collective impact of the University of Vermont is consequential.

This year we launch the first annual President’s Report that highlights the academic year 2012-2013, as we conclude my first academic year as President. We cannot distill in a few short pages all of the significant accomplishments of this year. My hope is that this report gives you a clearer idea of the University’s many achievements, including the implementation of a new strategic action plan.

As I write this, the May commencement, a day that crystallizes so much of the shared achievement documented in these pages, is fresh in my mind. It was a beautiful morning on the Green as thousands of our students celebrated their graduation and marked the moment with a moving talk by master musician and UVM parent Wynton Marsalis. It was a time to come together around our core educational mission and a reminder of the strong bonds and distinction that characterize the University of Vermont community. It also reminded us that by working together and supporting each other our University’s future is bright.

With Appreciation and Best Wishes,

[Signature]

University of Vermont
This academic year, UVM faculty won an array of highly competitive, prestigious awards recognizing their research, creative activity, and teaching.
The University’s highly accomplished faculty members continue to demonstrate their commitment to cutting-edge research, academic excellence, and teaching.

Major Jackson, Richard Dennis Green and Gold Professor of English, was awarded a 2013 Guggenheim Fellowship, one of the most prestigious honors granted to “midcareer” academics and artists who have demonstrated exceptional capacity for productive scholarship or exceptional creative ability in the arts. Xindong Wu, Professor of Computer Science, was named a Fellow of the American Association for the Advancement of Science to honor his distinguished contributions to the field of data mining. Donna Rizzo, Associate Professor of Engineering, Leslie Morrissey, Associate Professor in the Rubenstein School, Lori Stevens, Professor of Biology, and Sarah Cahan, Associate Professor of Biology, were awarded a National Science Foundation Behavioral and Cognitive Science award for $2.5 million for their research.

Louis deRosset, Associate Professor of Philosophy, was awarded the Oxford Studies in Metaphysics Younger Scholars Prize for 2013. Richard M. Foote, Professor of Mathematics, was awarded the 2013 George Kidder Outstanding Faculty Award by the UVM Alumni Association.

Thomas Borchert, Associate Professor of Religion, was awarded a Fulbright Scholars research grant. He will conduct his research in Thailand. Luis Vivanco, Associate Professor of Anthropology, was awarded a Fulbright Scholars research grant (his second Fulbright). He will conduct his research in Bogotá, Colombia.

Over the past twelve months, two UVM faculty members received two awards from NSF’s Faculty Early Career Development (CAREER) Program; these prestigious Foundation awards support junior faculty who exemplify the role of teacher-scholars through outstanding research, excellent education and the integration of education and research. Paul Hines, Assistant Professor of Engineering, was awarded a National Science Foundation CAREER Award of $400,000 for his research. John Voight, Assistant Professor of Mathematics and Computer Science, was awarded a National Science Foundation CAREER Award of $400,000 for his research.

Wolfgang Mieder, Professor of German and Folklore, received the European Fairytale Prize and the America Folklore Society Life Achievement Award. In addition, Professor Mieder was named a University Distinguished Professor during May Commencement.

Each year four distinguished faculty members, two from the basic and applied sciences and two from the social sciences and humanities, are named University Scholars in recognition of their sustained excellence in research and scholarly activities. The 2013-2014 University Scholars are: Michael Giangreco, Professor, Department of Education, College of Education and Social Services; Betsy Hoza, Professor, Department of Psychology, College of Arts and Sciences; Christopher Landry, Professor, Department of Chemistry, College of Arts and Sciences; and Curtis Ventriss, Professor, Rubenstein School of the Environment and Natural Resources. Professor Landry has held a visiting faculty appointment in chemistry and chemical biology at Harvard and has been the recipient of a Fulbright Senior Research Fellow Award. Professor Ventriss has been a Visiting Professor at the University of Oxford and Johns Hopkins University and also maintains a faculty appointment at Johns Hopkins University.
The University enrolled the most academically talented class in its history in 2012 and received an historic high number of applications (22,378) for the class (2,400) that will enter the university in the fall of 2013. The entering class will come from 41 states, including 541 from Vermont, and 10 countries. It is one of the most talented in the University’s history with an average SAT score of 1783 in critical reading, math and writing, the highest total ever! In addition, 71 percent of first-time, first-year students graduated in the top quarter of their high school class. 13 percent of entering students are ALANA (Asian-American, Latino, African-American, Native American, and bi- or multi-racial).
The following students were named Fulbright Scholars: Peter Doubleday, Class of 2013, will study in the United Kingdom, conduct cancer research, and complete a master of Philosophy in Medical Sciences at Cardiff University; Alessandra Hodulik, Class of 2013, will study in Korea on an English Teaching Assistantship; Michael Hoffman, Class of 2013, will study in Taiwan on an English Teaching Assistantship; Brie Toomey, Class of 2012, will study in Germany on an English Teaching Assistantship; and Emma Kantrov, Class of 2012, will study in Brazil on an English Teaching Assistantship.

In addition, Jeanelle Achee, Class of 2014, was named a 2013 Harry S. Truman Scholar, one of 62 students nationally this year to win the prize; Ron Rouleau, Class of 2014, was awarded a 2013 Barry M. Goldwater Scholarship among others nationally awarded; and Ally Degrassi, a Doctoral Student in the Department of Biology, was awarded a National Science Foundation Graduate Research Fellowship Award. Degrassi is researching the effects of eastern hemlocks and their decline on small mammal population and community dynamics.

The following students were awarded Benjamin A. Gilman Scholarships, which are awarded to accomplished students who wish to study abroad: Corey Tondreau, Class of 2014, will study in Madagascar; Achaleke Taku, Class of 2014, will study in Belgium; Addie Halligan, Class of 2014, will study in Copenhagen, Denmark; Ying Lin, Class of 2014, will study in China this summer; and Ryan Britch, Class of 2014, will study in Nepal this summer.

Third-year medical student Nicholas Wilkie, a volunteer with the humanitarian-aid organization Médecins Sans Frontières (MSF, also known as Doctors Without Borders), is developing software that stores cholera patients’ medical records on a smartphone. The organization plans to pilot the software in several months. "We’re going to have phones on the ground in Africa,” says Wilkie, who wants to train in emergency medicine and become a career physician with MSF. Wilkie, a veteran programmer, was inspired to write to MSF after hearing Professor of Surgery Bruce Leavitt, M.D. ’81, present a Medical Reunion lecture to current students about his experiences with MSF in Nigeria and Sri Lanka.

As part of the University of Vermont’s weeklong celebration of student achievement, the UVM Student Research Conference showcases research and scholarly activity of undergraduate, graduate, and medical students across campus. This year, 315 students presented their research at the annual conference in April.

In the past five years, 106 UVM students have won or been finalists in national and international fellowship and scholarship competitions ranging from the Fulbright to the Goldwater to the Gilman. This past year, twenty-six students to date won or were finalists.
In the search for new leadership, the University continues to be a talent magnet. Distinguished scholars from premier institutions will join experienced UVM leaders to shape the future of the University. UVM welcomes accomplished leaders in higher education to help achieve the ambitious goals of the new Strategic Action Plan and build the reputation of the University.
Professor Emeritus of Molecular Physiology and Biophysics Robert B. Low has served as Interim Provost and Senior Vice President since January 2013.

In August, Dr. David V Rosowsky will become the University’s Provost and Senior Vice President. Dr. Rosowsky was the Dean of the School of Engineering and Professor of Civil Engineering at Rensselaer Polytechnic Institute since 2009. Dr. Rosowsky brings substantial experience in strategic planning and budgeting and in curricular and pedagogic innovation. Prior to joining Rensselaer, he was Head of the Zachry Department of Civil Engineering at Texas A&M University, where he also held the A.P. and Florence Wiley Chair in Civil Engineering. Dr. Rosowsky is a highly productive and recognized scholar. He is the author of more than 300 publications with emphasis on the reliability of structures, particularly those subject to natural hazards and environmental loads. He also maintains an active research program in wind and earthquake engineering and continues to supervise graduate students and post-doctoral researchers. He sits on numerous editorial boards and national technical committees, is a registered professional engineer, and holds the rank of fellow of the American Society of Civil Engineers.

Also in August, Dr. Luis A. Garcia will become the Dean of the College of Engineering and Mathematical Sciences and the Barrett Foundation Professor in the College. Dr. Garcia is currently Head of the Department of Civil and Environmental Engineering at Colorado State University and Professor of Civil and Environmental Engineering. Dr. Garcia has been a member of the Colorado State University faculty since 1991 and has served in his current position since 2005. He also serves as the Director of the Integrated Decision Support Group in The Water Center at Colorado State University, a position he has held since arriving at Colorado State University. In addition, he served as the Associate Director of the Colorado Agricultural Experiment Station for five years. Dr. Garcia is an accomplished researcher with 49 refereed papers published or in press in the leading civil or environmental engineering publications.

In January 2013, Dr. Domenico Grasso was appointed Provost and Senior Vice President at the University of Delaware. He served the University for eight years as Provost for Research and Dean of the Graduate College; previously, he served as Dean of the College of Engineering and Mathematical Sciences.

As a result of this transition, an analysis of the current structure and functions of the office of research and graduate education is underway and will be completed in the fall. This will include consideration of findings and recommendations made by the Faculty Senate Committee on Research, Scholarship, and the Creative Arts, chaired by Professor Richard Galbraith. Once that process is completed, appropriate restructuring, if any, will be implemented and a search for new leadership for the resulting areas of responsibility will be initiated.

During this process, Dr. Cynthia J. Forehand, Professor of Neurological Sciences, is serving as Interim Dean of the Graduate College. Dr. Forehand has been a faculty member at UVM since 1987 and Associate Dean of the Graduate College. She is a highly respected teacher and researcher and has a strong record of success in securing extramural funding for her research. Dr. Forehand has published extensively within her academic discipline and has served our University and other professional organizations on a variety of committees, task forces, and searches.

Dr. John N. Evans, Professor of Physiology and Biophysics, is serving as Interim Vice President for Research. Dr. Evans has been a faculty member in the College of Medicine since 1976 and has held a number of senior leadership positions during his tenure at UVM including Executive Dean of the College of Medicine, Dean of the College of Medicine, and Senior Advisor to the President. In addition to his scholarly work and extensive research activities, Dr. Evans has broad experience in the areas of intellectual property, technology transfer, company start-ups, government and business relations, and economic development.

In May 2013, the Search Committee for the Dean of the Rubenstein School of Environment and Natural Resources was appointed. The Committee is chaired by Dr. Douglas Lantagne, Dean of Extension, and includes faculty, staff, and students as well as external members. The committee expects to bring final candidates to campus for interviews in early Spring of 2014. This launch follows the completion of the “Envisioning Environment” report in February 2013.
The University of Vermont received one of eighteen grants awarded nationally by the National Science Foundation for its Integrative Graduate Education and Research Training (IGERT) Program. The UVM project, led by Jeffrey Marshall, Professor of Engineering, was chosen from among 154 IGERT proposals submitted in 2012. UVM will receive approximately $3 million over five years to create an innovative, multi-disciplinary graduate program supporting twenty-two doctoral students who will be trained to analyze and develop smart grid systems.

The University of Vermont IGERT program consists of a partnership between the University of Vermont and Sandia National Laboratories. The vision is to create a new generation of scholars who can navigate the complex socio-technical terrain required for creating a secure, efficient, and sustainable electric power system for the future.

The program seeks to develop the scientific/engineering research workforce necessary to allow intelligent development of smart grids and to provide reliable, sustainable, and efficient power delivery in keeping with consumer and society needs.

UVM Special Collections marked its 50th anniversary last year. The signature event for this landmark year was a celebratory evening and lecture by Mark Dimunation, Chief of the Rare Books and Special Collections Division at the Library of Congress, who spoke on “The Value of Special Collections in the 21st Century.”
Vermont Cancer Center
When renowned cancer researcher Gary Stein, PhD, joined UVM in July 2012 as the Director of the Vermont Cancer Center, sharing leadership duties with oncologist Claire Verschraegen, MD, his primary focus was on revitalizing the Vermont Cancer Center as a center of excellence in research, education, and patient care. Seven months later, the Vermont Cancer Center was awarded accreditation with commendation, the highest performance rating granted by the Commission on Cancer, a component of the American College of Surgeons. The Vermont Cancer Center surpassed national standards that encompass research activity, clinical care, quality improvement, and community outreach; seven areas received special recognition including outcomes analysis, the number of clinical trials underway, and strong efforts to educate the public on prevention and early detection.

UVM Extension
UVM Extension is celebrating 100 years of service to the residents of the State of Vermont. This past year, UVM Extension faculty and program staff have continued a five-year trend of increasing grant funds, reaching an all-time high of over eight million dollars. Extension faculty have been highly successful. Two examples are: Vern Grubinger, Extension Professor, was selected as a member of the Vermont delegation to study organic food production in Cuba where he became familiar with ideas and approaches that contribute to his recognized work with vegetable and berry production in Vermont and the Northeast region; and Heather Darby, Associate Professor of Agronomy, was selected as a semifinalist for the 2013 Distinguished Agriscience Young Scientist Award offered by Christopher Columbus Fellowship Foundation, a Federal government agency, in partnership with the American Farm Bureau Federation.

Fleming Museum
The Fleming Museum of Art had a strong year of high-profile exhibitions that attracted tours and visits from a wide range of UVM classes, area school groups, and members of the greater Burlington community, as well as broad media coverage. These exhibitions were accompanied by a full slate of well-attended, in-depth programming and events that explored and provided insight into the works featured in the Museum’s galleries.

In the fall, the exhibition “From Mourning to Night: John Singer Sargent and Black in Fashion” was a small focus exhibition showcasing the recently restored Sargent painting, Mrs. Richard H. Derby, on long-term loan in the Museum’s European/American gallery. Exhibition highlights included the loan of a major Sargent work from the Taubman Museum of Art and the display of contemporaneous fashions that provided a visible narrative linking Sargent’s work with the growing enthusiasm for the color black in late-19th century high fashion.

In February, the exhibition “High Trash” opened exploring the monumental environmental challenges of the 21st century through art and the creative process. Artists who use the detritus of our culture as their medium were featured with works that transcend their source material and speak to the wider concerns of waste, ecology, and humans’ place on our planet. The exhibition coincided with the recent student-led campus-wide ban on bottled water.

Richard Weisman’s collection of “Andy Warhol’s Athletes Series” was offered for exhibition to the Fleming Museum of Art through the assistance of UVM Junior and Mr. Weisman family friend, Lindsay Oliver. The extraordinary loan of the complete series of ten large canvases, commissioned by Mr. Weisman in 1977, filled the Museum’s Wolcott Gallery with Warhol’s unmistakable style and encouraged viewers to consider the role of fame and celebrity in professional athletics.
Launched in January 2012, the UVM Foundation continues its mission to secure and manage private support for the benefit of the University of Vermont. Under the leadership of an active and engaged Board of Directors, the Foundation has experienced two record-breaking years for fundraising. New gift commitments to UVM have exceeded $89 million in the past two fiscal years and nearly $45 million in this year alone.
UVM Alumni Association
The UVM Alumni Association is pursuing aggressive new strategies to further the life-long relationship our graduates have with their university, with particular focus on ways alumni can assist the University’s diversity, admissions, career services, and athletics engagement priorities.

In December, alumnus Richard Ader, ’63, and his wife, Pamela, made a $1 million commitment to the renovation of Billings Library that will help support the restoration of the H.H. Richardson architectural icon to its original grandeur. The Aders have long supported the University, having given generously to its programs, including the Richard and Pamela Ader Green and Gold Professorship, that is currently held by William Mierse, Professor of Art and Art History and Professor of Classics. They named a room in the School of Business Administration for Richard’s mother, Etta Ader. And with alumnus Paul Konigsberg, ’58, they helped establish the Richard Ader/Paul Konigsberg Endowment for the Center for Holocaust Studies in 2003.

A passion and concern for the community was the motivation behind a gift to UVM from Holly and Bob Miller of Burlington. The Palliative Care Collaborative, comprised of the UVM College of Nursing and Health Sciences, the UVM College of Medicine, Fletcher Allen Health Care, and the Visiting Nurse Association of Chittenden and Grand Isle counties, received a $100,000 gift from the Millers to fund the Advanced Practice Nursing Fellowship in Hospice and Palliative Care last fall.

Honors College
Robert “Rob” Brennan, ’83, and his wife, Carolyn Brennan, ’82, pledged $1 million over the next five years to build on the success of the Honors College. Their gift will support the Brennan Family Scholarship Fund that provides annual scholarship support, based on merit, for one or more of the most talented students admitted to the Honors College each year. In addition, their gift will establish the Brennan Summer Research Fellowship, providing grants of up to $5,000 annually for Honors College students to pursue undergraduate research during the summer months under the tutelage of UVM faculty members across the various research disciplines.

Julie Simon Munro, ’86, and her family foundation have been long-standing supporters of education at the University of Vermont. This fall, the family created the Simon Family Public Research Fellowships that will financially support UVM students who spend their summer pursuing a community-based research project with a faculty mentor.

Robert and Helen Larner
Medical Education Center
The University of Vermont will name the Medical Education Center at the College of Medicine for alumnus and Burlington native Robert Larner, MD, and Helen Larner for their decades-long efforts to make medical education more affordable for a generation of students and for inspiring the support of more than 1700 donors. Dr. Larner and his wife Helen, who live in California, have a long history of giving to the UVM College of Medicine. In 1985 with an initial gift of $50,000, they established the Larner Endowment and Student Loan Fund. Now totaling over $8 million in assets, the Fund continues to provide support for academically strong and financially needy medical students at the College. The Larneres have also supported a number of medical education initiatives at UVM, including support to build an innovative Team-Based Learning Classroom in the Medical Education Center Courtyard and the purchase of five cardiopulmonary simulators for the UVM/Fletcher Allen Clinical Simulation Laboratory. A celebration and naming ceremony is planned for fall 2013 during UVM Reunion and Homecoming.

Campaign Planning
The UVM Foundation is in the second year of planning for the UVM’s third—and largest ever—comprehensive campaign. In conjunction with University faculty, staff, student, and administrative leadership, the UVM Foundation is identifying provisional campaign fundraising priorities that will align with and advance the strategic objectives of the institution. Based on these emerging fundraising priorities, this comprehensive campaign will focus heavily on gift opportunities that support student financial access and affordability and faculty recruitment and retention, in addition to general support for academic and extracurricular programs and facilities. The campaign goal is expected to be announced publicly in fall 2015.
After a 10-year, half-a-billion dollar capital plan was fully completed last year, UVM began work on a new vision for its campus, highlighted by an ambitious plan for a new science, technology, engineering, and math (STEM) facility and a new housing master plan.
STEM Complex
The University has developed a conceptual plan to create and renovate a series of interdisciplinary facilities to provide 21st century classroom, teaching, and research laboratories in chemistry, physics, engineering, mathematics and statistics, and psychology in a phased project concept. A centerpiece of UVM’s new Strategic Action Plan, the estimated $100 million project, including a new facility, would be the largest in UVM history.

Housing Master Plan
Following the full implementation of UVM’s 2002 10-year housing master plan, UVM created a new master plan this year and presented it to the UVM Board of Trustees at the February 2013 meeting.

Redstone Lofts
The Redstone Lofts, a 144-unit apartment complex, opened in August 2012 on a parcel of Redstone Campus just east of the residence halls. Open to UVM upperclassmen and graduate students, the Lofts added 403 beds to Burlington’s tight rental market. The Redstone Lofts were built by The Redstone Group and UVM alums Doug Nedde, ‘84, and Larry Williams, ‘81. The new apartments, which operate independently of the University, filled up quickly.

Alumni House
The University completed stabilization repairs to the exterior of 61 Summit Street and completed the process to hire a design-build contractor to design and construct the building renovation.

Billings Library
The University made important strides in acquiring the private funding needed for the renovation of UVM’s most architecturally significant building, which will house UVM Special Collections, Miller Center for Holocaust Studies, and the Center for Research on Vermont.

Department of Health/UVM Public Health Lab
The University and the Vermont Department of Health broke ground on this important facility in April. The new building is physically connected to UVM’s Colchester Research Facility; the co-location will promote ongoing collaboration between the Vermont Department of Health scientists and UVM researchers.

Mason/Simpson/Hamilton Residential Complex
The University completed a two-year, $8 million renovation to address deferred maintenance and ADA code deficiencies.

Green Building
The George D. Aiken Center is slated to received LEED platinum certification this summer, the first UVM building to receive that highest designation. The project, UVM’s twelfth LEED building, provides one million square feet of newly constructed or renovated high performance space on campus.

Lattie F. Coor House
On May 16, 2013, the University held a dedication ceremony for the Lattie F. Coor House, named in honor of one of the University of Vermont’s longest serving and most successful presidents, on the front lawn of the building at 438 College Street, the administrative home of UVM’s College of Arts and Sciences. Dr. Coor, who served as UVM president from 1976 to 1989, spurred a significant advance in the University’s academic reputation. The UVM Board of Trustees passed a resolution to name the building after Dr. Coor at its February 2013 meeting. In addition to honoring him for ‘securing UVM’s place in the ranks of America’s finest national universities,” the board resolution describes Dr. Coor, UVM’s 21st president, as “one of the most influential leaders in higher education.” Built in 1908, the Coor House is one of the few renovated buildings in Vermont to meet both LEED (Gold level) and historic preservation standards.
RAISING OUR PROFILE

UVM faculty, students, and staff made headlines in some of the nation’s top media this past year. The University also scored well in a variety of national rankings.

Kiplinger’s Personal Finance Magazine said “the University of Vermont placed in the top 100, thanks to its high four-year graduation rates, low average student debt at graduation, abundant financial aid, low sticker price, and overall great value!”

Bloomberg Business Week ranked the University as 7th among public universities whose bachelors degree graduates earn the highest salaries.

Huffington Post ranked the University among “the 10 best places to go to college.”

CNN Money ranked Vermont in the top 10 states with the most patent activity, with the University and IBM driving the patent progress.

Boston Globe and National Public Radio (NPR) featured stories on the University’s lead among higher education institutions in banning plastic bottle use on campus.

Scientific American/BBC: “Breath Test Could Sniff Out Infections in Minutes” – According to stories published by the Scientific American, the BBC, Huffington Post, and Wired, a research team of engineers led by postdoc Jiangjiang Zhu and Assistant Professor Jane Hill developed a “breathprint” test that can detect dangerous lung infections such as tuberculosis within minutes.

The Chronicle of Higher Education: “Long Walks, Deep Thoughts” - Robert Manning, Professor in the Rubenstein School of Natural Resources, explored the “biomechanical marvel” of bipedalism along with the powerful historical connection among walking and philosophy, scholarship, literature, human rights protests, and spirituality from Aristotle to Martin Luther King in his essay.

PRI’s The World: “The Energy Costs of Oil Production” – Eric Zencey, a fellow with the Gund Institute for Ecological Economics, explained in an interview that renewable energy sources are yielding a higher rate of return than oil and asserted, “the age of oil should be over.” Zencey also talks to “The World” about reconsidering traditional measures of GDP; he advocates that “gross domestic transactions” factor in additional barometers of productivity and national happiness.
The Los Angeles Times: “‘The Silent History’ Turns Up the Noise on a New Kind of E-Book” - Assistant Professor of English Kevin Moffett was interviewed about his new collaborative work, The Silent History, a serialized novel application for iPhone and iPad “with visuals and text that establish the story of a present-and-future dystopia in which a mysterious epidemic of speechlessness has broken out among a generation of children.”

Wired Magazine: “The Hidden Power of Whale Poop” - Wired examined not just the impressive scale of whale scat (a recent aerial photo showed a deposit that appeared to be as long as the full-grown blue whale itself), but also, as UVM marine biologist Joe Roman’s work shows, the enormous benefits it has on the nutrient and carbon cycles of the ocean.

CNN: “UVM Research on the Geography of Happiness” - Both CNN and The Atlantic highlight UVM complex systems research, led by Professors Peter Dodds and Christopher Danforth, which analyzed 10 million geotagged tweets from 2011 to determine the happiest – and least happy – places in America.

Science Daily: “UVM Professor Discovers Mystery Protein Responsible for Rare Blood Type” - There are only a handful of people with the Velnegative blood type, but when they receive a transfusion of any other type they can become severely ill, or even die. Science Daily reports that Brian Ballif, Associate Professor of Biology, has identified the SMIM1 protein responsible for the rare “Veltype” blood using a high-resolution mass spectrometer; he also created a method for testing for it in patients, ending a 60 year long search.

The University also told its own story in the pages of Vermont Quarterly magazine, focusing on the lives and achievements of the UVM community – students, staff, faculty, and alumni. The print magazine reaches approximately 100,000 alumni and parent readers three times a year. Between the print issues, VQ Extra online editions reach some 50,000 readers from the same audience. This past year Vermont Quarterly highlights included: “Back to the Books,” a look at the architectural heritage and UVM history of Billings Library as planning and fundraising to return the building to its origins as the new home of Library Special Collections continue; “Working Hard for Peace,” fifteen years down the road from the Nobel Peace Prize, Jody Williams, ’72, shared her tireless advocacy for peace in an exclusive interview and excerpt from her new book.

UVM’s May Commencement Ceremony, with world-renowned musician Wynton Marsalis as the main speaker, was highlighted on ABC, NBC, and CBS nightly news broadcasts.
To advance the first goal, tuition costs were minimized and financial aid was increased. A balance was struck between the needs of students to minimize debt and the financial sustainability of the University. This fall, tuition will rise only 2.9 percent, which is the lowest increase in 36 years. Further, this year’s $12 million increase in state appropriations will be used exclusively to create grants and financial aid for in-state students so that Vermont students will have no tuition increase. This measure will decrease the cost of tuition for Vermonters and encourage the best students in the state to choose UVM.

Maintaining UVM’s effective small class size and expanding global and national diversity in the classroom advances a University culture of academic excellence, the second strategic goal. The University implemented a Strategic Enrollment Plan that reduces undergraduate enrollment from 10,300 in 2011 to 9,800, increases international enrollment from 1.5 percent to roughly 5-7 percent, and continues to augment domestic diversity. This plan also enhances academic excellence and fosters talent on campus by focusing on student retention. Closer attention will be given to the recruitment and success of transfer students. Additionally, the University plans to increase first year retention from 85 to 90 percent and the four-year graduation rate from 65 to 70 percent.

Increasing the number of tenure-track faculty in high quality programs is a necessary investment in a bright future for UVM and achieves both the second and third goals. This year UVM hired 75 new faculty members. These hires represent the most accomplished scholars from across the country, which also advances academic excellence and cultivates talent at UVM. The new faculty members strengthen the University’s interdisciplinary initiatives and support departments that have substantial enrollment increases. Another necessary investment identified by the University is developing graduate programs that ensure the optimal size, scale and scope of the Graduate College. For example, Food Systems, a cutting edge field in which UVM is a national leader, now offers a Master’s Degree. These new graduate programs will enhance the University’s research capabilities and attract more scholars to the interdisciplinary initiatives.

Essential to the success of the Strategic Action Plan is the recruitment, retention, and development of outstanding staff members. As the University launches new initiatives such as efforts to increase international enrollment or on-line learning, staff will play an indispensable role in the implementation and the eventual achievement of the plans. A committee is developing recommendations on ways to recognize and award staff for their many contributions to advancing the University.

In order to optimize facilities, information technology, services, and infrastructure, the fourth goal, the University named four priorities: the restoration of Billings Library and the enhanced availability of Special Collections, which will be housed in a central location on campus; the restoration of leadership in academic excellence and cultivating talent; and the implementation of new initiatives such as enhancing global and national diversity in the classroom, increasing the number of tenure-track faculty in high quality programs, and increasing the number of graduate programs.
of existing laboratories and the construction of new ones for Engineering, Chemistry, Physics, and Psychology; the completion of the privately funded Alumni House restoration; and the design and construction of a privately funded multi-purpose center.

The Strategic Action Plan will continue to improve the quality of UVM’s education and support and to build UVM’s reputation as a premier small teaching and research University.

In step with the goals set forth in the Strategic Action plan, this was a noteworthy year in enhancing the present and future of academics at UVM, with important developments occurring at the institutional, unit, and department level. They include:

**Online Learning**
UVM offered 283 fully online courses in academic year 2012-2013, an increase from 112 in 2007/08 with 4887 student enrolled. The Hybrid Project was also launched this past year; the initiative will train 60 faculty members over the next five years to incorporate significant online components into their classes and serve as models for other faculty interested in adopting online teaching practices. Faculty use of Blackboard, the online learning management system, has increased significantly from 786 in the fall of 2009 to approximately 3000 in the fall of 2012.

**Three-semester curriculum**
This past year the University began serious consideration of a three-semester academic program. The Summer Semester Task Force identified key opportunities, challenges, and areas to be researched. It also analyzed the results of a survey administered to undergraduates in the College of Agriculture and Life Sciences and identified institutions to assess that use a three-semester academic year model. The task force will deliver a report to the Provost by October.

**Preparing for Life After UVM**
A new transformational career counseling plan entitled ‘Preparing for Life After UVM: A Career Success Action Plan’ prepared by Professor of Economics and Dean of the Honors College S. Abu Rizvi was adopted. It reflects consultation with numerous campus constituencies including faculty, staff, and students, review of best practices at other colleges and universities, and an extensive review of literature on career planning and success.

The plan represents significant new opportunities that will lead to further integration of the academic experience into career planning for our students. A strong classroom experience combined with experiential learning opportunities including internships and practicums and enhanced career support will create a distinct UVM career experience for our students.

Highlights of the plan include creating a Career Services presence in the Dudley H. Davis Center on the lower level, allowing convenient access for students (scheduled to open Fall 2013). Students will write four-year career development plans outlining steps they can take each year to discover and explore their interests, build their skills, connect with academics and the world of work, and engage in the job search process. The plan includes expanding the number of industry-specific internship programs offered, initially targeting engineering, computer science, mathematics, and statistics; business; and food systems, with more fields of employment to be added in the future.

**Academic Program Review**
The Academic Program Review process was revamped in 2011 and is now designed to be an evaluation of each departments’ current practices but also a forward-looking vision for the future of the department. It includes both a comprehensive self-study and a rigorous external peer review with a peer site visit. The findings will be used to help guide academic programming and planning. Two-year follow-up reviews will assess progress on recommendations from the Academic Program Review. Thirteen academic departments are currently in varying stages of review under the new process.

**General Education**
The University of Vermont is establishing an undergraduate general education program based on desired outcomes for all graduates. The first component is a comprehensive program for writing and information literacy. Under the authority of the Faculty Senate, and with support from the Provost’s Office, a successful pilot of a first-year foundational writing and information literacy course was undertaken this past year. This has led to a foundational writing and informational literacy requirement for all first-year students. Full implementation will be achieved with the addition of eight new course sections next year and another 11 sections in the following year.

The other aspect of the comprehensive plan for Writing and Information Literacy is Writing and Information Literacy in the Disciplines. This program will promote writing and information literacy in years two, three, and four of students’ undergraduate careers. A pilot of the program will be conducted next year.

Work is progressing to develop specific proposals on two other General Education outcomes: Sustainability and Cultures and Diversity and Global Awareness.