

Matrix for Advancing UVM for FY '05

I Create a diverse community

Action Steps	Champions	Milestones	Target Dates	Outcome
(i) Develop and implement plans throughout the institution to recruit and retain faculty, staff and students from under-represented groups.	Fogel, Bramley, Coleman*, VPs, Dummit, Deans, Chairs and Unit Heads	Pursue work of multiple task forces and commissions	Ongoing	Four Commissions met regularly throughout the year President's Commission website developed Click here for information on the Presidential Commissions President and Provost provided extensive response to the Commissions' recommendations February 2005 President/Provost Memo - Advancing Diversity at UVM Report to Board of Trustees May 2005 on each Commissions' activities
		Development of new "Strategic Curriculum and Faculty Diversity" plan providing funding for faculty to attend conferences focused on ALANA issues and/or including ALANA scholars. Faculty expected to make contact with potential faculty members and distribute UVM literature	Implement September 2004 Process ongoing	Implemented new "Strategic Curriculum and Faculty Diversity" September 2004 Supported three new hires fall 2004 At least two more for fall 2005 Click here for information on the Strategic Curriculum and Faculty Diversity Plan
		In conjunction with Community and University Partnership program, award first Martin Luther King Action Award	January 1, 2005	Decided not to offer Martin Luther King Award, rather to focus on service learning projects as part of Martin Luther King recognition events Getting structure in place for fall 2005
		Publish an annual report of the Office of Multi-Cultural Affairs	September 2004, reviewed by Board of Trustees at September 2004 meeting	Annual report of the Office of Multi-Cultural Affairs prepared and published September 2004 Click here for the Annual Report

(i) Develop and implement plans throughout the institution to recruit and retain faculty, staff and students from under-represented groups.	Fogel, Bramley, Coleman*, VPs, Dummit, Deans, Chairs and Unit Heads	Conduct a survey of faculty, staff and students assessing campus climate issues	Survey development fall 2004 Conduct survey spring 2005 Results received May 2005	Survey developed fall 2004 Survey administered to all UVM faculty, staff and students April 2005 Results reviewed fall 2005
		Implement tutoring/mentoring program at Burlington High School developed by Omicron Lambda Pi - new ALANA Sorority	Fall 2004	New program successfully implemented
		Join consortium with New England Land Grant Universities to solicit NSF grant to encourage underrepresented groups in science, technology, engineering and mathematics (STEM), grant submitted summer 2004 - waiting notification of funding	November 1, 2004	Consortium grant funded March 2005 Program currently being implemented Student recruitment under way and collaborative programs with Consortium begin May 2005
	Parke*, Coleman* and Friedman	Develop comprehensive enrollment management plan (from first point of contact through graduation) to recruit and retain students from under-represented groups	November 1, 2004	Strategic Enrollment Council created and created and charged January 2005 Diversity plan will be come an integral part of the overall enrollment management plan - anticipated completion fall 2005 Record number of ALANA applications for fall 2005 Increased funding support for Summer Enrichment Program Information on the Summer Enrichment Program

(ii) Strengthen multicultural curricular opportunities.	Bramley, Coleman*, Youngblood, Deans, and Faculty Senate	Implement Faculty Summer Research Grant program for projects related to U.S. ALANA Ethnic Studies including areas that intersect with international studies, religion, class and gender	June 1, 2005	In place for the three hires fall 2004 Program currently under review related to collective bargaining agreement
		Through the University's agreement with the University Press of New England, establish a process and criteria for a nationwide solicitation of manuscripts focused on U.S. ALANA Ethnic Studies for publication by UVM	March 1, 2005	Unable to identify any senior scholars in ALANA Studies to serve on a series editorial board
		Establish visiting scholars program for academic units to explore and assess research on diversity with a focus on U.S. ALANA populations	Fall 2004	Program established, no responses from academic units
		Pilot a program for all resident students facilitated by faculty and staff to build communities based on mutual respect, inclusion, skills and knowledge	September 1, 2004	Program developed and implemented September 2004 by Campus and Student Life
		Establish relationships with organizations similar to NYU Faculty Resources Network particularly focusing on the sciences	Ongoing	Not being pursued beyond NYU this academic year Information on the NYU Faculty Resource Network
		Expand our current New England Board of Higher Education/Henderson Fellows relationship to include other consortium fellows as potential hires	December 1, 2004	Ongoing and in progress
		Review course offerings and procedures to encourage cross-listing of multicultural course offerings across colleges/schools	May 5, 2005	Six-credit diversity curriculum proposal currently being developed by a committee appointed by Provost Spring 2005

<p>(iii) Develop institutional practices and policies that foster a culture of inclusion, openness, and collaboration among administrators, faculty, staff, and students.</p>	<p>Fogel, Bramley*, VPs, Deans, Chairs and Unit Heads</p>	<p>Develop communication between Provost, Deans, Faculty Senate and Student Government Association</p> <p>Regular student gatherings with the President</p> <p>Regular student meetings with the Provost around specific topic issues</p> <p>Monthly meetings with the Provost and Vice President for Campus and Student Life and the Student Government Leadership</p> <p>Monthly meetings with the Vice President for Finance and Administration and the Staff Council</p> <p>Monthly meetings with the President, Provost and Faculty Senate President</p> <p>Regular meetings with the President, Provost and Faculty Senate Executive Committee</p>	<p>Ongoing meetings</p>	<p>Six open gatherings held for students with the President</p> <p>Regular meeting with SGA leadership with the Provost and Vice President for Student and Campus Life</p> <p>Periodic dinners with student leaders and the Provost and other senior leaders</p> <p>Monthly meetings with the President of the Faculty Senate, President and Provost as well as monthly meetings with the Faculty Senate Executive Committee</p> <p>Regular meetings with the President of Staff Council and the President</p> <p>Regular meetings with the President of Staff Council and the Vice President for Finance and Administration</p>
		<p>Academic unit performance data available on Institutional Studies website</p> <p>Review academic unit performance data with Board of Trustees at September 2004 meeting</p>	<p>Unit data available December 2004</p> <p>September 2004</p>	<p>Data updated and available on web November 2004</p> <p>Presentation made to Board of Trustees Academic and Student programs Committee September 2004</p> <p>Information on Academic Performance Data</p>
<p>(iv) Ensure that institutional policies and expectations are consistent with and promote the climate and community enshrined in "Our Common Ground".</p>	<p>Fogel, Bramley*, VPs Dean, Faculty Senate, Staff Council, Chairs and Unit Heads</p>	<p>Review and revise policies on a continuing basis, including revision of "Our Common Ground"</p>	<p>June 2005 for second round of review/revisions</p>	<p>Two new recruitment processes in place for faculty and staff</p> <p>Bias protocol reviewed and updated</p> <p>Amorous relations policy</p> <p>Academic Code of Conduct</p> <p>Our Common Ground</p>

Matrix for Advancing UVM for FY '05

II. Create an outstanding student experience that promotes personal and intellectual development

Action Steps	Champions	Milestones	Target Dates	Outcome
(i) Increase residential life housing capacity, renovate existing facilities, enhance physical attractiveness, and create living/learning communities.	Gustafson*, Parke, Nestor, Taylor, Wang, Ballard, Vaughan, Stevens, Faculty	Complete phase one renovation of Living and Learning	August 15, 2004	Phase one completed August 2004 Information on the renovations to Living and Learning
		Continue phase two renovation of Living and Learning residence halls	August 5, 2005	Phase two planned for summer 2005 Information about Living and Learning
		Initiate renovation design process to the Wing-David-Wilks complex and begin construction	May 1, 2005	Initial design completed May 1, 2005
		Continue development of "The Environmental Residential College" model in the new residence halls for implementation Fall 2006	Ongoing	Residential College proposal submitted April 2005 Planning team attending AACU workshop June 2005 Search under way for director Click here for information on Residential Colleges
		Complete the physical and programmatic design of the Residential Honors College at University Heights, open Honors College Residential College	Planning completed February 2005, program initiated Fall 2005	Plan complete and ready for implementation January 2006 Click here for information on Residential Colleges
	Gustafson*, Parke, Nestor, Stevens, Miller	Task force appointed to explore further expansion of residential college experience at UVM	Report submitted February 1, 2005	Residential College proposal submitted to President and Provost April 2005, currently under review

(ii) Assess the quality of the traditional and non-traditional student experience and take appropriate action, assuring accountability of faculty, staff, and students.	Gustafson, Bramley*, Nestor, Parke, Carr, P. Brown, Friedman, Stevens, Deans	Collaborate with Student Affairs and Institutional studies to implement the NSSE survey, which will assess the student experience	May, 2005	NSSE survey administered April 2005, results expected late summer/early fall 2005 FSSE (Faculty Survey Student Engagement) administered April 2005, results expected late summer/early fall 2005
		Develop a master plan for Dining Services	December 1, 2004	Master plan due to be completed June 2005
		Sponsor discussion/focus groups with current graduate students examining student experience	Ongoing	Vice President for Research met with Graduate Student Advisor Committee (GSAC) six times during FY 05 GSAC has begun Web networking for community of graduates students Sponsored activities including Research Day and Career development programs
		Conduct campus climate survey and develop action steps for implementation	Fall 2004	Campus Climate survey administered April 2005
(iii) Create programs that build community and school spirit, including pursuit of a strong and winning athletic program	Fogel, Bramley, Gustafson*, Nestor, P. Brown, Corran	Reorganize Athletic Communications reporting lines to facilitate effective operating procedures and quality and consistency of communication with campus, media and external affairs	Fall 2004	Reorganization complete and new director appointed March 2005
		Develop an integrated understanding and approach to the arts	Fall 2004	Project postponed until new College of Arts and Sciences Dean appointed
		Initiate "Coaches Caravan" - a program to introduce the UVM athletic program and coaching staff to communities throughout Vermont	Fall 2004	Initiated, on pilot basis fall 2005; approximately 3 - 4 visits occurred
		Recruit members and initiate activities of the Victory Club Board of Directors	Fall 2004	Members of the Board of Directors were recruited fall 2004 and have met several times Information about the Victory Club
		Further refine/expand late night programming and efforts to attract students to stay on campus	September 2004 and ongoing	Successfully implemented expanded programming that will be reported out in the FY05 unit annual report Information on Late Night Events
(iii) Create programs that build community and school spirit, including pursuit of a strong and winning athletic program. (continued)	Fogel, Bramley, Gustafson*, Nestor, P. Brown, Corran	Begin transition planning for student commons, including hiring administrative leadership	August, 2005	Ongoing planning efforts continued regularly throughout the year Search process for Davis Center Director currently under way
		In cooperation with the Department of Music, organize an athletic pep band	January 2005 and ongoing	Completed in fall semester 2004 Check out the Pep Band

		<p>Develop more promotional events to continue the growth in student attendance - Hockey Midnight Madness, Homecoming Blackout - while continuing successful events - Soccer Chair Promotion, Soccer Buses, Basketball Pep Rally</p>	<p>January 2005 and ongoing</p>	<p>Expanded and enhanced existing promotional events</p> <p>All men's and women's basketball and all men's hockey games had promotional events associated with the game</p> <p>Other promotional events associate with select athletic events</p>
		<p>Develop a commitment to campus and community service among all athletes by establishing scheduling clearinghouse for student athletic involvement in community service activities</p>	<p>January 2005 and ongoing</p>	<p>Competition set up between athletic teams based on involvement in community service projects both as a team and individual players</p> <p>Rewards also given to teams for attending other teams' games and campus programs and events</p>
		<p>Enhance and expand academic development and support services for athletes through programs such as laptop loan program</p>	<p>January 2005 and ongoing</p>	<p>Expanded academic support services to athletes through the addition of one full-time staff member and two graduate assistants</p> <p>Established mandatory "study tables" for first-year student athletes and other at risk athletes</p>
		<p>Organize cheerleading squad for men's and women's basketball events</p>	<p>January 2005 and ongoing</p>	<p>Completed and in place Fall 2004</p> <p>Check out the Cheerleading Club</p>
<p>(iv) Provide undergraduate students with opportunities for rigorous and challenging experiential learning, including research, volunteerism, and service-learning from the outset of their academic programs.</p>	<p>Gustafson, Bramley, Parke*, Gedeon, Bond, LaMontagne, Deans</p>	<p>Continue to develop and strengthen programmatic offerings through the Community-University Partnerships</p>	<p>Ongoing</p>	<p>Continued Faculty Fellows program and the Faculty Planning and Implementation Grant program for faculty interested in including service learning in their courses - funding awarded for 16 courses</p> <p>Initiated new service learning teaching assistants program</p> <p>Presented Outstanding Service-Learning Faculty Award - spring 2005</p> <p>Community and University Partnerships</p>
		<p>Expand TECHCAT program matching faculty with tech-savvy students to support innovative teaching and learning</p>	<p>Ongoing</p>	<p>Program expanded and enhanced</p> <p>Information on the TECHCAT program</p>

		Develop multi-media course materials, multi-media case-based "real world" applications, virtual labs, etc. to enhance skills, retention, and preparation for the workplace	Ongoing	Ongoing work in various areas Examples of Course Development
		Create criteria and process for certifying sections for listing in course registration material as service-learning sections	February 1, 2005	Approved by Faculty Senate and President in December 2004 Implemented for fall 2005, currently there are 28 courses listed with the designation Service Learning Course Description
		Strengthen internship and coop opportunities	Ongoing	Discussion and planning continues with Career Services and Center for Teaching and Learning
		Increase the number of service learning courses by 10-12 for current academic year	Ongoing	Met and exceeded goal, fall 2004 - 25 courses and spring 2005 - 20 courses were considered service-learning courses List of Service Learning Courses
		Offer training for students in service learning pedagogy	Fall 2004	Initiated new service learning teaching assistants program Service Learning Program for Students
(iv) Provide undergraduate students with opportunities for rigorous and challenging experiential learning, including research, volunteerism, and service-learning from the outset of their academic programs.	Gustafson, Bramley, Parke*, Gedeon, Bond, LaMontagne, Deans	Offer semester long seminar for faculty to teach service learning pedagogy	Fall 2004	Trained ten new faculty in spring 2005 Hosted 2-day professional training workshop for faculty along with faculty from other Vermont institutions on service learning Faculty Guide to Service Learning
(iv) Provide undergraduate students with opportunities for rigorous and challenging experiential learning, including research, volunteerism, and service-learning from the outset of their academic programs. (continued)	Gustafson, Bramley, Parke*, Gedeon, Bond, LaMontagne, Deans	Sponsor workshop sessions for community partners together with faculty and students to develop strong partnership relationship	Fall 2004	Workshop sponsored fall 2004 Community Partnership Information
		Merge community scholars program and activities into the Office of Community-University Partnerships	Fall 2004	Completed merger fall 2004
		Work with the appropriate Faculty Senate committee to modify the Undergraduate Research Endeavors Competitive Awards (URECA) program to include service-learning opportunities	Spring 2005	Decision made not to modify URECA program URECA Program
		Collaborate with Student and Campus Life to strengthen outreach and engagement	Ongoing	
(v) Foster positive changes in student culture and behavioral norms.	Gustafson*, Bramley, Student Government Association, Senate, Deans	Institutionalize Robert Wood Johnson grant work	May 1, 2005	Funding adjustments incorporated in FY06 budget

		Faculty Senate for approval of revised Academic Honesty Policy	December 15, 2004	Policy revised and approved by Faculty Senate March 2005 and approved by President April 2005 Code of Conduct under active review
		Establish a new department called the Center for Student Ethics and Standards replacing the unit of Judicial Affairs within the Dean of Students Office	August 15, 2004	Completed fall 2004 Center for Student Ethics and Standards
		Implement "Community Standards Model" throughout the residence hall system	September 1, 2005	Community Standards Model successfully implemented fall 2004
		Continue to build on the success of the Orientation program and assess its effectiveness	June 1, 2005	Plans are currently being finalized for implementation at the June 2005 Orientation programs Information on the UVM Orientation program
(v) Foster positive changes in student culture and behavioral norms.	Gustafson*, Bramley, Student Government Association, Senate, Deans	Develop a strategy to involve faculty to a greater extent in the out-of-classroom lives of students	April 1, 2005	Faculty participation increased including participation in Living Learning programs, Academic Support Services, and Career Services initiatives Residential Colleges faculty involvement designed
		Create Inter-group Dialogue Program within the Center for Student Ethics and Standards	May 1, 2005	Implemented program spring 2005 with 12 students as Inter-Group Dialogue Leaders Offered four training sessions for students Completing the process to award academic credit for Inter-Group Dialogue Program beginning fall 2005 Inter-Group Dialogue Program

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III. Focus the human, fiscal, environmental, technological and physical resources of the University on institutional values and priorities

Action Steps	Champions	Milestones	Target Dates	Outcomes
(i) Create and implement comprehensive master plans for facilities and technology utilizing consultants appropriate to subject areas.	Gustafson*, Gower*, Vaughan, Bramley, Carr, Ballard	Select new master planning consulting firm	September 1, 2004	Hargreaves Associates and Schwartz Silver Architects hired August 2005 Information on Campus Master Planning Information on Hargreaves Associates Information on Schwartz Silver
		Design committee structure and communication plan to support the campus master planning process	October 1, 2004	Executive Committee with representation from the Board of Trustees formed and met periodically with the consultants throughout FY05
		Complete master plan for Board of Trustees submission and approval	May 1, 2005	Draft will be presented to the Board at the May 2005 meeting Additional review at the summer meeting of the Facilities and Technologies Committee of the Board Final campus master plan will be presented at the August 2005 meeting of the Board for approval
		Finalize space benchmarking analysis of peer and aspirants	December 1, 2004	In progress - expected completion June 2005
		Program and facility planning for Sciences and Engineering Education and Research	May 1, 2005	Pauliense Associates hired February 2005 Facilities initial review March 2005 Faculty research focus groups March - April 2005 Preliminary review April - May 2005 Final report to coincide with benchmarking analysis August 2005
		RFP for Science/Engineering planning consultant	September 15, 2004	Pauliense Associates hired October 2004 and final report expected May 2005
		Finalized space utilization by college/school	December 1, 2004	In progress - expected completion June 2005

(i) Create and implement comprehensive master plans for facilities and technology utilizing consultants appropriate to subject areas.	Bramley, Saule*, Gower	Complete first draft of information technology master plan and distribute	December 1, 2004	<p>Draft of Information Technologies Master Plan completed February 2005</p> <p>Presented to Facilities and Technologies Committee of the Board in March 2005</p> <p>Further discussion at the May 2005 Facilities and Technologies Committee of the Board</p> <p>Realignment of IT organization</p>
(ii) Develop and implement a plan for appropriate institutional growth related to student population and the corresponding alignment of faculty and staff.	Bramley*, Gower, (faculty, students, academic support staff)	System development ongoing for modeling alternative budget structures to be used in next budget development cycle and in the ERP financial structure planning and design	March 1, 2005	Alternative structures in place, modeling phase to occur early FY06
		System development ongoing to develop financial modeling capability that will link operating and capital budgets as well as operating results to balance sheet impacts	November Finance and Budget meeting with quarterly updates to follow	<p>Hyperion Software purchased and currently being utilized</p> <p>Presentation to Finance and Budget Committee of the Board in January 2005 with regular updates to the full Board beginning February 2005 and at each quarterly meeting thereafter with further updates as the program is implemented</p> <p>Information provided to the Board</p>
	Gower*, Bramley*, Winfield, Parke, deGroot (Admin. and other staff)	Reporting systems for modeling alternative budget structures under way for use in next budget cycle and in ERP systems planning/design	May 1, 2005	Alternative structures in place, modeling phase to occur early FY06
		Assess with units that provide direct delivery to students to appropriately meet student needs due to enrollment growth	May, 2005 (Aligned with FY06 budget process)	Ongoing planning as part of the Budget Hearing process
		Integrate enrollment plan into budget process and financial modeling	FY05 and beyond	<p>Enrollment projections included in budget planning</p> <p>School and College targets set for enrollment growth</p>

(iii) Develop and enhance revenue sources from delivery of instruction in non-traditional formats and/or outside the fall and spring semesters (e.g., enhanced summer term/programs, executive education, executive M.B.A. program with differential tuition, distance learning, etc.)	Bramley, Parke*, Belliveau, Ballard, Eldred, Gedeon, Vallett, Dummit, Deans, Faculty	Implementation of new centralized revenue producing Office of Conference and Event Services with improved systems and processes	September 1, 2004	Office established in July 2004 and fully operational Information on the Office of Conference and Events Services
		Continue current exploration of possible January term (J-Term) web-based course offerings	Ongoing	Initiated January term (J-Term) in January 2005 with 9 on-line courses, one on campus, and 4 travel study course
		Continue the development of "Cyber Summer" via strengthening of Continuing Education and Center for Teaching and Learning collaboration	Ongoing	Summer 2005 40 "Cyber Summer" courses will be offered Summer courses offered on-line
		Develop and implement a plan for financial aid support for matriculated UVM students as a means to increase summer enrollment	May 15, 2005	Financial aid program for need based, matriculated UVM students in place for summer 2005
		Expand marketing efforts for summer school	February 1, 2005	Expanded marketing includes: ongoing presence in Billings, Cyber Café, Waterman; 1 to 1 student discussions, banners, promotional material including t-shirts, post it pads and plants; 150K inserts in various publications, electronic marketing using targeted listservs Information on Summer Programs
		Accelerate exploration of alternative delivery methods (i.e. Web based) for certain components of existing day courses	Ongoing	Ongoing development of hybrid course using Web CT and Horizon Live
		Complete a pilot study of financial aid for graduate students in professional programs to increase enrollments and revenue	May 1, 2005	Pilot study completed; expanded program for FY 06 Results include increased enrollment and revenue generated, but need additional success to validate and diversify the approach
		Implement the "Talented High Schooler" program	Fall 2004	Implemented summer 2004 and ongoing Information on programs for area high school students
		As part of Science/Engineering planning process, determine future of television studio	May 1, 2005	Planning currently under way
(iv) Create and fully implement a process that drills down through all levels of the institution the development of plans and objectives with time-bound performance indicators	Bramley*, University Planning Council, VPs, Deans, Chairs and Unit Heads, Faculty and Staff	University Planning Council unit and departmental planning process - second phase	Ongoing	Unit plans were due April 1, 2005 for FY06 Departmental plans are due June 15, 2005 for FY06

				Link to unit plans
(v) Develop mechanisms for implementing and documenting differential resource allocations based upon support of institutional priorities and performance.	Fogel, Bramley*, Gower	Integrate academic performance metrics, budget hearing process, strategic planning and Academic Program Review	June 1, 2005	Integration with budget hearing and strategic planning completed
		Currently prototyping business performance management system in select departments to assess extended use throughout University	December 2006, for rollout decision May 2006	Planning under way
(vi) Develop and implement plans for positioning and promoting the University with a consistent and coordinated graphic identity and web presence	Gustafson, Corredera*	Create accessible, web-based graphic design policy and tools for executing policy across all units at the University	March 1, 2005	Guidelines developed, outline of policy prepared, and templates designed Expected completion August 2005
		Continue to create print and web-based communications pieces based on existing print and web style guides, with special emphasis on publications supporting student recruitment efforts	Recruiting pieces - November 2004 Yield Pieces - February 2005	All admissions and yield pieces created by central Admissions staff and University Communications reflected the new guidelines as did many pieces created by academic units

Matrix for Advancing UVM for FY '05

IV. Recruit and retain excellent students, faculty and staff.

Action Steps	Champions	Milestones	Target Dates	Outcomes
(i) Design and develop first-rate academic advising programs.	Bramley, Parke*, K. Williams, Gardner, Gedeon, Deans, Faculty	Implement Career Development Initiative as a collaboration between Center for Teaching and Learning and Career Services	Fall 2004 and ongoing	Two part workshop developed for faculty and offered three times to thirty faculty covering a range of topics including student development model, explanation of cycles of helping students identify values, goals, interests, then encouraging them to test those interests with internships Workshop information
		Increase the number and scope of employers posting jobs and internships through expanded outreach efforts to 1000 new employers	Ongoing	Increased the number of employers which will be indicated in FY05 unit annual report
		Full implementation of the Degree Audit Reporting System (DARS)	Spring 2005	Degree Audit Reporting System will be fully implemented in all units by the time of fall registration for spring 2006 classes Presentation at Board of Trustees' November meeting
		Develop Advising Mentorship Program creating a cadre of "Master" advisors	May 1, 2005	Survey completed, final report to Enrollment Management Council May 2005
		Implement required advisor sign-off for spring 2005 course registration	Plan developed by October 30, 2004 for use with Spring 2005 course registration process	Plans are under way for FY06 implementation
		Repeat Pathfinders program and collect data to assess effectiveness	Ongoing	Decision made not to repeat in FY05, will attempt again in FY06
		Propose the creation of a Reading Lab through Academic Support Programs	December 15, 2005	Proposal submitted and currently under funding consideration
		Continue exploring the viability of professional advising program - First-Year Experience Committee	FY 2005	Joint academics/student affairs committee continues to explore models Members of committee attended national conference January 2005

(i) Design and develop first-rate academic advising programs.	Bramley, Parke*, K. Williams, Gardner, Gedeon, Deans, Faculty	Utilize Honors College advising to model experimental improvements in general advising activities	Ongoing as Honors College Develops	Observation, discussion and exploration on this system continues
		Promote effective advising through use of strengthened measurement of advising in the faculty "green sheet" process	FY 2004, 2005, 2006	All dossiers in instructional units included evaluation of advising
(ii) Improve career and academic planning services and programs and connect these services more effectively to academic units and programs.	Gustafson*, Parke, Gardner, Deans, Carr, Dummit, Saule	Design and implement a common student service web-based interface	Ongoing	Completed design and launched site
		Assess career development services and internship opportunities for graduate students	Initiate process September 2004	Completed assessment and will be making recommendations
		Develop and implement Phase II of the Career and Faculty Bridge Program	Spring 2005	Phase II successfully implemented
(iii) Assure faculty accountability for creating an academically rigorous environment.	Bramley, Youngblood*, Carr, Dummit, Deans, Faculty Senate	Introduce outcomes-gauged "academic rigor" as a criterion for evaluating teaching in Reappointment, Promotion and Tenure decisions	For implementation in the FY 06 RPT cycle	Delayed for implementation for FY07 RPT cycle
		Review and revise standards for graduate faculty outcomes-based mentoring and teaching	Initiate process September 2004	Developed comprehensive graduate student handbook Guidelines for faculty mentoring under review Procedures for Graduate College review of faculty and student outcomes under development
(iv) Reward excellent performance, enhance competitiveness of compensation for faculty and staff, and improve the quality of the professional environment.	Bramley, Youngblood*, Deans, Carr, Dummit, Faculty Senate	Conduct a faculty retention study	November 1, 2004	Study completed in fall 2004 and published in spring 2005
		Complete faculty exit survey and disseminate results	August 1, 2004	Completed for faculty exiting in spring 2004 and on-going
		Reconstitute Faculty Research awards and establish innovation awards	January 1, 2005	Presidential awards established and first awards to be given in FY06
		Redesign graduate support and review policies to leverage extramural support for students	February 1, 2005	New policies and procedures implemented
		Determine the effectiveness of the Faculty Mentoring program through a comprehensive assessment	September 1, 2004	Study completed and new mentor director appointed January 2005 Director has expanded the program and will evaluate annually Information on the Faculty Mentoring Program

(iv) Reward excellent performance, enhance competitiveness of compensation for faculty and staff, and improve the quality of the professional environment.	Bramley*, Gower	Continue implementation of reclassification system for staff	June 1, 2005	On track to complete reclassification of all staff positions by the end of FY05 Information on Job Standards and Classification System
	Fogel*, Bramley	Sponsor retreat for senior university leadership around the issue of implementing the vision and developing a comprehensive enrollment strategy	October 23, 2004	Successful two-day retreat for all senior leaders in October 2005 Website created that includes all retreat information available from President's homepage Senior Leadership Retreat October 2004
(v) Increase the quality and quantity of admitted students through programs, recruitment and admissions.	Bramley, Parke*, Honeman, Dummit, Deans	Continuation of Royall contract to expand inquiry base and complete implementation of "Fast-Application" program	Ongoing through FY 05 admissions cycle	Contract continues through June 2005 - assessment and review of continuation to occur May - June 2005
		Review and revise all admissions activities and events, both on and off campus	Ongoing through recruiting cycles	Outside consultant hired to work with the University throughout FY05 Reorganized Office of Admissions and Financial Aid separating operations into units President and Provost attended all major on and off campus yield events Significantly ramped up College and School yield activities New Admissions DVD created and sent to all admitted students Opened new Admissions Visitor Center Spring 2005 Admissions Visitor Center
(v) Increase the quality and quantity of admitted students through programs, recruitment and admissions.	Bramley, Parke*, Honeman, Dummit, Deans	Improve graduate recruitment efforts	Ongoing	Continuing improvement of admissions process; developing linkages of data systems New England consortium grant awarded and being implemented to increase enrollment in science, technology, engineering and math programs

		Review and modify transfer policies and procedures to enhance our ability to attract and retain transfer students	Process completed by December 2004 for implementation spring 2005	Transfer Affairs reorganized to accelerate process time Implementation spring 2005 Continuous process improvement efforts continue
		Implement program to attract increased number of National Merit Scholars	Spring 2004 for implementation fall 2004 and ongoing	UVM Scholarship program implemented fall 2004 Early results seem to indicate that UVM may win "sponsorship" status from the National Merit Scholarship program this year
		Restructure Enrollment Management Committee	October 15, 2004	Newly structured and charged in December 2004 Four sub-committees created based on focused area
(vi) Substantially expand merit and need-based financial aid endowments and gifts for the undergraduate and fellowships for the graduate population.	Bramley, Parke, deGroot*, Deans, Gower	Raise \$750,000 in current operating and \$2,000,000 in new endowment gifts for student financial aid. The long term goal to be reached by FY07 is a total of \$2,000,000 per year for financial aid through both annual gifts and increased endowment income.	June 2005 for FY05 targets	Through March 31 raised: Current Operating - Scholarship - \$1,083,592 Endowment - Scholarship - \$2,913,457 Established policies for institutional match of endowed stipends with tuition scholarships for graduate students
(vii) Thoroughly analyze and reform as appropriate financial aid protocols in order to maximize efficiency in resource allocation as measured by outcomes	Bramley, Gower, Parke, Winfield*	Establishing analytical systems that track source and use of financial aid in a more timely and predictive manner	February 1, 2005	Financial aid protocols for FY 2006 have been defined linking financial need and academic capacity for incoming first year students Effectiveness of protocols will be tracked following actual matriculation results Aid offering has also been defined and tracked by class cohort to be able to determine existing commitments as a basis to forecast overall aid requirements as a function of retention and net tuition Further refinement will be carried out between Financial Analysis and Budgeting, offices of Financial Aid, Admissions and Development in preparation for FY07 protocols and forecasts.

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V. Strengthen and focus academic programs, emphasizing liberal education, health and the environment

Action Steps	Champions	Milestones	Target Dates	Outcomes
(i) Implement a university-wide honors college emphasizing cross-disciplinary and interdisciplinary linkages.	Bramley, Parke, Taylor*, Honors Council, Faculty Senate (curriculum. and programming)	Call for fall 2005 course proposals and selection of course (fall 2004), develop policies for selection of second year students to the Honors College for fall 2005	Full implementation Fall 2005	Proposal request completed, submission and 10 new seminars set up for FY06 Second Year Honors College Courses
(ii) Through faculty processes, create greater cohesion of the undergraduate curriculum.	Bramley, Parke*, Deans, Faculty Senate	Develop institution-wide undergraduate writing in the disciplines requirements	May, 2005 for implementation fall 2005	Endorsed by Senate in December 2004 Search process under way for program director Integrated Environmental Science program implemented
		Press First-Year Experience Committee to examine national research on the question of curricular cohesiveness and its relationship to retention and successful graduation rates	FY 2005, Report to Vice President for Undergraduate Education by May 1, 2005	Submission delayed, anticipated completion spring 2006
(iii) Evaluate international education and programs.	Bramley, Youngblood, Carr, Parke	Develop plan to refine and expand international programs and curricular offerings	February 1, 2005	Meetings occurred with College of Agriculture and Life Sciences International Committee Developed summary of international programs New Office of International structure in place for FY06 Established Peace Corps Fellowship Program Signed MOU with University of Tasmania - graduate and research programs under development
(iv) Strengthen the Academic Program Review process, emphasizing action-oriented outcomes including consolidation/elimination of programs as appropriate.	Bramley*, Youngblood, Carr, Dummit, Faculty Senate	Complete Memorandum of Understanding for all reviewed programs	May 1, 2005	Meetings held for all academic programs that have been reviewed Completing the agreements including signatures by May 2005
		Incorporate specific metrics in graduate program review portion of Academic Program Review Process	October 1, 2004	Metrics incorporated Additional metrics being developed
		Discuss with Faculty Senate external review visit process being adopted	December 1, 2004	Discussions are under way

<p>(v) Develop University position statements on key components of the Vision</p>	<p>Bramley*, Deans</p>	<p>"White papers" developed and disseminated on Liberal Education, Environment, Health and Research</p>	<p>November 1, 2004</p>	<p>White papers completed for Environment and Research - posted on the Provost Web Page</p> <p>Becoming the Environmental University</p> <p>Research White Paper</p>
				<p>Discussion on Environmental vision occurred in several venues</p> <p>Work on Health and Liberal Education not completed by deans</p>

Matrix for Advancing UVM for FY '05

VI. Strengthen financial resources

Action Steps	Champions	Milestones	Target Dates	Outcomes
(i) Expand fiscal resources consistent with the university mission.	Fogel, Bramley, Gower*	Appoint task force to identify \$2 million in expenditure reductions for reinvestment in strategic initiatives	May 1, 2005	Process under way, but not utilizing a task force, possible option for FY06
(ii) Perform rigorous and ongoing comparisons of our academic, financial, and operational performance against a carefully selected and consistent set of peer and aspirant institutions.	Fogel, Bramley*, Gower, VPs, Deans	Annual update of peer and aspirant data	Fall 2004	Various sets of data updated and used in enrollment planning, budget planning and contract negotiations
(iii) Re-engineer administrative and bureaucratic policies and processes to eliminate waste and duplication	Gower* (finance and business processes, including, with McDonald)	Replace administrative information systems	Project under way in September 2004 with anticipated completion in July 2006	On target
		Various projects under way in Finance and Administration departments to improve service-delivery, access to information, and process improvement prior to ERP implementation (e.g. Facilities Administration Management and Information System). Primary goals of ERP include: 1. support of mission; 2. compliance improvement; 3. service improvement; and 4. productivity improvement	Ongoing	On target Information on Project CATalyst
	Gustafson* (student services)	Implement new website for the Division of Campus and Student Life	December 1, 2004	Designed new web site and successfully launched Website for the Division of Student and Campus Life
	Parke* (academic support units)	Refine and improve the Integrated Student Services Center in Waterman, continue to cross train staff from student accounting, registrar, financial aid, and telecommunications Monitor and assess effectiveness of the Student Service Center during first full academic year	Ongoing	Developed a consistent cross training program for all staff members A comprehensive assessment of the Student Service Center is planned for Fall 2005 including a survey of student satisfaction
		Reduce the use of outside legal counsel for VISA and other immigration work	Ongoing	Change of plan
Initiate a comprehensive review of all current practices in admissions with an eye toward gaining efficiencies from outsourcing, etc.	Ongoing	Outside consultant hired to work with the University throughout FY05		

(iii) Re-engineer administrative and bureaucratic policies and processes to eliminate waste and duplication	Bramley*, Parke, Curran, Winfield, Honeman, Williams	Develop a plan to integrate data systems across Admissions, Financial Aid, Financial Analysis and Budgeting, Registrar and Institutional Studies to make effective enrollment management decisions		Currently upgrading student information system - Banner - so that it interfaces with Hyperion Software Implementing Consolidated Imaging program for record keeping
(iv) Explore and implement as appropriate more cost-effective sourcing, including co-generation of electricity, sole-source vendor relationships, e-purchasing, etc.	Gower, Ballard*, Martin	Investigate potential sole sourcing opportunities by identifying three most beneficial opportunities	Ongoing	New sole source contracts issued for the following: copier service, temporary employment services, relocation services (both intra and inter state), office supplies, general scientific supplies, administrative office computers, and gas cylinder supply RFP currently in progress for cell phone service
(v) Design and implement an improved campus infrastructure system that is environmentally friendly and cost-effective to include tri-generation (steam, chilled water, and electricity)	Gower, Ballard*, Chiarelli, Vaughan	Investigate the feasibility of campus-based tri-generation	September 1, 2004	Feasibility study completed
		Seek Board approval for chilled water system needed for University Commons Project	September 10, 2004	Approved by the Board of Trustees February 2005
		Complete basic design and costing of full tri-generation system	June 1, 2005	Design and cost analysis phase on track to be completed in June 2005
		Review full plan and costing (including any savings) with Board of Trustees	July 1, 2005	Reviewed plan and costing with the Finance and Budget Committee at the February 2005 meeting
		Seek necessary local and state permits	February 1, 2006	Under way
		Construct tri-generation system (including additional steam, chilled water, and electrical distribution lines)	2006-2008	On track
(vi) Successfully implement the comprehensive campaign.	(vi) Successfully implement the comprehensive campaign.	Maintain Campaign momentum in Vermont with two Comprehensive Campaign events	June 1, 2005	Charlie Ross Lecture/Dinner held on March 14, 2005 Dudley H. Davis Center Groundbreaking/Luncheon scheduled for April 30, 2005 Tom Brennan fundraising event scheduled for June 11, 2005 Campaign for UVM
(vi) Successfully implement the comprehensive campaign.	(vi) Successfully implement the comprehensive campaign.	Successfully conclude Boston area campaign by raising \$5M from the area	June 1, 2005	As of March 31, 2005, \$4.1M committed

		Prepare New York region for regional campaign by holding two Campaign events and recruiting Campaign Committee	June 30, 2005	Lisman Scholarship Dinner, Daigle Golf Outing/Luncheon, 19 Regional Campaign Committee members recruited, first meeting was held March 30, second meeting in conjunction with NCSC June 21
		Seek to add \$40 million in new commitments booked for the Campaign for the University of Vermont, bringing the Campaign commitments to \$200 million - 75% of goal with two years remaining	June 30, 2005	\$27 million in new commitments for total commitments of \$187,502,725
(vii) Begin to shift development costs from general fund to self-funding mechanisms	Gower, deGroot*, Fogel	Thoroughly review with the Finance and Administration options available to shift funding for Development and Alumni relations to sources not already used by the University	December 1, 2004	Report prepared and under review
(viii) Aggressively pursue development and exploitation of University intellectual property through the research enterprise and public/private partnerships, including taking equity positions in spin-off companies	Bramley, Carr*, Evans, Gower, Hale, Deans, Faculty	Complete negotiation process for the Intellectual Property Rights Policy	March 1, 2005	Decision made to discontinue the separate negotiation process and to tie it in with the current negotiation process with United Academics
		Establish innovation award to support entrepreneurial faculty	May 1, 2005	Planning delayed as review of F&A process is under way
		Support development of new start-up companies through Vermont Center for Emerging Technologies	Ongoing	Vermont Center for Emerging Technologies (VCET) and UVM affiliation agreement established VCET facilities established May 2005 Client services established February 2005
		Create an entrepreneurial environment which would expand the number of disclosures, patents and licenses	Ongoing	Numbers on track to exceed previous year

(ix) Pursue enhanced public support (state and federal) aligned with institutional priorities and develop and implement a strategy to attain desired outcomes in responding to legislative initiatives.	Meyer*, Bramley, Fogel	Identify, in coordination with deans and vice presidents, state legislative initiatives and pursue maximum state base and supplemental appropriation and capital financing in partnership with Governor, CHEF	October 4, 2004	CHEF request submitted December 2004 Appropriation and capital request approved by the Board and submitted January 2005 in coordination with VSC and VSAC
		Obtain Board approval of requests for increased base state appropriation, appropriate supplemental requests, and state capital requests	November 10, 2004	Approval received from the Board at the November 2005 meeting 3.5% increase (.5% more than Governor's request) passed by the House March 2005 Senate bill still under consideration Capital bill in conference committee
		Obtain increased state capital financing for facilities and joint state/University projects	June 1, 2005	House passed \$1.5 million, Senate passed \$2.2 million UVM flexible language accepted by both, currently in conference committee
		Achieve maximum federal funding from FY 2005 federal priorities	January 5, 2004	Record \$8.9 million in direct federal appropriations (20% increase)
		Assemble federal Legislative requests and comments from Deans and implement FY 2006 federal funding prioritization and submission	December 2004 and ongoing	Submitted University requests in January 2005 Ongoing communications with delegations on priorities
		Prepare and submit state and federal legislative requests, testimony on University issues	January 2005 and ongoing	Major effort under way to restore budget reductions and eliminations in agriculture, forestry, NIH, and education with delegation, professional associations and affiliate organizations
(x) Develop budget and resource allocation models that are strategic and reward progress towards established goals and priorities.	Bramley, Gower, Winfield*	Reporting systems for modeling alternative budget structures under way for use in next budget cycle and in ERP systems planning/design	May 1, 2005	Alternative budget modeling options are being built into work now going into chart of account design (within Project Catalyst) and can be part of the options within both Hyperion Financial Management and Hyperion Strategic Finance Opportunity to be assessed and potentially used for FY 2007 budgeting, in conjunction with the initiation of budgeting within PeopleSoft

Winfield*, Gower, Gustafson	Review income/expense activities	June 1, 2005	Space allocation charges recognized in FY06 budgets in response to federal "fully burdened" rate requirements to assure compliance with federal disclosure statement Further development of consistency and charge structure across activities to be defined during FY06 for FY07
Gower*, Cauthon, Winfield	Establish debt policy and processes for portfolio management of debt	December 1, 2005	Completed and approved by Board of Trustees at the November 2004 meeting
	Design a strategic and sustainable budget model for information technology expenditures and investments as part of the IT Master Planning process	November 1, 2004	Major IT funding matrix to be completed May 2005

Matrix for Advancing UVM for FY '05

VII. Strengthen research, scholarship and the creative arts

Action Steps	Champions	Milestones	Target Dates	Outcomes
(i) Allocate resources and revise policies as appropriate to maximize research productivity and administrative and facilities cost recovery	Bramley, Gower, Carr*, Bazluka	Develop center(s) of excellence strategy to leverage targets of opportunity and academic programs	May 1, 2005	Research cluster discussion under way or completed in collaboration with EPSCoR materials and composites, sensors, advanced computing, and neuroscience Research advisory council under development EPSCoR Website
		Finalize comprehensive strategy to create the Vermont Advanced Computing Center designed to support and develop competitive research and commercial activities partnering with area businesses	December 1, 2004	Multiple consultations with IBM Collaborative network established Multi-year strategy completed Grant application submitted
		Initiate Vermont Advanced Computing Center	May 1, 2005	Facilities for Vermont Advanced Computing Center (VACC) under development Coordination of core service facilities and benchmarking under way Initial phase of distributed computing capacity and increased "supercomputing" memory being implemented Partnerships with companies and other universities being developed Recruiting for a director under way Vermont Advanced Computer Center Announcement
		Support strategic planning for research facilities expansion/renovation	May 1, 2005	Pauliense science and engineering program study under way Core facilities review under way

(ii) Expand graduate student enrollments emphasizing Ph.D. programs, interdisciplinary study, and the priority themes of the strategic plan.	Bramley, Carr*, Deans, Faculty	Enhance marketing strategy for graduate programs	May 1, 2005	Web development under way New programs being developed - i.e. neuroscience Expanded undergraduate summer research opportunities being developed
		Redesign graduate admission process	Process completed by December 2004 for implementation spring 2005	Assessment of data linkages and systems coordination completed
(iii) Create a collaborative environment that supports and rewards faculty achievement in teaching, research/scholarship, and service.	Bramley, Carr, Youngblood*, Gower, Deans, Chairs	Establish faculty awards program recognizing accomplishments in teaching, research/scholarship, and service	May 1, 2005	Program developed and plans are under way to implement fall 2005
(iv) Identify and implement steps to support the development of cross-disciplinary and interdisciplinary research and scholarship.	Bramley, Carr*, Parke, Youngblood, Deans, Faculty Senate	Identify resources to expand cross-disciplinary graduate programs (e.g. material sciences, computer sciences, neurosciences)	January 1, 2005	Established model for leveraging resources and securing extramural funds for targeted research clusters and graduate programs: neuroscience, materials science, and computer science under way
		Review structure and management of cross and interdisciplinary graduate programs	May 1, 2005	MOU template developed, implemented for neuroscience program development
(v) Make appropriate and focused investments in the infrastructure and technology supporting our research mission.	Bramley, Gower, Carr, Saule*	Survey technology and network needs of faculty and researchers	November 1, 2004	Survey completed November 2004, results used in IT planning context
		Assess network infrastructure in support of research, particularly to optimize Internet2 (high bandwidth) use	November 1, 2004	Being evaluated as part of the VACC new building projects
(vi) Create internal incentives to increase substantially the external funds supporting graduate education.	Fogel, Bramley, Carr*, deGroot	Review/revise policies and procedures to encourage external support of graduate students	May 1, 2005	New policies developed and implemented
(vii) Increase the competitiveness of graduate student support.	Bramley, Carr*, Deans	Revise stipend allocations based upon competitive fields of study	May 1, 2005	Competitive stipend allocations phased implementation initiated
(viii) Recognize and respect the development of scholarship and curriculum within all disciplines that broadens knowledge about the diversity of the human experience.	Bramley, Deans, Coleman*	Offer workshop for Council of Deans on legal issues associated with recruiting diverse faculty	October, 2004	Workshop offered to Council of Deans November 2004.
		Encourage Faculty Senate to expand University curricular opportunities and requirements with respect to diversity in the curriculum	Ongoing	Committee appointed to explore the inclusion of a diversity core requirement
(ix) Expand services and programs to graduate teaching fellows	Carr*, Dummit	Offer English as a Second Language program for graduate students	September 1, 2004	Developed in connection with St. Michaels College for FY05 academic year UVM program proposal being developed

Expand orientation program for graduate teaching fellows	September 2004 and ongoing	Offered expanded orientation program for graduate teaching fellows September 2004
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Matrix for Advancing UVM for FY '05

VIII. Effectively communicate and promote institutional priorities with internal and external stakeholders including the State of Vermont.

Action Steps	Champions	Milestones	Target Dates	Outcomes
(i) Develop and implement strategies to improve the visibility of the University throughout the academy nationwide and in the national media	Fogel, Bramley, Gustafson, Corredera* (Wakefield), Carr, Meyer	Engage with national associations	Ongoing	President to be keynote speaker at AACRAO Strategic Enrollment Management meeting in November in Chicago President met with American Council of Education and AARCUA leadership in Washington
		Establish a national voice on major higher education issues	Ongoing	President submitted Op-Ed pieces to a variety of national media
		Host national meetings in disciplines	Ongoing	NEASECS (Society for Eighteenth-Centuries Studies) Conference held November 2004 NASULGC Chief Academic Officer meeting July 2005 AACU Greater Expectations Conference June 2005 Society of Environmental Journalists October 2006
		President to visit a series of reporters, editors at national media outlets and higher education trade journals	Once yearly	President met with the New York Times, Chronicle of Higher Education, and Inside Higher Education
		Develop a series of Op-Ed pieces to be placed in national media on key higher education issues	Occasional	Op-Eds placed in Chronicle of Higher Education and Baltimore Sun President invited to submit regular column to Inside Higher Education Op-Eds submitted for consideration to New York Times, Chronicle of Higher Education, Boston Globe, Washington Post and Chicago Tribune
(i) Develop and implement strategies to improve the visibility of the University throughout the academy nationwide and in the national media	Fogel, Bramley, Gustafson, Corredera* (Wakefield), Carr, Meyer	Strategic visits throughout Vermont to civic, political, and community leaders	Summer 2004	Successful visits to 14 Vermont sites including visits with area legislators, community organizations, editorial boards, high schools through out the state - positive feedback and coverage universal

		Meet with Vermont editorial outlets	Ongoing	Met with Editorial Boards of the Burlington Free Press, Rutland Herald, The Bennington Banner, Herald of Randolph, Caledonian Record, St. Albans Messenger, Hardwick Gazette and WDEV Radio
		Establish UVM Research and Graduate Magazine	January 1, 2005	Executive director for research and graduate outreach and communications being recruited
		Develop regular communication with state legislature and executive branch	December 2004 and ongoing	Bi-weekly newsletter to Legislature and executive branch while in session Distributed "What's New" bi-weekly as well as Admissions DVD, all well received
(ii) Develop an operating plan to increase effective communication with the Board and achieve complete transparency, improve timeliness and ultimately the quality of decisions	Fogel*	Create one-page monthly Board letter on strategic items only	Ongoing	Five monthly letters from the President to the Board sent every month when there was not a full board meeting
		Hold regular breakfast meetings with Board of Trustee members	Ongoing	Held breakfast and lunch meetings with all members of the Board summer and fall 2004
(iii) Ensure that the analyses driving strategic change are effectively communicated to, and discussed with, faculty, and that faculty have an appropriate and meaningful role in setting direction, shaping policy, and determining the nature and pace of change. Ensure that faculty have a role in shaping - and feel that the institution is fully committed to - the creation of an environment that supports faculty achievement in teaching, research, scholarship, creative activity, and service at the highest national levels.	Fogel, Bramley*, Deans, Faculty Senate Leadership	Continue development of strategic planning website with routine updates/postings of unit/department plans	Ongoing	All unit plans for FY05 posted on web site Departmental plans not posted as process is refined System in place to post FY06 unit and department plans University Strategic Planning Council
		Replace faculty member on University Planning Council	October 1, 2004	Dr Gregory Gause (Political Science department) appointed fall 2004
		Routinely distribute performance matrices	Ongoing	Available on-line through Institutional Studies website Web site revised spring 2005
(iv) Improve communication with alumni through print and electronic media (web-based programs, email, etc..) as well as through direct personal contact	deGroot*, Gustafson, Corredera	Build use of On-line Community by registering 4,000 additional users, for a total of 9,500 - 25% increase from FY04	June 30, 2005	As of March 31, 2005: User total =7,556 Increase = 2,065 (+ 37.5%) since June 30, 2004
		Increase the number of Alumni, Parent and Friend email addresses by 12% to 56,000	June 30, 2005	As of March 31, 2005 e-mails = 48,434

	FY04 Gift report posted on the web	October 1, 2004	Completed 2004 Annual Report
	Campaign website updates - dollar total monthly, donor profiles and features quarterly	September, December, March and June	Ongoing
	Class-based donor acknowledgments produced	December 1, 2004	Completed
deGroot*, Gustafson, Corredera	Remaining School/College Case Statements printed - Arts and Sciences, Business, Nursing and Health Sciences, Rubenstein School, Engineering and Mathematics, and Medicine	December 31, 2004	Arts and Sciences at printer, Business being finalized, Rubenstein in progress, Nursing and Health Sciences to printer May 2005, Medicine expanded magazine, Athletics focusing on Victory Club marketing, Engineering and Mathematics to be printed in FY06
	Register 11,000 alumni, parents and friends for UVM events on and off campus - an increase of 10%	June 1, 2005	9,170 registered through March 31, 2005
	Increase number of one-on-one visits with volunteers and prospects: DAR Staff = 3,000 UVM Administration/Deans = 200 Volunteer Solicitations = 3,000	June 30, 2005	1,606 visits 4,480 Volunteer Solicitations
	Continue coverage of Campaign and Development and Alumni activities in the VQ: Fall = Mid-Campaign report & scholarship, turf field sidebar, Scholarship challenge in UVM Fund Ad Winter = Commons, Scholarship sidebar Spring = Liberal Arts, Faculty/Staff Campaign sidebar Summer = TBD	Quarterly	Targets being met: spring 2005 featured Faculty/Staff Campaign, \$1M Pres. Dist. Lect. Series naming gift with \$250K scholarship gift; Fidelity (Boston) Campaign