

Matrix for Advancing UVM for FY '06				
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, Honeman*, Parke*, Deans, Chairs and Unit Heads	Pursue work of multiple task forces and commissions	Process ongoing	
		Build an urgent sense of opportunity not to be lost for enhancing faculty excellence and diversity as new faculty positions are created through the Strategic Financial Plan	Process ongoing	
		Modify Henderson Fellowship program to allow for deferred start dates	October 1, 2005	
		Expand Abenaki outreach program to Bellows Free Academy	January 1, 2006	
		Develop a recruitment plan to expand the number of ACE 9 students applying to the Honors College	Ongoing	
		Continue to secure external funding to support the Abenaki Outreach program	Ongoing	
		Continue implementation of the "Strategic Curriculum and Faculty Diversity"	Process ongoing	
		Design a Henderson Fellowship brochure for use in faculty recruitment	November 1, 2005	
		In conjunction with Community and University Partnership program, sponsor a series of service learning projects in conjunction with Martin Luther King, Jr. Day recognition events	February 16, 2006	
		Publish an annual report of the Office of Multi-Cultural Affairs	September 2005, review by Board of Trustees at November 2005 meeting	

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(i) Develop and implement plans throughout the institution to recruit and retain faculty, staff and students from under-represented groups.	Fogel, Bramley, Friedman*, Coleman, VPs, Dummit, Deans, Chairs and Unit Heads	Promote thoughtful use of findings of the Campus Climate Survey to develop and implement policies, practices, and programs designed to address opportunities for improvement	Process ongoing	
		Implement New England Land Grant Universities NSF grant designed to encourage underrepresented groups in science, technology, engineering and mathematics (STEM)	Process ongoing	
	Carr* and Dummit	Pursue cooperative programs with HBCU's to encourage pipelines for graduate programs	Ongoing	
	Parke*, Honeman*, Coleman, and Friedman	Develop comprehensive enrollment management plan (from first point of contact through graduation) to recruit and retain students from under-represented groups	October 1, 2005	
	Parke*, Honeman*, Dry, Gustafson	Continue to place emphasis on enhancement of need-based student aid from all sources, including private funds, to maintain access and affordability	Process ongoing	

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(i) Develop and implement plans throughout the institution to recruit and retain faculty, staff and students from under-represented groups.	Parke*, Honeman*, Dry, Gustafson	<p>Build and refine the Strategic Enrollment Managements Council Task Forces' efforts to craft a plan for review by the Council and the Provost. Assist the Task Forces with integrating sub populations into the master plan, specifically:</p> <p>Strengthen relations with the new Christopher Columbus Principal</p> <p>Assess the effectiveness of the Burlington High School Partnership</p> <p>Assess the effectiveness of the Missiquoi Abenaki Partnership</p> <p>Establish contacts necessary to launch a new partnership in Boston</p> <p>Fill new marketing position in admissions with clear mandates to focus on diversity recruitment at the undergraduate level</p> <p>Increase efforts to make diversity hires in Admissions</p> <p>Reorganize Office of International Education and hire new leadership to "Internationalize" the campus</p>	July 1, 2006	
	Bramley, Coleman*, Tarule, Deans, and Faculty Senate	Establish visiting scholars program for academic units to explore and assess research on diversity with a focus on U.S. ALANA populations	Process ongoing	
		Establish relationships with organizations similar to NYU Faculty Resources Network particularly focusing on the sciences	Process ongoing	
		Expand our current New England Board of Higher Education/Henderson Fellows relationship to include other consortium fellows as potential hires	December 1, 2005	
		Encourage and Support a thoughtful Faculty Senate process to review the proposed six-credit diversity requirement for undergraduate students	February 1, 2006	

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(iii) Develop institutional practices and policies that foster a culture of inclusion, openness, and collaboration among administrators, faculty, staff, and students.	Fogel, Bramley*, VPs, Deans, Chairs and Unit Heads	Communication between Provost, Deans, Faculty Senate, Student Government Association and Graduate Student Council Regular student gatherings with the President Regular student meetings with the Provost around specific topic issues Monthly meetings with the President, Provost and Vice President for Campus and Student Life and the Student Government Leadership Monthly meetings with the President, Provost and Faculty Senate President Regular meetings with the President, Provost and Faculty Senate Executive Committee Monthly meetings with the President, Vice President for Finance & Administration, and Staff Council Leadership Monthly meetings with the Vice President for Finance and Administration or designee and the Staff Council	Ongoing meetings	
	Campus and Student Life Staff	Create leadership opportunities for students of diverse backgrounds	Ongoing	
		Assess and improve the diversity of programming for students	Ongoing	

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(iii) Develop institutional practices and policies that foster a culture of inclusion, openness, and collaboration among administrators, faculty, staff, and students. (continued)	Fogel, Bramley*, VPs, Deans, Chairs and Unit Heads	Academic unit performance data available on Institutional Studies website	Unit data available December 2005	
	Tarule*	Develop a series of leadership workshops to address creating and sustaining diversity	May 1, 2006	
		Monitor integration of diverse perspectives in the curriculum as represented in the RPT process	May 1, 2006	
	Gower, Gustafson, Saule*	Maximize use of web-based email and other forms of electronic communication to enhance relevance and timeliness of communication and collaboration	Ongoing	
(iv) Ensure that institutional policies and expectations are consistent with and promote the climate and community enshrined in "Our Common Ground".	Fogel, Bramley*, VPs Dean, Faculty Senate, Staff Council, Chairs and Unit Heads	Review and revise policies on an ongoing basis, including revisions of "Our Common Ground"	June 2006 for third round of review/revisions	
	Friedman*	Implement web based sexual harassment training required for all faculty, staff, students, and contractors	January 1, 2006	
	Friedman*	Implement the Gender Identity and Expression Project to provide training to vice presidents, deans, directors, and department chairs	January 1, 2006	
		Train members of the University community as educators on gender identity and expression as a means to offer training to the broader UVM community	January 1, 2006	

Matrix for Advancing UVM for FY '06				
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*, Carr*, Gower, Nestor, Taylor, Wang, Sama, Mahoney, Poleman, Vaughan, Stevens, Faculty	Complete phase two renovation of Living and Learning	August 15, 2005	
		Implement new Office of Student and Community Relations (including Off Campus Services and Conflict Resolution)	December 15, 2005	
		Convert Mercy Hall from office space back to a Residential Hall	August 24, 2005	
		Open and operate Gutterson Garage, adding 550 new parking spaces	August 24, 2005	
		Open first phase of University Heights	January 1, 2006	
		Support opening of Winooski Falls Spinner Apartments	January 1, 2006	
		Implement renovation of Wing-Davis-Wilks complex	August 15, 2006	
		<p>Create residential learning communities in a comprehensive system of residential colleges, aiming to have the first three "houses" in place by fall of 2006 (the Honors College residence, an environmentally themed house, and a global engagement house), specifically:</p> <p>Complete program planning, development, and materials necessary to advertise the Environmental and Global Village Residential Learning Communities in time for Spring 2006 room selection</p> <p>Implement programming activities for Fall semester 2006</p> <p>Initiate discussions and planning activities necessary to create the Health and Wellness Residential Learning Community for Fall 2007</p> <p>Initiate discussions and planning activities necessary to explore need for graduate student and international student housing</p> <p>Evaluate availability and suitability for housing for summer research programs</p>	September 2006 and ongoing	

Matrix for Advancing UVM for FY '06				
II. Create an outstanding student experience that promotes personal and intellectual development				
Action Steps	Champions	Milestones	Target Dates	Outcome
(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 , Ballard, Gower	Promote thoughtful use of findings of the NSSE Survey to develop and implement policies, practices, and programs designed to address opportunities for improvement	Process Ongoing	
		Disseminate NSSE data through various means including posting on the Office of Institutional Studies website	December 1, 2005	
		Implement continuous evaluation and improvement of all student-service functions in all divisions of the University and establish standards for "world-class customer service"	Process Ongoing	
		Develop a master plan for Dining Services (including expansion plans for Harris Millis Dining) and complete contract negotiation	October 1, 2005	
	Parke*, Williams, Sama, Curran	Continually assess the quality of the student experience and take appropriate actions, ensuring accountability of faculty, staff, and students, specifically: Collaborate with Student Affairs and Institutional Studies to assess and analyze the data and results from the recently completed NSSE survey Based upon findings and comparisons with earlier surveys, develop and draft summary report recommending future student programming and activities to further improve overall student experience Working with the Registrar and ACUA group, develop a formal exit interview process for undergraduates dropping out of the university	May 1, 2006	

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(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*, Carr*, Nestor, Parke, P. Brown, Friedman, Stevens, Deans , Ballard, Gower	Sponsor discussion/focus groups with current graduate students examining student experience	Process Ongoing	
		Continue to promote events for enhancing sense of community among graduate students	Process Ongoing	
(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	Encourage accelerated enhancement of campus programming and the creation of campus traditions that foster esprit de corps and school spirit	Process Ongoing	
		Begin transition planning for Dudley H. Davis Center, including hiring administrative leadership	September 1, 2005	
		Develop more promotional events to continue the growth in student attendance	January 2006 and ongoing	
		Communicate our commitment to excellence to a broad base of constituents and stakeholders	Process Ongoing	
		Continue to enhance and expand academic development and support services for student-athletes	Process Ongoing	
		Develop a plan to tell the history of UVM athletics throughout the PFG complex, using pictures and other memorabilia	May 1, 2006	
		Develop plan to more fully utilize the Athletics' website to communicate with alumni, friends, and supporters	January 1, 2006	
		Expand the reach of radio broadcasts to a state-wide level and television broadcasts to New England-wide	December 1, 2005	

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(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	Develop a mentoring program for all incoming student-athletes	September 1, 2005	
		Develop a focused program of campus and community service activities involving staff and student-athletes	Process Ongoing	
		Develop Catamount auto license-plate program	June 1, 2006	
		Enhance the recruitment process through increased utilization of technology	Process Ongoing	
		Expand the scope and reach of Youth Summer Camps	June 1, 2006	
(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*, Sama*, P Brown, Mahoney, Poleman, Hudspeth, Gardner, Carr*, Deans	Further develop and strengthen service-learning programmatic activities in campus by continuing to institutionalize the budget and Office of Community-University Partnerships and Service Learning (CUPS), specifically: Hire permanent CUPS director Establish source, and appropriate level of permanent base-budget funding for CUPS Solidify full time staffing and location of the CUPS Office	March 1, 2006	
		Strengthen and develop targeted doctoral programs that are in concert with strategic goals	Process Ongoing	

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II. Create an outstanding student experience that promotes personal and intellectual development				
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(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*, Sama*, P Brown, Mahoney, Poleman, Hudspeth, Gardner, Carr*, Deans	Finalize criteria and assess the implementation process for certifying sections for listing in course registration martial as "SL" or "Service Learning", repeat process for Fall 2006 registration adding to the list of initial list of 27 courses bearing the designation and expanding the manner in which students and academic advisors are notified as the availability of successful courses	February 1, 2006	
		Increase the number of students enrolled and trained in service learning courses and activities by 50 and continue to offer courses on service learning pedagogy for six undergraduate students to assist faculty led service learning courses	January 1, 2006	
		Provide high quality, brief training designed to enhance the quality of service learning instruction and/or scholarship to 15 faculty members	May 1, 2006	
		Add two new UVM Community Partners that provide undergraduate credit bearing experiential education, including the first year program and Living/learning	May 1, 2006	
		Strengthen internship and co-op opportunities for undergraduate and graduate students	Process Ongoing	
		Add four new service learning courses in each of the next two years	May 1, 2007	
		(v) Foster positive changes in student culture and behavioral norms.	Gustafson*, Bramley, Student Government Association, Nestor, Diaz, Senate, Deans	Develop a strategy to involve faculty to a greater extent in the out-of-classroom lives of students
Support programmatic efforts and staffing for the academic honesty judicial process	June 30, 2006			

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II. Create an outstanding student experience that promotes personal and intellectual development				
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(v) Foster positive changes in student culture and behavioral norms.	Gustafson*, Bramley, Student Government Association, Nestor, Diaz, Senate, Deans	Complete implementation of Inter-group Dialogue Program within the Center for Student Ethics and Standards	December 1, 2005	
	Carr*, Dummit	Establish graduate student mentoring program	May 1, 2006	
		Expand training in ethical and responsible conduct of research	May 1, 2006	

Matrix for Advancing UVM for FY '06				
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, Stevens	Complete master plan for Board of Trustees submission and approval	November 15, 2005	
		Finalize space benchmarking analysis of peer and aspirants	December 1, 2005	
		Program and facility planning for Sciences and Engineering Education and Research	December 1, 2005	
		Develop plans for a state-of-the-art Plant and Soil Sciences facility	June 30, 2006	
		Final report on space utilization by college/school	December 1, 2005	
	Bramley, Saule*, Gower	Complete first draft of information technology master plan and distribute	December 1, 2005	
Gower, Saule*	Program and feasibility planning for Billings as library and academic program home post Davis Center	July 1, 2006		
Gower, Vaughan*, Cohen	Complete Fleming Museum space utilization study	March 1, 2006		
Gustafson, Stevens, Nestor	Explore options for a new centralized Center for Health and Wellbeing facility	May 1, 2006		
(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)	Model alternative budget structure use in budget development cycle and in the ERP financial structure planning and design	September 1, 2006	
	Gower*, Bramley*, Winfield, Parke, Gustafson (Admin. and other staff)	Assess with units that provide direct delivery to students to appropriately meet student needs due to enrollment growth	Process Ongoing	
		Integrate enrollment plan into budget process and financial modeling	FY06 and beyond	

Matrix for Advancing UVM for FY '06				
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
(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, Saule, Vallett, Gustafson, Dummit, Deans, Faculty	Continue expansion of January term (J-Term)	Process Ongoing	
		Continue the development of "Cyber Summer" via strengthening of Continuing Education and Center for Teaching and Learning collaboration	Process Ongoing	
		Work with Development and Alumni Relations to raise funds for key Honors College initiatives	Ongoing	
		Implement plan for financial aid support for matriculated UVM students as a means to increase summer enrollment	May 15, 2006	
		Expand marketing efforts for summer school and conferences	February 1, 2006	
		Accelerate exploration of alternative delivery methods (i.e. Web based) for certain components of existing day courses	Ongoing	
		Expand tuition scholarships and other fellowships to increase enrollment and revenue	May 1, 2006	
		As part of Science/Engineering planning process, determine future of television studio	May 1, 2006	
(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	

Matrix for Advancing UVM for FY '06				
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
(v) Develop mechanisms for implementing and documenting differential resource allocations based upon support of institutional priorities and performance.	Fogel, Bramley*, Gower, Carr, Dummit	Integrate academic performance metrics, budget hearing process, strategic planning and Academic Program Review	Process Ongoing	
		Currently prototyping business performance management system in select departments to assess extended use throughout University	May 2006 with rollout decision for Fin/ Admin division in summer 2006	
		Evaluate research and graduate educations performance in anticipation of National Research Council review	May 1, 2006	
		Establish field benchmarks for research faculties	May 1, 2006	
		Coordinate faculty hiring plans to maximize undergraduate, graduate and research enterprises as part of annual budget review	May 1, 2006	

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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
(vi) Develop and implement plans for positioning and promoting the University with a consistent and coordinated graphic identity and web presence.	Gustafson, Dummit, Corredera*	Implement web-based graphic design policy and tools across all units at the University	November 1, 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 2005 Yield Pieces - February 2006	
		Create education/outreach program to UVM about new graphic design policy	January 1, 2006	
		Begin creation of print publications for graduate student recruitment	Ongoing	
(vii) Develop and implement plans for classroom infrastructure improvement and renovation.	Saule*, Parke, Gower	Renovate classrooms in Angel, Votey, Living/Learning - including installation of appropriate classroom media	Spring 2006	
		Establish criteria and standards for next phase of classroom improvements	Spring 2006	
		Replace, standardize and upgrade classroom media as necessary and appropriate	Ongoing	

Matrix for Advancing UVM for FY '06

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, Saule, Tarule, Nestor, Stevens, Sama, Deans, Faculty	Complete full implementation of Degree Audit Reporting System (renamed CATS for Course Audit Tracking System) in all undergraduate units for Spring 2006 course registration. Design system to monitor and assess the effectiveness of the system.	November 1, 2005	
		Submit final report on the feasibility and usefulness of implementing an Advising Mentorship program to the Enrollment Management Council		
		Implement required advisor sign-off for spring 2006 course registration	November 1, 2005	
		Pursue one-time funding to initiate an experiment to study the feasibility and potential effectiveness of a Reading Lab	January 1, 2006	
		Merge Integrated Advising Committee into the Retention Task Force of the Strategic Enrollment Management Council and charge that group with the responsibility for initiating a viable professional advising program	December 1, 2005	
		Utilize Honors College advising to model experimental improvements in general advising activities	Ongoing as Honors College Develops	
		Promote effective advising through use of strengthened measurement of advising in the faculty "green sheet" process	FY 2004, 2005, 2006	
		Develop technology-facilitated support for advising	Ongoing	
(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	
		Establish career development programs for graduate students including preparing future faculty and preparing future professionals	May 1, 2006	

Matrix for Advancing UVM for FY '06

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

Action Steps	Champions	Milestones	Target Dates	Outcomes
(iii) Assure faculty accountability for creating an academically rigorous environment.	Bramley, Tarule*, 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 07 RPT cycle	
		Increase the number and scope of employers posting jobs and internships through expanded outreach efforts to 1000 new employers	Ongoing	
		Expand interaction between career development professionals and faculty	Spring, 2006	
		Recruit more alumni to be active in education, career network and on and off campus employment activities	Ongoing	
	Bramley, Tarule*, Carr*, Dummit, Deans, Faculty Senate	Develop procedures for Graduate College review of faculty and student outcomes in graduate education	December 1, 2005	
		Develop procedures for review of faculty scholarship and research	May 1, 2006	
	(iv) Reward excellent performance, enhance competitiveness of compensation for faculty and staff, and improve the quality of the professional environment.	Bramley, Tarule*, Deans, Carr, Dummit, Faculty Senate	Implement Faculty awards program	February 1, 2006
Expand Faculty Mentoring program			Process Ongoing	
Develop a process to monitor progress of associate professor to full professor			Process Ongoing	
Bramley*, Tarule*, Gower		Design and implement leadership programs and opportunities for faculty, staff, and administrators	January 1, 2006	
Fogel*, Bramley		Sponsor second retreat for senior university leadership	October 29, 2005	
Parke*, Honeman		Monitor and assess the effectiveness of the performance bonus system in the Office of Admissions	June 1, 2006	

Matrix for Advancing UVM for FY '06

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

Action Steps	Champions	Milestones	Target Dates	Outcomes
(v) Increase the quality and quantity of admitted students through programs, recruitment and admissions.	Bramley, Parke*, Honeman, Corredera, Dummit, Carr, Deans	Continue to pursue implementation of Admissions Strategic Plan and Budget proposal	Ongoing through recruiting cycles	
		Take all necessary steps to insure that the entire campus community continues to cultivate and institutionalize an enrollment management culture at UVM	Ongoing through recruiting cycles	
		Support efforts to capitalize on the ongoing enrollment surge by increasing selectivity and yield in all undergraduate units for fall 2006 (while maintaining a commitment to admitting all Vermonters whom we assess as having a good probability of success at UVM)	Process Ongoing	
		Actively monitor and manage the Strategic Enrollment Management Council and its four task forces providing routine reports to senior administration	Ongoing through recruiting cycles	
		Charge the Registrar with the responsibility to advance all programs, initiatives, and activities that will ensure that undergraduate students will be able to secure the courses they need, on a timely basis, to be able to move toward degree completion	December 1, 2005	
		Create new television spot promoting UVM major themes to be aired during athletic telecasts	October 1, 2005	
		Improve graduate recruitment efforts	Ongoing	

Matrix for Advancing UVM for FY '06

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

Action Steps	Champions	Milestones	Target Dates	Outcomes
(v) Increase the quality and quantity of admitted students through programs, recruitment and admissions.	Bramley, Parke*, Honeman, Dummit, Corredera, Deans	Develop integrated marketing plan for the University through the use of an outside consultant/advisor and the formation of an integrated marketing council	June 1, 2006	
		Expand program to attract increased number of National Merit Scholars	Process Ongoing	
		Expand use of technology tools (pod casting, RSS, text alerts, digitized audio/video clips in web publications (The View, Vermont Quarterly) and on the main web site	March 1, 2006	
		Continue work of Enrollment Management Council and Task Forces	Process Ongoing	
(vi) Substantially expand merit and need-based financial aid endowments and gifts for the undergraduate and fellowships for the graduate population.	Bramley, Parke, Gustafson*, Deans, Dry, Gower	Raise \$2,000,000 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 2006 for FY08 targets	
(vii) Thoroughly analyze and reform as appropriate financial aid protocols in order to maximize efficiency in resource allocation as measured by outcomes.	Bramley, Gower, Dry, Winfield*	Implement financial aid protocols linking financial need and academic capacity for incoming first year students Further refine financial aid procedures between Financial Analysis and Budgeting, Offices of Financial Aid, Admissions and Development in preparation for FY07 protocols and forecasts Track financial aid protocols to actual matriculation results	February 1, 2006	

Matrix for Advancing UVM for FY '06				
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 2006 course proposals and selection of courses (fall 2005), implement second year of Honors College for fall 2005, and complete design of third year program in the Honors College	Process Ongoing	
(ii) Through faculty processes, create greater cohesion of the undergraduate and graduate curriculum.	Bramley, Parke*, Deans, Faculty Senate	Complete search process for Director of Writing Across the Curriculum program, begin early planning stage of program	Hire complete March 2006, planning process ongoing	
		Support and promote cross-disciplinary programmatic initiatives for undergraduate and graduate students, emphasizing whenever feasible the intersection of the three UVM priorities (liberal education, environment, and health)	Process Ongoing	
		Explore establishing a University-wide requirement for environmental literacy and health literacy	March 1, 2006	
		Develop programs that foster global awareness in the context of ongoing academic initiatives and encourage leadership development in a global context	Process Ongoing	
		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 2006, Report to Vice President for Undergraduate Education by May 1, 2006	

Matrix for Advancing UVM for FY '06				
V. Strengthen and focus academic programs, emphasizing liberal education, health and the environment				
Action Steps	Champions	Milestones	Target Dates	Outcomes
(ii) Through faculty processes, create greater cohesion of the undergraduate and graduate curriculum.	Carr*, Dummit, Deans, Faculty Senate	Engage faculty in defining the graduate programs of the future	May 1, 2006	
		Promote faculty discussion in re-envisioning the Ph.D. consonant with national debate	May 1, 2006	
	Tarule*	Explore achieving agreed upon outcomes for a UVM graduate	Process Ongoing	
	Tarule, Saule*	Assess and define information literacy requirements as specified by new NEASC standards	March 1, 2006	
	Parke*	Promote development of an array of appropriate courses that would satisfy a to-be-established University-wide requirement for environmental literacy and health literacy	Ongoing through academic year	
(iii) Evaluate international education and programs.	Bramley, Tarule, Carr*, Parke*	Develop plan to refine and expand international programs and curricular offerings	February 1, 2006	
(iv) Strengthen the Academic Program Review process, emphasizing action-oriented outcomes including consolidation/elimination of programs as appropriate.	Bramley*, Tarule, Carr, Dummit, Faculty Senate	Complete Memorandum of Understanding for all reviewed programs	May 1, 2006	
		Incorporate additional metrics in graduate program review portion of Academic Program Review Process	October 1, 2005	
		Discuss with Faculty Senate external review visit process being adopted	December 1, 2005	
(v) Develop University position statements on key components of the Vision.	Bramley*, Tarule, Deans	"White papers" developed and disseminated on Liberal Education and Health	February 2, 2006	

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, 2006	
(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 2005	
(iii) Re-engineer administrative and bureaucratic policies and processes to eliminate waste and duplication.	Gower*	Fully implement Project Catalyst	September 1, 2006	
		Develop implementation plan for consolidated document/content management projects	December 1, 2005	
	Bramley, Gower, Gustafson, Ballard	Realign institutional support functions to better support strategic initiatives and to improve efficiency, effectiveness, and customer service	Process Ongoing	
	Parke*, K. Williams, Curry	Explore use of outside service for international Visa processing	December 1, 2005	
		Continue to improve the Integrated Student Service Center exploring new and better ways to more efficiently and effectively serve students	February 15, 2006	
		Increase the efficient use of centrally scheduled classrooms and provide academic units with timely demand analysis data and information to ensure the efficient allocation of faculty resources	March 1, 2006	
		Expand the number of MOU's and exchange relationships with study abroad vendors to reduce the cost of study aboard activities	April 1, 2006	
	Carr*, Farrell	Fully implement on-line proposal and research protocol development systems	March 1, 2006	
Bramley*, Carr*, Dummit, Parke, Curran, Winfield, Saule, Honeman, K. Williams	Develop a plan to integrate data systems across Admissions, Graduate Admissions, Financial Aid, Financial Analysis and Budgeting, Registrar and Institutional Studies to make effective management decisions	December 1, 2005		

Matrix for Advancing UVM for FY '05

VI. Strengthen financial resources

Action Steps	Champions	Milestones	Target Dates	Outcomes
(iv) Explore and implement as appropriate more cost-effective sourcing, sole-source vendor relationships, e-purchasing, out-tasking and outsourcing, etc.	Gower, Ballard*, Martin	Investigate potential sole sourcing opportunities by identifying three most beneficial opportunities	Process Ongoing	
		Explore expanded e-purchasing options	Process Ongoing	
		Investigate opportunities for out-tasking or outsourcing functions not considered core competencies	Process Ongoing	
(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) and other projects	Gower, Ballard*, Chiarelli, Vaughan, Gustafson, Thompson	Construct tri-generation system (including additional steam, chilled water, and electrical distribution lines)	2006-2008	
		Reduce deferred maintenance backlog	Process Ongoing	
		Generate "Cooling UVM" report on greenhouse gases to inform future planning	June 20, 2006	
		Implement energy management and reduction projects with financial paybacks less than ten years	Process Ongoing	
		Adopt "Green Building" policy with LEED certification of new and renovated facilities	September 1, 2005	
		Reduce on-campus parking demand, allowing for the conversion of parking to green space, through "transportation demand management" initiatives	Process Ongoing	
(vi) Successfully implement the comprehensive campaign.	Fogel, Gustafson, Bramley	Successful launch of the New York regional campaign	September 21, 2005	
		Successfully conclude New York area campaign by raising \$20M in new commitments booked 1/1/05 thru 6/30/06	June 30, 2006	
		Add \$32 million in new commitments booked for the Campaign for the University of Vermont, bringing the Campaign commitments to \$230M - 92% of goal, emphasis on current cash gifts	June 30, 2006	

Matrix for Advancing UVM for FY '05

VI. Strengthen financial resources

Action Steps	Champions	Milestones	Target Dates	Outcomes
(vii) Begin to shift development costs from general fund to self-funding mechanisms.	Gower, Gustafson*, 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	March 1, 2006	
(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, Farrell, Deans, Faculty	Complete negotiation process for the Intellectual Property Rights Policy	December 1, 2005	
		Establish innovation award to support entrepreneurial faculty	May 1, 2006	
		Support development of new start-up companies through Vermont Center for Emerging Technologies	Process Ongoing	
		Create an entrepreneurial environment which would expand the number of disclosures, patents and licenses	Process Ongoing	
		Continue active conversations across campus to encourage thinking regarding technology transfer	Process Ongoing	
		Expand ties with private sector for research, graduate education, and technology transfer opportunities	Process Ongoing	
(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, 2005	
		Obtain Board approval of requests for increased base state appropriation, appropriate supplemental requests, and state capital requests	November 18, 2005	
		Obtain increased state capital financing for facilities and joint state/University projects	June 1, 2006	
		Achieve maximum federal funding from FY 2006 federal priorities	January 5, 2006	

Matrix for Advancing UVM for FY '05

VI. Strengthen financial resources

Action Steps	Champions	Milestones	Target Dates	Outcomes
(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	Assemble federal Legislative requests and comments from Deans and implement FY 2007 federal funding prioritization and submission	December 2005 and ongoing	
		Prepare and submit state and federal legislative requests, testimony on University issues	January 2006 and ongoing	
(x) Develop budget and resource allocation models that are strategic and reward progress towards established goals and priorities.	Bramley, Gower, Nestor, DePaul, Stevens, Winfield*	Design alternative budget modeling options built into the chart of account design (within Project Catalyst) to be part of the options within both Hyperion Financial Management and Hyperion Strategic Finance	September 1, 2006	
		Develop mechanisms for implementing and documenting differential resource allocation based upon performance and support of institutional priorities	September 1, 2006	
		Revise and monitor Residential Life's physical master plan and financial model in order to increase reserves for future needs	May 1, 2006	
		Continue to revise and monitor Davis Center's proforma and physical design	December 1, 2005	

Matrix for Advancing UVM for FY '06

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*, Bazluke, Saule*	Develop center(s) of excellence strategy to leverage targets of opportunity and academic programs	May 1, 2006	
		Implement Vermont Advanced Computing Center including identifying facilities, increasing supercomputing capacity, and recruitment of a director	March 1, 2006	
		Establish policies to ensure the ethical and responsible conduct of research	May 1, 2006	
		Develop policies and procedures for compliance with new federal regulations including export control	Process Ongoing	
		Support strategic planning for research facilities expansion/renovation	December 1, 2005	
(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, 2006	
		Recruit for executive director for research and graduate outreach	December 1, 2005	
(iii) Create a collaborative environment that supports and rewards faculty achievement in teaching, research/scholarship, and service.	Bramley, Carr, Tarule*, Gower, Deans, Chairs	Establish faculty awards program recognizing accomplishments in teaching, research/scholarship, and service	January 1, 2006	
		Promote and encourage "raising of the bar" on faculty scholarship and creative activity with emphasis on initial hires and on tenure decisions	Process Ongoing	

Matrix for Advancing UVM for FY '06

VII. Strengthen research, scholarship and the creative arts

Action Steps	Champions	Milestones	Target Dates	Outcomes
(iii) Create a collaborative environment that supports and rewards faculty achievement in teaching, research/scholarship, and service.	Bramley, Carr, Tarule*, Gower, Deans, Chairs	Develop financial benchmarks for research funding across disciplines	March 1, 2006	
		Create web research portal for potential industry partners and investors to quarry research expertise	March 1, 2006	
(iv) Identify and implement steps to support the development of cross-disciplinary and interdisciplinary research and scholarship.	Bramley, Carr*, Parke, Tarule, Deans, Faculty Senate	Implement programs and resources to expand graduate programs (e.g. material sciences, computer sciences, neurosciences)	January 1, 2005	
		Implement model for leveraging resources and securing extramural funds for targeted research clusters (e.g. sensors)	December 1, 2005	
(v) Make appropriate and focused investments in the infrastructure and technology supporting our research mission.	Bramley, Gower, Carr, CIO*	Assess network infrastructure in support of research, particularly to optimize Internet2 (high bandwidth) use	November 1, 2005	
(vi) Create internal incentives to increase substantially the external funds supporting graduate education.	Fogel, Bramley, Carr*, Gustafson	Review/revise policies and procedures to encourage external support of graduate students	Process Ongoing	
(vii) Increase the competitiveness of graduate student support.	Bramley, Carr*, Deans	Continue implementation of revised stipend allocations based upon competitive fields of study	May 1, 2006	

Matrix for Advancing UVM for FY '06				
VII. Strengthen research, scholarship and the creative arts				
Action Steps	Champions	Milestones	Target Dates	Outcomes
(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*, Tarule			
(ix) Expand services and programs to graduate students.	Carr*, Dummit, Farrell	Offer English as a Second Language program for graduate students	September 1, 2005	
		Initiate graduate career development programs	March 1, 2006	
		Develop and deliver education programs in responsible conduct of research	April 1, 2006	
		Expand orientation program for graduate students	September 1, 2005	
(x) In support of the creative arts, continue to explore facilities enhancements for the Fleming Museum, Williams Hall, and the Dudley Davis Theater at the Davis Center.	Fogel, Bramley, Gower, Gustafson, Winfield, Deans	Facility planning and fundraising planning	Process Ongoing	
(xi) Develop strategic plan and implementation strategy for the National University Transportation Center.	Bramley, Carr, Meyer*	Receive national designation August 2005, submission of plan to the US Department of Transportation November 2006 with approval to implement 2006	February 1, 2006	

Matrix for Advancing UVM for FY '06

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	
		Establish a national voice on major higher education issues	Ongoing	
		Host national meetings in disciplines	Ongoing	
		Develop media visit program with goals of exposing faculty and students to national reporters/editors and exposing reporters/editors to UVM	February 1, 2006	
		President to visit a series of reporters, editors at national media outlets and higher education trade journals	New York Media - September 2005 Washington DC Media - January 2006	
		Develop a series of Op-Ed pieces to be placed in national media on key higher education issues	Occasional	
		Strategic visits throughout Vermont to civic, political, and community leaders	Summer and Fall 2005	
		Meet with Vermont editorial outlets	Ongoing	
		Develop regular communication with state legislature and executive branch	December 2005 and ongoing	
(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	
		Hold regular breakfast meetings with Board of Trustee members	Ongoing	

Matrix for Advancing UVM for FY '06

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

Action Steps	Champions	Milestones	Target Dates	Outcomes
(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, Tarule, Faculty Senate Leadership	Continue development of strategic planning website with routine updates/postings of unit/department plans	Ongoing	
		Seek new ways to support chairs as leaders and in turn, supporters of faculty		
		Routinely distribute performance matrices	Ongoing	
(iv) Improve communication with alumni through print and electronic media (web-based programs, email, etc..) as well as through direct personal contact.	Gustafson, Corredera	Produce and deliver 30 distinct electronic communications to parents.	June 30, 2006	
		FY05 Leadership gift report produced in calendar format and mailed to leadership donors.	December 31, 2005	
		FY05 Gift report posted on the web	October 1, 2005	
		Campaign website updates - dollar total monthly, donor profiles and features quarterly	Ongoing	
		Shift school/college publications from campaign-only to broader use -- Business, Engineering.	June 30, 2006	
		Register 12,000 alumni, parents and friends for UVM events on and off campus - maintaining record level of FY05	June 1, 2006	
	Complete 2,000 visits with volunteers and prospects and coordinate 3,000 volunteer solicitations.	June 30, 2006		
	Gustafson*, Corredera	Make 100,000 contacts through Chatty Cats -- an increase of 31%	May 31, 2006	
		Carry out 180 direct stewardship calls as part of Donor Centered Fundraising test	June 30, 2006	
Continue coverage of Campaign and Development and Alumni activities in the VQ & VM		Quarterly		

Matrix for Advancing UVM for FY '06				
VIII. Effectively communicate and promote institutional priorities with internal and external stakeholders including the State of Vermont.				
Action Steps	Champions	Milestones	Target Dates	Outcomes
(v) Develop strategies to improve recognition of the University for its research, scholarship, and creative activity.	Gustafson*, Corredera, Carr			
(vi) Develop an integrated strategy to communicate the University's position both internally and externally, including faculty, staff, the off-campus community, newspaper editorial boards statewide and beyond.	Gustafson*, Corredera	Enhance use of plasma screen in Waterman with RSS-Fed news and events from University Communications - explore expanding use of plasma screen TV's across campus	December 1, 2005	
		Feed versions of RSS-fed news and events contents to "at rest" screens of all public computers at UVM	December 1, 2005	