ACADEMIC SUCCESS GOALS
for the University of Vermont
Office of the Provost ~ Established May 6, 2020; Updated DATE, 2023

The Academic Success Goals are intended to support President Garimella's strategic areas of impact,[1] and reflect priorities in Teaching and Learning, Knowledge Creation, and Engagement. They were developed during the spring 2020 semester and were updated in fall 2023. They are the result of ideas, suggestions, and feedback from the members of the Academic Leadership Council, the faculty and staff in their respective units, the Faculty Senate, the Academic Planning Committee, and academic and student success leaders across campus. Progress against these goals will be measured by the Office of Institutional Research and Assessment. The Academic Success Goals should guide the work of all members of our community – faculty, staff, and students – who participate in, support, and contribute to our academic mission.

Priority 1: TEACHING & LEARNING

Changes:
- *Shifted Catamount Core focus from development to assessment*
- *Increased emphases on assessment, coordination, academic engagement, and integrative learning*
- *Revised outdated language/terms; revised language/provided examples to increase clarity*
- *Broadened many goals to apply to "students at all educational levels" rather than just undergraduates*
- *Added a separate goal for graduate education*
- *Added implementation of the Catamount Experience/Catamount Global/Catamount Venture in response to the Art and Science Group recommendations*

Academic Success Goal 1.1: Develop a unified and impactful framework for undergraduate education
- A. Continue implementation and launch assessment of Catamount Core
- B. Encourage and assess student participation in high impact practices that enhance curricular priorities, support integrative learning, and encourage career exploration and skill building (i.e., research opportunities, writing intensive courses, experiential learning, learning communities, problem-based learning)
- C. Implement the Catamount Experience, including Catamount Global and Catamount Venture
- D. Promote a culture of academic engagement and integrative learning

Academic Success Goal 1.2: Develop graduate programs with rigorous curricula, excellent experiential opportunities, and that enhance research and scholarship and prepare students for diverse careers
- A. Continue the development of contemporary, competitive graduate-level curricula

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[1] See the President's April 14, 2020 *Amplifying our Impact* document.

B. Increase enrollment of research graduate students and funding mechanisms in keeping with very high research activity universities (e.g., training grants, fellowships)
C. Develop a suite of professional certificates and master's programs, especially online, to meet workforce needs, increase access, and generate revenue in support of the broader graduate endeavor
D. Improve professional development opportunities to prepare all graduate students for diverse career trajectories
E. Expand faculty involvement in graduate education through new inter-disciplinary and non-STEM doctoral programs and the institutional infrastructure to support them, including data infrastructure

Academic Success Goal 1.3: Improve retention, progression, and graduation rates at all educational levels
A. Implement strategies to support success in foundational academic experiences, community building, and opportunities for integrative learning
B. Ensure that all students have access to quality academic and student life support services including academic success and wellness, including mental health
C. Build a high-quality, effective, and accessible system of academic advising that empowers and enables both advisors and advisees at all educational levels
D. Reduce identified achievement and degree completion gaps

Academic Success Goal 1.4: Support post-graduation success for students at all educational levels
A. Develop a comprehensive career advising system that empowers academic and career advisors and advisees at all educational levels to access and utilize supports
B. Build capacity for effective connections between the Career Center, Alumni Relations, and PACE leading to positive career outcomes and sustained opportunities for upskilling or reskilling
C. Increase external student recognition at all educational levels via major awards and/or prestigious assistantships/fellowships/internships
D. Decrease student indebtedness

Academic Success Goal 1.5: Increase faculty and staff participation in impactful professional development
A. Increase and coordinate faculty and academic administrator participation in comprehensive faculty development and mentoring programming and assess the effectiveness of these initiatives
B. Through coordination between units and the Office of the Vice Provost for Diversity, Equity, and Inclusion, develop and offer key faculty and staff development to promote inclusive excellence
C. Collaborate with the Chief Human Resources Officer and academic and student success leaders to ensure staff participation in strategic professional development opportunities that support institutional goals

Academic Success Goal 1.6: Increase the diversity of perspectives, experiences, and thought
A. Ensure an inclusive learning environment developed and implemented by faculty and staff
B. Implement strategies and assess outcomes outlined in units' Inclusive Excellence Action Plans and the university-wide Comprehensive Diversity, Equity, and Inclusion Plan

C. Identify and implement a strategy for recruiting and retaining diverse faculty and professional staff
D. Identify and implement strategies to diversify the student body at all educational levels
E. Establish an enrollment and educational engagement strategy for increasing international student enrollment and retention at all educational levels

Priority 2: KNOWLEDGE CREATION

Changes:
- *Removed some points lacking a clear quantifiable metric*
- *Added actions that would allow faculty to increase their scholarship, improve recruitment and retention of successful researchers, and grow areas of strength*
- *Removed specific strategies in favor of broader categories of activities that could be accomplished through a number of approaches*
- *Increased emphasis on improving all dimensions of research infrastructure and capacity*
- *Added "creative arts" throughout to make clear its inclusion in this section*
- *Added a new item 2.2.C that requires thoughtful discussion*

Academic Success Goal 2.1: Raise the University's research, scholarship, and creative arts profile

A. Develop strategies for implementing workload policies that enhance research productivity and scholarly and creative arts excellence
B. Identify and grow areas of research, scholarship, and creative arts strength through strategic hiring
C. Provide coordinated mentorship and support for junior and mid-career faculty research, scholarship, and creative activity
D. Support increased engagement of undergraduate and graduate students in the research enterprise in all disciplines
E. Increase the number of post-doctoral positions and fellowships
F. Invest in improving and cultivating staff talent, research facilities and space, infrastructure and administrative capacity to facilitate faculty research, scholarly, and creative activities and support the research mission
G. Create a systematic review process to increase faculty's external recognition and impact

Academic Success Goal 2.2: Increase interdisciplinary research in areas of distinctive strengths[2]

A. Create opportunities for increased faculty interaction and collaboration across disciplinary and unit boundaries
B. Provide sustained funding for interdisciplinary research collaborations including institutes and centers
C. Incentivize, evaluate, and reward interdisciplinary and collaborative research, scholarship, and creative activity *(NOTE: This is a new addition to the ASGs that may require substantial department- and college-level action and policy change)*

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[2] See the President's April 14, 2020 *Amplifying our Impact* document.

Academic Success Goal 2.3: Enhance success in external funding
- A. Increase faculty fellowship opportunities for developing large-scale grant proposals and/or proposals in high priority areas
- B. Further the expansion of a centralized external-funding infrastructure that draws on faculty effort for academic proposal content and professional staff effort for administrative proposal content
- C. Expand infrastructure that leads to more substantial corporate relations and an increase in corporate and foundation funding proposal success

Priority 3: ENGAGEMENT

Changes:
- *Emphasized ways research intersects with engagement*
- *Increased emphasis on serving Vermont as part of the land grant mission*
- *Added "creative arts" throughout to make clear its inclusion in this section*
- *Increased emphasis on support for engagement activities*
- *Eliminated Carnegie Classification for Community Engagement in 3.3 in favor of directing effort to community engagement itself as better preparation for students*
- *Added more specificity to 3.3 by including intergroup dialogue*

Academic Success Goal 3.1: Use an evidenced-based engagement approach to addressing contemporary challenges with an emphasis on service to and partnership with rural and other underserved communities
- A. Promote funding opportunities and increase logistical support for community engagement projects
- B. Encourage and facilitate translation of faculty research, scholarly, and creative innovations
- C. Develop centralized programs to coordinate research/scholarly/creative arts activities with broad impact
- D. Expand culturally responsive participatory action projects and research with the community and measure the outcomes

Academic Success Goal 3.2: Serve as a driver of community and economic development for the state of Vermont
- A. Establish regular, substantive interactions with community partners
- B. Increase faculty research, scholarly, and creative partnerships with non-academic entities in Vermont
- C. Increase direct engagement activities with the public on campus and in local communities to make connections and build awareness of university offerings
- D. Increase non-credit offerings and enrollment
- E. Increase graduate and professional for-credit distance and hybrid offerings
- F. Expand internship programs that connect students with prospective employers and other organizations in Vermont

Academic Success Goal 3.3: Prepare students to be engaged citizens
- A. Provide and support community-engaged experiential learning activities for students at all levels that address community priorities and challenges
- B. Establish goals and pathways for global learning opportunities at all educational levels

C. Develop learning opportunities and assess outcomes in intergroup dialogue at all educational levels, and including faculty and staff, that improve civil discourse and civic engagement