

UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

STRATEGIC PLAN

Objectives and Action Steps

for 2003-2008

Introduction

The University of Vermont is a distinguished institution with a proud history, based on a strong intellectual community and a concern for the quality of life in the communities that it serves. UVM combines the intellectual resources and breadth of opportunity of a research university with the close student-teacher interactions typical of a liberal education, and supports its mission through the effective use of technology.

Our aspirations reflect our values, which include:

- A commitment to rigorous intellectual inquiry and critical thinking;
- An abiding concern for the environment, health, and liberal education;
- A strong commitment to diversity in the student body, the faculty and staff, and the curriculum;
- A willingness to address difficult societal issues with honesty, civility, and practicality. We are a community that values respect, integrity, innovation, openness, justice, and responsibility and promotes the intellectual capacity to engage in ethical decision making; and
- An appreciation of our commitment to the State of Vermont and our land-grant heritage.

VISION: *To be the nation's premier small public research university, preeminent in liberal education and the study of the environment and health, and dedicated to providing students with extraordinary opportunities for learning and personal development and to enhancing the cultural, social, and economic life of Vermont, the nation and the world.*

MISSION: *To prepare students to lead productive, responsible, creative lives and to create, interpret and share knowledge, applying it for the benefit of Vermont and society as a whole.*

Through our efforts the University of Vermont will have a superior national reputation:

- As a university combining outstanding teaching with the research focus, faculty excellence, programmatic range and depth, and societal mission of a research university;
- As a vibrant, diverse, and intellectually engaged community on a human scale;
- As a place that emphasizes academic excellence and provides an exceptional student-centered experience extending beyond the classroom; and
- As a leader in liberal education and in the study of the environment and of health.

Strategic Goals

To fulfill the university mission and vision we will focus on seven goals, which in their totality will enrich the university, its intellectual climate, and curricula:

- **Create a diverse community**
- **Create an outstanding student experience that promotes personal and intellectual development**
- **Focus the human, fiscal, environmental, technological and physical resources of the University on institutional values and priorities**
- **Recruit and retain excellent students, faculty and staff**
- **Strengthen and focus academic programs, emphasizing liberal education, health and the environment**
- **Strengthen financial resources**
- **Strengthen research, scholarship and the creative arts**

Action Steps

◆ Create a diverse community

- Develop and implement plans throughout the institution to recruit and retain faculty, staff and students from under-represented groups.
- Strengthen international and multicultural curricular opportunities.
- Ensure that institutional policies and expectations are consistent with and promote the climate and community enshrined in "Our Common Ground".
- Develop institutional practices and policies that foster a culture of inclusion, openness, and collaboration among administrators, faculty, staff, and students.

◆ Create an outstanding student experience that promotes personal and intellectual development

- Increase residential life housing capacity, renovate existing facilities, enhance physical attractiveness, and create living/learning communities.
- Assess the quality of the traditional and non-traditional student experience and take appropriate action assuring accountability of faculty, staff, and students.
- Foster positive changes in student culture and behavioral norms.
- Provide undergraduate students with opportunities for rigorous and challenging experiential learning including research, volunteerism, and service-learning from the outset of their academic programs.

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

- Develop mechanisms for implementing and documenting differential resource allocations based upon support of institutional priorities and performance.
- Create and implement comprehensive master plans for facilities and technology.
- Develop and implement a plan for appropriate institutional growth related to student population and the corresponding alignment of faculty and staff.

◆ Recruit and retain excellent students, faculty and staff.

- Assure faculty accountability for creating an academically rigorous environment.
- Reward excellent performance, enhance competitiveness of compensation for faculty and staff, and improve the quality of the professional environment.
- Increase the quality and improve the yield of admitted students through effective enrollment management.
- Substantially expand merit and need-based financial aid endowments and gifts for the undergraduate and graduate population.

- Design and develop first-rate academic advising programs.
- Improve career and academic planning services and programs and connect these services more effectively to academic units and programs.
- ◆ **Strengthen and focus academic programs, emphasizing liberal education, health and the environment**
 - Implement a university-wide honors college emphasizing cross-disciplinary and interdisciplinary linkages.
 - Through faculty processes, create greater cohesion of the undergraduate curriculum.
 - Strengthen the Academic Program Review process, emphasizing action-oriented outcomes including consolidation/elimination of programs as appropriate.
 - Continue to improve the academic qualifications of the student body.
- ◆ **Strengthen financial resources**
 - Expand fiscal resources consistent with the university mission.
 - Perform rigorous and ongoing comparisons of our academic, financial, and operational performance against a carefully selected and consistent set of peer and aspirant institutions.
 - Re-engineer administrative and bureaucratic policies and processes to eliminate waste and duplication.
 - Develop budget and resource allocation models that are strategic and reward progress towards established goals and priorities.
 - Successfully implement the comprehensive campaign.
- ◆ **Strengthen research, scholarship and the creative arts**
 - Create a collaborative environment that supports and rewards faculty achievement in teaching, research/scholarship, and service.
 - Identify and implement steps to support the development of cross-disciplinary and interdisciplinary research and scholarship.
 - Make appropriate and focused investments in the infrastructure and technology supporting our research mission.
 - Expand graduate student enrollments emphasizing Ph.D. programs, interdisciplinary study, and the priority themes of the strategic plan.
 - Create internal incentives to increase substantially the external funds supporting graduate education.
 - Increase the competitiveness of graduate student support.

- Recognize and respect the development of scholarship and curriculum within all disciplines that broadens knowledge about the diversity of the human experience.

Implementation of University Planning Goals and Objectives

The President charged the University Planning Council (UPC) under the leadership of the Provost with developing and implementing a university strategic plan. The responsibilities of the Board of Trustees, President, Provost, UPC and other administrators are described below.

The Board of Trustees is responsible for:

- reviewing the strategic plan and for monitoring progress towards its goals and objectives

The President is responsible for:

- ensuring that the University strategic plan and its goals and objectives are implemented in an efficient and timely manner and with keeping the Board of Trustees well-informed about the progress being made in this regard.

The Provost is responsible for:

- reinforcing a climate of accountability for the pursuit of the plans and achievement of priorities and goals
- ensuring that resources are allocated to institutional strategic priorities
- communicating regularly with the campus community concerning the progress of the university towards achieving the goals contained in the strategic plan

The UPC is responsible for:

- establishing institutional metrics to measure progress towards the goals and objectives of the strategic plan
- designing and overseeing the annual processes by which every academic, administrative and support unit develops and updates its own plan incorporating goals and objectives and performance metrics

The Vice Presidents, Deans, Chairs, Directors, etc. are responsible for:

- ensuring that unit plans are developed, implemented and updated consistent with the University Strategic Plan

The expectation is that the strategic plan will influence and shape decisions at all levels of the University and that every member of the University community plays an integral role in the successful completion of the strategic plan and the accomplishment of the goals.

The President, in consultation with the Senior Vice President and Provost, is the University official responsible for the interpretation and administration of the strategic plan.

Source: This revised plan is derived from the University Strategic Action Plan approved by the Board of Trustees on October 14, 2000, updated by progress towards the tactical imperatives identified for FY2001, 2002, and 2003 and informed by Presidential, Board of Trustees' and institutional priorities.

Editor's Note:

Matrices of institutional goals and objectives relative to the strategic plan are available at <http://www.uvm.edu/~president/?Page=advancing.html>, under the following heading:

[Matrix '04](#) | [Matrix '05](#) | [Matrix '06](#)

The President's Matrix is an outline of key institutional goals and objectives, including assignments of responsibility and time-bound performance indicators. Used as a planning and management tool throughout the year, the version posted here includes reports of progress-to-date on each objective.