May 5, 2015

To: Tom Sullivan, President  
    Deb McAneny, Board of Trustees Chair  
    David Rosowsky, Provost and Senior Vice President  
    Gary Derr, Vice President for Executive Operations  
    Richard Cate, Vice President for Finance & Treasurer  
    Wanda Heading-Grant, Vice President for Human Resources, Diversity & Multicultural Affairs  
    Thomas Gustafson, Vice President for University Relations and Administration

From: Renee Berteau, Staff Council President  
      Johanna Brabham, Staff Council Vice President

Re: Annual Update from Staff Council

Staff Council is a governance body at the University of Vermont which serves in an advisory capacity to the University President. Our mission is to serve as an advocate for staff by seeking out and responding to their ideas and concerns, representing them to the University administration, and keeping staff informed of University initiatives. Staff Council works to create a cohesive community, have a positive impact on staff culture, and promote the betterment of all.

In the last several years, Staff Council has seen its role grow and mature within the University and we look forward to opportunities to lead and serve as partners in collaborative efforts to address the needs and concerns of staff, but also the challenges and opportunities of UVM. As an organization we are committed to being a part of solutions that strengthen our institution and achieve our strategic goals.

In our ongoing effort to better communicate with the Administration, the Board of Trustees, and the wider University of Vermont community, Staff Council provides you with its fourth Annual Update. This document provides important information about our organization and the needs of staff at UVM. This year, we have again expressed our thoughts under four main headings: words of appreciation, Staff Council accomplishments, areas of concern, and thoughts moving forward.
INTRODUCTION

In an effort to better communicate with the Administration, the Board of Trustees, and the wider University of Vermont community, Staff Council established this Annual Update in 2012 to highlight significant accomplishments of the past academic year, speak to a number of ongoing efforts, and address areas of concern to staff. We wish to continue this tradition as we reflect upon current opportunities and challenges and will express our thoughts under four main headings: words of appreciation, Staff Council accomplishments, areas of concern, and thoughts moving forward.

WORDS OF APPRECIATION

Staff Council remains integral in the University’s shared governance process. We wish to thank all staff for their contribution to UVM, but especially acknowledge the dedication of all members of our organization who volunteer their time to give staff voice at the institution by serving as an elected Representative, as a member of a Standing Committee, or Appointed Representative to a Board, Committee or Workgroup. We have participated in committees for ongoing initiatives (e.g., Incentive-based Budgeting and Tobacco Free UVM) where the staff perspective is welcomed and has influence, and we have regular access to key University leaders who seek out opportunities to collaborate and respond to the questions, concerns, and ideas of our organization. In this section we outline our words of appreciation for ongoing work and particular efforts taken by senior leaders or institutional groups to lead change or initiatives.

Flexibility in Salary Increases, Merit and Performance Appraisals

The recent announcement regarding flexibility when setting salary increases for Non-Represented Staff is a positive development which puts UVM on a strong foundation moving forward to address issues of salary equity and market compression as well as merit among staff.

We also are pleased that this initiative emphasizes the importance of regular performance appraisals and requires accountability for managers to justify their increases and supports good supervisory practices. As you know, consistent and regular performance appraisals have been an area of focus and advocacy for Staff Council for some time and was the subject of our Supervisory Training and Staff Performance Appraisal Recommendation in June 2013.

We believe that this initiative sets the groundwork for achieving the goal of performance appraisals for all staff and supports the strategic goals of Instilling an Institutional Commitment to Efficiency and Effectiveness as well as Promoting Academic Excellence and Cultivating Talent.

University Recognition of Staff and Community Building

We appreciate the continuation of the President’s Our Common Ground Staff Award to recognize six staff who exemplify the qualities of the University of Vermont’s Our Common Ground, the statement of aspirations and shared values for the UVM Community. We are also grateful for the continuation of Staff Appreciation Week with the expansion of efforts that recognize staff for their contributions to the University. We look forward to more opportunities where staff can be acknowledged, recognized and celebrated in meaningful ways at all levels of the institution for their contributions to the mission and purpose of the institution. We also thank President Sullivan and other leaders for their continued effort to build community and dialogue between all members of the UVM community through such events like the
annual holiday party to discussions like the Reflection in December after the announcements of grand jury proceedings in Ferguson, Missouri and Staten Island, New York which was followed up with Giving Voice to the Pain: Black Lives Matter during Martin Luther King Jr. week celebrations.

**University Communications and Internal Ideas and Suggestions**
We recognize that work continues on improving internal communication at UVM and look forward to the future development of other communication initiatives that will provide the UVM community with information at the Unit/Division/College level in a more consistent and transparent manner. We are also encouraged by the President’s initiative to establish a more formal electronic Ideas and Suggestions box for all members of the UVM community to bring forth ideas and suggestions that are forward looking and could potentially strengthen our institution through enhanced efficiencies and/or different ways of doing business.

**Onboarding and Professional Development**
We are grateful for the work that is progressing within Human Resources, Diversity and Multicultural Affairs (HRDMA) on a new Onboarding process and reimagined and expanded professional development opportunities connected to career growth and progression. We look forward to the impact these efforts will have on understanding and promoting a culture connected to the tenets of Our Common Ground, UVM’s strategic goals, and ongoing personal and professional development for staff in a wide range of roles at the University.

**Administrative Unit Review Process**
We are pleased by the establishment of the Administrative Unit Review (AUR) process to provide constructive feedback that leads to improvement in a unit’s performance by assessing quality, efficiency, and effectiveness and encourage the unit’s development in strategic directions that reflect the University’s priorities. We hope that the AUR process provides another tool for addressing the concerns of staff across the University by examining the body of work being done, the responsibilities of staff, and the quality of supervision and support these individuals receive.

**Staff Pay Equity Study**
We look forward to the results of the Staff Pay Equity Study that focuses on gender, minority status, education level and years of service that is currently being completed by Dr. Murray Clayton who conducted a similar study regarding Faculty Pay Equity last year. We hope that the information gathered will not only assist UVM in addressing any issues around staff pay equity in the areas of gender and minority status, but also begin discussions around related staff concerns such as position descriptions accurately reflecting an employee’s body of work and pay imbalances like market compression.

**UVM Tobacco Free Initiative**
We are encouraged by the initiative to promote a healthy University community through the transition to become a Tobacco Free institution. President Sullivan’s recent communication indicating that UVM will become Tobacco Free on August 1, 2015 is a positive development in bringing this initiative to fruition and further support a healthy University community. While we know that this cultural shift will not occur overnight, we remain concerned about appropriate support and outreach throughout the institution to both those who do and do not use tobacco products. We hope that more communication and outreach will occur between now and August 1, 2015 that will address support for community members who use tobacco products, steps to approach staff, faculty, students and others who continue to use tobacco products on University property, guidance for supervisors working with employees who take breaks to use tobacco products, and a protocol to enforce the policy establishing a tobacco free institution.
STAFF COUNCIL ACCOMPLISHMENTS

Staff Council Outreach Effort: Focus Groups and Brainstorm Session
In an effort to better understand the needs and concerns of staff at the University of Vermont, Staff Council organized four focus groups in March 2015 with staff who were randomly selected to participate through the assistance of the Office of Institutional Research. These focus groups provided opportunities for staff to share their experiences and touch on the major issues that impact them at UVM. Over 40 individuals participated in the focus groups and the data collected was synthesized into themes. An Outreach Brainstorm Session was organized for April 2015 which was open to all staff. This session was designed for staff to reflect on the themes and brainstorm ideas to address the issues raised by staff. The ideas generated in the Outreach Brainstorm Session along with the feedback from the focus groups have been collected and presented in a report that is being discussed with University leaders. An update of the progress of this effort will be given to the Board of Trustees on May 15, 2015. Our goal is for Staff Council to take the lead in examining the issues and ideas in more depth while collaborating with leaders at the University to find creative and reasonable solutions to have a positive impact on staff experience at UVM.

Staff Contributions to Student Success and Building an Inclusive University Community: Creating Awareness and Partnerships
In an effort to increase staff awareness regarding their connection to the larger University mission, the Staff Council worked to bring attention to two overarching themes in addition to our ongoing advocacy work. These themes are ‘To help UVM staff better understand how they contribute to student success through their professional University roles and as individuals’ and ‘To build a more inclusive University community through personal and professional development for UVM staff around issues of social justice, diversity and inclusion.’ During our annual retreat held in October, we spent time as a group identifying how our individual roles are inherently related to student success and also began a discussion about our identities and how others may treat us for holding those identities within the workplace and in society. We also reached out to Career Services to understand how staff can better support students and further communicate information to students about services and opportunities. Throughout the year we have returned to this work as a reminder to how we are part of one University.

Performance Appraisal Process for Staff
Our Personal and Professional Development and Occupational Environment Committee has spent the majority of the 2014-2015 academic year looking into best practices of other higher education institutions around performance appraisals as well as learning what some in the local business community have done in their organizations. This work has informed the committee on the challenges and opportunities that come with instituting a performance appraisal process within a larger organization. The committee is near the completion of creating a brief report/letter to the leaders of Human Resources, Diversity and Multicultural Affairs asking to collaborate with them on reviewing and improving the performance appraisal process for staff at UVM in the future. With the recent announcement regarding flexibility when setting annual staff salary increases, we believe we are well poised to assist with addressing the need for greater understanding and training around performance appraisals at UVM with our key University partners.
Staff Council Condolence/Recognition Procedure for Current or Retired University of Vermont Staff Members

In recent years the University has shared announcements to the UVM community about the passing of a colleague, but decisions on how and where an announcement is made often depend on the wishes of the individual who passed away or their next of kin. Moving forward, Staff Council will honor the contributions of those current and retired staff member who pass away and recognize the loss by sending letter of condolence to family and department/unit supervisors and staff when appropriate, creating a resolution to be read at a Staff Council meeting followed by a moment of silence, and an annual In Memoriam to be published with Staffline.

Staff Council Events

Another of Staff Council’s continuing efforts has been to find ways to build community among staff at the University of Vermont. To this end, our organization has worked to provide opportunities for staff to interact in social settings beyond the regular work environment.

- Our largest event, the Staff Council Holiday Bazaar and Food Drive, saw over 1,100 staff, faculty, and students in attendance and 419lbs of food donated to the Chittenden Emergency Food Shelf
- In December we also supported a UVM staff night at one men’s hockey game and one men’s basketball game after students had left for the semester with almost 350 discounted tickets sold.
- In November we partnered with Vermont Farm Tours to hold an inaugural local vineyard tour with over 30 participants.
- Our Fourth Annual UVM Staff Art Exhibit showcased over 25 staff artists from across the University as part of Staff Appreciation Week, with over 100 staff members attending the opening reception. An added feature to Staff Appreciation Week were campus tours led by Advocats with over 30 staff participating.
- Our third annual UVM Staff Night at the Vermont Lake Monster’s baseball game had over 50 people attend with their friends and family.
- In August we had over 40 UVM employees participate in the Tenth Annual Staff Council Golf Outing.
- We hosted our President’s Day Bus Trip to the Montreal Casino with over 35 participants.
- In addition we have provided discounts on Champlain Valley Fair Tickets, along with Season Passes and Day Vouchers to Ski Resorts, Great Escape and Splashwater Kingdom.
- We are also supporting a UVM presence for the second year in a row at the Vermont Corporate Cup Challenge Walk/Run on May 14, 2015. In 2014 nearly 50 individuals participated.

I ♥ UVM Staff

During Staff Appreciation Week Staff Council led the “I ♥ UVM Staff” campaign which was an effort to show appreciation for staff across UVM. Throughout the week staff, faculty, and students had opportunities to show their support for UVM staff by posting pictures and phrases on social media, by hanging posters in their area that read “I ♥ UVM Staff,” saying thank you to colleagues, and signing a banner showing the love for staff. Over 1,000 “I ♥ UVM Staff” stickers were given out throughout the week, posters were well represented across campus, and had over 300 posts were tracked with #iheartuvmstaff. Photos from the campaign can be found at http://www.uvm.edu/~stffcncl/?Page=iheartuvmstaff.html.
Educational Outreach Campaign on Vermont Labor Relations Board Election

For the second time in three years, Staff Council took an active role to inform all staff at the University about a Vermont Labor Relations Board (VLRB) election that would determine whether some staff at UVM would be represented by a union. This outreach took the form of two print mailings, flyer posting, and email outreach to remind and encourage staff in the Administrative Support or Clerical, Technical, and Specialized job families to get out and vote.

Statement of Collaboration with Human Resources, Diversity and Multicultural Affairs

In order to better identify our collaborative partnership, Staff Council and Human Resources, Diversity and Multicultural Affairs have developed a statement of collaboration to outline our working relationship as we address a number of concerns important to staff at UVM. The statement was approved by the Staff Council on May 5, 2015 and will be used as a model for articulating working relationships with other University entities in the future.

Model of Excellence in the field of Higher Education

The University of Vermont’s Staff Council is a unique entity in the field of Higher Education. While other institutions have similar organizations, the model at UVM is special because it incorporates a larger more representative body of staff and includes support staff. This year, our organization has assisted the Hawai‘i Pacific University and Rutgers University - Newark with work to form similar organizations at their institution which were recommended through reaccreditation processes. This says a great deal about the model we have in place, the importance of staff voice within the larger field of higher education, and how UVM is leading the way in encouraging and including the staff voice within its decision making processes.

Continued Partnerships with University Leaders

Staff Council prides itself on building and maintaining strong working relationships with University leaders and others so that we can better advocate for the concerns of staff. Our approach continues to be grounded in respect and professionalism, even when as a group, our organization, may disagree. Through our commitment to work together with the Administration and others to find solutions that benefit our entire community, Staff Council has been fully involved in efforts to address the challenges and opportunities facing the University of Vermont and is playing an integral role in ongoing initiatives (e.g., Incentive-based Budgeting, Tobacco Free UVM, Student Wellness, Career Center 4-Year Plan). Staff Council and staff are more often involved in projects from the very beginning and the knowledge and understanding we can provide has been welcomed and respected.

This year, Staff Council has had many opportunities to speak with leaders and constituents from across the University. From one-on-one meetings to regular Staff Council meetings, UVM leaders are seeking out Staff Council and the perspective of staff. Guests at recent meetings included the following: President, Provost, VP for Finance, VP for Human Resources, Diversity and Multicultural Affairs, Executive Director for Human Resource Operations and Affirmative Action, Executive Director, Benefit and Employee Operations, Senior Executive Director, Engagement and Professional Development, Advising and Recruitment Manager, Senior Advisor and Chief of Staff, Office of the Vice President, Division of Human Resources, Diversity and Multicultural Affairs, Labor and Employee Relations Manager, Vice Provost for Student Affairs, Assistant Dean, Assessment, Student Learning & Technology, Director of the Center for Health and Wellbeing, Director of ACCESS, Director of Transportation and Parking Services, CATMA, Students through Student Government Association, and InvestEAP.
Staff Representation on University Boards, Committees, and Work Groups

Staff Council and staff continue to play a significant role on University Boards, Committees, and Work Groups associated with important work and initiatives at UVM. In the 2014-2015 academic year Staff Council appointed staff to serve on both the Board of Trustees Budget, Finance and Investment Committee and the Educational Policy and Institutional Resources Committee. In addition we appointed staff to serve as Peer Advisors and as members of the Grievance Review Committee in relation to the Grievance and Mediation Policy – Staff (Non-Represented). We have also worked with the President and Provost to assist in their appointment process for staff to serve on the Administrative Unit Review Committee and participate in the process, the College of Arts and Sciences Dean Search, the College of Education and Social Services Dean Search, as well as the Incentive-based Budget model process.

Staff Council continues to have a staff presence on the Athletic Advisory Committee, Socially Responsible Investing Advisory Council, the Clean Energy Fund, the Campus Master Planning Advisory Committee, the Transportation and Parking Services Advisory Committee, the Traffic Board of Appeals, and the University Benefits Advisory Council, as well as several Board of Trustees committees including Audit, Budget, Finance and Investment, Educational Policy and Institutional and the Executive Committee. In addition many of our Representatives and Committee participants are Human Resource Representatives.

Staff Emergency Loan Fund

Established by the Staff Council in 1993, the Staff Emergency Loan Fund (SELF) is a program administered through the Staff Council Office that provides interest free loans to staff members experiencing unexpected financial difficulties. These loans are then paid back through automatic payroll deduction from the staff member’s paycheck over the course of ten pay periods. Funds supporting SELF are raised through donations made by UVM and outside community members. Since its inception, SELF has helped hundreds of staff members when they had nowhere else to turn to get money fast to pay for heating fuel, patch a leaking roof, repair a broken car, replace a hot water tank, and so much more.

As of May 5, 2015, Staff Council has provided 22 Staff Emergency Loans totally $8,050 during FY 2015. This is a significant decrease from FY-2014 which saw 36 loans totaling $13,650

Staff Council Community Service Award

Staff Council continues to run a Community Service Award program that makes donations to local and national 501(c)3 non-profit organizations in recognition of UVM staff members’ volunteer service with these groups in our communities. The funds for this Award program are raised through various fundraising events throughout the year. Staff simply submit a Community Service Award application stating when and how they volunteered. Staff Council reviews the application and if funds are available, $25 is given to the non-profit organization. To date in FY15, Staff Council awarded $125 in donations.

Creation of Knowledge Share within Staff Council Meetings

Staff Council initiated a Knowledge Share portion of our monthly meetings. Members share knowledge, experiences and stories so that we can better understand one another and the important work that is being done across the University. This year our Knowledge Shares focused on how UVM’s Endowments are maintained and function to support the mission of the University, understanding the Prosci™ Change Management methodologies used to support the transition to the Incentive-based Budget model, and broadening competencies around cultural awareness and understanding.
AREAS OF CONCERN

University Budget and Incentive-based Budget (IBB) Model

Staff remain concerned about ongoing budget constraints and cuts. While we recognize that in the FY16 budget both academic and administrative units will be impacted by reductions, staff remain concerned that their positions are impacted more so than those of faculty.

We appreciate the effort to continue communication, dialogue and outreach regarding the change to the IBB model at UVM, but we remain concerned that not all members of the UVM community understand what the implications of this change means for them and the work they perform at the institution which suggests that communication may not have reached all employees.

We believe there has been great growth in the transparency around the University budget and IBB, but we must continue to educate our community and hold leaders accountable for making budgetary decisions that are ethical and in the best interest of the Unit/Division/College.

Flexibility in Salary Increases and Fairness

While we appreciate a return to flexibility when setting salary increases, we want to be clear that there are concerns from staff who believe this will negatively impact them because they will not receive more than a cost of living increase. More communication and education at all levels of our institution needs to occur about the checks and balances in place to maintain accountability and fairness with this flexibility in order to build confidence in this process and how it addresses issues of salary equity, market compression, and performance.

The Expectation of Standardized Performance Appraisals for All Staff

The majority of staff agree that undergoing annual performance appraisals would allow for benchmarking professional growth, provide the necessary data to support merit pay, and support better communication between staff and their supervisors. In the 2014 Staff Council Survey, we found that of the 628 individuals who participated in the survey 65% indicated that they had received a performance appraisal in the last year, 19% within the last 2-3 years, 3% within the last 4-5 years, and 13% stating more than 5 years ago. While 65% of the respondents indicated they had received a performance appraisal in the last year, this leaves 35% not receiving an annual review. More significant is the 13% of respondents indicating that their last performance appraisal was more than 5 years ago which suggests that some long term employees may not receive acknowledgement of their successes or feedback and professional development to improve their performance. We recognize that there is value in reviewing the performance of employees because it recognizes positive accomplishments, provides an opportunity for recognition, and can be used as a forward-looking tool to help an individual improve their skills and prepare them for future success and career growth.

We understand that work to update the PeopleAdmin system has been completed and a module is currently being tested that will enable position descriptions and performance appraisals to be linked and tracked. This process will create more accountability in the future, but more emphasis on the importance of performance appraisals and training is needed in order to sustain what may be a large cultural shift in some areas of the University, especially for those serve in supervisory roles and may not be fulfilling this responsibility associated with managing staff. Again, we are encouraged by the recent announcement regarding flexibility when setting salary increases for Non-Represented staff and recognize that work will continue on improving performance appraisals at the University as a result.
Professional Development & the Implementation of a Career Path Program

President Sullivan’s strategic goal of promoting academic excellence and cultivating talent speaks to the importance of investing in our employees. Yet many staff find it difficult to access professional development opportunities that help them improve specific skills associated with their work or take the next steps to advance their careers and find the University’s career progression system challenging to understand.

We are encouraged by the work of HRDMA to address these concerns as they roll out a new Onboarding process along with reimagined and expanded professional development opportunities connected to planning for career growth and progression.

However, with the Incentive-based Budget model and further decentralization of funds, the time for University Policy or Operating Procedure on professional development funds is needed to provide clear guidelines so that staff are treated equitably and that more effort is made to implement a career path program that does truly focus on cultivating talent from within across the University.

The Expectation of Supervisory Training

We acknowledge that every individual comes to a leadership role with a unique set of skills and expertise learned through experiences. However, while these individuals may be knowledgeable in one area it does not necessarily mean they are prepared in other ways for the responsibilities that come with leadership like the supervision of others. We must make it an expectation and requirement that supervisors of staff have training to serve in their roles and that we build a culture of respect for one another so that our community can continue to grow and improve.

Communication, Management of Change and Inclusive Decision Making

As an organization Staff Council recognizes that communication is a challenging balancing act. Too much communication and people stop reading and listening, not enough and they can feel confused and frustrated. Yet at the heart of communicating is helping others understand while bringing attention to the significance of what is being stated in a clear and concise manner. We believe communication has improved significantly at UVM and this has directly helped with the management of change and initiatives while also providing ways for more voices to be heard and considered before decisions are made.

However, there remain issues around how information is disseminated, shared and explained within Units/Divisions/Colleges and to what degree staff are fully aware of certain University initiatives, changes, and priorities. While we feel that communication on the change to the Incentive-based Budget model at the institutional level has been consistent and direct, we are recognizing that many members of the community do not understand what this change means to them and the work that they currently perform. We still see a need for more focus on internal communication and advocate that more resources be used to effectively reach our large and diverse employee community, especially within the Units/Divisions/Colleges.

We also believe that inclusive processes to gather feedback need to be facilitated with personnel well versed in managing open forums and additional ways for input to be collected. Without that facilitation expertise, employee trust can be lost and cause harm to how staff perceive opportunities for dialogue on institutional initiatives and change.
A Reasonable Provision for Parental Leave for Staff and Childcare Facilities

As we have stated in the past, we continue to strongly support the creation of more childcare facilities on campus to meet the growing needs of University staff and faculty. In addition, UVM must further investigate how to institute a paid parental leave program (maternity and paternity) for all employees—not just for faculty. We know the unlimited accrual of sick time is generous and has been pointed to as the model for addressing this kind of leave, but for those employees having children, they may not have significant accrued time to take. While our benefits are extremely generous and we do not want to see the accrual of sick time change, this issue continues to be problematic for many staff.

Staff Morale, Respect and Value

At our recent Open Forums and Outreach Brainstorm Sessions we were reminded again that some staff feel undervalued or underappreciated in their roles at UVM. Addressing issues regarding equitable pay, good supervision, annual performance appraisals, and accountability are key to staff feeling invested, respected and valued in the work they perform.

Community Building

As an institution we need to do a better job of building community to encourage collaboration and understanding while holding one another accountable to the tenets of Our Common Ground so that we can create a socially just institution where every member understands what it means to be a part of the University of Vermont.

Workforce Capacity Issues

We recognize that there are many areas of the institution already experiencing significant workforce capacity issues, with fewer people being asked to do more work. There are additional fears from staff less directly aware of the Incentive-based Budget model that this change will exacerbate the situation. In this kind of environment, strategic work is often left undone, staff have little or no time for important professional development, and individuals suffer more frequent burnout and other health problems. This sentiment was reaffirmed through our recent outreach efforts in the spring of 2015. We believe capacity issue exists in some areas and that this needs focused attention. In light of ongoing budgetary constraints, we fear that future spending cuts will further complicate the current situation.
THOUGHTS MOVING FORWARD

From communication and inclusive decision making processes to professional development, performance appraisals, career progression and issues around salary and benefits there are many concerns listed in this document and we hope that through our ongoing discussions and dialogue that we can find ways to address the issues we see impacting staff here at the University of Vermont.

As we move forward as one University, we must work together to tackle the challenges and opportunities before us. We must all understand how we are connected to UVM’s mission, its strategic goals, and strive for inclusive processes and communication to ensure that our community is engaged in this important work.

In the past, Staff Council often made recommendations for new benefits or programs in isolation without taking the time to educate ourselves through collaboration with others. This approach presented significant hurdles to advocacy for staff and we have invested time and effort into building relationships so that we can influence decision making processes through collaboration that increases transparency and openness. We believe that we are included in decision making processes and have the opportunity to execute real influence on and over the direction of change and initiatives at UVM. However, we also recognize that there is always room for growth and improvement and are excited for more opportunities to engage and play a role in helping UVM attain excellence.

Our vision is that together we will work to move the University of Vermont forward as we strive to become the kind of place that honors and fulfills our mission and meets not only the needs of staff, but also the needs of the entire University community and beyond.