Senior Leadership Retreat  
October 22 – 23, 2004  
Compilation of Group Recommendations

**Next Steps**

GROUP ONE

| Liberal Education | Goal: We will create whole, well integrated, inquisitive responsible individuals who can think critically, analyze, listen, talk and write effectively.  
How: Academic unit demonstrate how this will happen and to collaborate with one another, as appropriate.  
Infuse “identified” literacies in all UVM students. |
| Environmental University | Goal: Be green  
How: Reduce environmental footprint of the entire university including buildings, grounds, physical plant, transportation (incorporate in master planning and execution; President, BOT)  
Ecological literacy and responsibility requirement for students, faculty and staff (faculty, faculty senate, staff)  
Facilitate interdisciplinary environmental research |
| Health, Life Sciences, Medicine | Goal: Be well  
How: Health literacy and responsibility requirement for students, faculty and staff (curriculum, operational responsibility)  
Establish a comprehensive research agenda in health systems, life sciences, etc (VP Research and merry elves) |
| Student experience | Goal: Yield, retention, graduation, giving  
Have clearer, more transparent integrated “student success” plan for undergraduate and graduate students that includes goals, activities and roles (deans, students, faculty and student services administrative support)  
Establish residential colleges  
Revamp Advising System |
| Research & Economic Development | Goal: Grow and diversify research support  
Leverage university and state/corporation dollars to increase support for research  
Financial structure for institution  
Strengthen the linkage for student involvement in research |

GROUP TWO
Next Steps

Health:
1. Obesity multi-disciplinary program (CALS, CNHS, COM)
2. Wellness program for students, faculty, and staff
   One-page document on framing concept, then task force

Liberal Education:
1. Establish understanding of core competencies (incl. problem solving and communications)
2. Residential College system

Environmental:
1. The University should have multi-concept branding
2. Build a green (and gold) campus
3. Think broadly in terms of environmental capacity

Student Experience:
1. Client service program and culture (VPs)
2. Define an enrollment management agenda (VPs and Deans)
3. Define what the student experience should be (?)

Research:
1. Build Professional Unifying Building as a core facility
2. Focus research on excellence
3. Maximize investment in infrastructure to support research

Master Planning
1. Pedestrian campus
2. Remote parking
3. Monorail or gondola to move people around campus and to/from downtown

GROUP THREE

Group 3 -- NEXT STEPS

Question 1: Liberal Education

1) Infuse the curriculum with skill development in areas: critical thinking, communication skills, analytical skills, abstract thinking, literacies: visual, technical, informational, ecological
2) Ensuring breadth of knowledge across all areas of liberal education

Question 2: Environmental University

1) Developing programs across disciplines
Next Steps

2) Manifest environmental commitment through physical design

Question 3: Health, Medicine, and Life Sciences

1) Explore/establish multidisciplinary approach to addressing health care issues (e.g. bioengineering, nanotechnology, breast cancer, etc.)
2) Use VT as laboratory for health care financing model (incl. providers, insurers, govt., employers, etc.)

Question 4 – Student Experience

1) One stop shopping
2) Articulate expectations, train/educate and create accountability for service and a high quality student experience.
3) Create highest quality physical environment to promote outstanding educational experience

Question 5 – Research

1) Define UVM research agenda
2) Create infrastructure for (1)
3) Seek and accept partnerships aligned with (1)

GROUP FOUR

Crucial Next Steps in Each Area We’ve Identified

1. Innovative Liberal Arts Education
   a. Synthesis:
      i. Expose students to various modes of thinking
      ii. Thomas Huxley: Education is the instruction …
      iii. Ed Wilson at Harvard: Modes of reasoning and unity of knowledge. Our students should complete their experience here with:
           1. Unity of Knowledge across their disciplines
           2. Vision
           3. Methods to do it
   b. We have focused on interdisciplinary topics in each discussion—

2. Environmental University
   The concept of Sustainability is what we’d like to see as the focus/consider equity and environmental justice
   Take a year to investigate
   Focus on international aspects/responsibilities/choices
3. Health  
   a. Sponsor a debate: we need a better opportunity definition on this one  
   b. If consider only research and academic programs will leave out student living and staff experience  

4. Research:  
   a. Must be an economic engine  
      i. Engineering/Health/Environment  
      ii. It is a mistake to focus only on Vermont  
      iii. Should come from doing our jobs correctly  
      iv. We must look at what we do well and differentially invest in them  

5. Student Services  
   a. Institute class deans  
   b. Imitate high caliber private school experiences: now we are price--and acceptance level--advantageous  
   c. Can offer the same education as at privates, but a bit better with research  
   d. Reconceptualize enrollment management: that seems to imply just number. Call it Student Experience Management  

GROUP FIVE  

(I) LIBERAL EDUCATION:  

-First year, interdisciplinary seminars that focus on real problems,…i.e. extending the HC model to the rest of campus  

-Interdisciplinary capstone course  

-Writing in the disciplines  

(II) ENVIRONMENT  

-Eco literacy seminars for all faculty (ala the Honors College)  

-Require eco knowledge of every student supported by technology for life (“lap top” requirement ala COM with life long connection to UVM as to its expanding knowledge base)  

(III) HEALTH AND LIFE SCIENCES  

-Educate our campus community re: what we are doing in this area and where our strengths are  

-Identify programs cross college/programs to maximize effectiveness
Next Steps

(IV) RESEARCH

-Focus institutional expertise and resources on VCET: must make it work,…success is essential (must engage the faculty/get them actively involved)

-Support research in development of Vermont’s human capital

(V) STUDENT EXPERIENCE

-Centralize student advocacy

-Integrate student focus into staff orientation program and provide on-going training to upgrade skills