



The University of Vermont
FACULTY SENATE

Minutes

Monday, September 21, 2020
Online via Microsoft Teams 4:00 – 5:30 p.m.

Recording of this meeting is available on Microsoftstream:
<https://web.microsoftstream.com/video/e5c849ef-8a27-45a1-b7d8-5f8bba19c347>

The meeting was called to order at 4:01 p.m.

Senators in Attendance: 71

Absent: Senators Morielli (Pharmacology); Terrien (Medicine); Gorres (Plant and Soil Science); Lach (Radiology); Ali (Radiology); Oldinski (Mechanical Engineering); Comerford (Social Work); Mierse (Art and Art History)

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1. **Faculty Senate President's Welcome Remarks** – Thomas Chittenden made the following remarks:
- a) Faculty of color retention is anticipated to be a discussion item for the October Senate meeting
 - b) Black Lives Matter Flag at the Davis Center. A resolution in support of raising the BLM flag at the Davis Center may be brought to the Senate in October.
 - c) Listening Sessions to foster diversity, equity and inclusion are scheduled.
<https://www.uvm.edu/diversity/listening-sessions>
 - Wednesday, September 23 | 6:30-8:00 p.m.
 - Tuesday, September 29 | 9:00-10:30 a.m.
 - Thursday, October 1 | 3:00-4:30 p.m.
 - d) Policies up for Comment/Review have been emailed to Senators. Deadline for comment has been extended to October 16th.
 - e) Ombudsperson Vacancy – David Neiweem is not able to continue in this role. This position is appointed by the Faculty Senate President and does not need to be filled by a Senator. Reach out to Thomas Chittenden if interested in more information.
 - f) Senate Debate – More Meetings, Longer Meetings and/or Committee Cross Over. With two meetings to reflect on, Thomas Chittenden will be seeking thoughts from Senators on the structure, time allocations, and functioning of Senate meetings.
 - g) Executive Council Member At Large. There is a vacancy for one member at-large to the Executive Council. This 2-year term will take effect immediately and end on June 30, 2022.
 - h) Nominations from the Floor. Two nominations were received from the floor. The nominees are Anthony Julianelle and Mary Louise Kete. Additional nominations may be submitted online via webform https://www.uvm.edu/faculty_senate/forms/faculty-senate-nomination-form-large-members, or to Faculty.Senate@uvm.edu no later than 6:00 PM on Monday, September 28, 2020. The election will be held by electronic ballot distributed via

email to all elected Senators during the first week of October. The ballot will be open for one-week.

2. **Consent Agenda** - The following items were voted as a consent agenda:

- Minutes of the August 24, 2020 Senate Meeting
- CAC: New Credential: Micro-Certificate of Graduate Study, Grad Coll
- Report Out: Online Option for existing CGS in Complex Systems & Data Science, CEMS

Motion: To approve the Consent Agenda

Vote: 95% approve, 2% oppose, 3% abstain

3. **Conferral of Degrees**

It was moved, seconded and voted that the following numbers of graduates be recommended by the Senate to the President for the awarding of the appropriate degrees or certificates as authorized by the Board of Trustees. Individual names of the graduates are recorded with the Minutes of this meeting in the permanent Senate records.

- Agriculture and Life Sciences (8)
- Arts and Sciences (19)
- Education and Social Services (2)
- Engineering and Mathematical Sciences (1)
- Grossman School of Business (1)
- Nursing and Health Sciences (2)
- Rubenstein School of Environment and Natural Resources (1)

Motion: To accept the degrees as presented

Vote: 100% approve, 0% oppose, 0% abstain

4. **Spring 2021 Academic Calendar Revisions** – Thomas Chittenden and Bill Falls reviewed the calendar parameters discussed at the August Senate meeting and provided an overview of the results of the Academic Calendar Feedback Survey that was distributed to Senators after the August Senate meeting. The presentation slides are attached to these minutes.

MOTION: Thomas Borchert moved to accept the Resolution as presented in the agenda. The motion was seconded.

Spring 2021 Academic Calendar COVID 19 Changes Faculty Senate Resolution

Last modified September 9th 2020

Author: Thomas I. Chittenden

Whereas the University of Vermont Faculty Senate Constitution and Bylaws states in section 1 (authority) that the Faculty Senate is empowered to approve the Academic Calendar prepared by the Registrar¹

Whereas the State of Vermont COVID 19 mandatory guidance for "College and University Campus Learning" states that "Institutions **must modify their academic calendars to reduce the instances of students traveling outside of Vermont and returning to the campus.** Some best practices include ending in-person learning before Thanksgiving; **bringing students back to campus for second semester later than usual;** eliminating short January terms; **and eliminating spring break.**"²;

Whereas traditional UVM semesters have 15 weeks of instruction in the Fall and 16 weeks of instruction in the Spring;

Whereas according to guidance from the Office of the U.S. Department of Education³ on Federal Student Aid only 15 weeks of instruction for a total of 30 weeks for the academic year are required;

Whereas mid-semester three-day weekends invite travel to and from Vermont running contrary to current guidance from the Vermont Department of Health during this pandemic;

Whereas students, faculty and staff benefit from breaks in instruction during the semester to catch up on homework, projects, grading, non-instructional responsibilities and personal obligations;

Therefore, Be It Resolved that the Spring 2021 University of Vermont Academic Calendar will:

1. Start on Monday February 1st.
2. Have classes on February 15th - President's day.
3. Not have a spring break recess.
4. Continue to not have classes on Vermont Town Meeting Day.
5. Have a reading/respice day of no classes on Wednesday March 24th and Thursday April 15th.
6. Have the last day of classes be on Tuesday May 11th.

Have a modified final exam week with exams on Thursday May 13th, Friday May 14th, Monday May 17th and Tuesday May 18th.

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1. https://www.uvm.edu/faculty_senate/faculty_senate_constitution_and_bylaws
 2. <https://accd.vermont.gov/content/restart-plan-college-and-university-campus-learning>
 3. <https://ifap.ed.gov/sites/default/files/attachments/2019-10/1920FSAHbkVol3Ch1.pdf>

Discussion included the recognition that modifications might be necessary based on the trajectory of the virus; the potential for shortening the number of exam days; timing required for degree checks and plan for distributing diplomas to graduates by mail if necessary; and involvement of the Student Government Association in the development of the calendar changes.

VOTE: 99% approve, 1% oppose, 0% abstain

5. **Liberal Arts General Education Requirements** – Pablo Bose, Faculty Senator and Provost Faculty Fellow for General Education provided an overview of the next phase of the Catamount Core General Education Curriculum and Framework. At its May 2020 meeting, the Faculty Senate approved the Catamount Core General Education Framework. Working groups were established for each of the three curricular areas (Liberal Arts, Core Skills, and Common Ground Values) to refine the draft descriptions, approval criteria and assessment. The final descriptions and approval criteria will be brought forward to the Faculty Senate for approval.
The specific language of the four Liberal Arts requirements was included in the materials distributed with this meeting agenda. Pablo reviewed the proposed timetable for implementation, which includes the introduction of the Liberal Arts categories for the class of 2026. Discussion included the ability of colleges to add requirements, such as a language requirement, in addition to but not in lieu of the Catamount Core General Education requirements; the approval process for Gen Ed courses and the need to systematically make expectations clear to students and faculty; a concern about inconsistencies in the language identifying departments in the Humanities section and the number of criteria that need to be met in the Arts and Humanities & Humanities vs. the

Social Science and Natural Science requirements. Senators are asked to review the language of the Liberal Arts requirements that was included in the materials posted with the agenda for this meeting, as well as the materials for the Core Skills and Common Ground Values requirements, which will be distributed prior to the October Senate meeting. Submit comments and feedback to be considered to Pablo.Bose@uvm.edu by Monday, October 12th. The refined descriptions and approval criteria will come back to the Senate for vote on Monday, October 19th.

6. **UVM Re-organization Committee Update on Effort** – Dean David Jenemann presented an update from the working group charged by the Provost to explore the possibilities and potential for academic reorganization at UVM. The presentation slides are attached to these minutes. The working group is in the exploratory phase and have identified potential structures and processes. Time has been spent looking at the current structure, the history of reorganization efforts, and strengths and weaknesses in terms of academic offerings, and research enterprise. A report is being produced presenting restructuring along four different lines: 1) do nothing, 2) keep the current administrative structure but encourage deans to make changes within units, 3) develop a restructured university by consolidating colleges and moving departments to address discrepancies in size and kind, capitalize on research synergies and create efficiencies, 4) a radical reorganization of UVM with a minimal number of colleges keyed to the themes of *Amplifying Our Impact* and shared responsibility for undergraduate education and student success. The working group has sought feedback from peers and colleagues. They met with the Faculty Senate Financial and Physical Planning Committee, and the Executive Council over the summer to talk about ideas and get feedback. As a result, two additional faculty members were added to the working group, including one from the Faculty Senate Executive Council. The working group is modeling scenarios, including financial modeling to determine potential savings and efficiencies. Dean Jenemann acknowledged that the working group is a small number of people working without input from the campus community. On October 1st the initial report will be sent to the President and Provost, after which a second process will begin. The initial report will be shared with the campus community and feedback will be solicited from faculty, staff, students, UVM Foundation, administration and others. Dean Jenemann hopes to expedite the proof of concept process for completion by the end of the year. Discussion included a clarification that the Amplifying Our Impact referenced in option 4 is the title of the Strategic Vision for UVM document <https://www.uvm.edu/president/amplifying-our-impact-strategic-vision-uvm>. Thomas Chittenden stated that Dean Jenemann will return to the Senate in October with more details on the timeline for community feedback. Questions and concerns are welcome to be directed to Dean Jenemann or any member of the working group.

7. **New Business – none at this time**

The meeting was adjourned at 5:34 p.m.

Spring 2021 Calendar

Ideas to Consider

- Starting the semester after January 19
- Eliminating spring recess
- Adding single-day “mini-breaks” during the semester

Current Spring 2021 Calendar

Martin Luther King Holiday	Jan 18	M
First Day of Classes	Jan 19	T
Presidents' Day Holiday	Feb 15	M
Town Meeting Day Recess	Mar 2	T
Spring Recess	Mar 8-12	M-F
Last Day of Classes	May 7	F
Reading Days	May 8,9,12	Sa, Su, W
Exam Period	May 10-14	M-F
Exam Days	May 10,11,13,14	M, T, R, F
Commencement – Graduate	May 22	Sa
Commencement - Undergrad	May 23	Su
Commencement - Medical	May 23	Su

Spring Semester Attributes

Instructional Weeks	16
Instructional Day	72
Holiday/Recess Days	8

								Week	Instructional Days
	1	2	3	4	5	6	7		
January	3	4	5	6	7	8	9		
	10	11	12	13	14	15	16		
	17	18	19	20	21	22	23	1	4
	24	25	26	27	28	29	30	2	5
February	31	1	2	3	4	5	6	3	5
	7	8	9	10	11	12	13	4	5
	14	15	16	17	18	19	20	5	4
	21	22	23	24	25	26	27	6	5
March	28	1	2	3	4	5	6	7	4
	7	8	9	10	11	12	13	-	0
	14	15	16	17	18	19	20	8	5
	21	22	23	24	25	26	27	9	5
April	28	29	30	31	1	2	3	10	5
	4	5	6	7	8	9	10	11	5
	11	12	13	14	15	16	17	12	5
	18	19	20	21	22	23	24	13	5
	25	26	27	28	29	30	1	14	5
May	2	3	4	5	6	7	8	15	5
	9	10	11	12	13	14	15	16	0
	16	17	18	19	20	21	22		
	23	24	25	26	27	28	29		
	30	31							

	Instructional Days
	Exam Days
	Reading Days
	Commencement

Working Assumptions

- Changes to the Calendar are ONE TIME changes for Spring 2021 prioritizing the Health & Safety of our Community.
- State of Vermont COVID 19 mandatory guidance for "College and University Campus Learning" states that “Institutions **must modify their academic calendars to reduce the instances of students traveling outside of Vermont and returning to the campus.** Some best practices include ending in-person learning before Thanksgiving; **bringing students back to campus for second semester later than usual**; eliminating short January terms; **and eliminating spring break.**”; <https://accd.vermont.gov/content/restart-plan-college-and-university-campus-learning>
- Office of the U.S. Department of Education on Federal Student Aid only 15 weeks of instruction for a total of 30 weeks for the academic year are required <https://ifap.ed.gov/sites/default/files/attachments/2019-10/1920FSAHbkVol3Ch1.pdf>

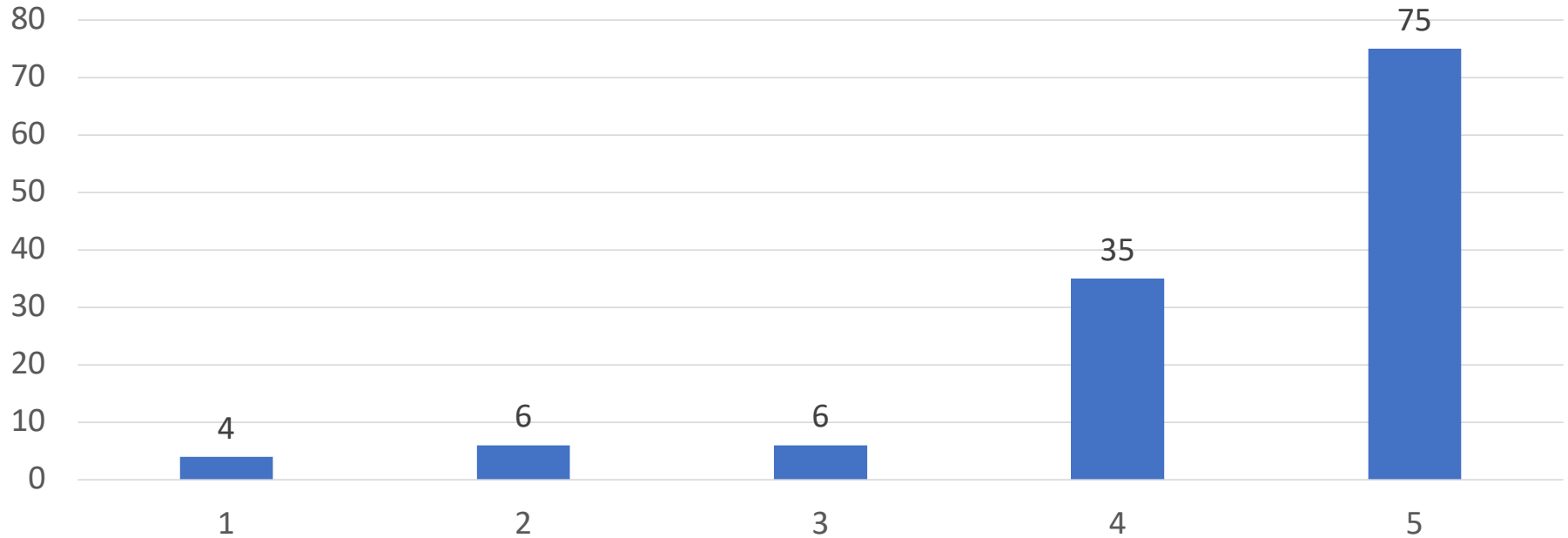
Responses

- 127 Complete Responses – Collected between 8/26/20 and 9/2/20
 - 35 Voting Members of the Senate
 - 75 Non-Voting Members of the Senate
 - 17 No Answer
- Responses from the following affiliations:

Department/Unit/College/School	# of Responses
College of Agric & Life Sci	11
College of Arts & Sciences	49
College of Education & Soc Svc	7
College of Engr & Math Sci	11
College of Medicine	7
College of Nursing & Health Sc	9
Grossman School of Business	11
Libraries	1
Rubenstein Sch of Env & NR	16
(blank)	5

Question 1

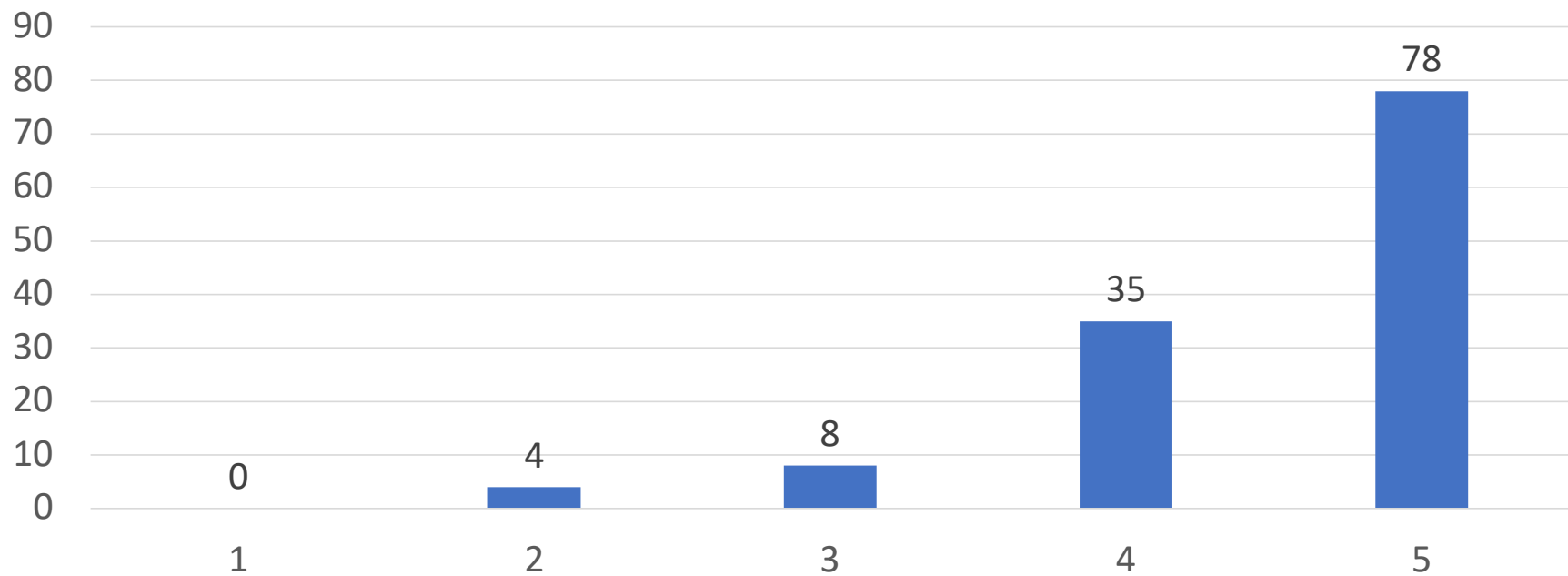
For Spring 2021, UVM should not have any breaks in instruction (including 'Spring break') for the spring semester in order to discourage interstate travel during this pandemic.



1 - Strongly Disagree, 2 – Disagree, 3 - Neither Agree nor Disagree, 4 – Agree, 5 - Strongly Agree

Question 2

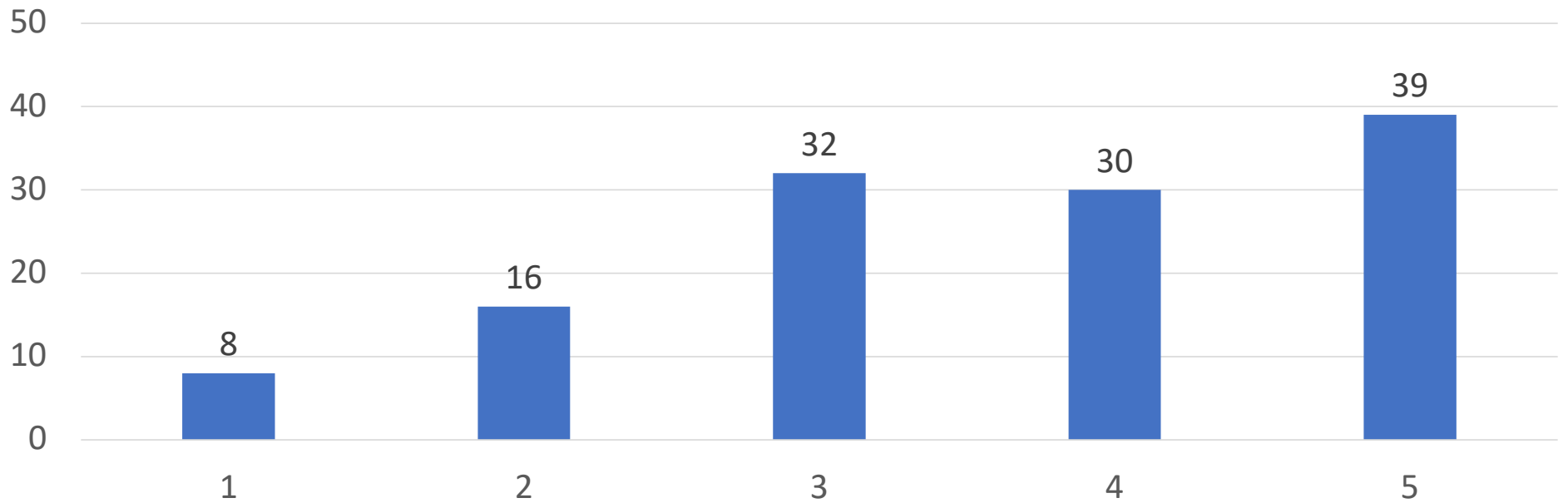
Given that colder months in Vermont pose greater challenges during this pandemic, UVM should compress the Spring 2021 semester by starting at least a week later and only have 15 weeks of instruction.



1 - Strongly Disagree, 2 – Disagree, 3 - Neither Agree nor Disagree, 4 – Agree, 5 - Strongly Agree

Question 3

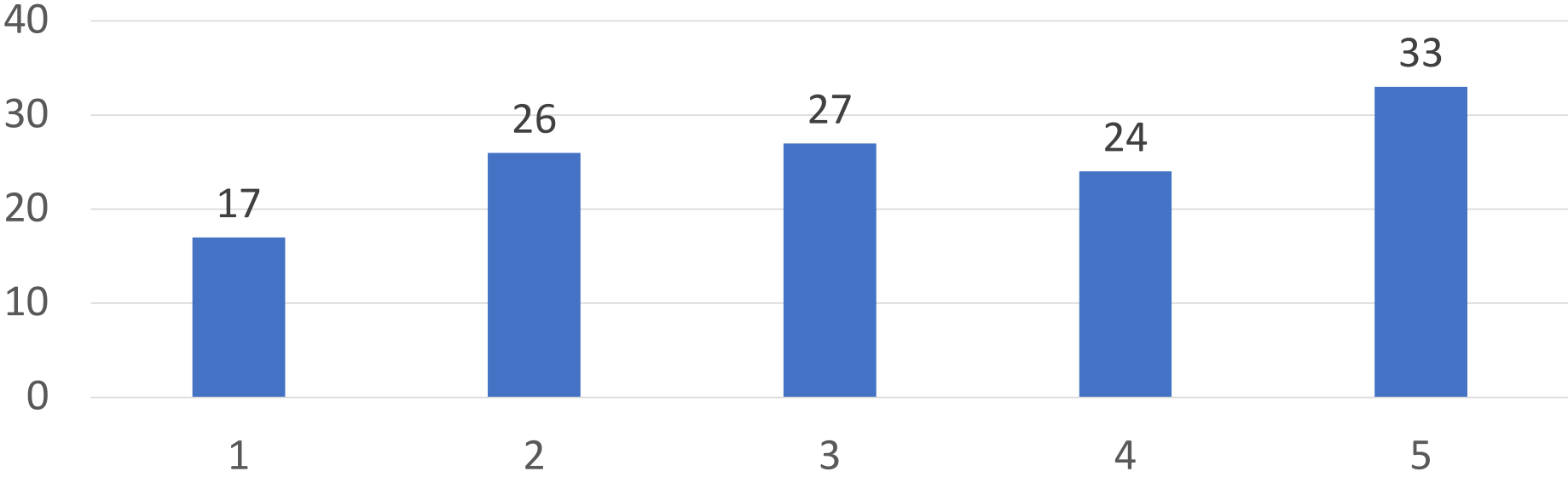
For Spring 2021, UVM should have classes on President's Day
(Monday, February 15th).



1 - Strongly Disagree, 2 – Disagree, 3 - Neither Agree nor Disagree, 4 – Agree, 5 - Strongly Agree

Question 4

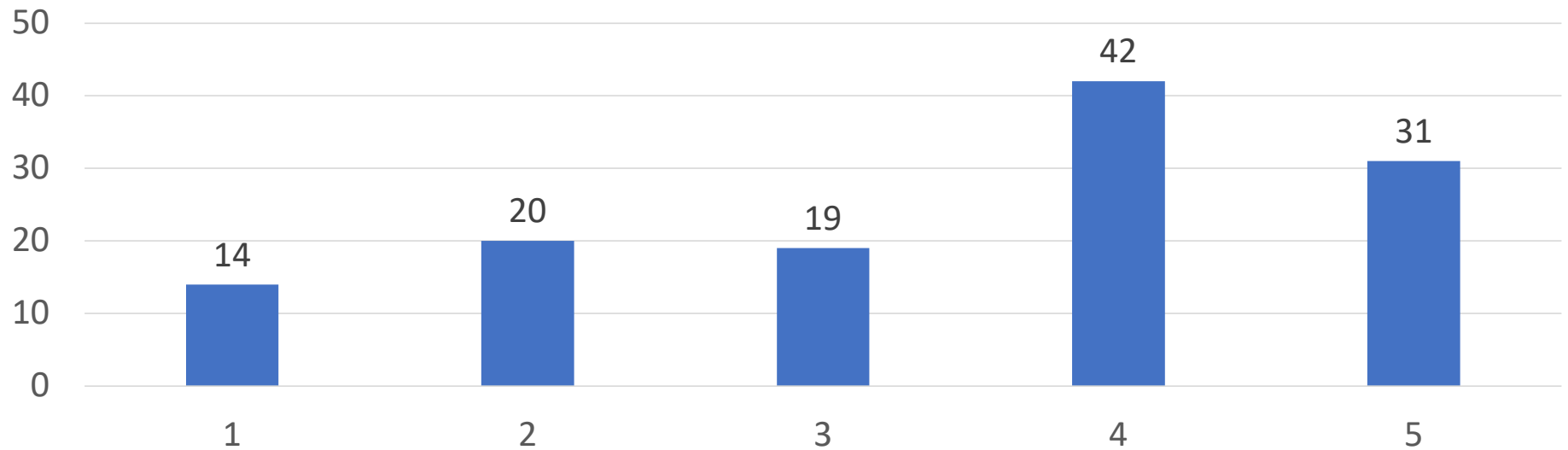
For Spring 2021, UVM should have classes on Vermont Town Meeting Day (Tuesday March 2nd).



1 - Strongly Disagree, 2 – Disagree, 3 - Neither Agree nor Disagree, 4 – Agree, 5 - Strongly Agree

Question 5

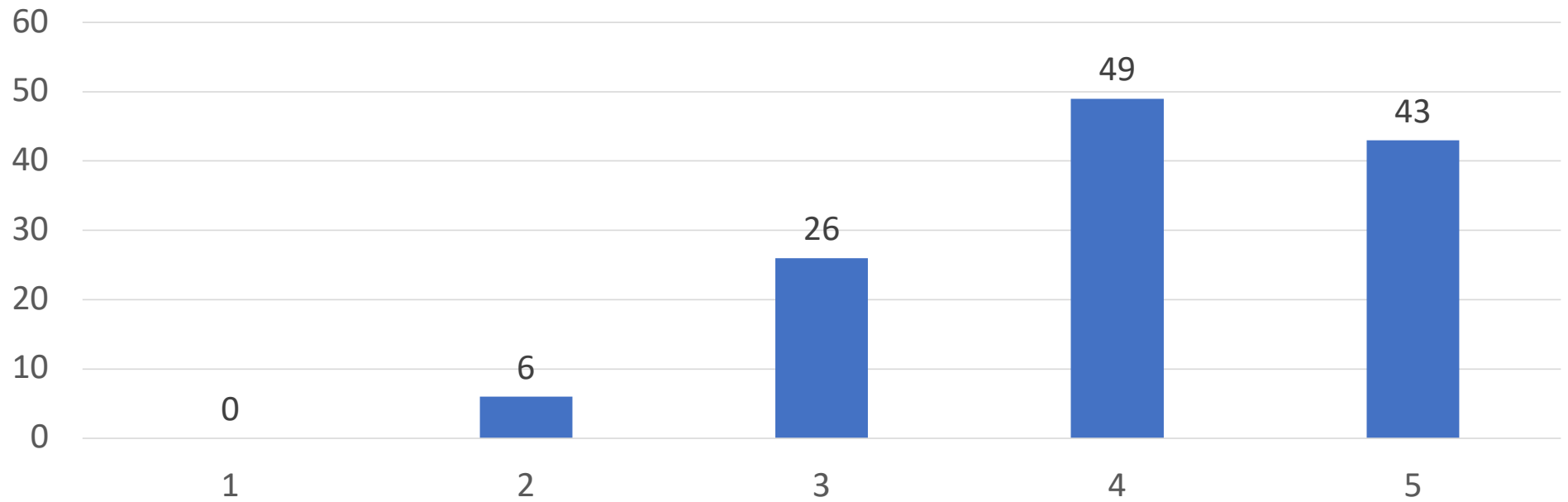
The Spring 2021 UVM Academic Calendar should have a few mid-week (Tues, Wed or Thur) days of no classes to offer students, faculty and staff some mid semester 'respite days' to catch up on homework, projects, grading, research and other institutional atte



1 - Strongly Disagree, 2 – Disagree, 3 - Neither Agree nor Disagree, 4 – Agree, 5 - Strongly Agree

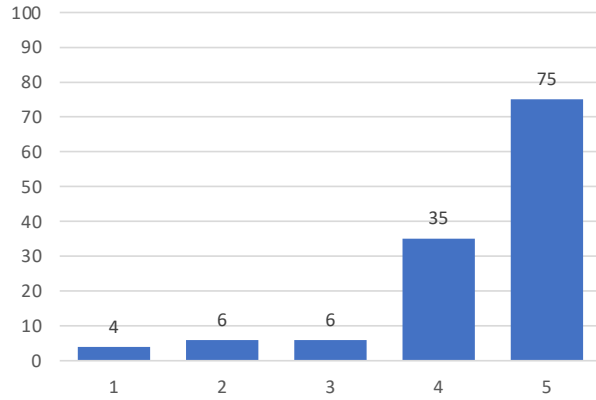
Question 6

Commencement for Spring 2021 could happen with only 5 days after the last day of exams (instead of the traditional 9 days).

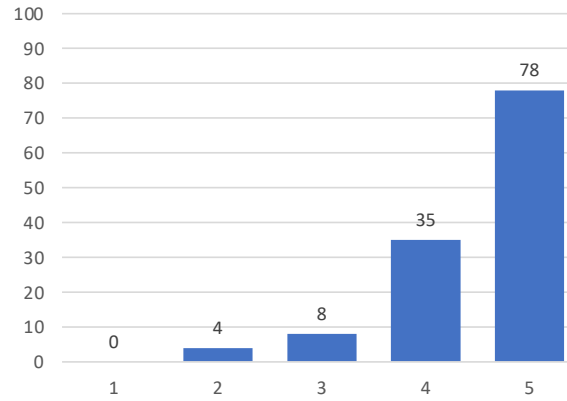


1 - Strongly Disagree, 2 – Disagree, 3 - Neither Agree nor Disagree, 4 – Agree, 5 - Strongly Agree

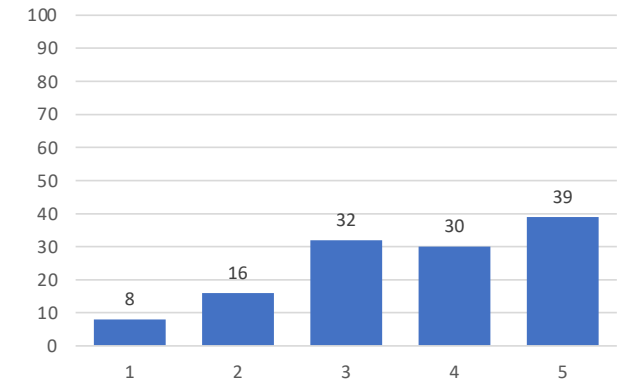
Q1 No Spring Break



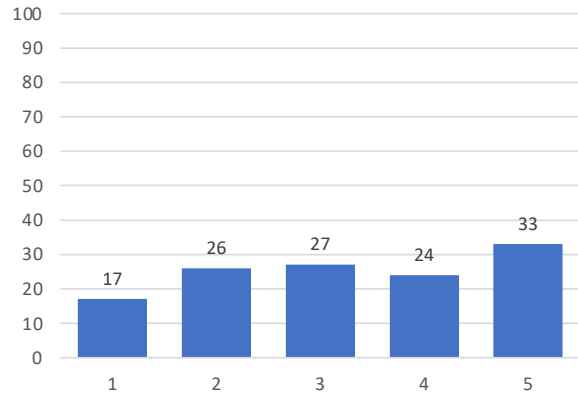
Q2 Start Late



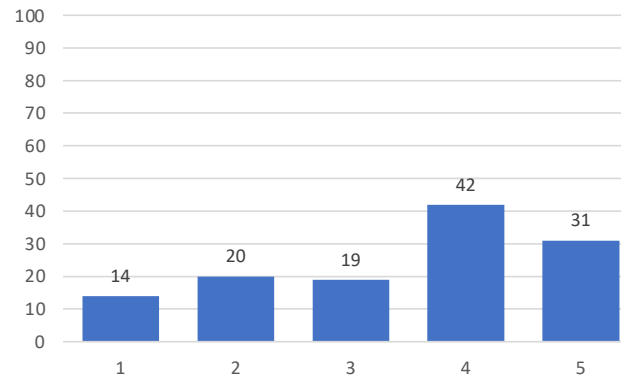
Q3 Classes on President's Day



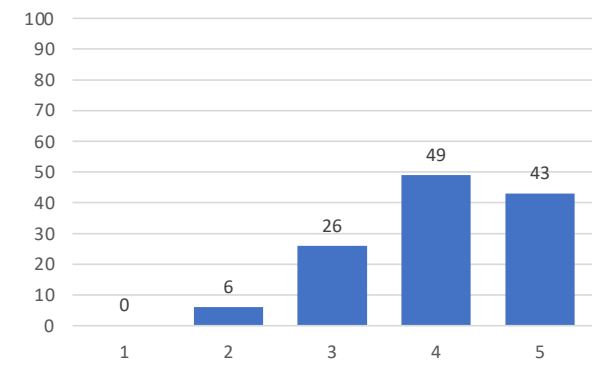
Q4 – Classes on Town Meeting Day



Q5 – Mid-Week Respite Days



Q6 Commencement Only 5 Days after Exams



Voting vs. Non-Voting Members of FS

Voting Members of the Senate?	Faulty Senator	NOT a Faculty Senator
For Spring 2021, UVM should not have any breaks in instruction (including 'Spring break') for the spring semester in order to discourage interstate travel during this pandemic. ²	4.2	4.4
Given that colder months in Vermont pose greater challenges during this pandemic, UVM should compress the Spring 2021 semester by starting at least a week later and only have 15 weeks of instruction. ²	4.1	4.7
For Spring 2021, UVM should have classes on President's Day (Monday, February 15th). ²	3.4	3.7
For Spring 2021, UVM should have classes on Vermont Town Meeting Day (Tuesday March 2nd). ²	3.2	3.3
The Spring 2021 UVM Academic Calendar should have a few mid-week (Tues, Wed or Thur) days of no classes to offer students, faculty and staff some mid semester 'respite days' to catch up on homework, projects, grading, research and other institutional attention demands. ²	3.4	3.5
Commencement for Spring 2021 could happen with only 5 days after the last day of exams (instead of the traditional 9 days). ²	4.1	4.0

Take-Aways

- Start Late
- No Spring Break
- Classes on Presidents Day (to Discourage Travel)
- No Classes on Town Meeting Day
- Two Respite Days on:
 - Wednesday March 24th
 - Thursday April 15th
- Wrap 'Finals Week' around a weekend

Current Spring 2021 Academic Calendar

- First Day of Classes: January 19th
- President's Day: Feb 15th
- Town Meeting Day: Mar 2nd
- Spring Break: Mar 8th to 12th
- Last Day of Classes: May 7th
- Final Exams: May 10 to 14

	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Jan						1	2
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28	29	30
Feb	31	1	2	3	4	5	6
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
Mar	28	1	2	3	4	5	6
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
Apr	28	29	30	31	1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	1
May	2	3	4	5	6	7	8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
30	31						

Proposed Spring 2021 Academic Calendar

- First Day of Classes: Feb 1st
- ~~President's Day: Feb 15th~~
- Town Meeting Day: Mar 2nd
- Reading/Respite Day: Mar 24th & April 15th
- ~~Spring Break: Mar 8th to 12th~~
- Last Day of Classes: May 11th
- Final Exams: May 13th to 18th

	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Jan						1	2
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
	17	18	19	20	21	22	23
	24	25	26	27	28	29	30
Feb	31	1	2	3	4	5	6
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
Mar	28	1	2	3	4	5	6
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	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
Apr	28	29	30	31	1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	1
May	2	3	4	5	6	7	8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
30	31						

Resolution Be It Resolved

Therefore, Be It Resolved that the Spring 2021 University of Vermont Academic Calendar will:

1. Start on Monday February 1st.
2. Have classes on February 15th - President's day.
3. Not have a spring break recess.
4. Continue to not have classes on Vermont Town Meeting Day.
5. Have a reading/respice day of no classes on Wednesday March 24th and Thursday April 15th.
6. Have the last day of classes be on Tuesday May 11th.
7. Have a modified final exam week with exams on Thursday May 13th, Friday May 14th, Monday May 17th and Tuesday May 18th.

Academic Organization Working Group

Update to Faculty Senate--September 21, 2020



The University of Vermont

Working Group Charge (5/21/20)—Guiding Questions

Can we create administrative efficiencies and eliminate redundancies within and across academic units? Does our current structure enhance or impede the continued development of our research and curricular strengths? Could restructuring units create interdisciplinary synergies that are more contemporary and forward-thinking?



Working Group Members

David Jenemann (Chair), Dean—Honors College

Shari Bergquist, University Budget Director

Mary Cushman, Professor of Medicine—Larner College of Medicine

Jennifer Dickinson, Associate Provost

Kirk Dombrowski, Vice President for Research

William Falls, Dean—College of Arts and Sciences

Nancy Mathews, Dean—Rubenstein School of Environment and Natural Resources

Ernesto Méndez, Chair, Plant and Soil Sciences—College of Agriculture and Life Sciences

Linda Schadler, Dean—College of Engineering and Mathematical Sciences

Jim Vigoreaux, Associate Provost

Alexander Yin, Director—Office of Institutional Research

Our Approach—Driving Principles

Reduce administrative costs, keeping paramount the overall strength of the institution;

Identify options for organizational changes that better support faculty and students by reducing complexity, redundancy and other barriers to success;

Increase academic alignments that are contemporary and forward thinking, with an eye towards enhancing both student outcomes and research productivity;

Commit to a more inclusive and equitable institution; and,

Promote the strategic imperatives identified in the Amplifying our Impact document as well as our Academic Success Goals.

Approach to AOWG Report

Step	Description	Actions
Organize	Create team and plan.	Form task force Consult university partners Develop action plan
Analyze	Examine academic opportunities.	Conduct academic-program review Assess faculty productivity Estimate financial impact of changes
Prioritize	Rank highest-impact actions.	Sort through pros/cons. Calculate financial and reputational impact. Determine timeline for moving forward.

Source: <https://www.chronicle.com/article/How-to-Address-the-Elephant-in/248692>

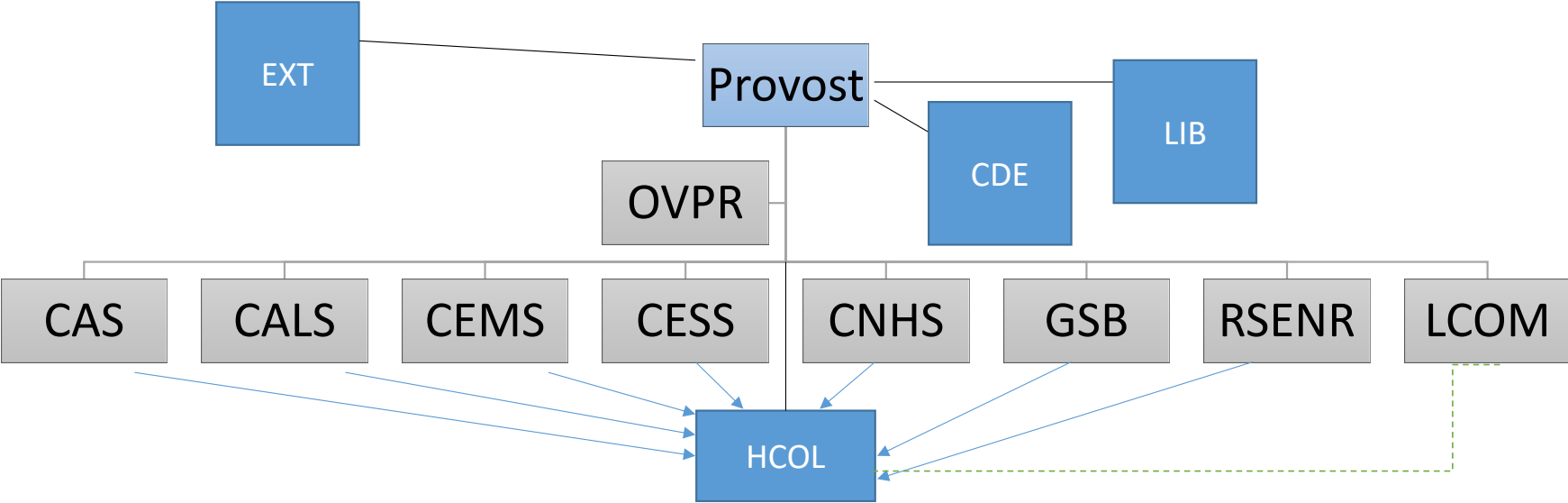
The History of Academic Reorganization

1911-2011

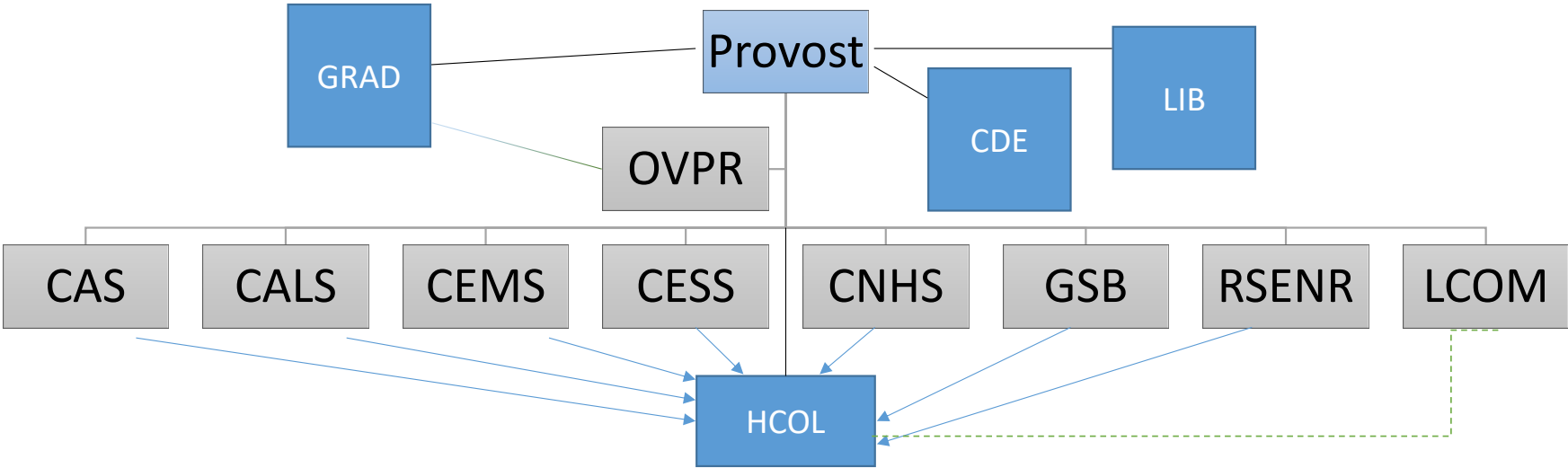
UVM saw **42**
College-level
reorganizations.



UVM Academic structure 2011 (12 Deans)



UVM Academic structure 2020 (12 Deans)



The History of Academic Reorganization

2009-2019

UVM has attempted substantial College-level reorganizations at least **4** times.



2009 TRANSFORMATIONAL CHANGE WORKING GROUP (Pres. Fogel)

UVM College

“President Fogel holds the view that our goals are not likely to be achieved within the current academic structure of the university. He has proposed, as a possible alternative, to collapse the current schools and colleges into a single UVM college, overseen by an executive dean. The idea here is to provide a context in which curricular, scholarly, and administrative efficiencies become much easier to achieve, in which collegiality and interdisciplinary teaching and scholarship across units is increasingly encouraged and nourished, where general education programs for all students are more easily designed and promoted, and where students find it much easier and less confusing to access more extensive curricular opportunities.”

AORWG 2020: Four Different Models— Informed by History, Data, and Culture.

1. Do Nothing—Allow programmatic change and academic structure to evolve as it has for the last 10 years.
2. Keep the current administrative structure, but encourage Deans to make changes within units.
3. Develop a restructured university by consolidating colleges and moving departments to addresses discrepancies in size and kind, capitalize on research synergies and create efficiencies.
4. A radical reorganization of UVM with a minimal number of Colleges keyed to the themes of Amplifying our Impact. Shared responsibility for Undergraduate education and student success.



Where are we in the process? Phase 1--Exploratory

Working Group Outlines Potential Structures and Processes

5/21-6/30

Bi-Weekly Meetings to Discuss Priorities and Broad Principles, Begin Modeling Scenarios

Working Group Meets with Faculty Senate Executive Committee

6/23

AOWG Updates FSEC and Seeks Feedback on Process

Initial Progress Update to President and Provost

6/30

Discuss Initial Scenarios, Confirm Project Plan and Deliverables

AOWG Retreat and Scenario Modeling

July-August

Model Scenarios, Assess Impact

Present Report to President and Provost

October 1

Present Initial Report and Outline Process Going Forward

Draft Process—Phase 2

Initial Report

10/1-10/15

President and Provost Provide Feedback to Initial AORWG Report

Publicize Initial Report

10/15-11/1

Share Initial Report with Campus Community, Begin Soliciting Feedback

Identify Campus-Wide Task Force

By 11/1

Identify task force to include faculty, staff, administration, Senate, UA, Foundation, SGA, GSA, etc.

Solicit Feedback and Assess “Proof of Concept”

11/1-End of Year

Intensive outreach including town halls, one-on-ones, campus outreach, etc.

Develop Implementation Plan

Spring Semester 2021

Questions? Thoughts? Discussion?

