



The University of Vermont
FACULTY SENATE

DRAFT

Minutes

Monday, April 19, 2021

Online via Microsoft Teams 4:00 – 5:30 p.m.

Recording of this meeting is available on Microsoftstream:

<https://web.microsoftstream.com/video/dcfefbec-4f9c-4068-bf98-fe74d48c2a80>

The meeting was called to order at 4:00 PM

Senators in Attendance: 74

Absent: Senators Agnarsson (Biology), Calkins (Family Medicine), Moore (Pediatrics Rep2), Maruti (Psychiatry Rep1), Lach (Radiology Rep1)

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1. **Faculty Senate President's Welcome Remarks** – Christopher Burns made the following remarks:
 - Evan Eyler was elected Vice President of the Senate for the 2-year term beginning July 1, 2021 and ending June 30, 2023.
 - Ignacio López-Vicuña and Anthony Julianelle have been elected as members at large to the Senate Executive Council for the 2-year term beginning July 1, 2021 and ending June 30, 2023.
 - The referendum for amendments to the Faculty Senate Constitution and Bylaws passed.
 - Two updates were shared from the Educational Research Technologies Committee.
 - A Learning Management System RFP process is currently underway. More information can be found on the [LMS RFP website](#). One way to provide feedback now is to fill out this survey go.uvm.edu/lms-faculty-survey.
 - The Faculty Associates at the Center for Teaching and learning have created a “Teaching Community” team on Microsoft Teams to foster discussion and connection surrounding teaching, which all faculty can join.

 2. **Consent Agenda** - The following items were voted as a consent agenda:
 - Minutes of the 03/15/21 & 3/22/21 Faculty Senate Meetings
 - Curricular Affairs
 - a) No-contest Termination Dietetics, Nutrition & Food Sciences major (CALs)
 - b) Name Change Agroecology major (CALs)
 - c) No-Contest Termination Sustainable Landscape Horticulture major (CALs)
 - d) No-Contest Deactivation Consumer Affairs minor (CALs)
 - e) No-Contest Terminations 16 Secondary Education minors (CESS)
- CAC Report Out – Items that do not require Faculty Senate vote
- a. New concentrations in the existing Nutrition & Food Sciences major (CALs)
 - b. New concentrations in the existing Agroecology major (CALs)

Motion: President Burns stated that the Consent Agenda came to the Senate moved and seconded by the Curricular Affairs Committee. A call was made for requests to pull any item off the consent agenda before the vote. No requests were received, and the vote opened. During the vote, Dale Jaffe was recognized by President Burns. The senator asked questions about the vision of the Curricular Affairs Committee. A point of order was made by the Faculty Senate Parliamentarian, Dave Barrington, that a vote was under way and no other business should be conducted during the vote. A point of order was made by Meaghan Emery, member of the CAC, that discussion should be allowed before the vote. President Burns ruled on both points of order. First, the vote was under way and Senator Jaffee's questions were out of order, and more appropriate for another part of the agenda. Second, discussion is not allowed after the vote is under way and because no requests were received to remove any item from the consent agenda, no discussion was required before the vote. The vote on the consent agenda concluded.

Vote: 99% approve, 0% oppose, 1% abstain. **The motion carried.**

- 3. Review Process for Proposals to Restructure within an Academic Unit** - Chris Burns provided drafts of proposed revisions to the three review process documents based on the discussion at the March 22nd Senate meeting ([Memo from Chris Burns and Revised Draft of Procedures](#)). The three processes are meant to provide a process for considering proposals on academic unit structure (department, school, college), as no process currently exists. Curricular questions are still handled by the Curricular Affairs processes, and any related curricular questions must be handled before questions regarding academic structure. Chris Burns stated that the deadline to send additional language change suggestions is April 30th. Senators will be polled on the proposed process revisions before the May 20th Faculty Senate meeting, when the final drafts will be presented for a vote. The floor was opened for discussion. Discussion topics included:
- Suggestion to add language to require cooperation and consultation between the Faculty Senate and the administration as early as possible in the process.
 - Request for a longer comment period
 - Alternatives for selection/election of the Ad hoc committee membership
 - Clarity around what happens at the end of the review process
- 4. Office of Engagement** – Chris Koliba, Professor of Community Development and Applied Economics and President's Faculty Fellow for Engagement, as well as the Director of the Office of Engagement, provided an overview of the UVM Office of Engagement. The major function of the office is to serve as the university's "front door" for private, public and non-profit entities and communities looking to access UVM's many strengths and capabilities. Director Koliba, along with Internship Coordinator/Career Counselor, Amanda Chase, and Managing Director, Kevin Chu, shared a [video introduction and overview of the functions of the Office of Engagement](#). Discussion included:
- partnership opportunities in the liberal arts
 - increasing equity within Vermont and within UVM
 - efforts to develop systems and programs to increase internship and experiential learning on campus

The Office of Engagement welcomes all meetings. Reach out to Chris Koliba (Ckoliba@uvm.edu), Kevin Chu (Kevin.Chu@uvm.edu) or Amanda Chase (Amanda.Chase@uvm.edu).

5. Financial Update – Chris Burns stated that the Faculty Senate bylaws instructs the Executive Council to "arrange for presentations to the Faculty Senate as frequently as necessary, but at least annually, on the University financial situation." To meet this requirement of the bylaws, the Vice President for Finance and Administration, Richard Cate, was asked to give an update on the University's budget. VP Cate's slides "[UVM Budget Overview for Faculty Senate](#)" are attached to these minutes. As much of the discussion about the University budget over the last decade has involved the idea that expenses are growing faster than revenue, Provost Prelock was also asked to discuss some specific strategies for increasing revenue. The Provost's presentation slides "[Fall 2019 Revenue Generating Proposals Non-Credit, Non-Degree, Professional Development](#)" are also attached to these minutes.

Chris Burns opened discussion after the presentations. Discussion topics included:

- Clarification on why Net Revenue on UVM's audited financial reports remains positive, when there is a budget shortfall.
- Explanation of Algorithm 1, the subvention fund.
- Request for breakdown of salaries, wages and benefits on the General Fund expense budget.
- Clarification of Covid relief funding restrictions. Federal restrictions allowed funds to cover Covid related expenses (testing, sanitizer, etc), but did not allow funds to be used to cover the loss of revenue.
- Loss of tuition revenue resulting from loss of international students due to both government policies and the pandemic.
- Revenue generating ideas, including expanding partnerships with the State College system to leverage online capacity, and looking at ways to support the nearly 30,000 Vermonters who have some courses, but have not completed a degree.
- Criteria for employing some of the "rainy day funds".
- The effect of the tuition freeze on the General Fund gap in 2021.
- Consideration of a variable tuition model to charge tuition commensurate with the cost of running each college.
- Clarification on why Moody's gave UVM an excellent rating noting UVM's financial performance with spendable cash and investments consistently well above operating expenses, when UVM has a budget shortfall.

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6. Academic Reorganization Update

Dean Jenemann provided the following written update prior to the meeting:

Over the last 7 weeks, members of Academic Reorganization Working Group have participated in over two dozen meetings with campus stakeholders ranging from campus-wide information and brainstorming sessions and thematic open forum conversations to meetings with colleges, academic departments, university staff, and students. The meetings have ranged from 10 participants to over 300, with most having about 50-70 participants. In addition to the dozens of one-on-one and email conversations members of the working groups are conducting, the feedback form on the Provost's Academic Reorganization web site has received input from over 75 individuals since going live last month. On Thursday, April 15th the working groups hosted a campus-wide brainstorming session for nearly 300 people addressing issues of research and creative activity, teaching, and learning, and recruitment and retention focused

on university systems and structure. Altogether, the 29 breakout groups engaged in a two-hour facilitated conversation designed to generate ideas and recommendations. We have also received a number of proposals for department, disciplinary, and college-wide realignments from a number of individuals and groups on campus. Collectively, the 22 faculty, student, staff, and administration members of the Working Group and its three subgroups (Internal Alignments, External Benchmarks, and University Resources) have dedicated multiple hundreds of hours to engaging the campus community on this crucial issue. The working groups will make their initial report on preliminary findings at the Faculty Senate's May meeting. A subset of the working group will convene over the summer to analyze the findings and begin crafting recommendations. We anticipate more opportunities for campus input as we conduct this work during the early part of the fall semester. In the fall, the working group will present the results of our work to the faculty Senate and at the October Board of Trustees meeting.

Chris Burns opened the floor for discussion. Discussion topics included:

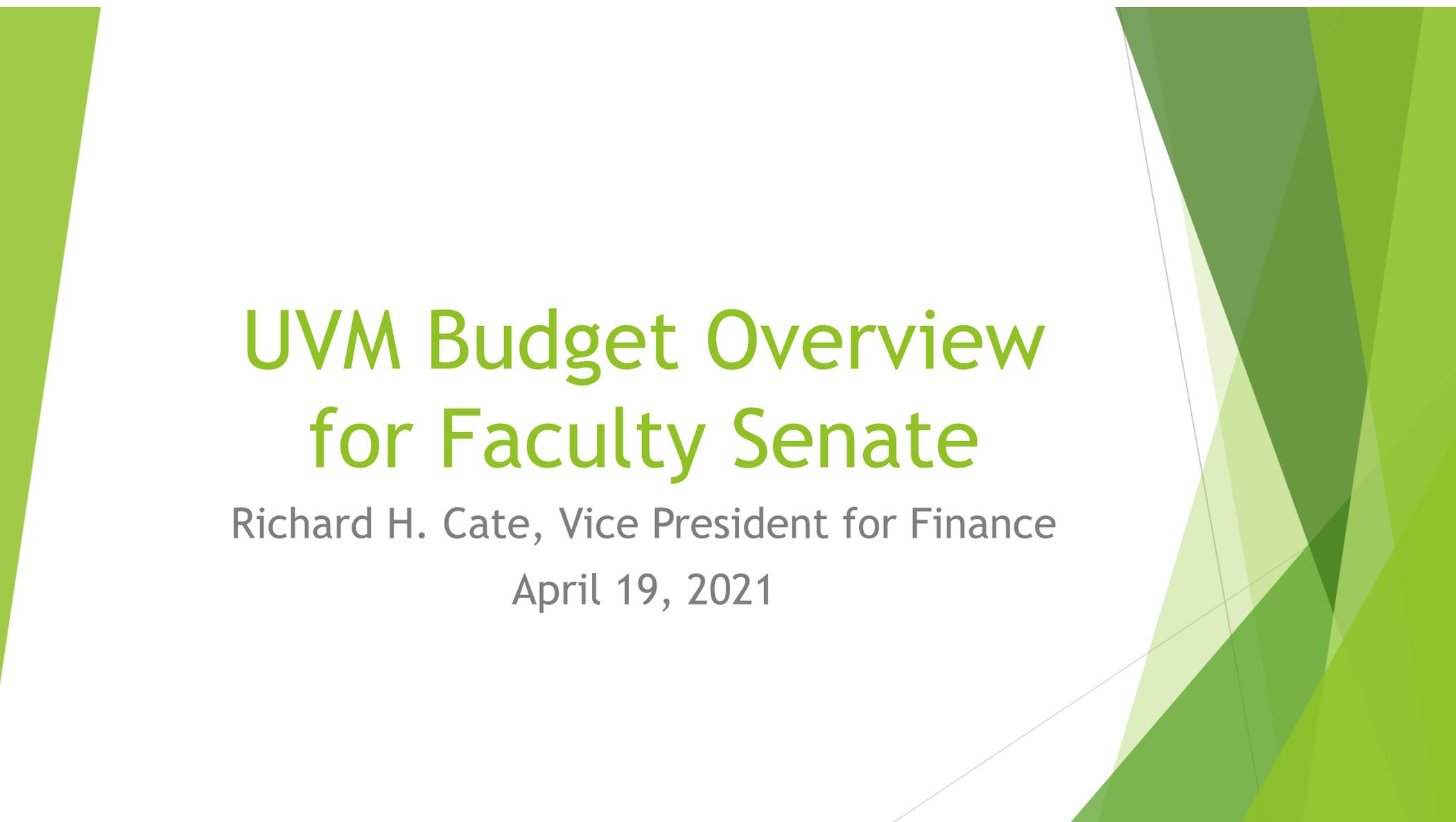
- Gratitude for working group and community members engaging throughout the process.
- Clarification of the working group charge.
- Concerns about timeline. Adjusted timeline includes ~18 months of fact gathering and listening, and recommendations presented towards the end of the fall semester 2021.

Chris Burns stated that the working group is scheduled for a much longer discussion at the May Senate meeting.

7. New Business

- Additional thoughts for a follow-up discussion related to the budget should be sent to President Burns (Chris.Burns@uvm.edu)

Adjourned at 5:57 PM.

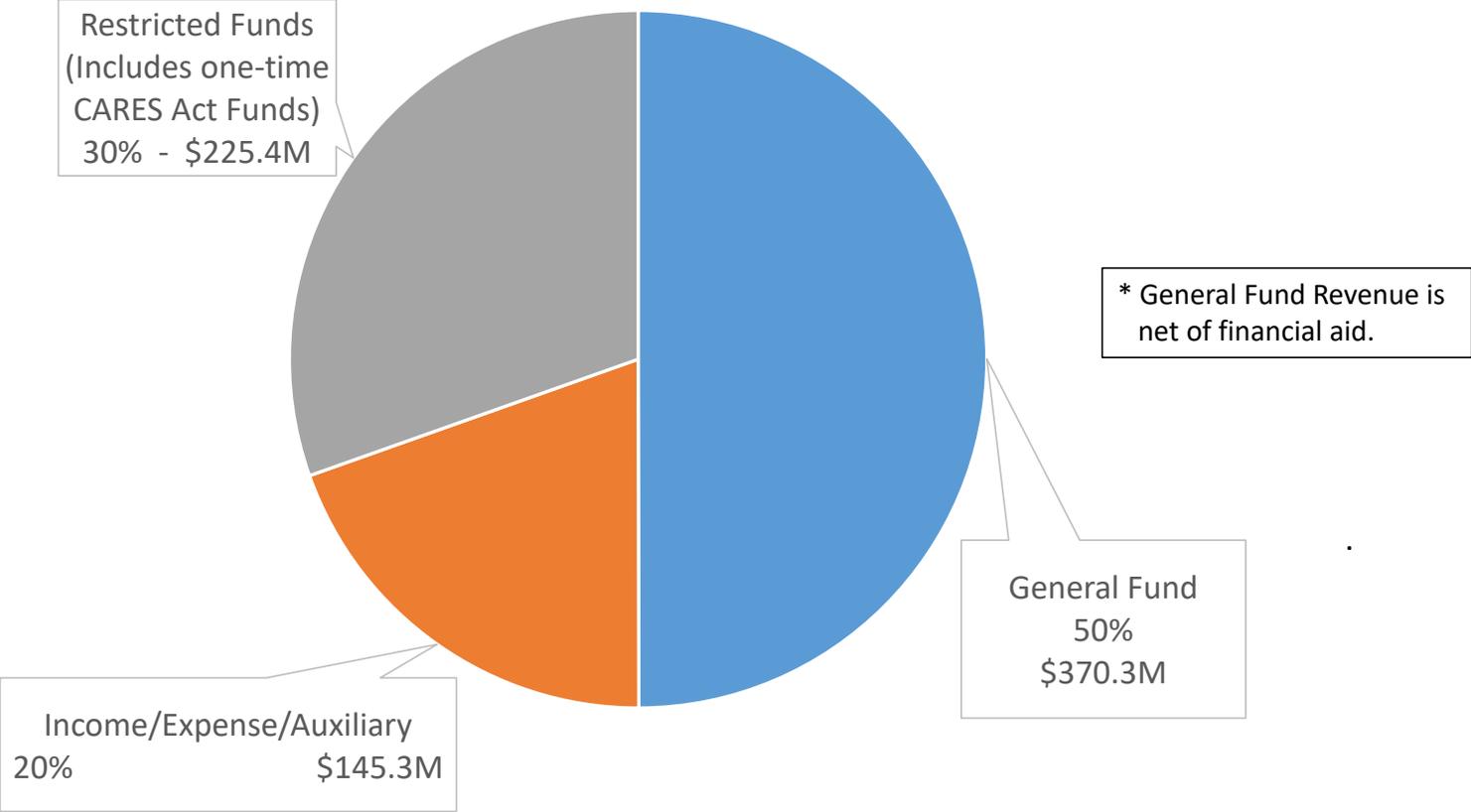


UVM Budget Overview for Faculty Senate

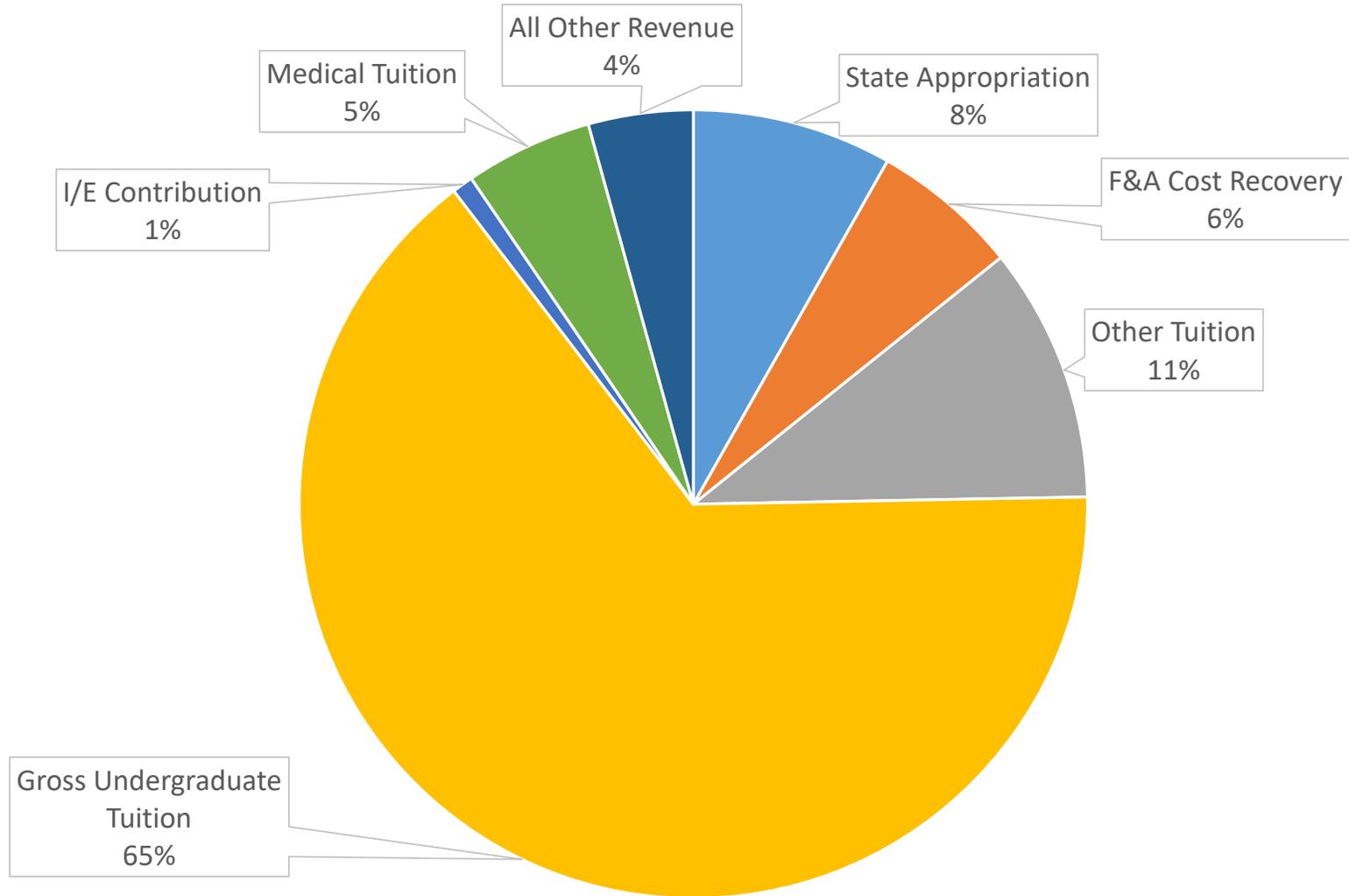
Richard H. Cate, Vice President for Finance

April 19, 2021

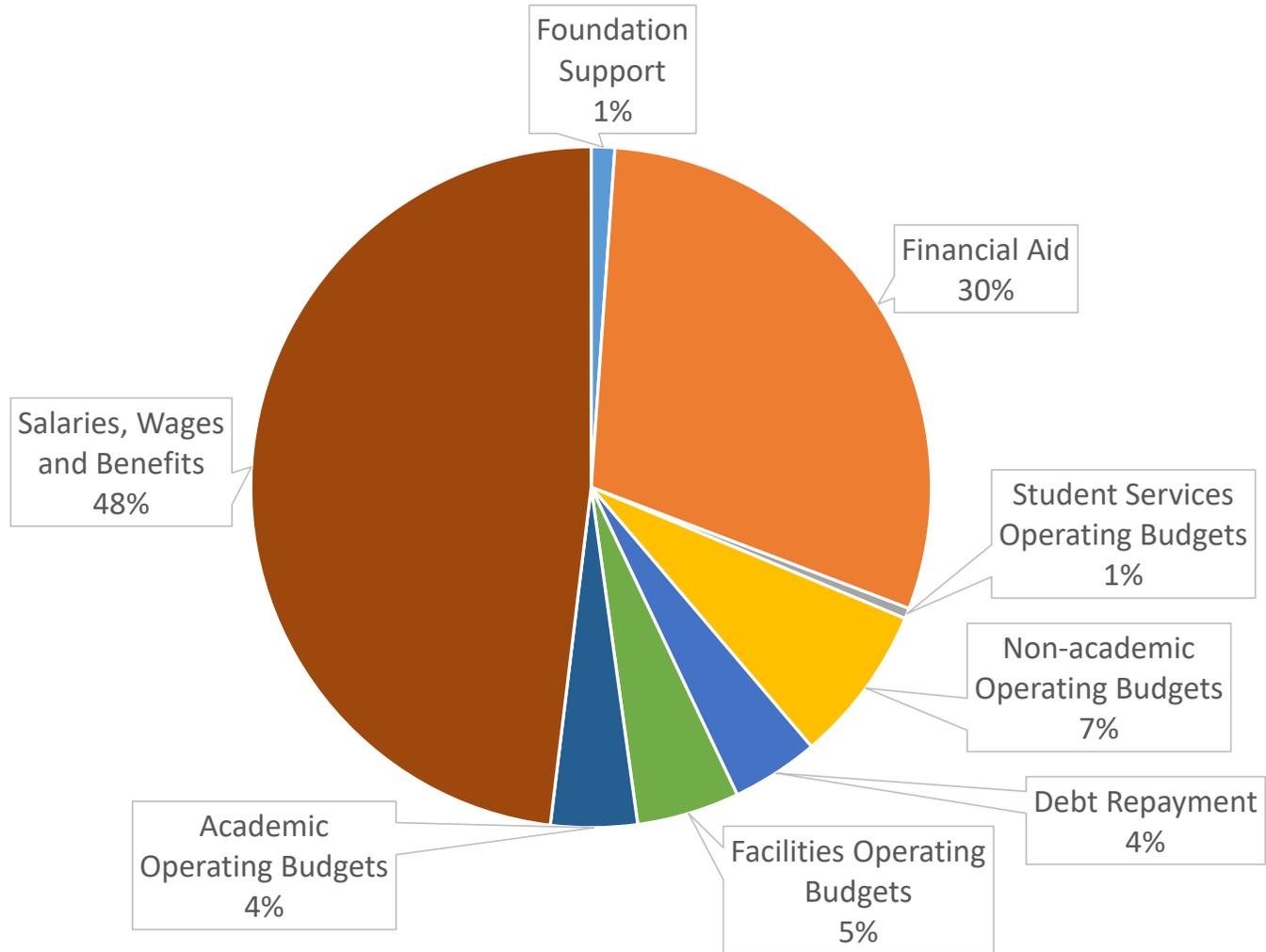
The University of Vermont FY21 Operating Budget \$741M



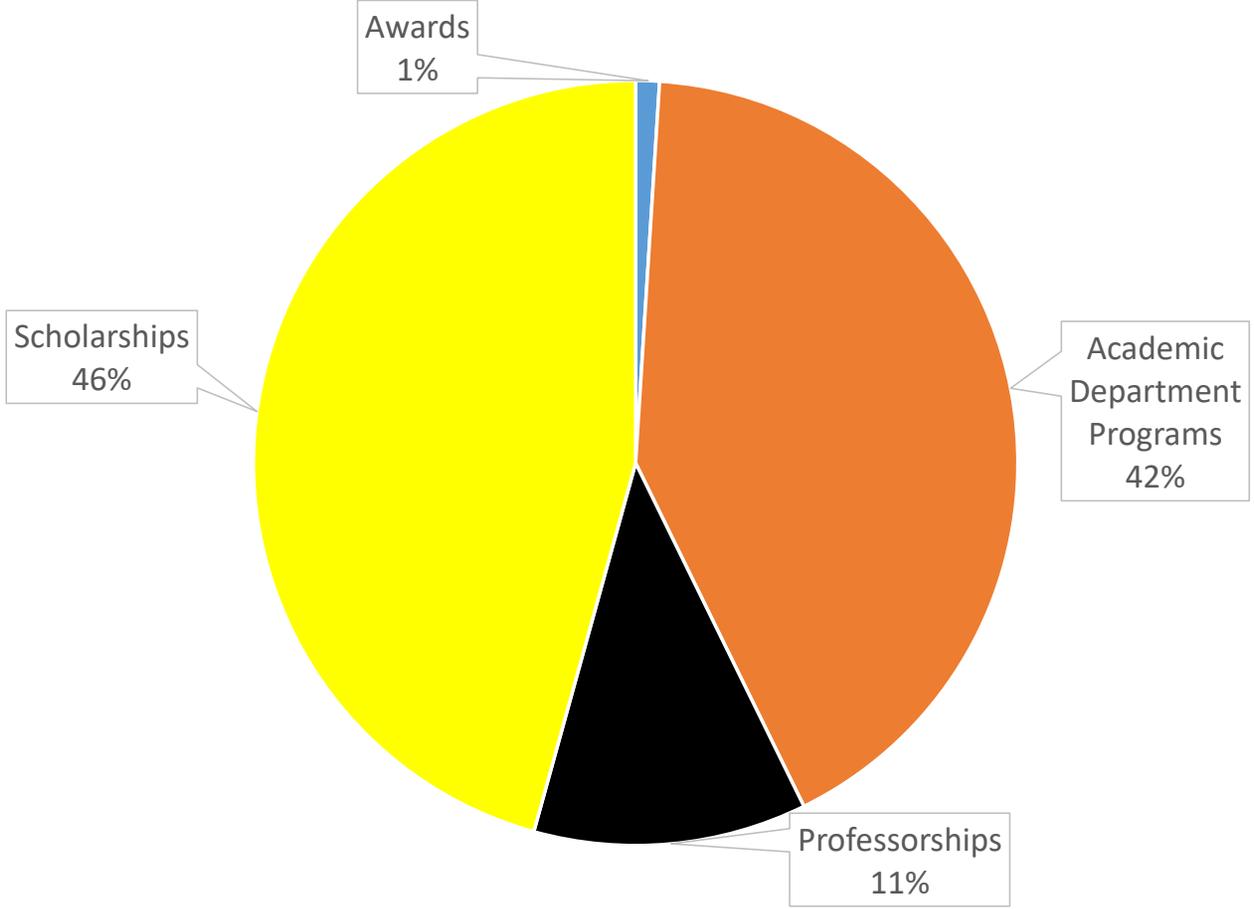
FY21 Gross General Fund Revenue Budget - \$518M



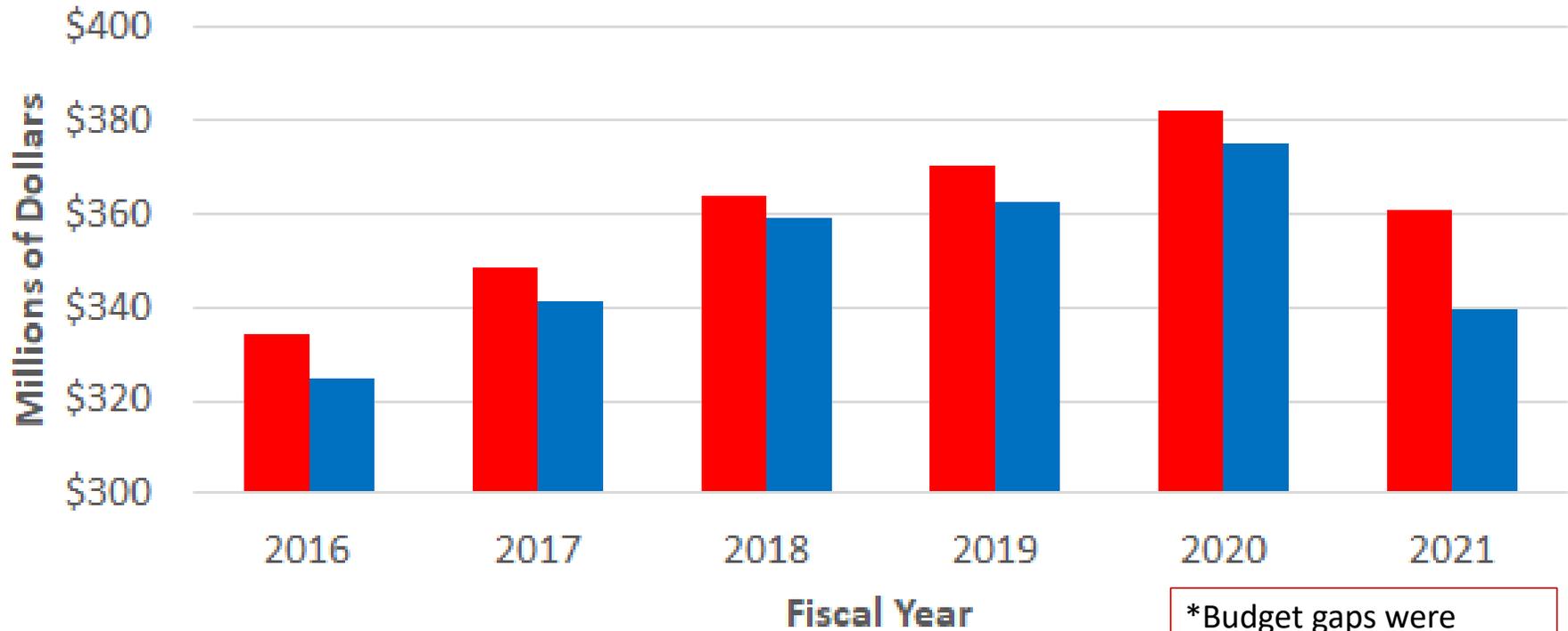
FY21 Gross General Fund Expense Budget - \$529M



UVM Endowment Spending Distribution (~\$20 million) - FY 21
(Distribution is 4.5% of average endowment value over the previous 3+ years)
Endowment Gifts Restricted by Donors for These Purposes



General Fund Revenue & Expense



■ Expenses ■ Revenue

*Budget gaps were addressed by implementing base budget reductions.

Fall 2019 Revenue Generating Proposals Non-Credit, Non-Degree, Professional Development

April 19, 2021

Patricia A. Prelock, Provost and Senior Vice President



The University of Vermont

FALL 2019 PROCESS

21 Proposal Submissions

CALS	Culinary Nutrition
CAS	Addictions
CAS	Re-imagined GAP and Univ College
CAS	Religious Literacy
CEMS	CSYS and Data Science Certificate
CEMS	Threat Stack Webinar on Cloud Security
CESS	Athletic Coaching Conference
CESS.CEMS	Computer Sci Ed Courses for Teachers
CESS.CNHS	Data Sci Bootcamp Health & Ed Mgrs
CESS	Professional Practice Workshops
CESS	Trauma Informed Practices
GSB	Ugrad Certificate in Finance
GSB	Grad Certificate in Sustainable Bs
HCOL	Lifelong Honors
LCOM	Public Health & Virtual Academy
LCOM	Pre-Health & Medicine
LCOM	Medical Cannabis Research and Ed
LCOM	Palliative Med and End of Life Care
RSENR	Geospatial Consulting and Education
RSENR	MPS Growth & MPS Ed for Sustainability
RSENR	Environment and Sustainability Programs

FALL 2019 PROCESS Proposal Evaluation Framework

EXTERNAL ENVIRONMENT:

Occupational, health, social, or cultural **needs**
Market **demand**
Enhances brand/**reputation**
Capitalizes on a **competitive advantage**
Potential for **market penetration**
Leverages **existing relationships**

FINANCIAL IMPLICATIONS:

Requires **reasonable start-up investment**
Potential for **significant return** on investment
Generates net **revenue by FY21**

INTERNAL ENVIRONMENT:

Aligns with **mission, vision, and strategic direction**
Maximizes existing **institutional strengths**
Does not compete with **existing programs**

PROPOSAL ITSELF:

Aligns with **departmental mission/passion**
Reflects **innovation**
Supported by **existing faculty**
Implemented with **minimal time** to market
Easily **scalable and sustainable**
Supported by **existing technology/infrastructure**

FALL 2019 PROCESS Review Team

- Provost
- Vice Provost for Academic Affairs and Student Success
- Vice Provost for Faculty Affairs
- Assistant Provost
- Vice President for Finance and Administration
- Vice President for Enrollment Management
- Dean, Continuing and Distance Education
- Dean, Grossman School of Business
- Director, Institutional Research

FALL 2019 PROCESS 4 Proposals Advanced

- UVM/Threat Stack Webinar on Cloud Security
- Online Certificate in Data Science and Complex Systems
- Public Health and Virtual Academy of Public Health
- Geospatial Consulting and Educational Activities

UVM/THREAT STACK WEBINAR ON CLOUD SECURITY

PROPOSAL: To leverage UVM's growing research profile in computer privacy and security, through a partnership with Threat Stack, a cloud cybersecurity company (CEO is a UVM alumnus) to develop a webinar series on cloud security and privacy.

PROGRESS: The external partner's ability to participate has been impeded by the pandemic

ONLINE DATA SCIENCE AND COMPLEX SYSTEMS CERTIFICATE

PROPOSAL: To leverage UVM's reputation in data science and complex systems (DSCS) by offering an already approved certificate in DSCS online

PROGRESS:

- Key courses are now offered online
- Soft launch in January 2021: 3 external students, 10 internal students
- Current external students are in existing sections (no new costs added)
- Marketing efforts underway to build enrollment

PUBLIC HEALTH AND the VIRTUAL ACADEMY OF PUBLIC HEALTH

PROPOSAL: To create an in-demand credential in a growing field that will also serve as a feeder into UVM's public health program

PROGRESS:

- Master of Public Health nationally accredited in Spring 2021
- 4 online Public Health Certificates of Graduate Study
- Development of MicroGrad™ programs in process
 - Stackable credentials for professional development
 - Examples: Epidemiology for Practice; Disease Outbreaks; Public Health Program Evaluation; Communicating Health Statistics, Legal Issues in Public Health

GEOSPATIAL CONSULTING AND EDUCATIONAL ACTIVITIES

PROPOSAL: Invest in UVM's spatial analysis expertise and facilities to meet growing market demand for spatial analysis services.

PROGRESS:

- Significant employment/educational opportunities for students
- I/E gross revenue growth from \$185K in FY17 to \$1.2M in FY20
- Drop in FY21 revenue
 - estimated at about half of FY20
 - pandemic impacts: travel restrictions/drone work; contract cancellations
 - FY22 bounce-back expected
- Increased grant activity; FY21 at \$1M; FY22 projected at \$16M (\$5M in F&A)

OTHER PROGRAM ADVANCES

- **Online Dietetics MS** – FL 21 launch; 9 admits, goal of 20; responds to new degree/professional development requirements for Registered Dietitians
- **Computer Science Education for Teachers** – minor and concentration approved May 2019; Certificate of Graduate Study in development to attract external audiences
- **Professional Practice Workshops** – fee for service model launched in the Tarrant Institute; provides professional development opportunities for, social work, counseling, and other caring professions
- **Trauma Informed Practice Certificate** (New name: Resiliency-based Approaches with Families, Schools, and Communities Certificate) – Faculty Senate approval in March; anticipated BOT approval in May

NEXT STEPS

- Units are encouraged to continue to **work with CDE** to develop non-degree and non-credit opportunities
- Think creatively – how can **existing resources/courses** appeal to external audiences?
- Develop **MicroGrad™** Programs in other colleges
- Initiate a **new call for revenue generating proposals** in Fall 2021
 - Competitive process and rigorous review
 - Potential initial investment from Provost's strategic funds and/or CDE
 - Market analysis and clear indication of ROI

DISCUSSION