Standard 3: Organization and Governance

"The material of thinking is not thoughts, but actions, facts, events, and the relations of things."
John Dewey

Overview

In 1865, a legislatively enacted charter united UVM and the State Agricultural College as a "corporate body" to be known as University of Vermont and State Agricultural College. The new entity was defined as an "instrumentality of the state for providing higher education, with all the rights and powers incident to corporations." With the enactment of this charter, UVM, one of the nation's first private higher education institutions, became one of its first public, land-grant universities. The organization and governance of the university have evolved over time to meet the changing needs of the institution, but remain consistent with both its land-grant mission and its dedication to the pursuit, dissemination, and application of knowledge. As a public university, its processes and procedures emphasize transparency, public representation, and public access to the operations of the Board of Trustees and the university.

Description

UVM Board of Trustees

The Board of Trustees has full legal responsibility and authority for the University of Vermont, including management and control of the property and affairs of the university. The board sets and approves policies, budgets, and strategic planning, and also appoints the university president. The board has overarching responsibility for specific institutional policies, listed in the Board Policy Manual. As stewards of these institutional policies, the board consults with university officials, governance groups, and others before finalizing policy decisions.

The Board Policy Manual, instituted in 2006, provides trustees with important information about the university, including its mission, identity, goals, and structure. The policy manual assembles in one place information about university identity (e.g., motto, mission, vision) as well as governance documents such as the university bylaws and institutional policies, the board strategic plan, board bylaws, and orientation materials for new trustees. Posted publicly on the Board of Trustees website, the policy manual provides transparency for the university's governance system and ensures that both new and seasoned trustees have access to a reference guide for proper board operations.

All board policies and procedures and university policies and procedures are on a cyclical review schedule—either a one-, three-, or five-year cycle; this cycle is reflected at the bottom of each published policy in the history of the approval of the document. Among the regularly reviewed and updated board policies is the Resolution Regarding Delegation and Retention of Board Authority, which has been reviewed and revised 17 times since its adoption in 2004. New policies and procedures developed either by the board or the university are added to the board manual if appropriate. University policy and procedures are maintained by the Office of Audit and Compliance.

The Board of Trustees consists of 25 members: nine legislative, nine self-perpetuating, three gubernatorial, and two student members; the governor of the State of Vermont and the president of the University of Vermont serve as ex-officio members during their terms of office. Each member serves a six-year term, with the exception of the student members, who serve two-year terms. All terms begin on March 1. In odd-numbered years, three members are elected by the Vermont General Assembly for six-year terms, and the nine trustees so chosen constitute the board of the Vermont Agricultural College as established in 1865. In even-numbered years, three members are elected to six-year terms by a self-

perpetuating board of nine trustees who constitute the board of the University of Vermont founded in 1791. The board has developed a complex matrix of desired experience/background of members, used to identify and recruit new members to the self-perpetuating board. Three trustees are appointed by the governor of Vermont, one during each odd-numbered year. Each year, one of two students who serve as trustees is selected by the Associate Directors for the Appointment of the University of Vermont and State Agricultural College Student Trustees, Inc., for a two-year term.

Committee assignments are determined by the chair of the board and are approved annually. Each committee has faculty, student, staff, and alumni/ae representatives who are selected by their constituent groups, ensuring that all of these constituencies can receive information about board activities, as well as participate in board discussions. The representatives participate fully in the activities of the committee, but do not vote. Each standing committee is staffed by a university liaison who works closely with the committee chair on setting agendas and makes arrangements for minutes to be recorded.

The standing committees include the Audit Committee; the Committee on Board Governance; the Budget, Finance, and Investment Committee; the Educational Policy and Institutional Resources Committee; and the Executive Committee. The charge of each committee is briefly summarized below.

Audit Committee. The Audit Committee is responsible for overseeing the quality and integrity of the university's financial statements, including the selection of, and effective interaction with, the independent auditor. The committee promotes the development and monitors the effectiveness of institutional systems of risk management, internal controls, accounting procedures, and compliance with laws and regulations. The Audit Committee has full authority over the internal audit function, including the appointment, evaluation, and termination of the chief internal auditor.

Committee on Board Governance. The Governance Committee serves as the nominating committee of the board for candidates for board and university officer appointments. The committee also provides input on board governance issues, including, for example, periodic reviews of the university bylaws; recommendations regarding new trustees' orientation and training; and recommendations regarding development programs for continuing trustees.

Budget, Finance, and Investment Committee. The Budget, Finance, and Investment Committee has responsibility for overseeing the development of strategic, long-range institutional financial plans and related plan objectives. The committee oversees the formation and approval of annual budgets and the creation, implementation, and periodic review and revision of financial, treasury, investment, and debt management policies, and reviews and makes recommendations to the board regarding student tuition and fees. When necessary or advisable for its work, the committee may retain investment managers and financial advisors.

Educational Policy and Institutional Resources Committee. The Educational Policy and Institutional Resources Committee oversees the development and status of strategic, long-range university programmatic and resource use plans and related plan objectives, as well as matters relating to educational policies and programs. Its broad responsibility for educational policy includes student enrollment; the quality of student and campus life; academic programs; research, scholarship, instructional, and service activities; faculty affairs; strategic planning relating to diversity and promotion of the achievement of diversity goals across a broad spectrum of university programs and activities; and matters relating to the procurement, use, quality, condition, and disposition of the university's buildings and other facilities, and its assets, infrastructure, technologies, and other institutional resources. The committee also monitors the alignment of University of Vermont Foundation fundraising goals and objectives to institutional strategic priorities.

Executive Committee. In addition to its authority to take action on matters which cannot or should not be deferred to the board's next scheduled meeting, the Executive Committee oversees the work of committees of the board, the university's planning process, and the board's responsibility to support the president and assess his or her performance. During the intervals between board meetings, the Executive Committee acts with all the powers of the Board of Trustees in management of the property and affairs of the university.

Appraisal

The organization and structure of the Board of Trustees ensures broad oversight and effective management of the institution's affairs. Board membership ensures that the interests of both Vermont residents (through legislative representatives) and constituencies within the university, including faculty, staff, students, and alumni, are represented in board deliberations and decisions. Board documents and decisions are publicly disclosed, and board meetings are regularly scheduled, publicly announced, held in a central location on campus, and largely open to faculty, staff, students, and members of the public who wish to attend. Additionally, time is reserved at the beginning of each regularly scheduled full board meeting for public comment on issues germane to the board.

The board structure and bylaws ensure that board policies are regularly reviewed and allow for the development of new policies in response to institutional needs. An excellent example of board responsiveness to emerging institutional needs is the development in 2018 of a Renaming Advisory Committee, which established a process by which anyone can submit a renaming request. The process foregrounds institutional values of integrity, openness, and justice, and uses the university mission as the basis for evaluating renaming requests. The new process created a pathway for a proposal that the name of Guy Bailey, UVM's thirteenth president, be removed from the Bailey-Howe Library on the grounds that his support for the eugenics movement was fundamentally inconsistent with the university mission. The Board of Trustees approved the name change in Fall 2018.

The Board of Trustees conducts an annual orientation process for new members during the spring following their appointment. This is coordinated by the Office of Board Relations and involves a variety of university senior officials. It includes an introduction to the university and an overview of board operations and procedures. Board members are provided a subscription to the *Chronicle of Higher Education* and are enrolled as members of the Association of Governing Boards. Periodically throughout the year, the members will be sent articles of interest related to higher education. At each board meeting, there is time allotted in the Committee of the Whole for an academic presentation. This is an in-depth presentation about a particular topic, often a new or strategic university initiative. This has been a means to provide members a greater understanding of various areas of the university.

The board annually hosts a two-day retreat designed for board development and strategic planning. This is typically held in early September at an off-site location in Vermont. At the Fall 2017 retreat the board had an extensive discussion about the makeup of the board. This resulted in the appointment of a Board Governance Work Group to explore possible changes to the membership of the board; this work is ongoing. The board also conducts regular assessments of board committees through an online survey. This provides feedback to the committee chair as well as informs future agenda topics.

The Board of Trustees takes seriously its oversight role and works collaboratively with the president. Members of the board bring with them a wide range of experiences and expertise. All are active, attentive, and come to meetings well prepared. The board runs efficiently, with much substantive work done initially through committee and then taken to the full board. The board maintains its role at a policy level and oversight level, leaving daily management and operational decisions to university leadership. The organizational chart and contact information for the board are easily locatable on the university website.

Internal Governance

Description

University Leadership

The president, provost, vice presidents, associate provosts, deans, and chairs/program directors comprise institutional leadership from the university to the college/school and departmental/program level. The primary responsibilities and procedures for appointment and review of these leadership positions, as well as procedures related to the structure and organization of university units (including colleges, schools, departments, programs, centers, and institutes), are outlined in the University and University Officers' Manual, which is publicly available and updated regularly, most recently in 2016.

Leadership of the university includes the president, provost and senior vice president, vice presidents, associate provosts, deans, department chairs, and program directors. The university's organizational chart is available on the Office of Institutional Research website, and is updated as needed to ensure accurate representation of the institution's organization and structure.

The University of Vermont president plays an important role in the state, as UVM is Vermont's only research university and land-grant institution. As the chief executive officer of the university, the president reports to the Board of Trustees and serves as an ex officio voting member of the board and its Executive Committee. The president's role is to build and cultivate financial support for the university and its programs; create and support a climate of openness, understanding, and mutual respect; inspire and engage the citizens of the university; build an entrepreneurial spirit that includes administration, faculty, and staff; and fulfill the promise of its vision. The president promotes UVM's teacher-scholar model, creating the conditions for cultivating talent and setting high expectations for both scholarly endeavor and teaching success in faculty hiring and promotion. The president is expected to lead a fiscally innovative and strategic administration, maximizing both revenue and productivity, striving to develop a sustainable financial model for UVM while putting every available resource to work for the good of the academic program. Hiring and review processes for the president are clearly outlined in the University Manual, and specify the structure and responsibilities of the Presidential Search Committee, which includes faculty, staff, and student representatives.

The provost reports to the president, and serves as senior vice president, chief academic officer, and chief budget officer of the university, working closely with the deans, the vice presidents, and other members of the president's cabinet. As the academic leader of the campus, the provost has direct responsibility for the academic colleges and schools, the Larner College of Medicine, UVM Extension, Continuing Education, student life and services, enrollment management functions, the university library, the university museum, and numerous offices, centers, and programs. As the chief budget officer, the provost has responsibility for administering, periodically reviewing, and adjusting the university's incentive-based budgeting model, aligning resource allocation with strategic initiatives. The provost is responsible for enhancing the university's intellectual climate, strengthening instruction and scholarship, advancing diversity, creating an outstanding student experience, promoting student access to success, and identifying investments and efficiencies to ensure a sustainable future.

The university currently has seven vice president roles. The responsibilities of each VP are outlined below:

Vice President for Executive Operations. The vice president for executive operations is responsible for the day-to-day operational functions of the executive offices, including executive recruitment and related human resource matters, budget and financial management, Board of Trustees operations, ceremonial events including commencement and convocation, correspondence review and management, and scheduling prioritizations. The vice president directs the Administrative Unit Review process, Burack Distinguished Lecture Series, the Marsh Professor at Large Program, and supports the various awards presented to faculty and staff that are managed in the Office of the President. The vice president also supervises University Events Services, which includes Davis Center operations and conference and events services.

Vice President for Finance and Treasurer. The vice president for finance and treasurer is the chief financial officer of the University of Vermont and is responsible for ensuring the financial stability and integrity of the institution. The vice president for finance advises the president, provost, and Board of Trustees on all aspects of strategic financial matters and oversees the Division of Finance, which supports the university's goals for academic excellence by ensuring the fiscal integrity of the university through stewardship of resources and providing reliable financial information, responsive services, and objective advice to the University of Vermont community. The vice president also serves as university treasurer, an appointment that is made by the Board of Trustees per the university bylaws. As treasurer, the vice president for finance is responsible for the preservation of the university's assets, the receipt and investment of funds, and the management of cash and securities.

Vice President for Human Resources, Diversity and Multicultural Affairs. The vice president for human resources, diversity and multicultural affairs is responsible for providing vision, leadership, coordination, and strategic planning for human resources, diversity, and inclusive excellence throughout the university. The vice president for human resources, diversity, and multicultural affairs oversees benefits, employment, compensation, leadership and organizational development, and employee relations with the goal of increasing the efficiency, effectiveness, and value of the university's human resources systems, processes, and practices. This vice president also advises senior leadership on policies, programs, practices, and resources necessary to achieve excellence in multiculturalism and diversity, and works to develop professional development opportunities that support faculty and staff in their development in the areas of career learning, compliance, and cultural competency. In supporting the president's goals for the Commission for Inclusive Excellence, the vice president for human resources, diversity and multicultural affairs provides integrated leadership and administrative oversight of the division of Diversity, Engagement and Professional Development, including the Abenaki Outreach Program, the Affirmative Action and Equal Opportunity Office, the Center for Cultural Pluralism, the ALANA Student Center, the LGBTQA Center, and the Women's Center.

Vice President for Legal Affairs and General Counsel, and Senior Advisor to the President. The vice president and general counsel serves as the university's chief legal officer, overseeing the university's legal affairs and directing the Office of the General Counsel. The vice president and general counsel provides legal advice and counsel to the Board of Trustees, the president, officers and senior leaders, and other persons responsible for the management of academic and administrative units. This includes advice regarding transactional matters, dispute resolution, legal and regulatory questions related to or arising out of university activities, and policy formulation. The vice president and general counsel also serves as assistant secretary to the Board of Trustees. As senior advisor to the president and as a member of the president's senior leadership team, the vice president for legal affairs also provides advice regarding strategic priorities and their implementation, reputational issues, and crisis management situations.

Vice President for Research. The vice president for research oversees the research program of the university. This responsibility extends across all academic units. The vice president supports research, scholarship, and the creative arts through provision of internal funding opportunities and publication of and assistance with external funding opportunities. The vice president provides resources for investigators and oversees all aspects of research administration, including sponsored project administration, Research Protections Office, research integrity, Office of Animal Care Management, and the Office of Technology Commercialization. The vice president also is charged with promoting innovation and entrepreneurship.

Vice President for University Relations and Administration. The university relations portion of this position is responsible for developing communications, public relations, and media strategies for the institution and its leadership. The vice president is often the primary media contact and spokesperson for the university, and is charged as well with interacting with governmental, business, alumni, neighbors, parents, and other outside constituencies on matters of mutual concern. The administration portion of the position is responsible for overseeing facilities, capital planning and management, enterprise risk management, and police services. The vice president also plays a key role in crisis management situations when they arise, as well as communicating with numerous key constituencies in the public and private sectors.

Vice President for Enrollment Management. The vice president for enrollment management is responsible for developing enrollment strategy and implementing and assessing strategic and operational programs to recruit, admit, retain, and graduate undergraduate students consistent with UVM's traditions, values, mission, vision, and evolving strategic goals. The vice president works to develop and cultivate a collaborative university-wide environment to coordinate and synchronize enrollment management from first contact through retention and persistence to graduation. The vice president leads the Division of Enrollment Management comprised of Undergraduate Admissions, the Office of the Registrar, Student Financial Services, the Office of International Education Services, Military Studies (ROTC), and Student Veteran Services.

Within the Office of the Provost, three positions oversee facets of academic leadership within the institution. These are the Vice Provost for Student Affairs, the Associate Provost for Faculty Affairs, and the Associate Provost for Teaching and Learning (to be retitled Associate Provost for Academic Affairs in FY 2019).

Vice Provost for Student Affairs. The vice provost is the senior student affairs officer for the university and has primary responsibility for the leadership, management, strategic direction, policy development, and administrative oversight of the Division of Student Affairs. The vice provost is responsible for providing leadership to ensure the effective coordination and integration of a wide spectrum of student affairs programs and services in order to achieve student development and learning outcomes that result in an experience that supports students in being healthy, successful, and engaged.

Associate Provost for Faculty Affairs. The associate provost for faculty affairs has responsibility for all matters related to recruitment, development, evaluation, promotion, retention, recognition, and elevation of all UVM faculty.

Associate Provost for Teaching and Learning (Academic Affairs). The associate provost for teaching and learning (academic affairs) is responsible for university processes related to the portfolio of academic programs, including assessment of student learning outcomes, curricular quality, degree programs, and creative efforts to enrich the undergraduate academic experience. In 2019, this role will be renamed Associate Provost for Academic Affairs, to better reflect this range of responsibilities.

Deans

The deans of the undergraduate colleges and schools, the Graduate College, the Larner College of Medicine, Libraries, and Distance and Continuing Education are each responsible to the provost for the effective leadership and administration of the unit under their supervision. A dean, in consultation and cooperation with the college and school faculty curriculum and standards (or equivalent) committees, directs and coordinates the establishment and oversight of academic standards and educational objectives and the curricula to attain them. The dean gives attention to the programs of study and research, their purposes and content, the effectiveness of instruction, the admission and counseling of students, the recruitment and supervision of the faculty of the college or school, and the development and maintenance of resources and support services for the carrying out of the mission of the college, school, or unit. Academic deans also direct curricular advising of students and their enrollment, supervise their academic status and standing, and certify degree candidates to the Faculty Senate. The dean presides over faculty meetings of the college or school in accordance with applicable college or school bylaws. In consultation with department chairpersons and/or program directors and the appropriate faculty committee, the dean makes recommendations to the provost for faculty appointments and changes in faculty status. The dean prepares a budget for approval by the provost and administers the approved budget. The dean is responsible for the mentoring and oversight of department chairs and program directors.

The department chairperson (or chair) is the administrator responsible for management and coordination of the work of an academic department. The chair consults with faculty regarding the development and implementation of guidelines for faculty assignments and the standards for decisions about changes in faculty status; oversees courses of instruction and research within the department, as well as the assessment of the effectiveness of departmental instruction and student advising; and follows department guidelines on preparing recommendations to the dean on the appointment of new faculty and reappointment and promotion of continuing faculty. The chair fosters research, scholarship, and professional development by department faculty, assisting in appropriate administration of the research and by mentoring faculty and conducting annual performance reviews of faculty. The chair prepares and manages the departmental budget and is responsible for knowing appropriate institutional policies and collective bargaining agreement requirements in order to effectively carry out administrative responsibilities.

Appraisal

Senior leadership of the university is strong both on an individual level and as a group. The President's Senior Leadership Team meets at least monthly to discuss issues and important decisions facing leadership, as well as to share information. The leadership team includes the vice presidents, the enterprise risk management director, the auditor, the vice provost for student affairs, a representative of the deans, the CIO, and the senior public health office for the university. Others are invited to participate as is appropriate and helpful. In addition to the President's Senior Leadership Team, the provost regularly convenes the Provost's Academic Leadership Council to discuss and resolve issues of import to the academic mission of the university. The Council of Deans also convenes on a regular basis. Each of these leadership groups creates opportunities and promotes open exchange of ideas and discussion of problems, opportunities, and challenges. The discussions that result help to guide decision-making in important ways. Deans meet regularly with their chairs and program directors, as well as in college/school faculty

meetings, enabling communication between levels of the institution and engagement and input from the faculty level up through senior leadership.

Procedures for the appointment and periodic review of all levels of leadership, from the president to department chairs, are outlined in the University Manual, ensuring appropriate oversight and evaluation. Built into these procedures are mechanisms for faculty, staff, and student input, including confidential communication to the supervisor or supervisory body conducting the performance evaluation and review.

Faculty Governance and Other Advisory Bodies

The administration and the Faculty Senate of the University of Vermont share responsibility for the effective management of the academic affairs of the university. Authority in matters related to the academic mission is vested in the faculty by the Board of Trustees. This authority is exercised in the Faculty Senate by elected senators with voting privileges and by committees authorized to act on their behalf. Meetings of the Faculty Senate are presided over by a president and vice president and follow a town-meeting format at which all university faculty members have a voice. The constitution and bylaws of the Faculty Senate, last revised in 2001, but amended several times in the intervening years, outline policies and procedures related to the body's authority, structure, and policies. A new review and revision of the constitution and bylaws is anticipated in AY 2018–2019.

The activities of the Faculty Senate are overseen by an executive council, comprising the chairs of the Senate standing committees, four at-large members elected from among the senators, and the Senate president and vice president. The Faculty Senate president and vice-president meet monthly with the president and provost, as does the full executive council. In addition, members of the executive council serve as faculty representatives to relevant Board of Trustees committees.

University faculty members eligible for membership in the Faculty Senate ("eligible faculty") are those holding a primary appointment as an Officer of Instruction, Officer of Research, Officer of Extension, or Officer of the Libraries at the rank of Professor, Associate Professor, Assistant Professor, Instructor, or Lecturer, with a full-time equivalent of at least 0.10. The Senate includes 70 elected senators, one representing each department or comparable unit (two for units with more than 25 faculty). The ± 78 members of the Senate standing committees are non-voting members of the Senate, as are the Senate president and vice president. Student representatives from both the Student Government Association and Graduate Student Senate are welcome to serve as non-voting advisory members on all Senate standing committees to ensure that student views and voices are considered in the work of these committees.

While this body can issue recommendations and participate in the formulation of university policy in many areas, it has primary authority to create policy, vested in the body by the Board of Trustees, for a range of areas directly related to the academic program and academic quality. These areas include academic freedom, including rights and responsibilities of faculty; all curricular matters, including establishment, dissolution, and substantial changes of degree programs; admissions standards and prerequisites; requirements for regular certificates and degrees; regulations regarding attendance, examinations, grading, scholastic standing, and honors; teaching quality; professional standards; and criteria for positions accorded academic rank. Matters can be referred to the Faculty Senate for consideration by the Board of Trustees, university administration, faculty of a school or college, the libraries, or other members of the university community.

The six standing committees of the Faculty Senate and their principal domains are:

Curricular Affairs Committee, responsible for the review and approval of academic programs and policy.

Education and Research Technologies Committee, responsible for the development and implementation of educational and research technologies and the review of related policies and procedures.
Financial and Physical Planning Committee, responsible for matters relating to planning and use of the institution's financial and physical resources.
Professional Standards Committee, responsible for faculty reappointment, promotion, and tenure activities and sabbatical leaves.
Research, Scholarship and Creative Arts Committee, responsible for research, scholarly work, and the creative arts at the university. The committee serves as a liaison between the Faculty Senate and the administration in support of research and the creative arts and advancing knowledge and communication.
Student Affairs Committee, responsible for issues related to student affairs, effects on the educational process, and the academic climate of the university.

Other governance bodies on campus, including the Staff Council, the Student Government Association and the Graduate Student Senate, serve in advisory capacities and act as the voice of their constituents in communications with senior leaders, including the president and provost.

Appraisal

The Faculty Senate exercises its responsibility for the effective management of the curriculum principally through the activities of the Curricular Affairs Committee, which reviews and approves all proposals for new academic programs. It shares with the provost's office responsibility for the review of existing programs through the Academic Program Review process. The Senate also oversees other aspects of university academic affairs through the Professional Standards Committee, which considers every action related to faculty reappointment, promotion, and tenure. The entire Senate votes to approve new academic programs and on all substantive decisions related to academic policy. The remaining four Senate standing committees are responsible for areas where the Senate's role is defined as reviewing, recommending, and helping to formulate policy. The membership of the Senate has expressed a desire to work towards a greater role in making recommendations that impact the formulation of policies, rather than serving primarily as a conduit to receive and disseminate information on policy decisions. The Executive Council has established the task of improving engagement in the Senate, perhaps through a process of defining a clearer means for the Senate to exercise its advisory capacities.

Results of a survey conducted by the Standard 3 subcommittee during the Self-Study process demonstrate areas of strength and potential for clarification on the roles of the Faculty Senate, Staff Council, SGA, and GSS within the university. In the case of student groups, it was noted that due to natural turnover, the effectiveness of governance processes was dependent on the group of students involved in the SGA or GSS in a given year. Staff Council, while recognizing the body's advisory role, expressed constituents' desire to have stronger input with regards to policy decisions that directly affect staff. At the same time, each of these bodies pointed to evidence that they have served effectively in their advisory role, communicating key positions and information from their constituencies to senior leaders, and impacting policy decisions.

Projection

- The leadership of the Faculty Senate, the Staff Council, the Student Government Association, and the Graduate Student Senate will undertake a reflective exercise on the respective roles and responsibilities of these advisory bodies in the university's system of shared governance, and will draft recommendations for the president and provost regarding optimal effectiveness and efficiency of shared governance.

Standard 3: Organization and Governance
(Board and Internal Governance)

Please attach to this form:

1) A copy of the institution's organization chart(s).

2) A copy of the by-laws, enabling legislation, and/or other appropriate documentation to establish the legal authority of the institution to award degrees in accordance with applicable requirements.

If there is a "sponsoring entity," such as a church or religious congregation, a state system, or a corporation, describe and document the relationship with the accredited institution.

Name of the sponsoring entity	The State of Vermont
Website location of documentation of relationship	http://www.uvm.edu/urel/state_relations

Governing Board	**Website location**
By-laws	http://www.uvm.edu/trustees/policymanual/II%202%20University%20Bylaws.pdf
Board members' names and affiliations	https://www.uvm.edu/trustees/?Page=members/allmembers.html

Board committees *	**Website location or document name for meeting minutes**
? Board of Trustees	Main Website: https://www.uvm.edu/trustees/ Meeting Minutes: https://www.uvm.edu/trustees/?Page=board_mtgs/meetings/all_mtgs.html Committees: http://www.uvm.edu/trustees/?Page=Committees.html&SM=submenu1.html

Major institutional faculty committees or governance groups*	**Website location or document name for meeting minutes**
The University of Vermont Faculty Senate	Main Website: https://www.uvm.edu/faculty_senate Meeting Minutes: https://www.uvm.edu/faculty_senate/2018-2019-faculty-senate-meetings-and-materials Committees: https://www.uvm.edu/faculty_senate/committees

Major institutional student committees or governance	**Website location or document name for meeting minutes**
Student Government Association	Meeting Minutes: http://www.uvm.edu/~uvmsga/?Page=thisweek.php&SM=menu_governance.html Committees: http://www.uvm.edu/~uvmsga/?Page=exec.html&SM=menu_committees.html
Graduate Student Senate	Meeting Minutes: https://www.uvm.edu/~gss/?Page=minutes.html Committees: https://www.uvm.edu/~gss/?Page=members.html

Other major institutional committees or governance groups*	**Website location or document name for meeting minutes**
Staff Council	Main Website: http://www.uvm.edu/staffcouncil/ Meeting Minutes: http://www.uvm.edu/staffcouncil/?Page=calendarsandmeetings.html&SM=meetingmenu.html Committees: http://www.uvm.edu/staffcouncil/?Page=representativesandcommittees.html&SM=representativesandcommitteesmenu.html

*Insert additional rows as appropriate.

Please enter any explanatory notes in the box below

Standard 3: Organization and Governance
(Locations and Modalities)

Campuses, Branches and Locations Currently in Operation (See definitions in comment boxes)

(Insert additional rows as appropriate.)

	Location (City, State/Country)	Date Initiated	Enrollment* 3 years prior (FY2016)	2 years prior (FY2017)	1 year prior (FY 2 018)	Current year (FY 2 019)
Main campus	Burlington, VT/USA	11/25/1904	12,815	13,105	13,340	13,395
Other principal campuses	N/A	N/A	N/A	N/A	N/A	N/A
Branch campuses (US)	N/A	N/A	N/A	N/A	N/A	N/A
Other instructional locations (US)	N/A	N/A	N/A	N/A	N/A	N/A
Branch campuses (overseas)	N/A	N/A	N/A	N/A	N/A	N/A
Other instructional locations (overseas)	N/A	N/A	N/A	N/A	N/A	N/A

Educational modalities

	Number of programs	Date First Initiated	Enrollment* 3 years prior (FY2016)	2 years prior (FY2017)	1 year prior (FY 2018)	Current year (FY 2019)
Distance Learning Programs						
Programs 50-99% on-line	8 Programs: CE Certif - Spch-Lng Path Asst, CE Certif-Cptr Sftwr:Web Dev, CE Certif - Pre-Actuarial, CGS-Health Care Mgt & Policy, MPS in Leadership for Sustainability, MS:Ldrshp for Sustainability, BS in Alternate Track - VT RN, CGS - Agroecology	Summer 2013 is the earliest that any of these programs were initiated as online.	48	56	60	38
Programs 100% on-line	7 Programs: CE Certif - Speech Lang Path, CGS-Public Health, CGS-Global & Environ Publ Hlth, MPH in Public Health, BS in Health Science , CGS - Epidemiology, CGS - Sustainable Enterprise	Summer 2013 is the earliest that any of these programs were initiated as online.	54	122	171	152
Correspondence Education	N/A	N/A	N/A	N/A	N/A	N/A
Low-Residency Programs	N/A	N/A	N/A	N/A	N/A	N/A
Competency-based Programs	N/A	N/A	N/A	N/A	N/A	N/A
Dual Enrollment Programs	1	2009	277	352	412	338
Contractual Arrangements involving the award of credit	N/A	N/A	N/A	N/A	N/A	N/A

*Enter the annual unduplicated headcount for each of the years specified below.

Please enter any explanatory notes in the box below

Dual Enrollment Programs are joint high school and college programs.
Historical enrollment information can be found here, on the Catamount Data Center: https://www.uvm.edu/~oir/catdat/enrollment_completion.html

There are plans to implement a new location in CT for UVM Medical students pending NECHE approval.

UVM offers 14 programs total that are online in some capacity. Note that the Health Science BS program (HSCI) is phasing out its online program and has seen an increase in the on-campus program. The data about online programs above does not include Health Science enrollments in fall 2018 because of the switch in modalities.