

**THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES**

COMMITTEE OF THE WHOLE

Chair Ron Lumbra, Vice Chair Cynthia Barnhart, Secretary John Bartholomew, Briar Alpert, David Aronoff, Otto Berkes, Robert Brennan, Kevin Christie, Frank Cioffi, John Dineen, Johannah Donovan, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kisha Kalra, Donald McCree, Carol Ode, Ed Pagano, Lucy Rogers, Governor Phil Scott, Shap Smith, Berke Tinaz, Catherine Toll and Samuel Young

Friday, October 29, 2021

9:15 a.m. – 11:15 a.m.

Silver Maple Ballroom, (401) Dudley H. Davis Center

REVISED AGENDA

	Item	Enclosure/ Exemption	Discussion Leader(s)	Time
	Call to order			9:15 a.m.*
1.	Approval of the June 4, 2021 meeting minutes	Attachment 1	Ron Lumbra	9:15-9:18
2.	Chair's report		Ron Lumbra	9:18-9:23
3.	President's report		Suresh Garimella	9:23-9:28
4.	Governance leaders' discussion <ul style="list-style-type: none"> • Graduate Student Senate President • Student Government Association President 		Rosie Chapina Sam Pasqualoni	9:28-9:43
5.	Academic presentation – student internships		Patricia Prelock Skylar Bagdon Dorcas Lohese Risa Repetto	9:43-10:13
6.	Academic reorganization and Art & Science Group, LLC feedback	Attachment 2	Patricia Prelock David Jenemann David Strauss Nanci Tessier	10:13-10:53
7.	UVM Foundation updates <ul style="list-style-type: none"> • SOAR and SOLVE initiatives 		Jim Keller	10:53-10:58
	Motion to enter into executive session**			
8.	South Burlington real estate	Advice of counsel	Sharon Reich Paulsen John Collins	10:58-11:13
	Motion to go out of executive session			
9.	Other business <ul style="list-style-type: none"> • <u>Resolution approving action to protect the university's property interests in South Burlington</u> 	<u>Separate distribution</u>	Ron Lumbra	11:13-11:15
	Motion to adjourn			11:15 a.m.

*Times are approximate. **The Chair will entertain a motion to enter into executive session for the purpose of discussing South Burlington real estate. Action is anticipated following.

**COMMITTEE OF THE WHOLE
BOARD OF TRUSTEES
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE**

A meeting of the Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, June 4, 2021, at 8:00 a.m. The meeting was held via remote conferencing due to the COVID-19 pandemic.

MEMBERS PRESENT: Chair Ron Lumbra, Vice Chair Cynthia Barnhart, Secretary John Bartholomew, Briar Alpert, Otto Berkes¹, Robert Brennan², Frank Cioffi, Kevin “Coach” Christie, John Dineen, Johannah Donovan, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kisha Kalra, Don McCree, Carol Ode, Ed Pagano, Lucy Rogers³, Shap Smith, Berke Tinaz, Catherine Toll and Samuel Young

MEMBERS ABSENT: David Aronoff and Governor Phil Scott

ALSO PARTICIPATING: Provost and Senior Vice President Patricia Prelock, Vice President for Legal Affairs & General Counsel and Chief of Staff to the President Sharon Reich Paulsen, Vice President for Finance and Administration Richard Cate, Vice President for Research Kirk Dombrowski, Dean of the Honors College David Jenemann, Staff Council President Caleb Gilbert, Alumni Association President Afi Ahmadi, Associate Dean for Public Health and Health Policy Jan Carney and Professor and Chair of the Department of Microbiology and Molecular Genetics Beth Kirkpatrick

¹ joined the meeting at 8:32 a.m.

² joined the meeting at 8:05 a.m.

³ joined the meeting at 8:05 a.m.

Chair Ron Lumbra called the meeting to order at 8:00 a.m.

Approval of minutes

Chair Lumbra presented the February 5, 2021 meeting minutes for approval. A motion was made, seconded and voted to approve the minutes as presented.

Chair’s report (see full report appended to minutes, beginning on page 5)

President’s report

After thanking Chair Lumbra and the trustees for their support during the past year, President Suresh Garimella reported on steps taken by the university to keep the campus safe. University leaders followed the science and worked closely with public health and infectious disease experts both on campus as well as at the Vermont Department of Health. The university tested students weekly, launched a campaign regarding the necessary and rigorous safety cautions that were in place, reconfigured the classrooms, provided appropriate personal protection equipment, hand sanitizer, and miles of Plexiglas. Using tents, fire pits, and a skating rink, the university created

new ways for students to safely gather on campus. The president reported that the university saw an opportunity to tie operational work with the university's academic mission by staffing the COVID testing center with students, most of whom were pursuing medical careers.

Governance leaders discussion regarding how they interact with and represent their constituencies

Chair Lumbra called to attention the informational reports submitted by governance leaders included in the meeting materials and noted that today the board will hear from the Staff Council and Alumni Association presidents. Staff Council President Caleb Gilbert announced that the Staff Council is celebrating its 50th anniversary. He shared some of the council's accomplishments over the years as well as future initiatives. President Gilbert expressed appreciation for the way the university administration partnered with staff to make telework possible during the pandemic. President Gilbert noted that this is his final board report and acknowledged the newly-elected officers, President Jon Reisenweaver and Vice President Laura Clayton. Chair Lumbra thanked President Gilbert for his leadership.

Chair Lumbra recognized the long-term service of the Alumni Association, charged with serving and facilitating continuing relationships with alumni. He invited Alumni Association President Afi Ahmadi to share how the association remained engaged with alumni during the severe COVID-19 restrictions of the past year and whether anything was learned that will assist them in hopefully-pandemic-free years to come. President Ahmadi reported that the pandemic required the Alumni Association to pivot their activities and maintain their connections through remote volunteerism. He thanked campus partners for helping the Alumni Association develop and deliver virtual programs, and noted that many events have been recorded and are available in the new library of recorded events. President Ahmadi closed his report by announcing that the Alumni Association will welcome back the Class of 2020 for an in-person commencement ceremony on Saturday, August 14, 2021.

Academic presentation

President Garimella introduced Drs. Jan Carney and Beth Kirkpatrick, who were invited to join today's meeting to talk about their contributions during the pandemic as experts in the fields of public health and infectious disease. Dr. Kirkpatrick joined the UVM faculty in fall 1999 and currently serves as Professor and Chair of the Department of Microbiology and Molecular Genetics in the Larner College of Medicine (LCOM). Her work is focused on translational and clinical research. Her experience in vaccine clinical trials, clinical immunology and establishing international field sites permits her findings to be tested in a variety of clinical settings, domestic and international. Dr. Kirkpatrick established the clinical and laboratory infrastructure for the Vaccine Testing Center at UVM. Dr. Kirkpatrick reported on the efforts to keep the campus and state safe during COVID-19 through research, education, and service to UVM, the UVM Medical Center, and the Vermont Department of Health, in addition to clinical activities. Throughout the pandemic she and Dr. Carney consulted with members of the administration regarding decisions related to on-campus operations and activities and testing and vaccine strategies.

Dr. Carney, a former Vermont Commissioner of Health, has a long record for launching critical initiatives to improve community health. During her twenty-years at UVM, her contributions have extended beyond Professor of Medicine and Associate Dean for Public Health and Health Policy at the LCOM. Dr. Carney reported on her many activities during the pandemic including advising, public education and teaching, research, and advocacy for public health in medical education. Dr. Carney concluded her presentation by explaining that UVM did better than any college or university because of a portfolio of actions including pre-arrival student testing, creating a culture of social distancing and mask wearing across campus, consistent and creative campus education, ongoing collaboration with the state and city, and using the best available science throughout the pandemic.

In follow up to a trustee request to share thoughts regarding fears and plans for the fall, Dr. Carney responded that the best course of action is to continue to watch and be guided by the data when developing strategies and making decisions.

Academic reorganization update

David Jenemann, Dean of the Honors College and Chair of the Academic Reorganization Working Group (ARWG), offered an update on the working group's progress since the last board meeting. He presented the initial findings as of spring 2021. After more than 25 meetings, open forums and information sessions in which groups ranged from 10 to 400 participants, and 90+ responses sent to a survey available on the Provost's academic reorganization website, the ARWG spent over 1,000 hours analyzing all information and feedback received. The initial findings produced a number of questions, including the recurring question of why reorganize. The key reasons include: enhancing the student experience, reducing complexity and redundancy, reducing barriers to student and faculty success created by the current university structure, increasing academic alignments that are contemporary and forward thinking and responsive to the Amplifying Our Impact strategic vision, and reducing administrative costs. Dean Jenemann pointed out that reorganization is not about cutting programs. It is aimed at identifying areas of strength, aligning complementary programs, and investing in areas that correspond to the values and potential of UVM. Dean Jenemann concluded his presentation by outlining the work of the ARWG over the next six months.

Trustees collectively expressed their support for the process and appreciation to Dean Jenemann for his leadership.

Executive session

At 9:25 a.m., Chair Lumbrera entertained a motion to enter into executive session for the purpose of discussing contracts, premature public knowledge of which would clearly place the university at a substantial disadvantage. He noted the session would last for approximately 15 minutes and that action is anticipated following. Everyone was excused from the meeting with the exception of Trustees; Provost & Senior Vice President Patricia Prelock; Vice President for Legal Affairs & General Counsel and Chief of Staff to the President Sharon Reich Paulsen; Vice President for Finance and Administration Richard Cate; Vice President for Research Kirk Dombrowski and Special Assistant to the Chief of Staff Erin Dickinson.

The meeting re-opened to the public at 9:55 a.m.

Other business

The following resolution was presented for approval:

Resolution authorizing a lease with United States Government, USDA, Agricultural Research Service

BE IT RESOLVED, that the Vice President for Finance and Administration, or his successor or designee, is hereby authorized to negotiate and execute a lease with a term of up to ten years with the United States Government, USDA, Agricultural Research Service for use of office and lab space for the establishment of a Food Systems Research Center, subject to material terms and conditions reported on this date.

A motion was made, seconded and it was unanimously voted to refer the resolution to the board for approval.

Adjournment

There being no further business, the meeting adjourned at 9:57 a.m.

Respectfully submitted,

Ron Lumbra, Chair

Ron E. Lumbra
UVM Board of Trustees Chair's Report
June 4, 2021

Good morning everyone and welcome to this final Board of Trustee meeting for the 2020-2021 academic year. What a year it's been. I come away grateful for all that's been accomplished, despite the myriad of challenges. I'm proud of our students, the faculty, staff, and administration for how well they have conducted themselves and adjusted with agility as required to serve our students and their families. I'm also proud of our response to the challenges of the pandemic, particularly driven by the mature behavior of our students. They set the tone for the campus and Burlington community at large and should be thanked and congratulated for their adherence to the Green and Gold Promise.

I would also like to take a moment to personally thank you my fellow trustees. We've been forced to engage many times outside of the normal cycle to take on important business on behalf of the University. I'm thankful to all of you for being so available. I'm reminded of a conversation I had with John Dineen when he was in process joining the board just before the COVID-19 pandemic. I can remember distinctly talking about how consistent and predictable the board meeting schedule was and how one can easily plan around it. John, I must apologize to you as your tenure on the board has been nothing like that with constant changes in the schedule and the need for additional meetings. Thank you all for your support and willingness to engage as needed.

Our COVID-19 response has been second to none in academia. It dovetails nicely with the performance of the State of Vermont on a national basis. I'm also pleased with the way progress has continued despite the pandemic. We've been able to maintain our focus on the student experience while taking on long-term strategic initiatives such as academic reorganization, taking a look at low enrollment/low completion programs, carefully managing through notable budget challenges brought on by a combination of the pandemic and the well known structural challenges facing higher education at large. In parallel, we have continued to keep tuition flat which is critically important to affordability for our students and their families, we've successfully committed to divest from our investments in fossil fuels, all while we maintain focus on our primary mission, the success of our students.

If anyone would like a feel for that mission, I encourage you to take a look at some of the videos from the commencement ceremonies a couple of weeks ago. Log onto uvm.edu, go to commencement videos, and pick any one to view. You will see the glow, the joy, and the happiness from our students. You will be impressed by the compelling remarks from our speakers that, while brief, were insightful and memorable. I was particularly struck by a comment from our new Dean of the College of Nursing and Health Sciences, Noma Anderson, who encouraged her students to go beyond the golden rule to the platinum rule. That is, to treat others as they want to be treated. We could all benefit from Noma's wisdom as we come out of the pandemic and look forward to a brighter day.

As many of you know, I like to think of a word that captures the theme of any particular board meeting. The word that comes to mind today is "discipline". We've reacted with agility and

behaved with integrity through the pandemic. As we emerge, we are faced with a number of strategic challenges and opportunities, particularly pertaining to the budget and how we invest our limited resources. Strategic resource allocation is among the most important tasks that we must confront as an institution. We are compelled to manage our finances in a disciplined and strategic way in order to assure adherence to our mission as we serve our students, their families, and the state in the most effective way possible. I encourage you to maintain the notion of discipline and thoughtfully consider the allocation of resources as we listen and engage in conversations today both within our Budget, Finance & Investment, and Educational Policy & Institutional Resources committees. We will consider a number of issues and opportunities and associated decisions that we must face head-on for the good of the institution, and must do so with appropriate discipline with an eye toward the long-term health and sustainability of our University.

That concludes my remarks.

DRAFT



ABOUT ART & SCIENCE GROUP

Art & Science Group represents a combination of empirical rigor and creative thinking that we believe is unique among higher-education consulting firms. An early pioneer in connecting strategic planning with the positioning of institutions in their markets, we have developed the most sophisticated methodologies available today to guide the strategy of colleges, universities, and schools.

We are dedicated to helping each institution position itself in ways that affect tangibly the decisions its key constituencies make in the context of competing options that are available to them, while advancing the institution's mission. As such, it is critical that strategy be informed by research and planning that reveals how perceptions can be altered and which initiatives will be most effective in changing critical decisions—whether to apply, matriculate, give, hire, and so on—in the institution's favor.

Over more than two decades, principals of the firm have developed leading-edge techniques to help colleges and universities achieve these ends, including:

- Institutional positioning, research and planning
- Financial aid optimization, based in econometric methods
- Predictive mathematical modeling of prospect behavior
- Market-oriented strategy based on simulated decision modeling of branding/positioning options, strategic initiatives, and price sensitivity

Our consulting services are characterized by a broad, strategic, institutional point of view. We can provide highly customized advice connecting strategic thrusts in academics, student life, resource allocation, etc., to every major area of market-related activity, from capital campaigns and corporate relations to student recruitment and retention.

The firm's work is informed by studies over the years with scores of public and private universities, private colleges, and professional schools. A select list of clients can be found below.

Liberal Arts Colleges

- Agnes Scott College
- Bryn Mawr College
- Claremont McKenna College
- College of Wooster
- Bucknell University
- Denison University
- Grinnell College
- Hamilton College
- Haverford College
- Mount Holyoke College
- Reed College
- Smith College
- Spelman College
- Swarthmore College
- University of Richmond

Private Universities

- Case Western Reserve University
- Columbia University
- Dartmouth College
- Drexel University
- Emory University
- Loyola Marymount University
- Rensselaer Polytechnic Institute
- Rice University
- Rochester Institute of Technology
- University of Chicago
- University of Denver
- University of Puget Sound
- Wake Forest University
- Washington University in St. Louis
- Yale University

Public Universities

- Indiana University
- Northern Kentucky University
- Portland State University
- Texas State University
- Truman State University
- University of Michigan
- University of North Carolina at Chapel Hill
- University of Texas, Arlington
- University of Virginia
- Virginia Tech University
- Washington State University
- Worcester State University

Comprehensive information about the firm can be found on our website at www.artsci.com

DAVID STRAUSS

Principal

David Strauss focuses on providing market-informed strategy to help guide the high-level decisions of mission-driven institutions. He is regarded as a leading authority in the advancement of rigorous empirical research to help determine the strategic directions, institutional positioning, and resource allocations of colleges, universities, schools, and other non-profit organizations. This work reaches across academic affairs, student life, enrollment, development, communications, finance, and other areas of institutional life.

After beginning his consulting career in 1985, David helped develop methodologies to assist institutions in understanding and strengthening their competitive positions, and he led the pioneering development of econometric modeling techniques to optimize the use of financial aid. Starting in the mid-1990s, David has led the development of predictive survey research and statistical modeling techniques for analyzing and optimizing tuition pricing levels. He has led the application of such techniques to identify strategic planning thrusts and brand positioning initiatives to advance an institution's enrollment, fundraising, and broader institutional goals.

David has consulted for colleges and universities ranging from Johns Hopkins to Texas State to Washington State, and graduate and professional schools from Simmons University to Notre Dame to the University of Wyoming. He is a frequent guest speaker on topics such as market-informed strategic planning and tuition pricing at conferences including the annual meetings of the American Council of Education, Association of Governing Boards, College Board, Council of Independent Colleges, and National Association of College and University Business Officers.

Prior to co-founding Art & Science Group in 1994, David was senior vice president of Barton-Gillet Company. Previously he served on the staff of Lawton Chiles when Chiles was a United States Senator from Florida.

Education

- S.B. Political Science, Massachusetts Institute of Technology
- S.B. Mechanical Engineering, MIT
- M.B.A. Management and Marketing, Wharton School, University of Pennsylvania

NANCI TESSIER

Senior Vice President

Nanci Tessier has served as a leader in higher education, and particularly in enrollment management and admissions, for 34 years. As senior vice president at Art & Science Group, Nanci provides considerable insight in developing market-informed strategies for a wide variety of institutions.

Prior to joining Art & Science Group in 2019, she served as the inaugural chief enrollment officer at three institutions. As vice provost for enrollment management at Boston College, she oversaw the offices of enrollment management, undergraduate admission, and student services—including registrar, bursar and financial aid. Nanci was the vice president for enrollment management at University of Richmond and the vice president for college marketing and enrollment management at Saint Anselm College.

Under Nanci’s leadership, Boston College enrolled its most diverse and academically accomplished class in its history while exceeding net tuition revenue goals. At University of Richmond, Nanci increased applications and the enrollment of BIPOC students, international citizens, first-generation college students, and Pell recipients while also increasing standardized test scores and exceeding net tuition revenue goals. During her tenure, Saint Anselm College experienced record-breaking applicant pools, a decrease in the admit rate, increased quality of the enrolling class, and increased net revenue. Nanci has considerable experience working with boards of trustees and institutional leaders.

Her admission experience includes serving as director of admission at Smith College and Roger Williams University School of Law as well as various admission roles for Barnard College of Columbia University, New York University, Rochester Institute of Technology, and Northfield Mount Hermon School. Nanci served as a Resident Director on the Semester at Sea program and currently serves on the Board of Overseers for Sea Education Association.

At Art & Science Group, Nanci has consulted for several institutions including Albright College, Bellarmine University, Boston University, Centre College, Chicago-Kent College of Law, College of Wooster, Kenyon College, Moravian College, North Carolina State University, Portland State University, Providence College, Rice University, Salve Regina University, Simmons University, Stetson University, and University of Richmond. She has also served as a guest speaker at conferences and webinars for organizations such as the College Board, EACUBO, the Enrollment Planning Network Small College Consortium, and H.E.R.S. (Higher Education Resource Service).

Education

- B.A. English and Political Science, Boston College
- M.Ed. College Student Personnel Administration, Colorado State University



UVM ALUMNI ASSOCIATION UPDATE

Board of Trustees — Committee of the Whole

Friday, October 29, 2021

Prepared by: Afi Ahmadi '93, Alumni Association President
Cathy Tremblay '85, Alumni Association Vice President

The UVM Alumni Association is pleased to present this report reflecting recent accomplishments and areas of focus in the first quarter. As a result of the COVID-19 pandemic, we continue to offer engagement opportunities both virtually and in person for the safety and well-being of our constituents. Our volunteer leadership numbers more than 120 individuals representing eight decades of graduates, and we continue to build our representation from traditionally underrepresented communities and special interest affinity groups. This report contains a small sample of the diverse array of engagement programs that we offer to our global UVM community.

Strategic Priority Updates and Program Highlights

Welcome, UVM Class of 2025!

On Sunday, August 29th, UVM's annual Convocation Ceremony welcomed the Class of 2025 to the university community with a special Twilight Induction alongside the Class of 2024. More than 340 alumni, parents, and current student leaders participated in Convocation activities as a part of UVM's Week of Welcome. UVM Foundation Interim President and CEO Jim Keller joined the University leadership and a boisterous crowd of 20 student organizations lined University Place. UVM SAA President Kaitlyn Gonzales '22 rallied the groups as they cheered and banged their thundersticks competing for a series of spirit awards, designed to grow student participation. An incredible kick-off to the school year back in person!



UVMCONNECT Tops the List for Sarah Madey '09, Nerf's Senior Brand Manager

Sarah Madey '09 played women's basketball for the Catamounts and earned her degree in business administration. She's now working at Hasbro as a senior brand manager on the global marketing team for Nerf. She was an early adopter of UVM Connect, the University's online community for alumni, students, staff and faculty. She says it has allowed her to have more meaningful connections with students compared to other social and networking platforms she uses. "For me, it's been an amazing way to meet students, have great conversations, and make sure that I'm putting UVM students and alumni ahead of other outreach that I'm getting... anything that I get from UVM Connect is immediately going to the top of my list." In June, the UVM Alumni Association's career networking platform surpassed 10,000 active users with over 63% offering to be a resource for current students and recent graduates. Over 4,700 alumni have offered to discuss their career path with fellow alumni or students, 1,200 alumni have offered to host a student to shadow them at work, and 1,500 alumni are willing to support internship opportunities. Connect on UVM Connect at: www.uvmconnect.org.



A Commencement to Remember

In August, the UVM Alumni Association collaborated with our University partners to welcome home the Class of 2020 for an in-person Commencement Ceremony. Over 800 alumni returned to UVM for their much anticipated in-person ceremony. Hosting them back on campus to celebrate their achievement with classmates and families was joyful, moving, and inspiring. These young alumni are already doing great things, and the connection with their alma mater is strong. All participants received a free class of 2020 pint glass compliments of the Association. Messages received following the ceremony were full of gratitude from alumni and families thanking the university for providing that moment that they had all earned. One member of the class of 2020 said, “As a first-generation college graduate this was not just a gift to me as an alum, but it was to my entire family who sacrificed a lot so I could receive my higher education degree. It was truly an amazing celebration. The spirit present in Patrick Gym was overwhelming. You could feel the joy, excitement, and happiness from everyone.”

UVM Enrollment Management Partnerships

The Alumni Association and UVM Admissions partnered once again to offer the Catamount College Connection program, to provide an insider’s look at the selective process of college admissions. A panel of regional and national experts, led by UVM’s Director of Admissions, Moses Murphy, gave the families advice on how to navigate the college admissions process, including essay writing workshops. Over 400 registrations representing 35 US states and 17 countries logged in including alumni who represented graduation classes from 1988 – 2003. The admissions referral program called [Refer-A-Catamount](#) program has launched into its 7th year. Refer-A-Catamount is where alumni can refer students to the UVM Admissions team for direct outreach. We’ve found this to be a successful recruitment tool: for the incoming Class of 2025, we received over 200 referrals. 86% of those referred students applied, and 70% were ultimately accepted to UVM. Kristyna Meyer ’91, P’19 & P’21 refers students to UVM because she knows first-hand that they will become part of a true community, that they’ll find an extended family on campus—a home away from home. Please spread the word about Refer-A-Catamount and keep this in mind as you engage with families who have high school or transfer students.

UPSKILL VERMONT SCHOLARSHIP



The Alumni Association in partnership with Continuing Distance Education and the State of Vermont helped launch the Upskill Vermont Scholarship program. Vermont residents qualified for two free courses at UVM. Within 24-hours the program’s grant funding had been claimed! The program will continue to evolve and we look forward to amplifying our local alumni’s access to continuing education opportunities.

Engage with us!



We continue to engage with alumni in new and exciting ways through virtual channels. Our volunteer page and upcoming event calendar is a hub where alumni can find event offerings, including campus-wide events: alumni.uvm.edu/events.



FACULTY SENATE

Faculty Senate President's Report

**Board of Trustees – Committee of the Whole
October 29, 2021**

**Prepared By
Thomas Borchert, Faculty Senate President**

The Faculty Senate is responsible for the effective management of the academic affairs of the University, responsibility it shares with the administration.

Ongoing Issues in the Senate

1. *Catamount Core Curriculum.* During the Fall 2020 semester, the Senate passed requirements for its new General Education plan, the Catamount Core Curriculum. The Catamount Core Curriculum, which increases the number of required credits from 15 to 42, will go into effect for the incoming first year class in Fall 2023. An ad hoc committee, jointly run by the Faculty Senate and the Office of the Provost, has been established to oversee standing up this curriculum and developing systems to populate it with classes. This is an incredibly labor intensive task that will require committee members to review hundreds of courses over the next twelve-eighteen months. We anticipate its replacement with a standing Senate committee, also in the fall of 2023.
2. *Procedures for the Establishment, Reorganization and Elimination of academic units within Colleges and Schools.* The proposal to eliminate a number of majors and minor in the College of Arts and Sciences in December 2020 precipitated a good deal of discussion and debate in the spring semester around the University. Much of it was quite intense. The faculty of affected programs and departments have engaged in sometimes protracted discussions over the health of their programs, and in many cases made counter proposals to Dean Bill Falls' original proposals. Some of these counterproposals reached the Senate Curricular Affairs Committee in the late spring, and are coming to the attention of the full Senate right now. There are a number of other proposals that do not have direct curricular impact but would significantly reorganize some of the departments into Schools within the College of Arts and Sciences. We expect these proposals to come forward in the coming months. The Senate regularly considers changes to curriculum but does not regularly consider changes administrative structure because they do not happen as often. As a result, there has not been a set of procedures to provide clear opportunities for Faculty to express either support or concerns with proposed changes to academic structures. We have worked since early 2021, in partnership with the Provost's Office to replace ad hoc processes with a set of guidelines that provides a clear process and timeline for the Faculty Senate to provide feedback and advice on restructuring proposals.
3. *University Reorganization.* Throughout the Spring, an Academic Reorganization Working Group spent many hours gathering the feedback of Faculty and Staff to questions about the reorganization of the University, a project first proposed in May 2020. This took place in gatherings throughout the spring, organized in a number of ways in order to get a broad subsection of the voices of the University population. This Working Group was comprised of Faculty, Staff,

and Administration, and was chaired by David Jenemann, Dean of the Honors College, with a goal of considering the impact of reorganization on different University stakeholders, as well as to gather a clearer sense of how different stakeholders viewed challenges brought about by our current organizational structure. During the Summer, a portion of the Working Group along with Vice Provost for Academic Affairs and Student Success Jennifer Dickinson and a group of graduate students analyzed the responses of the Faculty and Staff. Their report is being used to develop a set of recommendations from the Working Group that will go to the Administration. The Senate expects to hear those recommendations in November of this year.

4. Diversity, Equity and Inclusion (DEI). In February 2021, the Senate passed a resolution calling on the University to increase its efforts to hire and retain faculty of color. In the wake of that Senate leadership felt that it was necessary for the Senate to examine its own processes and practices, to see where it is that we can usefully expand our DEI work. To this end, we have charged an ad hoc committee to do the work of examining areas the Senate and Senate Standing Committees might address, and what the best structure for doing so might be.

Looking Forward

We are beginning our second fall in the midst of the pandemic, and as a University community, we have a lot to be thankful for. Through a tremendous amount of work on the part of everyone, faculty, staff, administration, students, we have managed to preserve our core work and mission. At the same time, though, there are two aspects of the events of the last year I want to highlight here. First, our systems feel fragile. I do not mean that the University is fragile, but conditions for many people remain so. Most of us are excited to be back, working, studying, and teaching in person, but we are not where we were in Fall 2019. The effects of the last eighteen months linger throughout the University population. Faculty, staff, and administrators are stretched thin. We are moreover trying to do much of the same work with fewer internal resources, and gaps in staffing throughout the University, just as there are throughout the country.

Second, it is also clear that we must work together to solve these problems. In the best of circumstances, faculty and administrations can speak past each, and there were several moments when faculty believed decisions were made before faculty were given the opportunity to weigh in. The complications of COVID exacerbated miscommunications between faculty and the administration, but this highlighted for me the necessity of developing better tools for faculty and the administration to both communicate and work together. Some of these tools and structures exist within the committees that we already have, but I also think that we need to think more broadly about how to plan together in an ongoing basis to accomplish the mission of the University.