

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

COMMITTEE OF THE WHOLE

Chair Ron Lumbra, Vice Chair Cynthia Barnhart, Secretary Catherine Toll, Otto Berkes, Susan Brengle, Robert Brennan, Katelynn Briere, Kevin Christie, Frank Cioffi, John Dineen, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kenny Nguyen, Donald McCree, Carol Ode, Ed Pagano, Kristina Pisanelli, Monique Priestley, Lucy Rogers, Governor Phil Scott, Shap Smith, Tristan Toleno, and Samuel Young

Friday, October 20, 2023

8:30 a.m. – 11:30 a.m.

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

REVISED AGENDA

	Item	Enclosure/ Exemption	Discussion Leader(s)	Time
	Call to order			* 8:30 a.m.
1.	Approval of the May 19, 2023 meeting minutes	Attachment 1	Ron Lumbra	8:30-8:35
2.	Chair's report		Ron Lumbra	8:35-8:45
3.	President's report		Suresh Garimella	8:45-8:55
4.	Comprehensive Inclusive Excellence Action Plan process presentation	Attachment 2	Amer Ahmed Sherwood Smith Paul Yoon	8:55-9:50
5.	Housing and construction project updates		Dave Blatchly Lisa Kingsbury	9:50-10:10
	Break			10:10-10:25
	Motion to enter into executive session*			
6.	On-going housing discussions	Contracts	Richard Cate Wendy Koenig	10:25-10:35
7.	Strategy, Positioning, and Branding update	Exempt records	Joel Seligman Suresh Garimella Patricia Prelock	10:35-11:05
8.	Naming discussion	Contracts	Suresh Garimella Jonathan D'Amore	11:05-11:25
	Motion to go out of executive session			
9.	Other business		Ron Lumbra	11:25-11:30
	Recess			11:30 a.m.

*Times are approximate.

** The Chair will entertain a motion to enter into executive session for the purpose of discussing contracts, premature general public knowledge of which would clearly place the University at a substantial disadvantage, and records exempt from disclosure under provisions of the Public Records Act. There is potential for action following the session.

COMMITTEE OF THE WHOLE

Friday, October 20, 2023

3:30 p.m. – 4:30 p.m.

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

	Item	Enclosure/ Exemption	Discussion Leader(s)	Time
	<i>Reconvene</i>			*3:30 p.m.
	Motion to enter into executive session**			
10.	Multipurpose Center Work Group update	Contracts	Ed Pagano Monica DeLisa Jeff Schulman	3:30-4:25
	Motion to go out of executive session			
11.	Other business <ul style="list-style-type: none"><u>Resolution Authorizing Continuation of Phased Construction for the On-Campus Multipurpose Center¹</u>	<u>Separate Distribution</u>	<u>Ron Lumbra</u>	4:25-4:30
	Recess			4:30 p.m.

*Times are approximate.

**The Chair will entertain 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. There is potential or action following.

¹ See appended resolution introduced at the meeting

Resolution Authorizing Continuation of Phased Construction for the On-Campus Multipurpose Center Project

WHEREAS, on October 27, 2018, the Board of Trustees authorized the administration to spend up to \$95 million for the on-campus Multipurpose Center (“Project”) from a combination of gifts, general funds, and up to \$75 million of University debt; and

WHEREAS, in March 2020, construction on the Project was paused due to the Governor’s “Stay Home, Stay Safe” Executive Order issued as a result of the COVID-19 pandemic; and

WHEREAS, on February 5, 2021, the Board of Trustees authorized the administration to spend up to an additional \$22.5 million to be financed through gifts directed to the Project, funds available from the bond issuance in 2018, and University reserves to further improve recreation and wellness facilities and the Gutterson Fieldhouse; and

WHEREAS, the University has expended \$67.2 million of the previously authorized \$95 million to date toward the goals of the Project; and

WHEREAS, the University believes it can continue to advance the goals of the Project related to improved individual fitness facilities and improve critical support spaces for its varsity athletic programs without the need to incur additional University debt or to levy additional student fees; and

WHEREAS, the Board of Trustees wishes to advance these goals in a phased approach that also furthers the University’s ability to complete the Tarrant Center and the remaining elements of the Project as soon as funding is available to do so;

THEREFORE, BE IT RESOLVED, that the Committee of the Whole recommends to the Board that the University be authorized to continue with enhancements and additions to athletics and fitness facilities including a doubling of the Gucciardi Fitness and Recreation Center, at a cost not to exceed \$15 million, to be financed from University reserves.

**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, May 19, 2023, at 8:30 a.m., in the Silver Maple Ballroom (401) at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Ron Lumbra, Vice Chair Cynthia Barnhart, Secretary Catherine Toll, Otto Berkes, Susan Brengle, Robert Brennan, Katelynn Briere, Kevin “Coach” Christie¹, Frank Cioffi¹, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kenny Nguyen, Donald McCree, Carol Ode, Ed Pagano, Kristina Pisanelli, Monique Priestley, Shap Smith, Tristan Toleno, and Samuel Young

MEMBERS ABSENT: John Dineen, Lucy Rogers, and Governor Phil Scott

ALSO PARTICIPATING: Provost and Senior Vice President Patricia Prelock, Environmental Program Interim Director Brendan Fisher, Geography and Geosciences Professor Lesley-Ann Dupigny-Giroux, Rising Seniors Kara Campbell and Avery Gilgallon, Gund Institute for Environment Acting Director Meredith Niles, Spatial Analysis Lab Director Jarlath O’Neil-Dunne, Office of Sustainability Director Elizabeth Palchak, Student Anna Meli ’23, Institute for Agroecology Director Ernesto Mendez, Vice Provost for Student Affairs Erica Caloiero, Director of Residential Life Charles Holmes-Hope, Chief Communications and Marketing Officer Joel Seligman, and Executive Director of Government Relations Wendy Koenig.

¹Joined the meeting at 10:35 a.m.

Chair Ron Lumbra called the meeting to order at 8:32 a.m.

Approval of minutes

Chair Lumbra presented the February 10, 2023, 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 8)

President’s report

President Suresh Garimella began his report by expressing his appreciation for the many people who make the board meetings a success and for the hundreds of people involved in making the Commencement weekend celebrations special. He added that it takes the cooperation of the entire university to accomplish a fitting send-off of the UVM graduates. President Garimella recognized Senior Coordinator of Presidential Events and Protocol Kelly O’Malley and Assistant Director of Campus Event Services Jen Mitiguy for their hard work. He extended his congratulations to the recently elected President and Vice President of the Staff Council, Monika Donlevy and Jennifer Main and acknowledged the officers of all the governance groups.

President Garimella also acknowledged the retirement of Graduate College Dean Cindy Forehand and thanked her for all her accomplishments and for putting the Graduate College on outstanding footing for the future.

In previewing the upcoming presentations, President Garimella noted that Senator Patrick Leahy will be in attendance at the next meeting for the naming of the Honors College. In addition, this afternoon Vice President for Research Kirk Dombrowski will present on the status of research at UVM and how this research helps addressing the important issues the world faces, how it intersects with the university's land-grant mission and how it positions UVM as a world-class institution that's capable of making an impact much greater than the university's size.

Finally, the President noted that the presentation for the 50th Anniversary of the Environmental Program will include a number of presenters and will showcase the university's accomplishments, demonstrating the impact the UVM community has through sustainable practices. President Garimella closed his remarks by expressing his excitement about the many events taking place during Commencement weekend.

50 Years of UVM and the Environment

Provost Patricia Prelock provided a brief introduction to the presentation "50 Years of UVM and the Environment." She thanked all the faculty and students who put together the presentation, with a special word of thanks to Environmental Program Interim Director Brendan Fisher.

Director Fisher began the presentation by providing a history of the study of the environment at UVM and described the growth in student interest, research, scholarship, and engagement in this area. Fifty years ago, UVM leaned into creating space for the study of the environment and was one of the first universities in the country to do so. Its Environmental Program started with four students and a vision. Today, over a quarter of UVM undergraduates are engaged in environmentally-related majors and a large percentage of UVM's research funding is for research related to sustainability and the environment.

Geography Professor Lesley-Ann Dupigny-Giroux, who also serves as climatologist for the state of Vermont, shared how students are helping town planners prepare for local climate change. Her upper-level service learning geography seminar recently developed a natural hazard mitigation plan for the town of Underhill, Vermont.

Rising seniors Kara Campbell and Avery Gilgallon, students from the Restoration Ecology and Community class, spoke on the immersive learning taking place in UVM's natural areas.

Meredith Niles, Acting Director of the Gund Institute for Environment, updated the board on recent environmental research highlights: \$100 million in external grant funding in a period of 5 years, over \$18 million in fundraising, a new research vessel named in honor of Marcelle Leahy, and the milestone of over one-third of UVM's external research grants—outside the Larner College of Medicine—now supporting environmental discovery and scholarship. Flagship UVM environmental research projects include:

- The Vermont Climate Assessment, which is guiding state climate action.
- The \$25 million Cooperative Institute for Research to Operations in Hydrology, a national water management and flood forecasting effort.
- Innovative Vermont Complex Systems Center research that explores how digital devices and exposure to nature affect mental and physical health and has attracted \$2 million from corporate partners.
- The UVM Spatial Analysis Lab's tree canopy project, which has helped over 50 U.S. cities (including New York City, Boston and Los Angeles) enhance greenspace and climate resilience.

Additionally, the Gund Institute for Environment has provided \$4.4 million in fellowships and other financial support to create cutting-edge, hands-on research opportunities for 55 outstanding students from over 11 nations.

UVM Spatial Analysis Lab (SAL) Director Jarlath O'Neil-Dunne described how SAL uses geospatial technology to engage students, fulfilling the university's land grant mission. SAL operates as a non-profit in partnership with industry, government and non-profit organizations to apply techniques in geographic information systems, remote sensing, and spatial statistics aimed at solving unique problems. Most recently, the Lab has focused on high-resolution land cover mapping. Along with the tree canopy project, this technology has helped communities provide information to disaster first responders.

Director of the Office of Sustainability Elizabeth Palchak provided an overview of the university's engagement with environmental and sustainability projects and initiatives. The project "Driving Sustainable Change at the Grossman School of Business" is one example. Students were asked to propose solutions to address the overflow of packing material that results from sources such as Amazon and Fed Ex shipments. Another example is university and state level energy research that has strong internal partnerships and high-impact external partnerships with nationally recognized innovative companies. Graduating senior Anna Meli shared examples of her class experiences with trustees.

Institute for Agroecology Director Ernesto Mendez provided an overview of the UVM Institute for Agroecology (IFA). Through research, learning, and action, the IFA mobilizes knowledge to nurture agroecology research, practice, and movements. Director Mendez spoke about how the new Institute will expand the teaching and learning options and impact at UVM and engage with local, national, and international communities for more sustainable farming.

Director Palchak reviewed UVM's first Comprehensive Sustainability Plan which was unveiled last month. She said the plan has been enthusiastically received and reaction has been overwhelmingly positive. Students, faculty, and alumni are excited about the plan and are especially proud that the university is declaring a commitment to carbon neutrality. The plan sets the ambitious goal of reaching carbon neutrality by 2030 and features important goals and strategies in the areas of operations, governance, research, and learning. Director Palchak concluded the presentation by speaking about environmental and sustainability projects and initiatives on campus, in Vermont, and beyond.

An opportunity for comments and questions was offered. Discussion focused on how UVM can achieve more recognition as one of the top institutions of higher education for environmental and sustainability studies.

President Garimella acknowledged and thanked all of the presenters.

Executive Session

At 10:35 a.m., Chair Lumbra 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 30 minutes and that action is anticipated following. Everyone was excused from the meeting with the exception of Trustees, Provost Patty Prelock, Vice Presidents Trent Klingerman and Richard Cate, Special Assistant to the President Jonathan D'Amore, Vice Provost for Student Affairs Erica Caloiero, Director of Residential Life Charles Holmes-Hope, Chief Communications and Marketing Officer Joel Seligman and Executive Director of Government Relations Wendy Koenig.

Vice Provost Caloiero, Director Holmes-Hope and Executive Director Koenig were excused following the first topic.

The meeting re-opened to the public at 11:26 a.m.

Chair Lumbra introduced the following resolution:

Resolution approving appointments to the University of Vermont Investment Management Company ("UVIMCO")

WHEREAS, on February 11, 2023, the Board of Trustees authorized the creation of an investment subsidiary company, the University of Vermont Investment Management Company ("UVIMCO") to oversee and manage the combined endowment assets of the University and the University of Vermont Foundation; and

WHEREAS, on April 17, 2023, the University of Vermont and State Agricultural College Foundation, Inc. authorized the creation of UVIMCO and approved the appointments of Robert Brennan, Robert Cioffi, Meg Guzewicz, and H. Whitney Wagner as members of the Board of Managers; and

WHEREAS, the Operating Agreement for UVIMCO requires a nine-member Board of Managers, four classified members who shall be appointed by the Foundation's Board of Directors, three classified members who shall be appointed by the University of Vermont Board of Trustees, and the University's President and the Foundation's President and CEO as *ex officio* members;

THEREFORE, BE IT RESOLVED, that the Board of Trustees appoints the following individuals to the UVIMCO Board of Managers:

Sue Brengle, with an initial term expiring on June 30, 2026
Don McCree, with an initial term expiring on June 30, 2027
David Daigle, with an initial term expiring on June 30, 2028

An opportunity for discussion was offered. There being none, a motion was made, seconded and it was unanimously voted to approve the resolution as presented. Trustees Don McCree and Susan Brengle recused from the vote.

The meeting recessed at 11:26 a.m.

The meeting reconvened at 1:06 p.m.

MEMBERS PRESENT: Chair Ron Lumbra, Secretary Catherine Toll¹, Otto Berkes, Susan Brengle, Robert Brennan, Katelynn Briere, Kevin “Coach” Christie, Frank Cioffi, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kenny Nguyen, Donald McCree, Carol Ode, Ed Pagano, Kristina Pisanelli, Monique Priestley, Shap Smith, Tristan Toleno, and Samuel Young

MEMBERS ABSENT: Vice Chair Cynthia Barnhart, John Dineen, Lucy Rogers, and Governor Phil Scott

¹ Joined the meeting at 1:12 p.m.

At 1:06 p.m., Chair Lumbra 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 is expected to last approximately 1 hour and that no action is anticipated following. Everyone was excused from the meeting with the exception of Trustees, Provost Patty Prelock, Vice Presidents Trent Klingerman and Richard Cate, Special Assistant to the President Jonathan D’Amore, President and CEO of the UVM Foundation Monica Delisa, Director of Athletics Jeff Schulman, and Chief Communications and Marketing Officer Joel Seligman

The meeting re-opened to the public at 2:11 p.m. and was recessed.

The meeting reconvened at 3:26 p.m.

MEMBERS PRESENT: Chair Ron Lumbra, Vice Chair Cynthia Barnhart, Secretary Catherine Toll, Otto Berkes, Susan Brengle, Robert Brennan, Katelynn Briere, Kevin “Coach” Christie, Frank Cioffi, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kenny Nguyen, Donald McCree, Carol Ode, Ed Pagano, Kristina Pisanelli, Monique Priestley, Shap Smith, Tristan Toleno, and Samuel Young

MEMBERS ABSENT: John Dineen, Lucy Rogers, and Governor Phil Scott

ALSO PARTICIPATING: Provost and Senior Vice President Patricia Prelock and Vice President for Research Kirk Dombrowski

Research Vision: Growth, Partnership, Impact

President Garimella introduced Vice President of Research Kirk Dombrowski. The President acknowledged the excellent work that Vice President Dombrowski has done for the university, including doubling the university's research in a very short time.

Vice President Dombrowski began his presentation by reminding the trustees that a robust research environment allows the university to attract and retain the best faculty, which allows UVM to recruit the best students, elevating university now and in the future. He announced that at the end of 2023, for the first time ever, the university will bring in more funding from research than from tuition. When 2022 Higher Education Research and Development (HERD) expenditures are released, depending on whether the University of Massachusetts gains in HERD expenditures, it is possible that UVM will be the fourth largest public flagship in the Northeast, after the University of Buffalo, the University of Connecticut, and Stonybrook. Looking at FY2023 HERD expectations, there was a jump in sponsored projects funding of 23% in FY2022. This is likely to translate to an increase of 10 to 15% in HERD spending in FY2023. In dollar terms, UVM can expect 2023 HERD expenditures of \$237 million to \$249 million.

This growth has allowed UVM to add a number of new, well-supported research institutes that cut across the university's schools and colleges, including the WATER Institute, the Institute for Agroecology, the Osher Center for Integrative Health, and the new Institute for Rural Partnerships. These new institutes complement existing institutes, including the Gund Institute for Environment, EPSCoR, the Vermont Biomedical Research Network, the Vermont Advanced Computer Center, and more than twenty college-based centers such as the four Centers for Biomedical Research Excellence in the Larner College of Medicine (LCOM). Of note, in 2019 LCOM was roughly 70% of UVM research. At present, the split is fifty-fifty between LCOM and the other colleges in terms of both the number of grants and total research support funding.

Vice President Dombrowski concluded his presentation by pointing out that the university has spent the last four years working to become a nationally recognized research university, and, based upon the many accomplishments noted, this is now a reality. In order to support this work, Vice President Dombrowski suggested that UVM needs to expand the graduate program and the size of the graduate student enterprise, compete for top-tier, next-generation researchers with competitive startup packages and high quality facilities, expand collaborative and partnership work with regional universities, and support the university's areas of national research prominence.

Chair Lumbra thanked and commended Vice President Dombrowski for his leadership and many successes.

Other business

There being no further business, the meeting adjourned at 4:00 p.m.

Respectfully submitted,

Ron Lumbra, Chair

DRAFT

Ron E. Lumbra
UVM Board of Trustees Chair's Report
May 19, 2023

Good morning and welcome to everyone, and congratulations to the class of 2023. It is because of all of you — faculty, staff, and our administration that this class has crossed the finish line in a most successful year at The University of Vermont. Thank you all for helping to guide a class that endured one of the biggest challenges in recent memory.

I would like to take a moment to specifically recognize Dean Cindy Forehand who is retiring after 10 years of service as Dean of the Graduate College and in service as a faculty member since 1987. Cindy has been so helpful to the board in a number of ways over the years, and a key member of the leadership team. We wish her all the very best in her retirement. Thank you, Cindy, for all that you have done for UVM.

We have accomplished so much together. I would like to thank and acknowledge the state legislature and our legislative trustees for the continued state financial support for the university. The support for UVM will allow us to press further into our mission and duty to serve Vermont even further. We are profoundly mindful of our responsibility to, and our impact on, the state. It is critical that we deliver on our educational mission to our students and, in parallel, serve as an economic engine and talent magnet for the state. I'm grateful for the support and the symbiotic relationship between the state and the University of Vermont.

We have made noteworthy progress helping to address the housing shortage in the region with the recent groundbreaking of the Catamount Run project in South Burlington. We are pleased that construction is well underway and that first units will be available next summer. We anticipate adding some 580 beds to the community when that project is complete. We have more work to do and are committed to doing our part to help address the housing challenge in the region. I would like to personally thank Richard Cate, our Chief Financial Officer, for his leadership and creativity that helped lead us to the Catamount Run project and who is pursuing several more creative and financially prudent ideas that the board will consider in the near future. Thank you, Richard.

I am so proud of the continued success and accomplishments of our student athletes, both in competition and in the classroom. It's truly been a remarkable year of athletic success. We have excelled in every season: fall, winter, and spring. It was a special thrill seeing our men's soccer team beat UCLA at home – a game seen by many on the ESPN network, and finish ranked 4th in the country. The simultaneous outstanding performances of both our women's and men's basketball teams is something that brought the entire community together and made us all proud, enthusiastic supporters. Our student athletes are wonderful representatives of this great university and serve to expand the reputation and visibility of UVM in untold ways. I would like to take a moment to recognize our talented Athletic Director, Jeff Schulman, for the outstanding job leading our athletic program. Thank you, Jeff, for all you do for the university, and congratulations to you and all our student athletes.

We are pleased with the continued progress in admissions and with the strength of our incoming class. We have made notable progress in increasing the number of Vermont valedictorians, first generation and international students, and have attracted the highest percentage of BIPOC students yet. It's important that we recognize the impressive and invaluable work of our admissions staff and all the others who make UVM so attractive to students choosing their higher education destination in this competitive marketplace.

As usual, we will have a number of important topics to consider at today's meeting. Among the highlights, we will approve appointments to the newly formed University of Vermont Investment Management Company (UVIMCO), a subsidiary approved by this board and the Foundation Board of Directors to oversee and manage the combined endowment assets of the University and Foundation. I'm excited about this development and the opportunity it creates to provide even greater talented oversight to the management of the endowment. Thank you to Rob Brennan for his leadership of our Investment Subcommittee and willingness to become the first chair of UVIMCO to help assure a smooth and seamless transition.

We will also be asked to approve the naming of the Honors College, receive an update on the Multipurpose Center Project in executive session, and hear from Vice President for Research Kirk Dombrowski regarding the university's exciting and promising research mission, among other important topics.

Last month, Board Governance Committee Chair Frank Cioffi and I had a preliminary conversation, followed by a discussion at the April 10th Executive Committee regarding the desire to get the right balance for what the board must approve and what is delegated to the administration. There was consensus to revisit the current thresholds for board approval and there will be further discussions over the summer. Any proposed changes to the [Resolution regarding Board Delegation and Retention of Board Authority](#) will be brought to the board for approval.

I would like to thank all our governance leaders for the written informational reports included in the meeting materials. Thank you for the time and insights you have provided us. I would also like to acknowledge a governance leadership transition that will occur this summer and thank Staff Council President, Jon Reisenweaver and Vice President Katherine McGinn Hall for their service and also welcome incoming Staff Council President, Monika Dunlevy, and Vice President, Jennifer Main to their new roles. We look forward to working with you.

This is one of my favorite meetings of the year as it ties in with commencement. It is a reminder of why we are here – our students. We will spend time this weekend celebrating the UVM class of 2023 and all the students who have earned advanced degrees. It goes without saying, we are so proud of them and so impressed with their accomplishments and their resiliency. We welcome them to the community of UVM alumni, and we wish them all the best.

In closing, I want to thank all the many people who help make these trustee meetings and all the events of this special weekend for the university happen. Staff, faculty, students, administrators, and all who contribute, I want to say thank you on behalf of my board colleagues at this the conclusion of another outstanding academic year. That concludes my remarks.



The University of Vermont

Report on UVM's Progress Toward a Comprehensive Inclusive Excellence Action Plan

**Board of Trustees – Committee of the Whole
October 20, 2023**

**Submitted By
Amer F. Ahmed, Vice Provost for Diversity, Equity, and Inclusion**

Introduction

As UVM advances the *Amplifying Our Impact* strategic vision with a focus on promoting healthy societies and a healthy environment, we must make specific commitments to address historically based and emerging inequities. Meanwhile, the landscape of higher education continues to evolve in response to rapidly shifting demographics. We must harness this opportunity to impact the world positively through innovation, creativity, and educational excellence by setting and achieving specific, ambitious, and measurable goals.

UVM's Comprehensive Inclusive Excellence Action Plan (IEAP) helps us to work together effectively across our institution by embedding the value of diversity, equity, and inclusion into every aspect of our work. Each academic and administrative unit created customized IEAPs with measurable goals tailored to the unit's function. Each plan incorporates *Our Common Ground* values and, together, they amplify our ability to positively impact our community. The university's IEAP is a thematic overview of the units' unique IEAPs, available for review at: go.uvm.edu/inclusiveexcellence

The Division of Diversity, Equity, and Inclusion at University of Vermont envisions a vibrant campus rich in cultures, spiritualities, identities, and lived experiences. We advance programs and initiatives that promote a sense of belonging, build more equitable campus systems, and celebrate diversity.

The UVM community represents many distinctive areas of excellence that focus on building healthy environments, sustainable systems, and resilient communities in ways that promote inclusive excellence. A few examples are:

- Value-based leadership aligned with [*Our Common Ground*](#)
- [Climate Change: Environmental equity, justice, and inclusion](#)
- [Equitable community resilience](#)
- [Inclusion towards innovation of complex systems](#)
- [Sustainable food systems with equitable access to healthy food](#)

Vision

UVM will deploy ‘Shared Equity Leadership’ across the university in pursuit of Inclusive Excellence. Inclusive Excellence is a key aspect of UVM’s identity as a premier public research institution focused on sustainable solutions to the complex challenges of our time with local, national, and global applications, applying our expertise to ensure people and planet thrive. We claim our unique position among public flagship institutions and high-ranking mid-sized private universities that create, evaluate, share, and apply knowledge. We prepare students to be accountable leaders who will bring to their careers a dedication to the global community, an ability to navigate complexity, effective problem-solving and communication skills, and an enduring commitment to learning and ethical conduct. Finally, we lean into *Our Common Ground* values and address the impact of harm and behaviors that do not live up to these values.

Comprehensive IEAP Development Timeline

- UDC Charge and Launch Spring 2021
- Fall 2021 UDC & President’s Senior Leadership Meeting
- Campus Climate Survey Spring 2022
- Spring 2022 UDC & President’s Senior Leadership Meeting
- Fall 2022 UDC & President’s Senior Leadership Meeting
- December 2022 Unit Inclusive Excellence Action Plan Drafts Due
- Spring 2023 UDC & President’s Senior Leadership Meeting
- May 2023 Final Unit Inclusive Excellence Action Plans Due
- August 2023 President’s Diversity, Equity, and Inclusion Strategy Draft
- October 2023 Board of Trustees DEI at UVM Presentation

IEAP Process Overview

Charged by President Garimella, the University Diversity Council (UDC) was established in Spring 2021. In Fall 2021, the Vice Provost for Diversity, Equity, and Inclusion (VPDEI) Amer F. Ahmed began convening the UDC monthly, facilitating a process for developing unit-based data-driven IEAPs. In January 2022, Dr. Damon A. Williams, first author of the American Association of College and Universities’ (AAC&U’s) initial white paper on the Inclusive Excellence framework, engaged UVM senior leaders on how to enact [Strategic Diversity Leadership](#) in higher education. A campus climate survey was conducted during the Spring 2022 semester to provide units with baseline data that would enable them to set goals for their respective IEAPs. The Office of Institutional Research and Assessment (OIRA) built dashboards with unit-specific disaggregated data. This is the first time UVM’s campus climate data have been used to set measurable inclusive excellence goals. Campus climate surveys will continue on a recurring 3-year cycle to track progress over time.

Each semester during the planning process, The VPDEI convened UDC representatives with their respective senior leaders to ensure high-level investment and engagement in the development of IEAPs in support of broader unit goals and priorities. This engagement ensured that each IEAP complements the broader efforts to advance the university’s strategic vision,

[*Amplifying Our Impact*](#), and the implementation of that vision through the [Academic Success Goals](#) (ASGs).

University Diversity Council

The UDC is made up of 26 units from across the university community: uvm.edu/diversity/udc

Implementation of DEI-related Curricular and Co-Curricular Academic Success Goals

Themes across unit action plans focus on implementation of Academic Success Goals including curricular and co-curricular activities; recruitment and retention of faculty, staff and students who bring diverse ideas, perspectives, and thoughts to campus; faculty professional development; and research with an equity lens. Key DEI-related Academic Success Goals

ASG 1.3: Improve retention, progression, and graduation rates at all educational levels.

ASG 1.6: Increase the diversity of perspectives, experiences, and thought.

ASG 2.1: Raise the University's research, scholarship, and creative arts profile by identifying and growing areas of research, scholarship, and creative arts strength through strategic hiring.

ASG 2.2: Increase interdisciplinary research in areas of distinctive strengths.

ASG 3.1: Use an evidence-based engagement approach to addressing contemporary challenges on service to and partnership with rural and other underserved communities including culturally responsive participatory action research.

ASG 3.3: Prepare students to be engaged citizens by: increasing experiential learning activities responsive to community priorities and challenges; establishing pathways for global learning; providing training in intergroup dialogue to facilitate civil discourse and civic engagement.

IEAP Highlights

The University's IEAP integrates key elements of the administrative and academic units' plans ensuring engagement across campus, accountable to achieving a culture of inclusive excellence at UVM. Below are thematic highlights of the ways units contribute to accomplishing our Academic Success Goals.

Professional and Faculty Learning

VPDEI, HR, and Division of Faculty Affairs will implement shared DEI Faculty & Staff Professional Development Strategy building intercultural skills, identity-based knowledge, and practical application through communities of practice.

- In alignment with ASG 1.5 and 1.6, Academic Units working with Center for Teaching and Learning (CTL) & VPDEI will provide ongoing learning opportunities including

inclusive pedagogy workshops in alignment with faculty Reappointment, Promotion, and Tenure (RPT) guidelines and ASG 1.5 to: Increase faculty and staff participation in impactful professional development; coordinate faculty and academic administrator participation in comprehensive faculty development and mentoring programming ; and assess the effectiveness of these initiatives

- Through coordination between units and the Office of the VPDEI, develop and offer key faculty and staff development to promote inclusive excellence; support diversity officers in academic and non-academic units to develop unit-specific DEI-related professional and faculty development opportunities; ensure an inclusive
- Integrate skills into job descriptions and performance evaluations supported by ongoing professional development opportunities offered through the Office of the VPDEI

Accessibility

Strengthen utilization of Universal Design, Universal Design Learning, and digital accessibility/inclusion across all units.

Internationalization

Executive Director of International Partnerships and Programs working with stakeholders to strengthen international student, staff, and faculty inclusion, build intercultural skills, strengthen synergies across international programs and services, and a deploy a DEI strategy including international dimensions of inclusive pedagogy. In addition, VPDEI will strengthen international student support in UVM Identity Centers (Mosaic Center for Students of Color, Interfaith Center, Women and Gender Equity Center, and Prism Center).

Sustainability

A broad set of stakeholders will regularly convene and work together to embed DEI initiatives into the implementation of the UVM Comprehensive Sustainability Plan.

Health Equity

We will continue to strengthen newly developed collaborative efforts to advance DEI and Health Equity by UVM and the UVM Health Network including the recently developed and implemented annual Health Equity Summit.

Communications

Strengthening ongoing UVM *Our Common Ground* messaging with a unified reporting system for hate/bias educational response and tracking and implementing a UVM DEI Communication strategy.

Assessment

The Office of Institutional Research and Assessment (OIRA) will provide units with ongoing access and support of disaggregated data dashboards on DEI-related data points (e.g., Campus Climate Survey, Demographics, National Survey of Student Engagement survey, 6-week student survey, retention data).

Research

The Office of Vice President for Research will work with Academic Units to support DEI-related research including grants, grant-writing, and other mechanisms that can garner external resources; and build research and internship partnerships with organizations that seek to benefit from UVM demographic diversity and DEI-related research. In addition, the VPDEI will work with UDC will populate the new newly launched [Catamount DEI Hub](#) with all DEI-related research being conducted across UVM.

Finance, Administration, and Fundraising

Division of Finance and Administration will prioritize financial resources for IEAP implementation by strengthening physical accessibility and gender inclusion in facilities and diversifying UVM suppliers' contracts. In addition, UVM Foundation will use IEAPs as a fundraising roadmap to garner energy, interest, and resources from donors and alums with passion, energy, and commitment to DEI at UVM.

Presentation of Examples from Unit IEAPs

As part of the presentation for the Committee of the Whole, academic and administrative units with exemplary action plans will share overviews of their visions and practices.

College of Education and Social Services

In 2018, the College of Education and Social Services (CESS) invested 18 months in a community-focused and collaborative process involving CESS students, faculty, and staff that resulted in our 2020-2023 CESS Diversity, Equity, and Inclusion Plan. This plan was the foundation of the CESS Inclusive Excellence Action Plan (IEAP), while continuing to evolve the work by creating more measurable goals and outcomes to hold ourselves accountable. The CESS IEAP has been created collaboratively (e.g., students, faculty, staff, centers, and academic departments) with the following core implementation and assessment goals:

- Creating accountability with measurable goals and outcomes
- Aligning our IEAP goals with the Provost's Academic Success Goals
- Honoring the values of our college, including those outlined in our added Sustainable and Inclusive Communities section. This section focuses on intentional renewal of systems and processes and a focus on building wellness and community care to promote individual, program, and college well-being.

This work has been critical to informing our next collective efforts as CESS integrates the core principles and goals from the CESS IEAP with the CESS 2023-2028 Strategic plan.

Division of Faculty Affairs (DOFA)

DOFA oversees all aspects of faculty recruitment, retention, evaluation, elevation, professional development, and success at UVM. DOFA units support faculty members at all levels throughout their careers, from initial hiring to retirement and emeritus status. The goal is to create a dynamic and collaborative culture that fosters faculty growth and development in pedagogy, leadership, research, scholarship, and creative activity.

DOFA prioritizes inclusion and accessibility in all programs, from recruitment and retention strategies to professional development and evaluation processes, as well as engagement with the academic community and internal operations. DOFA uses equity-centered assessment procedures to inform and improve our programming and to help us achieve our strategic goals and objectives. DOFA is committed to providing staff and administrators with opportunities for professional development and support to help them advance the Division's strategic and inclusive excellence action plan goals.

Rubenstein School of Environment and Natural Resources

Rubenstein School has long been committed to fostering a diverse, equitable, inclusive, and just community. This work has taken shape in many forms, from the development and evolution of an undergraduate Core Curriculum that examines racism in the field of natural resources, to the launch of two graduate programs built upon the premise of dismantling systems of oppression.

The content of the Rubenstein School's Inclusive Excellence Action Plan was gleaned from conversations with the school community from Summer through Fall 2022. We recognize that our students, staff, and faculty are very active community members but often we are not aware of current opportunities or possibilities for collaboration and synergy. The goals in the plan represent a desire to be with and learn from each other, to amplify efforts, and to deepen relationships across communities.

Division of Student Affairs (DOSA)

The Division of Student Affairs (DOSA) is committed to inclusive excellence and upholding the values of racial and social justice. For over 15 years, DOSA has intentionally worked to increase racial, gender, and sexual orientation diversity within the division's professional staff and leadership, as well as to improve the experiences of historically marginalized groups across campus.

The division's 2023-2028 Inclusive Excellence Action plan was developed in alignment with the University of Vermont's strategic goal to "build a diverse and globally aware university community sustained by an inclusive, supportive, and just campus climate". This plan highlights six overarching areas and outlines specific strategic goals and actions intended to further advance

DOSA's strategic commitment to Diversity, Equity and Inclusion and Belonging (DEIB) and direct efforts to the creation of opportunities that enhance student and staff experiences.

Summary

As UVM embarks into its future, we do so with an unprecedented collaboration to plot a clear course that is integral for successful implementation of our strategic vision, *Amplifying Our Impact*. Through Shared Equity Leadership and a commitment to Inclusive Excellence, we will work together with clear goals and metrics to track progress and demonstrate our commitment to live into *Our Common Ground* values.