



Provost's Report
October 20, 2023

Board of Trustees
Educational Policy and Institutional Resources Committee

Prepared by
Provost and Senior Vice President Patricia A. Prelock

The academic year is off to an excellent start, and it was a special treat to recognize the recipients of the [President's Our Common Ground Award](#) during [Staff Appreciation Week](#) in September. The Our Common Ground award recognizes staff members who exemplify UVM's [Our Common Ground values](#) of respect, integrity, innovation, openness, justice, and responsibility. You can learn more about our outstanding award winners and their important contributions to UVM [here](#).

We are also taking steps to ensure that we live Our Common Ground values. As part of our faculty- and staff-members' opening activities in early September, I invited them to reflect on [Our Common Ground](#) values — how they 'live' them in their interactions with colleagues, how they model them for our students, and the ways in which they can incorporate them in their work. I also asked our community to review our [Academic Success Goals](#) and [Amplifying Our Impact](#) to find points of connection to guide their work. I invite you to do the same, and to draw on these values, vision, and goal statements in your work as a Trustee.

The Academic Success Goals (ASGs) are another touchstone for our community. The ASGs are intended to support President Garimella's strategic areas of impact and guide our strategies, decisions, and work. They were established during the Spring 2020 semester, and are the result of ideas, suggestions, and feedback from members of the Academic Leadership Council and the faculty and staff in their respective units. Progress against these goals is measured annually by the Office of Institutional Research and Assessment and is posted on the [Provost's Office website](#). A number of the original ASGs reflected 3-year goals, so it made sense to refresh them this year, to see what needed refinement and to determine whether anything was missing. We are in the midst of this 'refresh' process that should conclude in December, and includes the Academic Leadership Council, the Provost's Executive Team, the Provost's Integrated Leadership Team, the Academic Planning Council, the Faculty Senate Executive Council, the Faculty Senate, Staff Council, the Student Government Association, the Graduate Student Senate, academic and student success leaders across campus, and faculty and staff more broadly through discussions within their units facilitated by deans and vice provosts. We are gathering excellent feedback and most importantly are building a deeper understanding of the ASGs across campus.

At your meeting, you will hear about our new university-wide Diversity, Equity, and Inclusion Plan that emerged from last year's process in which every unit across the university developed an Inclusive Excellence Action Plan with both unique features and shared goals. Through this plan, we ask all of

UVM to work collaboratively to foster a culture of belonging, equity, and inclusion for all members of our community. The ongoing success of the university demands our collaborative focus on equity and inclusion and this plan ensures alignment, leverages the pursuits of individual units, and charts a course for the exciting path ahead. (ASG 1.5)

FALL UPDATES

Leadership Transitions

It's always a pleasure to introduce new members of our academic leadership team as we open each academic year. These colleagues will be important partners in our academic success. Please join me in welcoming:

- Tricia Coates, Director of the Office of Engagement
- Larry Granillo, Interim Director of the Office of Institutional Research and Assessment
- Tom Griffin, Interim Chief Professional and Continuing Education (PACE) Officer
- Holger Hoock, Dean of the Graduate College
- Jamie McGowan, UVM's first Executive Director of International Partnerships and Programs

We are currently in the midst of a national search for the Director of the Office of Institutional Research and Assessment and have begun the searches for our new Chief Professional and Continuing Education Officer and the Dean of the Rubenstein School of Environment and Natural Resources.

Fall 2023 Census Data

It is also a pleasure to share with you our most recent census data as we have begun our Fall semester. You will see an increase in diversity, Vermonters, international students, and 4- and 6-year graduation rates.

- 2,896 new first-time, first-year students
 - 16% BIPOC
 - Most diverse class in university history
 - 14% increase from Fall 2022
 - 18% Vermonters (533 total students); 10% increase from Fall 2022
 - Over 50% from outside of New England; second consecutive year and second time in university history
 - 1.1% international students (33 total)
 - 18% increase from Fall 2022, albeit from a modest base of 28 students last year
 - Top countries = Canada, Germany, India, Sweden
 - 37% male; 7% increase from Fall 2022
 - 3.8 avg HS GPA
 - 1305 avg SAT
 - 31 avg ACT
- 365 new transfer students
- Graduation rates
 - 4-year graduation rate (Class of 2023) = 72% - *highest in university history*
 - 6-year graduation rate (entering Fall 2017 cohort) = 78% - *highest in university history*
- 11,614 total overall undergraduate enrollment

This information and more granular data are available on the [Catamount Data Center](#), and you can parse the data in multiple ways at [this link](#).

Supreme Court Ruling on Race-based Admissions

As you know, in June, the Supreme Court issued a ruling precluding the consideration of race in and of itself in college admissions decisions. Our Admissions team had been preparing for the possibility of this decision for some time, and we have responded to ensure compliance with the law. Over the last several years, Admissions has been in the process of developing a more holistic applicant review process and continues to explore race-neutral admissions practices. This proactive work that supports our goals and values ensured minimal disruption to our processes when the ruling was announced. (ASG 1.5)

Enterprise Risk Management

Included in your Board materials is a report from Tessa Lucy, Director of Compliance Services and Chief Privacy Officer, including updates on the Enterprise Risk Management risks and opportunities germane to the EPIR committee: Translate New Knowledge Entrepreneurial Ecosystem (opportunity), Expand Offerings to Non-Traditional Markets Through Non-Degree Programming (opportunity), and Academic Success Goals (opportunity).

Annual Report – Office of the Vice President for Research

Also included in your meeting materials, for informational purposes, is the annual report from the Office of the Vice President for Research. The report details impressive accomplishments in the research team's work to promote a campus-wide culture of creativity, innovation, and excellence in research, scholarship, and creative works.

TEACHING AND LEARNING

Vermont Pitch Challenge

The [Vermont Pitch Challenge](#) (VPC), an initiative of our Division of Enrollment Management, launched in September. The VPC gives high school entrepreneurs from across the globe the chance to pitch innovative businesses that make a difference in their communities. To support students in creating their business plan and pitch, we are hosting monthly virtual Entrepreneurial Exchanges where students will learn from expert entrepreneurs (our [first expert](#) was Matt Buder Shapiro '12). The grand prize is a UVM scholarship and there are cash prizes for other winners. The VPC helps us engage with communities near and far and will grow our pool of innovative and entrepreneurial-minded students, all of which furthers our work in support of the Art and Science Group recommendation that we enhance our innovation and entrepreneurial ecosystem. (ASG 1.1, 3.3)

UVM GO

Our inaugural [UVM GO](#) trips were an incredible success thanks to the faculty and staff who invested so much time, talent, and energy into this new program that helps first-year students develop intercultural skills and build community. UVM GO was established as part of our response to the Art and Science Group recommendation that we increase emphasis on UVM global opportunities. Beginning in early August, about 220 students participated in faculty-led trips to Vancouver, Montreal, Chicago, Seattle, and Washington, DC, as well as a variety of local multi-day programs all of which were globally themed. Our goal is to provide UVM GO opportunities for 700 students next August, with opportunities for as many as 1,500 students by August 2026. We're currently assessing this summer's activities, developing long-term assessment plans to track retention impacts, and planning for summer 2024. (ASG 1.1)

Co-Majors

At your meeting, you will be asked to approve a new academic credential called a co-major. Co-majors are for undergraduate students and are intended to allow students to pursue two majors in different colleges/schools without having to complete two separate sets of degree requirements. Students electing a co-major must successfully complete a major and the degree requirements of their home college/school as well as the co-major's requirements in a different college/school.¹ The purpose of co-majors is to broaden and enrich learning opportunities without impeding time to degree; engage students in academic offerings available outside their home college/school; and expand interdisciplinary learning options at UVM. (ASG 1.1, 1.2)

Catamount Advance Program

Last October I shared information with you about our re-envisioned guaranteed admissions program, the Catamount Advance Program. The new program reflects the partnership of Professional and Continuing Education, the Division of Enrollment Management, and the College of Arts and Sciences. This invitation-only program allows select students who are not eligible for direct admission to enroll full-time in a curated selection of courses, live at Spinner Place in Winooski, receive academic coaching and support services, and participate in all student activities (including campus dining). CAP students who complete 30 credits and achieve a GPA of 2.8 or higher in the Spring will transfer in to UVM as fully matriculated sophomores the following Fall. The program had an inaugural enrollment of 27 full-time students in Fall 2022. Of these 27 students, 23 met the requirements for matriculation, and we retained 22 of these students who are now UVM sophomores – a remarkable 96% retention rate. The GPAs of these students were strong, with 15 of them above 3.3. Of the four students who did not complete the program, one withdrew for medical reasons, and three were unable to meet academic expectations despite regular advising and intervention. Given the performance of the inaugural cohort, we are considering broadening the courses in which they may enroll. We'd also like to grow the program (Fall 2023 enrollment is 23 students) and will issue invitations for Fall 2024 earlier in Spring 2024 rather than drawing from the waitlist later in the admission cycle. (ASG 1.1, 1.2)

Solar Eclipse Day

Plans are underway for a solar eclipse integrative learning day on April 8, 2024. While most of North America will experience a partial solar eclipse next April, Burlington lies within a narrow path of totality and will be in complete darkness from 3:26-3:29 pm. We are leveraging the educational nature of this rare celestial event by developing a day of engaging and informational experiences – from multiple disciplines – about the role of solar eclipses in the evolution of cultures and science. I look forward to sharing more detailed plans at our February meeting. In the meantime, mark your calendars for April 8! (ASG 1.1)

KNOWLEDGE CREATION

External Research Funding

While September is a time to look forward to the year ahead, I want to acknowledge our faculty's remarkable success in securing external research funding during the last fiscal year. [External support for UVM research](#) has doubled since 2018 and reached nearly \$263 million in FY23. Our faculty's work addresses important and complex challenges and contributes to the health of our societies and our environment. As the state's only research university and only medical college, UVM's role as a hub for

¹ Students who complete the major *and* degree requirements in two colleges/schools may still graduate with a dual degree; students who declare and complete requirements for two majors *in one* college/school may still graduate with a double major.

government, corporate, and other researchers is growing, as is our impact as Vermont's flagship land grant university. (ASG 2.3)

Planetary Health

For almost a year we have been discussing and refining the concept of a new Planetary Health initiative with a variety of faculty groups. This initiative would further engage faculty, staff, and students in thinking about the ways we create healthy communities, establish sustainable systems, and build resilient communities in rural and global contexts. Broadly, Planetary Health is the understanding that human health and human civilization depend on flourishing natural systems and the wise stewardship of those natural systems (Lancet, 2015). More specifically, it is guided by cross-cutting principles for education such as understanding the complex relationships between environmental change and human health; identifying practices to protect and improve population health across the globe; engaging disciplines and stakeholders in solving complex problems; recognizing the impact equity, bias, and resilience have on environment change and health; developing global citizens who will help define the principles for protecting our future; and understanding our history to problem solve our current challenges.

We already have strengths in our research, education, and policy work for building healthy environments and healthy societies with both a rural and global focus. Organizing and leveraging our activities around this theme will further distinguish the University of Vermont, will position us for continued success and will help us reach and sustain our R1 research goal.

Planetary Health is a broad interdisciplinary theme and I'm confident that all interested faculty, staff, and students will be able to find a point of connection and our collective engagement will create another area of visible scholarly distinction and recognition for UVM. We plan to launch the initiative more formally during the Spring semester. (ASG 2.1)

WELLNESS

Title IX Advances

Dr. Jennifer Demers joined UVM this Fall as a Clinical Assistant Professor in the Biomedical and Health Sciences Department and has begun development of the new PIVOT (Preventing Interpersonal Violence via Outreach and Training) Peer Educator Program. The program will consist of a series of two courses over two semesters, beginning in the Spring. The first course will focus on building students' knowledge of research, theory, and practice related to sexual violence, intimate partner violence, and stalking. This course will employ an intersectional lens to increase students' understanding of how survivors of various identities and backgrounds may be differentially impacted by experiences of interpersonal violence. Dr. Demers will also apply for recognition of this course to meet a general education requirement in diversity. The second course in the series will teach students how to apply their new knowledge in meaningful ways to prevent violence in their communities. Students in the second course will organize events, create social awareness campaigns, and run workshops with groups on campus. To inform the content of these courses and ensure that they are aligned with the unique needs of the community at UVM, a needs assessment will be conducted this semester. Dr. Demers has recruited seven undergraduate public health students to serve as Program Development Assistants this semester for independent study credit. She will be closely mentoring these students as they gain experience with participant recruitment, focus groups, qualitative interviewing, survey development, and basic qualitative and quantitative data analysis, among other experiences.

Additionally, in a collaborative project, the Clinical Simulation Lab, the Sexual Violence Prevention and Education Coordinator, and the UVM CARE team have launched a pilot training program for campus-based professionals to improve communication skills in response to disclosures of sexual violence by students. We anticipate scaling up this training to more professionals across campus to establish a “standard of care” for any professional responsible for receiving disclosures of sexual violence, which includes identifying immediate student needs and making referrals as appropriate to campus services.

Activities completed to date include:

- Creation of a list of best-practice communication skills when a report of sexual violence is made, vetted by members of the care team and by Dr. Alan Rubin (compassionate communication instructor and retired internist)
- Development of a scenario based on real-world reports (de-identified)
- Five Standardized Patients (SP) were trained to portray the student in the scenario (SP are part-time employees who may also be students at UVM)
- Four sessions have been held in which 12 members of the CARE team participated in a simulation, portraying themselves responding to a report from the SP/student
- Scenarios are filmed and SPs complete an assessment of the professional’s skillsets using both qualitative scoring and narrative feedback

To finalize the pilot project, a permanent training will be developed based on assessment of the success of the initial training. We will use our findings to create a training program, including videos, to be shared with professionals across campus.

Safety Week

The Division of Safety and Compliance hosted an inaugural Campus Safety Week, September 11 – 15. Safety Week was an opportunity for our community to engage in training sessions, learn new information, and participate in fun safety-related activities. The week began with a test of the university CAT-Alert system, and all of our residence halls completed fire alarm evacuation drills. Programmatic highlights from the week included:

- Cones4CATSafe – Over 900 community members learned more about the CATSafe app and received a coupon for a free Ice Cream Cone
- Active Threat Response Training – Over 38 students, faculty, and staff attended an hour-long course which uses national data from past active threat incidents to inform a Run, Hide, Fight curriculum
- Student Safety Scavenger Hunt – Six students earned a \$100 Gift Card to Target for successfully demonstrating their campus safety knowledge and engaging in Safety Week events
- Fire Extinguisher Challenge – Almost 30 community members learned how to use a fire extinguisher and then competed in a timed skills event; the fastest time to put out a real fire was 2.7 seconds!
- CAT ECare Stations – Dozens of community members learned about CAT ECare and the new lifesaving equipment (stop the bleed and Narcan) co-located in our AED stations and distributed around campus
- Davis Center Tabling – Throughout the week community members were able to engage with staff from HOPE Works, Police Services, Equal Opportunity, UVM's Sexual Violence Prevention and Education Coordinator, and the Center for Health & Wellbeing staff to learn about these valuable campus resources

Cat ECare

In my report last May, I shared news of the launch of our [Catamount Emergency Care](#), or Cat ECare, Program. Cat E-Care coordinates the distribution of lifesaving equipment across campus (automated external defibrillators, bleeding control kits, and Narcan) and provides associated training to UVM students, faculty, and staff. The program is a collaboration among the College of Nursing and Health Sciences, the Office of Emergency Management, UVM Rescue, and a number of talented and innovative undergraduate students. Cat ECare adds to our health and wellness ecosystem, prepares us to respond to emergencies, and will provide high-impact internship opportunities for our students who will help lead and manage the program and will also serve as program instructors. I'm pleased to report that the program has reached a critical milestone: 11 students have completed the instructor training that will enable us to begin offering Cat ECare Courses (CPR/Stop the Bleed/NARCAN) to our campus community this semester.

Be well, Catamounts!



Vice President’s Report
October 20, 2023

Board of Trustees
Budget, Finance and Investment Committee

Prepared By
Richard H. Cate, Vice President for Finance and Administration

Included in my Vice President’s written report are updates on enterprise risk management, dual enrollment and building projects. In addition, University Controller Claire Burlingham will provide an external auditor update during this meeting.

Enterprise Risk Management

Included in the written reports section of the Board materials is a report from Tessa Lucy, Director of Compliance Services and Chief Privacy Officer, including updates on the Enterprise Risk Management risks and opportunities germane to the BFI committee: Deferred Maintenance (risk), Ensure Efficient Use of Resources/Innovation and Modernization of Systems & Processes (opportunity), and Digital Deferred Maintenance (risk).

Dual Enrollment

The administration is required to report annually on the number of high school students that were enrolled in UVM classes this past year. For FY23, there were 346 high school students who took classes at UVM through the Dual Enrollment Voucher Program and 93 additional high school students who were enrolled outside the Dual Enrollment Voucher Program. Below is the historical data for comparison:

Fiscal Year	# of HS students enrolled through Dual Enrollment Voucher Program	# of HS students enrolled outside Dual Enrollment Voucher Program
FY23	346	93
FY22	397	102
FY21	417	147
FY20	397	87
FY19	365	74
FY18	381	111
FY17	370	118

Building Projects

Construction projects costing less than \$2 million do not require Board approval, but those costing more than \$1 million do have to be reported to the Board. Among the many building renovations and upgrades going on across campus within that cost range, here are status updates on the most significant projects.

Howe Library Building Envelope

Project Description: Building envelope reconstruction including removal of brick façade to improve connection detail and add additional insulation.

Project Cost: \$1.9M

Status: Under design

Est. Completion Date: Summer/Fall 2024

Schedule: To be bid by January 2024.

Wadhams House and Barn

Project Description: Building envelope reconstruction of the Wadhams House and barn, including roof replacement, window restoration, new siding, porch reconstruction, stone foundation restoration. Barn restoration includes new roof, deteriorated wood replacement, new foundation, structural improvements. This reconstruction was required to mitigate the removal of the Pomeroy barn and 172 South Prospect Street.

Project Cost: \$1.7M

Status: Barn slate roof replacement remaining. Other items complete.

Est. Completion Date: Building envelope work: Fall 2022; Site work completion: Spring 2023

Schedule: Late fall 2023 or early spring 2024.

Main District Energy Plant, Central Campus

Project Description: Provide and install two additional cooling towers at the Chilled Water Plant to meet demand. This includes all piping, electrical, concrete foundation, structural steel for pipe supports.

Project Cost: \$1.7M

Status: Project has been bid

Est. Completion Date: Fall/Winter 2023/2024

Schedule: Begin installation fall 2023 to be ready for cooling season 2024

Multipurpose Roof Renovations

Project Description: Roof replacement including new skylights and insulation. Installation of new ventilation fans.

Project Cost: \$1.7M

Status: Completed spring 2023

Est. Completion Date: Roof: Fall 2022; Ventilation: Spring 2023

University Place Sidewalk

Project Description: Reconstruction of University Place roadway, sidewalks, and utility replacement. This project is a joint venture between the City of Burlington and UVM to upgrade the street that borders the University Green. Utilities were also upgraded prior to reconstructing the street, and lighting was upgraded to the historical fixtures.

Project Cost: \$1.6M

Status: Complete

Est. Completion Date: Fall 2022

Fleming Improvements

Project Description: Building envelope reconstruction including wood restoration and painting, as well as limited HVAC improvements. South entrance to be reconstructed.

Project Cost: \$1.5M

Status: Under design

Est. Completion Date: Spring 2025

Schedule: On schedule

Pomeroy Barn Demolition

Project Description: Includes the demolition of Pomeroy Barn, 172 South Prospect Street building, reconstruction of the sidewalks and adjacent parking lot, as well as new landscaping. Includes construction of a new plaza adjacent to the Pomeroy building, sized to match the original barn.

Project Cost: \$1.5M

Status: Completed summer 2023

Est. Completion Date: Spring 2023



The University of Vermont

Kirk Dombrowski, PhD

Vice President for Research and Economic Development

Office of the Vice President for Research Report

October 20, 2023

**Board of Trustees
Educational Policy and Institutional Resources Committee**

**Prepared by
Vice President for Research & Economic Development - Kirk Dombrowski**

The overarching mission of the Office of VP for Research (OVPR) is to work in partnership with the President, the Provost, the Deans, the Faculty, and supporting staff, to promote a campus-wide culture of creativity, innovation, and excellence in research, scholarship, and creative works. OVPR oversees a complex office that supports the work of university faculty, staff, and programs. OVPR's primary goal is to support, regulate, and advance the research enterprise at UVM. This includes the work of the Research Administration Office, the Research Development Office, UVM Innovations, the Office of Animal Care Management, the Instrumentation and Technical Services Core, the Office of Engagement, the Vermont Advanced Computing Center, and several major Institutes and Programs.

Section 1: Investing in our Distinctive Research Strengths

In FY23, UVM continued to build on research infrastructure and administrative investments of the last three years, resulting in continued growth in extramural research support (see table below). Within our research support system, we have emphasized operational excellence and provided institutional platforms for UVM's distinctive research strengths.

Achieving Operational Excellence in Research (Major Activities)

- Sponsored Projects Administration (SPA) submitted 1,010 grants (total value \$867 million), received 688 sponsored awards (\$231 million), negotiated 428 external subawards; managed \$187 million in sponsored revenue, and filed 1,058 financial reports.
- Sponsored Projects Administration continued to expand/merge our centralized research administration system, which now includes support offices in CEMS, RSENR, CALS, CESS, CAS and CNHS. In FY23, we started the year with 8 SPA 2.0 staff and by the end of the FY we had 22 SPA 2.0 positions.
- Research Protections created a UVM/UVMHN Affiliation Agreement Addendum that extends UVM research protections to UVMHN affiliate sites and achieved CDC Registration for Select Agent Research.

OFFICE OF THE VICE PRESIDENT FOR RESEARCH

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- The Vermont Advanced Computing Center (VACC) supports innovative, data-intensive research across disciplines at UVM. Currently, we have 706 active users, including 196 UVM faculty principal investigators. For FY23, we had 31 million compute hours across approximately 9 million jobs. Total active externally funded research awards for PIs using the VACC in 2023 was \$114,776,603.00.
- Vermont Advanced Computing Center (VACC) completed the build on the new DataMountain cluster funded by a \$1 million grant from NSF's Major Research Instrumentation Program (MRI). <https://www.uvm.edu/news/story/uvms-supercomputer-gain-massive-database-access-capability>
- The Office of Animal Care Management (OACM) implemented a complete unit reorganization, which ended our outside vendor contract and expanded our service team and implemented a new registration and management software environment. In FY23 OACM managed 8,942 total animals (a new record and an increase of 6% over FY22), while costs decreased by 6%.
- Instrumentation and Technical Services (ITS) completed 153 instrumentation/prototyping projects for 23 UVM departments, researchers and students, inventors, start-ups, and emerging technology companies, and 3 other universities, hospitals, and state agencies. ITS provided 8 undergraduate and 2 graduate students with internships, including Julianne Boughton, who was awarded an American College of Clinical Engineering annual scholarship.
- The Natural Areas and Mountain Environmental Science Research Initiative (NAMES) was introduced to support more-competitive research occurring at UVM's Natural Areas through long-term monitoring support, collaborations, and efficiencies. <https://www.uvm.edu/news/ovpr/uvm-researchers-unpack-complexity-snow-vermont>
- The Office of Engagement/Institute for Rural Partnerships created and executed the Inaugural RISE Summit to showcase UVM's place in the Vermont entrepreneurship ecosystem: 900+ participants and \$60,000 in sponsorships.
- The Office of Research Development (ResDev) supported the development of 180 grant proposals (a 225% increase over FY22), from 7 colleges, representing >49 departments, 143 unique PIs, including 32 early-career faculty members and 15 large, complex (>\$10 million); conducted 71 consults with researchers, outside the development of a specific grant proposal; created new "CAS Grant Writing Bootcamp" and "Writing Your First NIH Grant"; and continued the popular "NSF CAREER: Commit to Submit" and "NSF GRFP: Graduate Research Fellowships" programs.

Operational Excellence in Research (Notable Outcomes)

FY22-23 Sponsored Research Funding:

College Summary	FY22 Count (Awards)	FY22 Dollars	FY23 Count (Awards)	FY23 Dollars	\$ Change	% Change
CALS	140	49,644,086	131	39,565,963	-10,078,123	-20.3%
CAS	62	7,768,115	51	7,722,422	-45,693	-0.6%
CEMS	74	16,350,145	71	25,789,682	9,439,537	57.7%
CESS	22	8,621,290	21	6,803,499	-1,817,791	-21.1%
CNHS	15	1,396,222	15	2,315,958	919,736	65.9%
GSB	1	5,000	0	0	-5,000	N/A
LCOM	400	108,086,556	317	94,412,007	-13,674,549	-12.7%
OTHER	10	860,867	6	4,724,760	3,863,893	448.8%
OVPR	8	9,434,215	7	27,527,369	18,093,154	191.8%
RSENR	66	11,952,361	69	21,292,471	9,340,110	78.1%
Total	798	214,118,857	688	230,154,131	16,035,274	7.5%

- SPA received robust audit findings on the NSF OIG special audit.
- The Vermont EPSCoR five-year Research Infrastructure Improvement (RII) Track-1 award includes \$1M to enhance the power of the VACC's high-performance computing environment. <https://www.uvm.edu/news/story/uvm-earns-20m-research-grant-harness-data-revolution>
- NAMES Director Joshua Benes supported Dr. Steven Keller (CALS) \$2.5 million NSF grant to study alpine plants; served on the Executive Committee for planning the Unified High Elevation Observation Platform (UHOP) workshop that took place in Bern, Switzerland in late June; received \$500,000 in collaborative funding from the Environmental Protection Agency to establish a regional mountain weather observation network that includes the Atmospheric Sciences Research Center on Whiteface Mountain in New York (Managed by SUNY-Albany), UVM's Cold Weather Summit to Shore Environmental Observation Network, the Mount Washington Observatory's Mesonet, and UVM's Mount Mansfield Science and Stewardship Program.
- ResDev supported large awards, including ¼ of all proposal dollars, and resulted in:
 - \$20 million: RII Track-1: Harnessing the Data Revolution for Vermont: The Science of Online Corpora, Knowledge, and Stories (SOCKS) (NSF) – PI: Dombrowski; \$100 million: SARE Regional Host (USDA NIFA) – PI: Grubinger; \$9.5M: Renovation of the Hills Agricultural Building to Establish an Institute for Rural Partnership (USDA) – PI: Dombrowski; \$9.2M: Vermont Institute for Rural Partnerships (USDA) – PI: Dombrowski

- UVM Career Awards continue to grow as a result of ResDev programming (3 per year for each of the last 2 years—after two decades of fewer than 1 per year):
 - <https://www.uvm.edu/news/ovpr/two-uvm-researchers-awarded-national-science-foundation-career-awards>
 - <https://www.uvm.edu/news/cems/ebe/hamid-ossareh-receives-nsf-career-award>
- NSF Graduate Research Fellowships grow to 5 after 1st year of programming, a 5x increase over previous levels.
 - <https://www.uvm.edu/news/ovpr/redesigning-evolution-one-robot-time>
 - <https://www.uvm.edu/news/story/searching-resilience-sea-star-wasting-disease>
 - <https://www.uvm.edu/news/ovpr/adding-numbers-brain-health-and-power-grids>
 - <https://www.uvm.edu/news/story/uncovering-digital-footprints-anxiety-young-children>

Creating and Supporting Institutional Platforms for Distinctive Research Strengths

UVM's Office of Research completed the founding of one new institute, the "soft launch" of a second institute, and the further development of a third. These institutes bring together large numbers of faculty from across a range of colleges/schools—brought together to focus on a single transdisciplinary research topic of national and global importance. In each case they raise the research and impact profile of the work of our leading scholars and students, attracting talent and recognition in addition to foundational support for the research involved.

- The planned UVM Water Institute is forming around the CIROH (Cooperative Institute for Research to Operations in Hydrology) Project, a collection of 7 grants funded NOAA, totaling \$10.7 million in ongoing 2 and 3-year projects, and \$1.9 million in new 2-year projects (<https://www.uvm.edu/news/story/uvm-contribute-national-effort-improve-water-management>). All of these projects focus on addressing water forecasting priorities established by NOAA and the National Water Center, including improvements to flood inundation mapping, contributions to water quality and harmful algal bloom forecasting, development of improved risk communication tools, and development of a model evaluation framework for national application. This work involves 60 active researchers, 8 new post-doctoral fellows (half of whom come from under-represented populations in STEM disciplines), and 7 new graduate students in Civil & Environmental Engineering, Geosciences, Community Development & Applied Economics, and Sustainable Development Policy, Economics, and Governance.
- The new UVM Institute for Agroecology (IfA) was officially launched this March, quickly drawing support from with the 11th Hour Project, a program of the Schmidt Family Foundation (<https://www.uvm.edu/news/story/university-vermont-receives-1-million-schmidt-family-foundation-launch-new-institute>), which provided \$1 million over three years to supplement existing support from McKnight Foundation (\$2.5 million since 2018). The first IfA conference, "Seeding Transformation: A Global Forum on Food Systems and Agroecology," attracted just under 300 people in person and 400 on-line, and featured 40+

international guests and global program officials interested in ecologically friendly and socially just food systems (<https://www.uvm.edu/news/ovpr/global-leaders-convene-vermont-new-agroecology-summit>). The IfA involves the work of more than 15 faculty from 3 colleges and UVM Extension. <https://www.uvm.edu/news/cals/uvms-agroecology-and-livelihoods-collaborative-receives-regional-award-excellence>

- The new Office of Engagement/Institute for Rural Partnerships (<https://www.uvm.edu/news/story/new-uvm-institute-will-help-vermonts-rural-communities-thrive>) began the year by participating in regional and state-wide meetings, including: Regional Development Corporation meetings, VT Council on Rural Development community visits, provided data services to regional development corporations, municipalities and state agencies, convening the Economic Resiliency Advisory Group four times to solicit input on challenges and opportunities in the Vermont economy, organized and launched the Green Mountain Job and Retention Program on behalf of the State of Vermont to provide scholarships for graduates who stay in Vermont to work, and ran a successful internship pilot program with employers in Central Vermont. This work resulted in 74 approved scholarships via Green Mountain Jobs and Retention Program and 10 new employer partnerships. <https://www.uvm.edu/news/ovpr/uvm-convenes-executives-community-leaders-artists-researchers-tackle-vermonts-economic>

Section 2: Fulfilling Our Land Grant Mission

While much of the land grant mission revolves around traditional agricultural and rural community/industry support, the Office of Research supports a number of high impact R&D efforts with significant social and economic impact; the commercialization of university held intellectual property; and a business development environment for UVM inventors and startups. In addition, our technical support services, developed to support university researchers, now support hospitals and clinics in Vermont, New Hampshire, and New York - extending our impact to answer critical community needs. And, finally, in response to historic flooding in Vermont, the Office of Research implemented a collaborative grant program to better understand and mitigate flood impacts in the state: <https://www.uvm.edu/news/ovpr/uvm-launches-six-innovative-flood-research-projects>

Activities / Outcomes Include

- IMF/TSP supported an active inventory of nearly 71,000 devices across the campus community, UVM Health Network and other regional healthcare providers and schools. Over 91,000 work events were completed, including 66,100 scheduled preventative maintenance activities.
- UVM Innovations obtained NSF I-Corps funding as part of the Interior Northeast I-Corp Hub that allows UVM to recruit teams and provide I-Corps training opportunities on campus. Additional support was received in the form of a renewal of our NIH i-TREP project—a program that tailors conventional I-CORP programming to a medical research context.
- UVM Innovations marked the 10th year of its annual SPARK-VT Pitch Competition and for the first time presented at “BIO,” the premiere biotechnologies conference. At BIO

2023 in Boston, over 20 UVM biomedical technologies were featured as a part of the “Academic Campus Exhibition” to an international group of potential industry partners and commercialization collaborators.

- A number of UVM spin-offs/tech partners continue to make news, including:
 - Benchmark Space Systems: <https://vtdigger.org/2023/09/19/benchmark-space-systems-in-burlington-rides-boom-in-small-satellites/> Benchmark continues to grow with a \$33M round of investment that will allow them to begin manufacturing in VT.
 - RS Oncology completed its First-In-Human Phase 1 Clinical trial of RSO-021, a novel irreversible inhibitor of mitochondrial PRX3 and treatment for mesothelioma and lung cancer: <https://www.rsoncology.com/news>
 - Verde Technologies launched - and almost immediately won - the DOE’s Perovskite award for new solar material technology: <https://www.verde-technologies.com/press/>;
 - <https://vtdigger.org/2023/05/28/university-of-vermont-startup-aims-to-revolutionize-solar-power/> ;
 - <https://www.uvm.edu/news/cems/greening-future-verde-technologies>
 - Prolocor announced results showing the success of their platelet reactivity diagnostic which will help manage cardiac patient post-myocardial infarction care. <https://prolocor.com/newsroom/#pressreleases>
 - Samba Biosciences, developing protein based therapeutics for heart tissue recovery post- heart attack, was a member of the Spring 2023 MassBio DRIVE cohort and presented at the 2023 International BIO convention.
 - Emergent novel “cellular agriculture” company Burlington Bio was launched, pulling UVM in the field of lab grown food: <https://www.uvm.edu/news/ovpr/cultivating-meat-sustainable-future>

Other UVM Technologies in the News Include

Medtronic gained approval for the Fast Induced Remodeling in HFpEF (FIRE-HFpEF) clinical trial in July, which will test the cardiac pacemaker pacing approach to this form of heart failure. <https://vermontbiz.com/news/2023/february/28/uvm-study-shows-counterintuitive-approach-may-be-key-helping-heart-failure>



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Enterprise Risk
Management

Enterprise Risk Management Update

October 20, 2023

Prepared By

Tessa Lucey, Director of Compliance and Chief Privacy Officer

In February 2023, the Board of Trustees received a biennial report on Enterprise Risk Management assessment results. Throughout the year, committees will receive status updates on risks and opportunities that fall under their purview. Included in this report are the updates on the following:

- Cultivate Full Philanthropic Potential including Corporate Research Funding
- Develop IT Master Plan
- Translate New Knowledge Entrepreneurial Ecosystem
- Expand Offerings to Non-Traditional Markets Through Non-Degree Programming
- Academic Success Goals
- Deferred Maintenance
- Ensure Efficient Use of Resources/Innovation and Modernization of Systems & Processes
- Digital Deferred Maintenance

COMMITTEE OF THE WHOLE

Opportunity – Cultivate Full Philanthropic Potential Including Corporate Research Funding

The risk/opportunity score has declined, but there is a growing potential for increased philanthropic funding at UVM. Challenges to future success include diminishing philanthropic backing for unfinished projects and difficulties in engaging donors in a polarized political climate, where higher education may be perceived as aligning with one end of the political spectrum. The UVM Foundation's primary objective is to operate as a donor-centric organization, consistently raising an annual average of \$100 million in support of the University of Vermont. To achieve this financial goal and to enhance this opportunity, the UVM Foundation has implemented a series of strategic initiatives. These initiatives prioritize major and principal gift fundraising by reallocating positions to focus more on frontline fundraising, corporate and foundation contributions, and planned giving. Unfortunately, these opportunities are countered by imminent challenges.

New leadership of the UVM Foundation has shifted its strategic focus towards significantly enhancing the university's fundraising efforts. This shift involves reallocating resources towards direct fundraising roles and placing greater importance on collaborating with academic leadership. Management is collaborating with university leaders to develop a response plan for addressing internal crises and events that could threaten individual giving. In instances where decisions or events might affect donor confidence in the institution, a timely and appropriate response must be in place. Additional staff have been assigned to concentrate on corporate and foundation giving, as well as planned giving, to mitigate any external events that could jeopardize individual donations. Additional focus on major and principal giving will broaden the donor base, reducing reliance on a select few donors who are most likely to be impacted by adverse internal and external events.

The UVM Foundation plans to continue to expand the donor pipeline, finding new donors with varied interests within the University. This includes an emphasis on corporate and foundation donors as well as planned giving opportunities.

Opportunity – Develop IT Master Plan

The opportunity score remained steady (12) since the 2019 ERM risk assessment was performed. A five-year master plan was developed in 2019 that aimed to enhance this opportunity and this plan is currently due for a refresh. This planning is underway but has slowed due to the absence of a permanent CIO. The purpose of an IT Masterplan is to align the needs of the university strategy with the direction of the information technology goals. This provides the university with the opportunity to maintain sight of the long-term objectives. It also allows the institution to ensure that we have the operational resources needed to achieve the University's goals. UVM's IT Master Plan is designed to ensure alignment between the UVM mission and vision and its IT investments. Any future plan should address both strategic development and areas of deferred maintenance (which is, by itself, a portfolio-level risk), where UVM is falling behind in its investments. Progress is underway in a number of areas, but the process is complicated, far-reaching, and will require careful management and attention. A refreshed master plan will be one of the priorities for the new CIO.

EDUCATIONAL POLICY & INSTITUTIONAL RESOURCES COMMITTEE

Opportunity – Translate New Knowledge/Entrepreneurial Ecosystem:

UVM has an opportunity to increase the innovation ecosystem at UVM (including intellectual property commercialization) and enhance state and regional economic development. To enhance this opportunity, UVM has increased its engagement internally with faculty, staff and students and externally within Vermont to build and sustain an Entrepreneurship Ecosystem. Work currently being done out of the Office of Vice President for Research includes the Catamount Innovation Fund, the Academic Research Commercialization Team, UVM Entrepreneurship Club, UVM's Student-Made Design Club, and UVM's Micro-Internship Program. Additionally, we have continued and expanded the Entrepreneurship Forum, we have a dedicated innovation space in the newly remodeled Hills Agricultural Science Building, and we have hired a full-time student entrepreneurship coordinator.

Stable leadership and funding have continued to improve opportunities and success. Enhanced commercialization efforts have and will continue to increase public awareness and add resources for research, long-term. Expectations in this area are for slow growth, not rapid windfalls. UVM already has a few high-profile IP efforts in VT (maple tap, I Crop, whey-based products) and others that may do well overseas. In addition, UVM continues to be active with both faculty inventors and student entrepreneurs. We have also partnered with state of Vermont (ACCD <http://accd.vermont.gov/business>). The development and sustainment of an Entrepreneurial Ecosystem would further cultivate new start-up businesses, and innovation leading to new patents. UVM is in the planning stages of an Entrepreneurial Ecosystem hub that could increase university media coverage and enhance its reputation, and could help recruit and retain faculty and students. UVM's efforts will improve innovation in Vermont and enable the State to grow businesses and generate tax revenue.

Opportunity – Expand Offerings to Non-Traditional Markets Through Non-Degree Programming:

This opportunity is ongoing and part of Professional and Continuing Education's (PACE) mission and strategic plan. Expanding UVM's Summer University, employer partnerships, workforce training, certificate programs, professional online graduate degrees, and other PACE programs could provide additional revenue. In addition to the revenue benefit to the institution, capitalizing on this opportunity will support students, maximize efficiencies, and help shield or reduce the impact to UVM from the predicted northeast (especially VT) demographic "cliff" and the shifting demographics of students nationally. These changing demographics and the evolving value proposition for college degrees have resulted in some large companies developing on-demand certificate and degree programs for employees. Intervening to provide an alternative learning environment could benefit UVM, regional businesses and the citizens of Vermont, thereby positively impacting our land grant mission. To enhance this opportunity, PACE has expanded offerings for non-traditional markets through several initiatives, including hiring a Director of Employer Partnerships, working with the Provost's Office to develop new professional online graduate programs, and continuing to expand non-credit and non-degree programs for working professionals. PACE has increased its training offerings to regional employers such as UVM Medical Center and MVP Healthcare. PACE, in partnership with academic units, has also established new opportunities in GIS and Health and Wellness coaching professional certificates, which have been highly enrolled with adult learners. PACE's non-credit End of Life Doula Certificate program continues to have a waitlist each term. With Upskill Vermont funding, PACE has also enrolled many new adult learners and Vermont residents who may not have had access to higher education programs.

Going forward, PACE management will continue the momentum by focusing on the development of new programs and partnerships while maintaining successful programs that are in alignment with PACE's strategic plan.

Opportunity – Academic Success Goals:

The score between 2019 and 2022 for this opportunity remained steady (12). The institution is making clear progress on the Academic Success Goals (ASG), but a sustained positive impact on the institution's quality and reputation (an improved "value proposition") will take many years to achieve. The ASGs were established in May 2020 to support President Garimella's strategic areas of impact and reflect priorities in (1) Teaching and Learning, (2) Knowledge Creation, and (3) Engagement. The ASGs evolved from the former Academic Excellence Goals and are a specific, actionable set of goals that include defined metrics and a dashboard that is updated annually and posted on the Provost's website. Notable ASG progress since 2020 includes:

- **TEACHING AND LEARNING:** implementation and launch of the Catamount Core Curriculum, implementation of an annual process focused on the curation of degree offerings to ensure an array of properly resourced programs that can maintain strong enrollments, the establishment of a system of professional advising for all first-year students, the establishment of a new Learning Community, the establishment of UVM GO providing pre-matriculation programming in support of retention and engagement, the development of a comprehensive program of faculty mentoring and professional development, the development of Inclusive Excellence Action Plans.
- **KNOWLEDGE CREATION:** substantial increases in annual external research funding, establishment of an annual Research Week celebration/professional development opportunity, establishment/enhancement of key research centers/institutes and facilities (e.g., Institute for Agroecology, USDA Agriculture Research Service Food Systems Center, Osher Center for Integrative Health, Firestone Medical Research Building, the Marcelle Melosira), enhancement and redeployment of staff resources in support of research proposal development and grant administration.
- **ENGAGEMENT:** the 2023 Research, Innovation, Sustainability, and Entrepreneurship (RISE) Summit to support university-community business engagement in the state, the establishment of the Catamount Advance Program to provide another undergraduate avenue to university admission, the 2023 Health Equity Summit, the continued development of online graduate professional programs to support workforce needs.

The ASGs are being reviewed and refreshed in Fall 2023 to identify and remedy gaps and to ensure their continued relevance. The refreshed goals will continue to guide the work and priorities of our community.

BUDGET, FINANCE & INVESTMENT COMMITTEE

Risk – Deferred Maintenance:

Between 2019 and 2022, the risk score increased from a 12 to a 15. Building upgrades focused on critical infrastructure needed to resume operations due to the pandemic (i.e., HVAC, airflow, ventilation). Monies were diverted from deferred maintenance for other critical operational needs which increased the total risk score. UVM has many older facilities and infrastructure components, some dating back over 150 years. Work on deferred maintenance was limited during the pandemic and with supply chain and inflation, and costs have significantly increased since that time. However, during the pandemic, UVM did upgrade some of its air handling and filtration systems, replaced some older spaces with new space, and upgraded some of the existing spaces. The growth of deferred maintenance over time, combined with the investments since 2019, has resulted in small gains. However, without continued investment, this number will continue to grow.

At the February 2017 meeting, the Board of Trustees endorsed increasing base budget deferred maintenance funding by \$2M annually starting in FY2018 through FY2027, and adding \$4M in short term borrowing in FY2018-FY2022 and \$2M in FY2022. However, budget constraints have slowed the pace of growth in funding for deferred maintenance. In addition, as the University's housing stock continues to age, and there is a shortage of off-campus housing in the area, UVM has entered into agreements with two private entities to build projects that will house over 1,100 students. In each case, the University will not incur any debt nor need to incur significant expense. The university will continue to maximize the use of the state funding, funding from operating budget, and non-traditional approaches to address deferred maintenance on an ongoing basis.

Opportunity – Ensure Efficient Use of Resources/Innovation and Modernization of Systems & Processes:

There is a need to improve the use of UVM's resources and operational processes to hold down costs and improve employee productivity, and provide better service to the UVM community. Many of the university's operations take place in silos, which results in the duplication of efforts and, ultimately, has financial, safety, and effectiveness impacts. Areas of improvement include implementing an institution-wide system to manage required trainings for students and employees, identifying and improving core business processes (such as travel expenses, hiring processes) to include adding clarity about which should be centralized, increasing facilities use year-round, and strategic allocation of limited resources. Removing redundancies and streamlining processes to eliminate unnecessary work has the potential to save several million dollars annually. Modernizing operational processes increases compliance with policies and regulations, improves knowledge and understanding of protocols and processes that are designed to reduce risk, saves money, and ultimately, reduces the risk to health and safety across the entire university.

Risk – Digital Deferred Maintenance:

Between 2019 and 2022, the risk score remained steady (15). The university has made great strides in reducing some areas of digital deferred maintenance but still has significant areas of older systems and infrastructure that carry risk due to the inability to update and modernize.

Approximately 2 years prior to the end-of-life, UVM's email system and our learning management system were identified as needing replacement prior to them becoming a problem or a risk. A plan was created to move these to modern systems and these plans were executed prior to the end-of-life. We hold these as examples of how a good process reduces risk; however, as with any aging infrastructure, there are other areas that still carry risk. These include our network infrastructure both in wiring and equipment, some Enterprise Resource Planning (ERP) platforms built on legacy

systems, our research computing services, infrastructure such as chillers and Uninterruptible Power Supplies (UPS) units in our data centers, and our information security tools. While some initial funds have been identified to start addressing network infrastructure, more effort is needed to continue to mitigate this risk. An effort deemed “ERP Modernization” has been started to determine where there are gaps, where there are benefits and how those can/should align going forward. Our research computing infrastructure is critical to many of our researchers and sustained funding for refresh and expansion is needed. For our information security tools, we have identified funding for an Intrusion Detection/Prevention system (IDPS) and are in the process of evaluating applications; however, with a risk such as information security, the work is never “done”. There is always room for improvement. It should be noted that there are aging technology systems held outside of Enterprise Technology Services (ETS) that also carry a risk to the institution. Though they are not housed within ETS or managed by ETS, it should be known that there are pockets of systems and applications at the university that may not be falling within the arena of these audit reports.



UVM ALUMNI ASSOCIATION UPDATE

Board of Trustees — Committee of the Whole

Friday, October 20, 2023

Prepared by: Cathy Tremblay '85, Alumni Association President
Deb Mignucci '82, Alumni Association Vice President

The UVM Alumni Association is pleased to present this report reflecting recent accomplishments and areas of focus in the first half of the year. Our volunteer leadership consists of more than 200 individuals representing nine decades of graduates, and we continue to build our representation from historically underrepresented communities and special interest affinity groups. This report contains a small sample of the diverse array of engagement programs and partnerships we offer to our global UVM community.

Strategic Priority Updates and Program Highlights

Convocation & Twilight Induction 2023

UVM's president, Suresh Garimella, hosted an annual celebration that marks the official beginning of the academic year and begins one's induction into the UVM community. With support of the Student Alumni Association, hundreds of current students joined their student organizations to cheer on the newest Catamounts as they headed to the Campus Green for the Twilight induction ceremony!

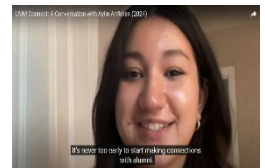


Increasing Alumni Engagement—expanding staff within schools and colleges

Alumni connections at UVM are strongest because of our alumni's affinity to the parts of campus that made their experience special. One of the ways we are helping to enhance and track engagement is by the recent expansion of staff on our Alumni Relations team. We now have four full-time employees embedded in many of the schools and colleges to work with our Deans, front-line fundraisers, faculty, staff and students to help strengthen relationships. We believe that this model will help enhance both the student and alumni experience.

UVM Connect

This year we hit a UVM Connect milestone for new registered users within a fiscal year – 3,200. We now house a 16,000 strong UVM registered user community on the platform, 68% of whom are willing to mentor and offer career support in some capacity. This past fall, in partnership with the Career Center, a video was produced that tells the story of how one current student connected with an alum and landed a summer internship in Burlington, VT. Without the platform, Aylin and Hayley would not have met nor would Aylin have enhanced her networking or professional skills. The success we have seen in this online engagement tool has and will continue to be a key driver of alumni engagement. The company Graduway continues to use UVM Connect as a 'success' story and model to many of our peer institutions that have or are moving towards this platform.



Campus Partnerships on the Rise!



The UVM Alumni Association has recently enhanced its ties with many campus partners to ensure the student experience is like none other. Under the name ‘Rising Catamounts,’ we have helped to amplify messages to



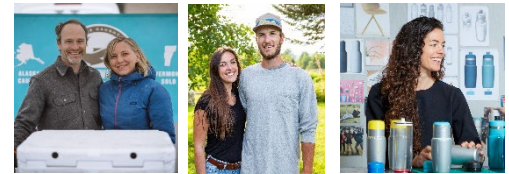
prospective students and pre-matriculated students. The enhanced marketing of pre-college programs attracted 27 alumni families to participate in summer programs. Over 1,200 participated in our Annual Catamount College Connection online program where participants learned the ins and outs of the college search



process. Over three dozen alumni met with incoming students in Seattle, Chicago, Washington, D.C., and Vermont during their UVM GO trip. In its first year, we were thrilled to help welcome so many new Catamounts to the UVM family. By enhancing collaboration, we have been able to help programs gain increased traffic with the alumni community. Our partnership with Professional and Continuing Education (PACE) and Enrollment management help to engage constituents near and far with the hopes that they too will become Catamounts one day.

NEW: Alumni Market!

During UVM Weekend 2023, over 50 programs engaged the many alumni and families who came home to campus. One of the new programs this year was our first-ever UVM alumni market. The idea stemmed from a desire to showcase more intentionally our alumni businesses on the UVM Connect business directory. There was a variety of over 25 alumni vendors representing class years from 1989 to 2023, selling goods such as jewelry, pottery, art, foods, and beverages. The wide variety of crafts coupled with the beautiful weather was the perfect capstone of a memorable weekend. UVM Weekend is an annual campus-wide weekend that amplifies the University of Vermont. Save the Date for September 27-29, 2024!



Just like Catamounts, our UVM banners love to travel!

We have sent out over 300 banners nationwide to be part of Catamount gatherings! If you have an upcoming party, trip, event, or wedding, we’d love to send you a UVM banner to become part of your memories! To receive your banner, email Sarah.Lenes@uvm.edu with your gathering details. We can’t wait to send you a banner and tell your story on one of our social media channels.



Engage with Us! Our volunteer webpage and upcoming events calendar are a hub for alumni to find our library of recorded programs and upcoming event offerings, including campus-wide events: alumni.uvm.edu/events.



Staff Council President's Report

**Board of Trustees
October 20, 2023**

**Prepared By
Monika Donlevy, Staff Council President**

This July Staff Council welcomed me and Jennifer Main as the new President and Vice President. We are both excited to serve the University in our new roles. We have met several times with senior leadership, and it is clear we share common goals of uniting staff across campus as “One UVM” and finding ways to increase staff recognition. We are recruiting staff to join Staff Council and have seen an increase in representation. There is a lot of enthusiasm across all committees and each of them has been asked to share their goals and initiatives for the academic year. Staff Council is partnering with Human Resource (HR), Wellness, and the Division of Diversity, Equity and Inclusion (DEI) and other groups to build a positive campus climate.

One of the first projects this summer was serving as the chair for the Our Common Ground Award selection committee. This award recognizes staff who exhibit exemplary conduct for the tenants of respect, integrity, innovation, openness, justice, and responsibility. This year was especially important because in recent years the award has been postponed. To maintain the integrity of the award, the number of recipients was doubled to reflect both 2022 and 2023 and recognize staff for each of those years. The gratitude and appreciation at the award ceremony was palpable and cemented the importance of ensuring these awards are delivered annually.

Staff recognition is vital to the wellbeing and productivity of staff. Across campus colleges and departments have various awards. Staff council is partnering with Human Resources to build a UVM wide staff awards program. Recruitment and retention play an important role in the health of the university and underscore the importance of recognizing staff at different levels, department, division or college, as well as at the university level.

Workspace environment is another recurring theme in recruitment and retention. We are collecting data and collaborating with HR on options and possibilities to ensure pleasing workspaces. Staff Council standing committee Compensation, Benefits & Budget Committee (CBB), is collecting data and exploring initiatives for non-represented staff (approximately 600). This work is in early stages, but the committee has been identifying and prioritizing projects.

Our Staff Council meetings this summer have been filled with great ideas for future initiatives and positive energy. I believe us to be well positioned to spread positivity and recognition among staff which will filter to our faculty and students, making UVM the place to work, teach and learn. I am honored to be serving as Staff Council President, collaborating with senior administration and the Board to bring our vision for UVM forward.



Student Government Association (SGA) President's Report

**Board of Trustees
October 20, 2023**

**Prepared By
Olivia Eisenberg, SGA President**

I wanted to take this space to highlight SGA's Strategic Plan. Last Winter, I began the planning stage of a project that would quantify student concern and drive SGA's. Our goal was to create a bi-annual initiative that would analyze student input and that would serve as a continuous way to hold us accountable as student representatives.

We sent all undergraduate students an anonymous survey with a variety of questions in order to gauge what they see as the biggest issues at UVM. I then organized the responses from each question into categories such as social justice issues, housing and health and wellbeing to see more generally where concerns fell.

143 students participated in this survey, which I see as just a starting off point. My vision for this project is for this process to be conducted every two years, growing in participation each time. Though these numbers might not be considered "statistically significant" when compared to the size of the entire undergraduate population, we can still let the comments and concerns fuel our work. There were many incredibly thoughtful and constructive suggestions to which senators are already responding through their projects.

Across all responses, a few themes stood out. First, students fear for their ability to find and afford housing. They voiced concern over the high enrollment of UVM contributing to the housing crisis, and multiple students mentioned knowing other students who are houseless. Students are also seeking a more persistent and comprehensive response to social justice issues such as sexual violence and antisemitism. Additionally, students want to see increased efforts to make campus accessible -- both physically and financially.

One of the largest takeaways for me was that 55% of respondents said they would recommend UVM to a high school student -- despite the generally negative comments. To me, this is

reflective of the fact that there are issues at any university, and UVM is no different, but that the majority of students have more positive things to say than negative. This is important to me in terms of the way SGA responds to criticism, and how I would hope anyone in positions of power at the University would; with an understanding of a shared desire to make UVM better for the students that attend and those that work here. It becomes easier to problem-solve with a constructive lens based on mutual respect, and that is how I want SGA to proceed with the plethora of input we have been given.

The solution to some of these concerns, such as confusion about the Catamount Core Curriculum, is simply better resource advertisement, while others require deeper examination into the stem of the issue and a more comprehensive response -- we are eager to begin both types of processes. SGA Senators are tackling lack of awareness of mental health resources through working with Counseling and Psychiatry Services (CAPS) to reach out to every new student within the first month at school to check in and offer resources, and creating updated resource lists that accurately represent CAPS capacity. We also have senators striving to increase the requirements for members of Greek Life and Club Sports to participate in Sexual Violence Prevention Training. These are just a few ways in which we are directly responding to issues brought up by students, and we have many more related projects to come.

While I cannot list all of the data in this brief report, I am happy to send a copy to anyone that would like one. As always, please do not hesitate to reach out about this or any other questions or suggestions for SGA.

Thank you.



Graduate Student Senate (GSS) President's Report

**Board of Trustees
October 20, 2023**

**Prepared By
Ijaz Ul Haq, President, Graduate Student Senate**

Introduction:

Since assuming the role of President of the Graduate Student Senate (GSS), our focus has been to revitalize student engagement, increase representation, and foster a more proactive and inclusive environment for our graduate community.

Boosting Student Engagement:

Historically, student involvement in the GSS was underrepresented, with an average of 20 or fewer senators each year. To address this, we organized a comprehensive GSS Orientation Event at the start of the semester. Promoted extensively across various platforms, this event aimed to enlighten students on the GSS's mission, its significance, and the value of being a senator. I'm pleased to report that over 100 students attended this session, marked by enlightening presentations and open discussions. Consequently, our efforts bore fruit with the number of senators rising significantly to 33. Our aim remains to have even more students representing diverse programs.

Events and Collaborations:

In our continuous efforts to foster community and awareness, we organized events like:

- **Welcome Back BBQ Event:** A social gathering to kickstart the academic year.
- **GSS Resource Fair:** An informational event directing students to various resources available to them.
- **Grad Pizza Event:** In collaboration with the Grad College, we hosted this gathering specifically tailored for new students, allowing them to mingle and understand the graduate landscape at the university.

Furthermore, our semi-annual Senator Retreat was a notable success, graced by the presence of esteemed university leadership, including the Dean, Provost, and Vice Provost for Student Affairs. This retreat serves as an orientation for senators, guiding them on their roles, responsibilities, and offering a deep dive into the GSS constitution.

Committee Developments:

Aside from our standing committees – Student Affairs and Finance Committee, we've introduced several ad-hoc committees to address specific needs:

- Events Committee
- Health and Wellness Committee
- Housing Committee
- Professional Development Committee
- Stipends Committee
- Diversity, Equity, Inclusion, and Accessibility Committee

Each of these committees, with designated chairs and co-chairs, has already initiated steps to further their respective mandates.

Representation on the Board of Trustees:

A significant milestone this year was filling all vacant positions for GSS members on the Board of Trustees standing committees ensuring that the voices of our graduate students are consistently represented.

Looking Ahead:

Our goals for the upcoming year include:

1. ***Outreach Programs:*** To engage more graduate programs, ensuring wider representation.
2. **Professional Workshops:** Collaborating with industry leaders to offer workshops aimed at enhancing career readiness for our students.
3. ***Mental Health Initiatives:*** Addressing the well-being of our students by organizing seminars and programs focused on mental health and stress management.
4. ***Social Networking Events:*** Plans are underway to host monthly mixers where graduate students can network with professionals from diverse industries. This will not only foster community but also present opportunities for collaborations and potential job prospects.
5. ***Cultural Nights:*** Recognizing the diversity of our graduate community, we aim to host cultural nights where students can share and celebrate traditions from their home countries. This will enhance cultural sensitivity and create a bond amongst students.
6. ***Outdoor Recreational Activities:*** Organizing group hikes, camping trips, and other outdoor activities to promote work-life balance and allow students to experience the natural beauty of our region.
7. ***Work-Life Balance Seminars:*** Given the pressures of graduate studies, we're looking to introduce seminars that offer tips on maintaining a healthy work-life balance, time management, and self-care.

In conclusion, the Graduate Student Senate under the new leadership is striving towards a more inclusive, active, and representative future, ensuring that the interests of all graduate students are at the forefront of our initiatives.

Thank you for your continued support and belief in our vision.



FACULTY SENATE

Faculty Senate President's Report

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

**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.

At the start of the academic year, the Faculty Senate is engaged in both ongoing and new projects.

Most importantly, in September, the Faculty Senate approved a new credential, a co-major, that will come to the Board for consideration at the October meeting. Currently, students have the option to do a dual degree, meaning a bachelor's degree in two separate Colleges or Schools, which requires that they fulfill requirements of both units, or a double-major, which is a single bachelor's degree with two different concentrations within a single unit. The co-major will allow students to get a bachelor's degree in a single unit while also completing the courses for a major in another unit without having to do the College requirements for the second unit. Examples might include a BS in Secondary Education (from CESS) with a co-major in French (from CAS). The student would complete all of the CESS degree requirements, but not be required to complete the CAS degree requirements.

This proposed new credential is coming forward after more than a year and a half of discussion and review by Faculty Senate committees and members of the administration. This collaborative process entailed a special committee of the Curricular Affairs Committee reviewing the initial proposal, an ad hoc committee from the Provost's office and the Faculty Senate to prepare it, and review by the CAC and the Senate. I am deeply appreciative of the work that CAC Co-Chair Colby Kervick, CAS Associate Dean Abigail McGowan, and Vice Provost for Curricular Affairs and Student Success J Dickinson put into making this possible.

A second project under way is a Faculty Senate working group considering the challenges of generative AI for our academic work. In the wake of the release of ChatGPT in November 2022, the Faculty Senate Executive Council requested that we put together a working group, comprised of members of different Senate committees as well as representatives from the Center for

Teaching and Learning and the Center for Student Ethics, to consider how faculty should be thinking about generative AI in the coming years. The working group is relying on (and hopes to amplify) the work already done by the CTL and CSE as it seeks to produce guidance for faculty regarding both matters of teaching and research. We see this guidance as necessarily preliminary as the generative AI tools, challenges, and opportunities will develop in the coming years. The working group hopes to bring this guidance to the Senate by the end of the calendar year.

The Faculty Senate is in the process of considering several major initiatives. In October (after the Board of Trustees meeting), we are considering a proposal from the Registrar to adjust normal classes on Monday April 8, so that there can be special campus-wide programming to experience the full solar eclipse happening on that day. Responding to a proposal from a group of faculty, this “once in a century event,” provides us with an opportunity to develop substantial alternative programming across the curricular landscape of the University for this day. The Faculty Senate in a non-binding vote expressed substantial support around the idea of an alternative educational experience on April 8, preparing the way for the proposal from the Registrar in October. While there is much work to be done, it is our hope that the work on “Eclipse Day” can provide a template for other campus-wide special events that would foster the integrative education initiative.

In September, the Executive Council joined with the Provost’s Academic Leadership team to consider a revised version of the Academic Success Goals (ASGs), which is the action plan meant to realize the goals articulated in the President’s Amplifying Our Impact statement. The first round of ASGs were put forward in Spring 2020 and have served as a blue print for administrative actions since then. The Executive Council’s participation in this revision of the ASGs is part of a response by the Faculty Senate and the administration to a recommendation in the report of the Academic Reorganization Working Group’s 2022 report that faculty be more actively involved in long-term planning. This meeting is the first of a bi-annual meeting of the Executive Council and Academic Leadership group.

In the next month, Faculty Senate committees will begin review of two proposals: a proposal to establish a Water Institute, to be reviewed by the Research, Scholarship, and Creative Arts Committee; and a proposal to reorganize the Libraries’ organizational structure, to be reviewed by an ad hoc committee. Both of these reviews are following guidelines that the Faculty Senate approved in 2021 and 2022.

Finally, I would like to acknowledge the substantial curricular changes that went into effect this semester. The Catamount Core is in place for first year and incoming transfer students; we are using a new learning management system, Brightspace, after more than a decade of using Blackboard; and all of our courses changed from three to four digits. These changes entailed substantial work by the administration, faculty and staff around the University, as well as Faculty Senate committees. I am grateful for the work of my colleagues to improve the educational experiences of our students.