



ACADEMIC SUCCESS GOALS
for the University of Vermont
Office of the Provost ~ Established May 6, 2020
Updated May 1, 2024

The Academic Success Goals are intended to support President Garimella’s [strategic areas of impact](#), and reflect priorities in Teaching and Learning, Knowledge Creation, and Engagement. They were developed during the Spring 2020 semester and were updated in Fall 2023. They are the result of ideas, suggestions, and feedback from the members of the Academic Leadership Council and the faculty and staff in their respective units, the Academic Planning Committee, Staff Council, the Faculty Senate, the Graduate Student Senate, the Student Government Association, and academic and student success leaders across campus. [Progress against these goals](#) will be measured by the Office of Institutional Research and Assessment. The Academic Success Goals should guide the work of all members of our community – faculty, staff, and students – who participate in, support, and contribute to our academic mission.

Unless aimed at a particular student audience, as appropriate, the Academic Success Goals (ASG) apply to students at all educational levels: undergraduate, graduate, medical, and continuing education/non-degree.

All of the ASGs are important. As part of the Fall 2023 update, their order/numbering has been revised to reflect a general sequencing/scaffolding that may be helpful in organizing efforts and activities in support of the ASGs.

Specific metrics/outcomes for the goals can be found on the companion Metrics/Outcomes [\[LINK AVAILABLE SOON\]](#) and ASG Dashboard [\[LINK AVAILABLE SOON\]](#) documents.

Priority 1: TEACHING & LEARNING

Academic Success Goal 1.1: Increase the diversity of perspectives, experiences, and thought

- A. Identify and implement strategies to recruit and retain students from diverse backgrounds
- B. Identify and implement strategies to recruit and retain faculty and staff from diverse backgrounds
- C. Implement strategies and assess outcomes outlined in units’ Inclusive Excellence Action Plans and the university-wide [Comprehensive Diversity, Equity, and Inclusion Plan](#)
- D. Ensure an inclusive learning environment developed and implemented by faculty and staff
- E. Establish an enrollment and educational engagement strategy for increasing international student enrollment and retention

Academic Success Goal 1.2: Develop a unified and impactful framework for undergraduate education

- A. Promote a culture of academic engagement and integrative learning
- B. Encourage and assess student participation in high impact practices that enhance curricular priorities, support integrative learning, and encourage career exploration and skill building (i.e., research opportunities, writing intensive courses, experiential learning, learning communities, problem-based learning)
- C. Implement the [Catamount Experience](#), including [Catamount Global](#) and [Catamount Venture](#)
- D. Continue implementation and launch assessment of Catamount Core

Academic Success Goal 1.3: Develop graduate programs with rigorous curricula, relevant and valuable experiential opportunities, and that enhance research and scholarship and prepare students for diverse careers

- A. Increase enrollment of research graduate students and funding mechanisms in keeping with very high research activity universities (e.g., training grants, fellowships)
- B. Develop a suite of professional certificates and master's programs, especially online, to meet workforce needs, increase access, and generate revenue in support of the broader graduate endeavor
- C. Expand faculty involvement in graduate education through new inter-disciplinary and non-STEM doctoral programs and the institutional infrastructure to support them, including data infrastructure
- D. Continue the development of contemporary, competitive graduate-level curricula
- E. Improve professional development opportunities to prepare all graduate students for diverse career trajectories

Academic Success Goal 1.4: Improve retention, progression, and graduation rates

- A. Ensure that students have access to high-quality student life and academic support services including academic success and wellbeing
- B. Build a high-quality, effective, and accessible system of academic advising that empowers and enables both advisors and advisees to increase agency and aptitude in academic development
- C. Implement strategies to support success in foundational academic experiences, community building, and opportunities for integrative learning
- D. Reduce identified achievement and degree completion gaps

Academic Success Goal 1.5: Increase faculty and staff participation in impactful professional development

- A. Increase and coordinate faculty and academic administrator participation in comprehensive faculty development and mentoring programming and assess the effectiveness of these initiatives
- B. Develop and offer high-quality faculty and staff development to promote inclusive excellence through coordination among units and the Office of the Vice Provost for Diversity, Equity, and Inclusion
- C. Collaborate with the Chief Human Resources Officer and academic and student success leaders to ensure staff participation in strategic professional development opportunities that support institutional goals

Academic Success Goal 1.6: Support post-graduation success for students

- A. Develop a comprehensive career advising system that empowers academic and career advisors and advisees to access and utilize supports

- B. Decrease student indebtedness by reducing time to graduation and increasing scholarship funding
- C. Increase external student recognition via major awards and/or prestigious assistantships/fellowships/internships
- D. Build capacity for effective connections between the Career Center, Alumni Relations, and PACE leading to positive career outcomes and sustained opportunities for upskilling or reskilling

Priority 2: KNOWLEDGE CREATION

Academic Success Goal 2.1: Raise the University's research, scholarship, and creative arts profile

- A. Invest in improving and cultivating staff talent, research facilities and space, infrastructure and administrative capacity to facilitate faculty research, scholarly, and creative activities and support the research mission
- B. Support increased engagement of undergraduate and graduate students in the research enterprise in all disciplines
- C. Develop strategies for implementing workload policies that enhance research productivity and scholarly and creative arts excellence
- D. Identify and grow areas of research, scholarship, and creative arts strength through strategic hiring
- E. Provide coordinated mentorship and support for junior and mid-career faculty research, scholarship, and creative activity
- F. Increase the number of post-doctoral positions and fellowships
- G. Create a systematic review process to increase faculty external recognition and impact
- H. Educate faculty, post docs, and graduate students on the importance of open scholarship and facilitate faculty and college participation in open scholarship practices

Academic Success Goal 2.2: Increase interdisciplinary research in areas of distinctive strengths

- A. Provide sustained funding for interdisciplinary research collaborations including institutes and centers
- B. Incentivize, evaluate, and reward interdisciplinary and collaborative research, scholarship, and creative activity
- C. Create opportunities for increased faculty interaction and collaboration across disciplinary and unit boundaries

Academic Success Goal 2.3: Enhance success in external funding

- A. Increase faculty fellowship opportunities for developing large-scale grant proposals and/or proposals in high priority areas
- B. Further centralize external-funding infrastructure that draws on faculty effort for academic proposal content and professional staff effort for administrative proposal content
- C. Expand infrastructure that leads to more substantial corporate and foundation relations and an increase in related funding proposal success

Priority 3: ENGAGEMENT

Academic Success Goal 3.1: Prepare students to be engaged citizens

- A. Provide and support community-engaged experiential learning activities for students that address community priorities and challenges

- B. Develop learning opportunities and assess outcomes in intergroup dialogue for students, faculty and staff that improve civil discourse and civic engagement
- C. Establish goals and pathways for global learning opportunities

Academic Success Goal 3.2: Use an evidenced-based engagement approach, including regional partnerships, to address contemporary challenges with an emphasis on service to and partnership with rural and other underserved communities

- A. Develop centralized programs to coordinate research/scholarly/creative arts activities with broad impact
- B. Promote funding opportunities and increase logistical support for community engagement projects
- C. Expand culturally responsive participatory action projects and research with the community and measure the outcomes
- D. Encourage and facilitate translation of faculty research, scholarly, and creative innovations

Academic Success Goal 3.3: Serve as a driver of community and economic development for the state of Vermont

- A. Increase direct engagement activities with the public on campus and in local communities to make connections and build awareness of university offerings
- B. Expand internship programs that connect students with prospective employers and other organizations in Vermont
- C. Establish regular, substantive interactions with community partners
- D. Increase faculty research, scholarly, and creative partnerships with non-academic entities in Vermont
- E. Increase non-credit offerings and enrollment
- F. Increase graduate and professional for-credit distance and hybrid offerings