A meeting of the Educational Programs and Institutional Resources Committee of the Board of Trustees of the University of Vermont and State Agricultural College was held on Friday, February 9, 2007, at 9:45 a.m. in North Lounge, Billings Building.

MEMBERS PRESENT: Chair Martha Heath, Co-Vice Chair Frank Cioffi, Co-Vice Chair Thomas Little, Claire Ayer, James Betts, James Leddy, Kami Patrizio, John Snow and Mark Young

TRUSTEES ALSO PRESENT: Carl Lisman, Chair, Board of Trustees

REPRESENTATIVES PRESENT: Faculty Representatives Judy Cohen, Cindy Forehand; Alumni Representative Larry Williams; Staff Representative Tatjana Salcedo; and Student Representative Harry Mallory

REPRESENTATIVES ABSENT: Faculty Representative Walter Kuentzel; Staff Representative Donna Panko; Alumni Representative Janet Terp; and Student Representative DeVaughan Bryan

PERSONS ALSO PARTICIPATING: John M. Hughes, Senior Vice President and Provost; Seth Bowden, President, Student Government Association; Eileen Horn, sitting in for Robin Collins, representative of Graduate Student Senate; Kathryn Friedman, Director of Affirmative Action and Equal Opportunity; Kathleen Kelleher, Interim Vice President for Development and Alumni Relations; Alan Ryea, Director of Alumni and Parent Programs; Robert Vaughan, Director of Capital Planning and Management; Miltos Catomeris and Dominick Roveto of Ellenzwig Associates; Russ Tracey, Associate Dean for Research, College of Medicine; Karen Meyer, Vice President for State, Federal and Community Relations; Fran Carr, Vice President for Research and Graduate Studies

Chair Martha Heath called the meeting to order at 9:47 a.m.

Committee Report Assignments

Chair Martha Heath assigned agenda items to each Committee member, giving those individuals the responsibility of reporting back to the entire Board of Trustees the outcome of their agenda item. Those assignments were as follows: Tom Little – Diversity Report, Jim Leddy – Committee Reports, Martha Heath – Provost’s Report, Kami Patrizio – Strategic Planning Process, Frank Cioffi – Capital Projects, John Snow – Venture Funding, James Betts – Enrollment/Tuition Rates, Mark Young – Development and Alumni Relations, and Claire Ayer – Environmental Scan.
Acceptance of Minutes

A motion was made, seconded and voted to accept the November 10, 2006 minutes.

Diversity Report

Provost John Hughes gave introductory remarks regarding diversity at The University of Vermont. Kathryn Friedman, Executive Director for Affirmative Action, provided an update on recruitment and retention of faculty of color at UVM on behalf of Wanda Headng-Grant, Interim Associate Provost for Multicultural Affairs. Provost Hughes noted that 81 new faculty will be hired by 2013 and the University is working on recruitment of people of color for those positions. He noted that without diversity we cannot call ourselves a “world class” institution.

Kathryn Friedman reviewed the University’s mission, strategic goals, diversity statement and faculty demographics concerning retention of faculty of color via a power point presentation. Diversity is the number one strategic goal. In 2004 the Board of Trustees approved a statement on diversity, which she highlighted in the presentation. Recruitment and retention efforts are one of the most difficult challenges facing American higher education today, and there are many myths and misconceptions that dominate conversation around this topic. She addressed the realities of this recruitment and retention situation and shared the University’s commitment to strategies for success. These include accountability, establishing a strategic diversity plan, utilizing faculty network systems, earmark college resources, assignment of faculty lines, and creating broad job descriptions. There needs to be diversity on all search committees.

Without a diverse faculty, it will be difficult to recruit and retain students of color. In the past four years UVM has recruited approximately 20% ALANA faculty among its hires, although it has not been as successful in recruiting and retaining Native Americans and African Americans. In 2005 20% of doctorates were earned by people of color and only 11% of them were activity sought after. She noted that the institution is doing better in the area of gender. The College of Medicine has no female hires this year, as of the time of the meeting. If future growth trends in our country remain similar to present day, by 2050 over half of the population will be Americans of color. In order to remain a viable institution, we must be successful at diversifying and inclusion.

There was discussion about what UVM would consider successful. The response from the Provost and Kathryn Friedman was that we see a significant rise in the number of qualified ALANA hires. This is not about a critical mass but about providing a welcoming and supportive environment on campus. The Committee wanted to know how we increase our networking abilities. Stephanie Seguino, Associate Dean of the College of Arts and Sciences, highlighted the following initiatives being done in the College of Arts and Sciences; send faculty to conferences to network with ALANA faculty/scholars, invite visiting Scholars, and provide incentives to departments to network. Recruitment for the College of Medicine is different in that they often have positions affiliated with Fletcher Allen Health Care (FAHC) and those appointments are hired through FAHC with appointments on the College of Medicine faculty.
Following Kathryn Friedman’s report, Cynthia Forehand, Faculty Senate Committee Chair, gave a brief update on the implementation of the Six-Credit Diversity Graduation Requirement. She stated that Sondra Solomon, Associate Professor of Psychology, has been appointed chair of the Diversity Curriculum Review Committee (DCRC), and the Committee’s next steps were to establish a plan for professional development opportunities for faculty prior to the Fall 2007 semester. While there is a lot of work to be done, the committee hopes to have this requirement in place for the 2008 incoming class.

Reports by the Faculty Senate Curricular Affairs Committee Chair, Student Government Association President, and Graduate Student Representative

Faculty Senate Committee Chair Cynthia Forehand, SGA President Seth Bowden, and Eileen Horn, of the Graduate Student Senate, highlighted one aspect of their organizations’ work and were available to answer questions pertaining to their respective reports. Cynthia Forehand noted that the Faculty Senate is working on a number of things and they are very happy with the direction things are going. Seth Bowden, highlighted the appointment of Beth Rice, a Ph.D. candidate, as the new student trustee. He also noted that SGA is working on forming Diversity and Social Justice Committee. Eileen Horn said that the Graduate Student Senate is compiling information for a report comparing UVM with other institutions in the areas of graduate stipends, fees, etc. From this information they will work on how to improve UVM’s recruitment efforts for graduate students. She also noted that March 29 is Graduate Research Day on campus.

The Committee asked what the students thought of the new Davis Center. Seth noted that most undergraduate students are very excited about the opening of the Davis Center. While there has been concern about the size of the building on campus he feels that in a few years it won’t seem so large and people will become accustomed to it. Eileen noted that graduate students are very excited about having some office space in the building.

Provost’s Report

Provost Hughes reported on the progress UVM has made in the past seven months. The class of 2011 is well on its way to being formed and applications are at another record high, nearly 19,000. Spring enrollments are higher than projections suggested, by roughly 20 in-state and 90 out-of-state students, with approximately 100 Vermont students transferring to the University this spring. He also reported on several personnel actions occurring on campus. Interim Associate Provost Wanda Heading-Grant is fully engaged in reporting on diversity initiatives around campus. Dale Jaffe, Professor of Sociology, has been appointed Special Assistant to the Provost and will work on issues of strategic planning and program review. Progress continues on two senior-level searches, Vice President for Enrollment Management and Dean of the College of Medicine (COM). Two finalists have been brought to campus for the Enrollment Management position, and a large pool of outstanding candidates is being reviewed for Dean of COM. Further interviews are anticipated for both positions over the next few weeks. The Provost reported that he has reconvened the University Planning Council (disbanded more than a year ago) and he looks forward to reporting to the Committee on the progress of the Council as they work towards aligning resources with strategic priorities.
Strategic Planning Process

Provost Hughes formally introduced Dale Jaffe, Professor of Sociology and Special Assistant to the Provost, who outlined the seven strategic goals of the UVM strategic plan which include: creating a diverse community; creating an outstanding student experience that promotes personal and intellectual development; focusing the human, fiscal, environmental, technological, and physical resources of the University on institutional values and priorities; recruiting and retaining excellent faculty and staff; strengthening and focusing academic programs emphasizing liberal education, health and the environment; strengthening financial resources; and strengthening research, scholarship and the creative arts. All seven goals will be discussed by the University Planning Council (UPC), whose purpose is, along with the Board of Trustees, to assess progress in achieving these goals. He also noted that a major task of the UPC will be to develop outcome measures that allow us to assess progress in achieving strategic goals. He then posed a reflective question to the Committee – “What processes and outcome measures are important to the UVM Board of Trustees as we customize our strategic planning approach for 2007-2008?”

In response, board members noted that UVM alumni and their feeling about UVM are important to the success of the institution. The Committee asked if there were data on Alumni who are five years out of college and how their UVM experience has impacted their lives and how that outlook may have changed over time. Fred Curran, Director of Institutional Studies, noted that the Office of Institutional Studies does an alumni survey after one year out of college but they do not do a longer period.

Members of the committee raised a number of questions concerning creating an outstanding student experience and the financial strength of the institution. A committee member suggested the development of a metric that would emphasize global awareness among our students. Regarding the goal of strengthening financial resources, a committee member commented on the importance of having financial reserves in place and readily available to meet anticipated or unexpected capital and facility needs and have the capacity to take advantage of new opportunities.

Capital Projects – Phase I Projects Review

Provost Hughes spoke about priority academic projects and their impacts on faculty, the number of majors, on graduate students and sponsored awards. Robert Vaughan, Director of Capital Planning and Management, gave some brief background elements about two specific projects and with help from Miltos Catomeris and Dominick Roveto of Ellenzwig Associates and Russ Tracy, Associate Dean for Research (COM), previewed the following capital projects:

- **Plant Science Building** – The new Plant Science building will house programs in the departments of Plant Biology and Plant and Soil Sciences of the College of Agriculture and Life Sciences. The proposed site of the building remains at the southeast quadrant of the main campus in the general vicinity of Main Street, Carrigan and Beaumont Drives. The design of the building will complement nearby buildings (i.e., Stafford, Aiken, Given) and will be organized in two wings joined at a 45 degree angle to each other. The first floor will provide for physical
connections allowing for the transportation of plants and materials to the adjacent greenhouses and to Stafford Hall. The upper floors will contain research labs and support spaces, faculty and student offices, and related meeting spaces. The project will be a U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) project. The architects provided a detailed plan of the construction and noted that they are striving for 57% efficiency which is very ambitious for a science building. It was also noted that there will not be a loss of parking spaces due to the building.

- **Colchester Research Facility** – Russ Tracey provided details on the renovation of this new available space in this facility, which recognizes the need for expansion of research capacity for the College of Medicine (COM). This space will provide the opportunity to address some overall strategic objectives of the College, and maximize the use of space through the possible reorganization of its functions. Reasons for doing the renovations now include improving NIH funding, the need to bolster cancer research, recruitment of researchers, and meeting goals for the space. At the conclusion of the programming phase, conceptual and scope of work designs will be initiated to determine the utilization of the space, and the estimated cost. The cost is about $4.6M and UVM is ready to start work in April. A summary of this information is slated to be presented at the May 2007 Board of Trustee meeting.

  It was also noted that renovation of the building can help UVM connect/partner with private industry in the area. The town of Colchester is very interested in utilizing the research facility. The potential to work with private industry is there. Also, UVM owns another parcel of land which could allow for expansion of the existing building or the creation of a new one.

The meeting adjourned at 12:12 p.m.

The meeting reconvened at 1:08 p.m. in Memorial Lounge, 338 Waterman Building.

**Tuition Rates Discussion**

Provost John Hughes updated the Committee on a discussion of tuition rates and student indebtedness summarized from the January 19, Budget, Finance & Investment Committee meeting. A variety of charts comparing UVM with other similar institutions and our competitors were shown. UVM for the most part is in the middle of the group concerning student indebtedness. A principal goal is to understand the relative pricing position of the University as compared to its peer and aspirant institutions. On a percentage basis, tuition for in-state students has gone up less than all other public peer institutions, with the exception of the SUNY schools. Out-of-state tuition remains the third highest in the peer group. Private competitor tuitions have also gone up faster than Vermont. About two thirds of all students, both in-state and out-of-state, are grant recipients. As the cost of higher education has risen, one measure of impact is the level of student indebtedness. Vermont students fall in the mid-range of indebtedness compared across the peer group. It is worth noting that all of the institutions show substantial debt levels
for graduating students. The Committee discussed the information and Vermont’s decision to be a high tuition, high aid state.

UVM is a good school for a good price, but many Vermonters do not have a good understanding of that. The Committee felt UVM needs to have better communication around the state letting people know this and offering information about the tuition rates. It was asked if UVM should be one tuition rate and Provost Hughes responded that that would be a very long discussion; only one university in the nation, Miami University, has undertaken such an action. There are positives and negatives to that decision. It was pointed out that any tuition increase is reduced by 30%, as that is the amount of any increase that immediately goes back to financial aid. Seth Bowden noted that students should also be made aware of this information. Provost Hughes said he would be happy to work with SGA to talk with students. There is no way to know if a tuition increase at this time may or may not hurt the number of students who decide to attend UVM. At the behest of the Board of Trustees Chair, the EPIR Committee Chair formally charged the Administration to come up with a plan to communicate clearly to its constituents the tuition/aid equation at UVM.

“Environmental Scan”

To put the University of Vermont's challenges and opportunities in perspective, Karen Meyer, Vice President for State, Federal, and Community Relations, provided an environmental scan of higher education issues and funding at both the national and state level. Vice President Meyer noted that the federal environment this year has been a “roller coaster.” Research funding is declining and student aid is a question mark on whether it will stay level or decrease. FY 2008 budget will be challenging as a new congress and the President come to terms on the federal budget. Best case scenario is that funding will remain level but there is the possibility that funding may decrease. There are state initiatives to provide financial support for students through the Governor’s Promise Scholarships.

Development and Alumni Update

Kathleen Kelleher, Interim Vice President for Development and Alumni Relations, offered an update on the Campaign announcing that we have surpassed the $250M goal. She noted that we are short of reaching our scholarship goal (goal is $105M; $69M raised) but over our goal for faculty support (goal is $90M; $130M raised). We are ahead of our goal in voluntary support.

Larry Williams, Alumni Council Member, and Alan Rye, Director of Alumni and Parent Programs, highlighted the mission and strategic goals of the Alumni Council. Strategic Goals include Developing and cultivating a brand identity for the Alumni Council and UVM Alumni Association; Ensure composition of Alumni council and programs that reflect the UVM Commitment to diversity; develop and deliver lifelong educational and engagement opportunities to our constituents, implement program review that ensures quality and alignment with association priorities, strengthen partnerships with university offices and programs that align with strategic imperatives, and increase rates of giving participation. The Alumni Council wants to weave Brand identity into the following key program areas: Admissions, Service Efforts, Career Programs, and Funding.
Alan Ryea noted Regional Boards and chapters across the country. Regional Boards are located in Boston, New York, Washington, DC, and Vermont. He also noted that faculty and academic speaker events continue to draw large audiences, and there is a strong demand for athletic-based event. This fiscal year to date, UVM has held 59 events with over 6500 attendees. UVM volunteer participation is also high. Catamount Cares, a UVM nation-wide community service event, grew from six locations in the first year to fourteen sites last year. It is anticipated that that number will grow this year.

**Discussion of University Mission and Vision**

Provost Hughes discussed with the Committee the University’s previously adopted vision and mission statements, in comparison to the vision and mission of the Signatures of Excellence. In the interest of time, Committee Chair Martha Heath requested that the EPIR Committee members review the vision and mission statements, and e-mail their comments to the Provost.

**Vice President for Research Update**

Frances Carr, Vice President for Research and Graduate Studies, updated the Committee on Venture Funding at the University. She described UVMVentures, a new initiative of the Office of Technology Transfer to present a newly integrated approach to research innovation, development and commercialization at UVM. It will provide a one-stop, full-services venue for faculty, staff, and students to advance commercialization of technology and innovations. To accelerate the development of research necessary to increase the successful licensing of UVM inventions, UVMVentures is launching two Grant Programs – the Pre-Seed Capital Fund and the Innovations Fund. These grants will accelerate the number of innovations ready for transferability to commercial products and services, increase the investment potential by traditional venture capital funds, and enhance prospects for the success of start-ups and licensing. The Pre-Seed Capital Fund will provide awards in the $10,000-$20,000 range, and the Innovations Fund will provide awards in the $20,000-$200,000 range.

**Action Items**

Chair Heath presented the following resolutions for approval.

**Resolution To Approve A Cross-College Undergraduate Minor in Biochemistry**

RESOLVED, that the Board of Trustees approves a Cross-College Undergraduate Minor in Biochemistry as approved by the Provost on November 28, 2006, and by the President on December 4, 2006.
Resolution To Approve A Policy for Obtaining Approval To Use Another Unit’s Courses For Degree Requirements

RESOLVED, that the Board of Trustees approves a policy for obtaining approval to use another unit’s courses for degree requirements as approved by the Provost on December 14, 2006, and by the President on December 18, 2006.

Resolution To Approve An Undergraduate Minor in Pharmacology

RESOLVED, that the Board of Trustees approves an Undergraduate Minor in Pharmacology as approved by the Provost on December 14, 2006, and by the President on December 18, 2006.

A motion was made, seconded, and voted to approve the resolutions for recommendation to the full Board (9-0).

Other Business

Betty Rambur, Dean of the College of Nursing and Health Sciences (CNHS), informed the Committee of a new student fee to cover the NHS Criminal Background Check. This background check is for all students enrolled in health professional programs at UVM. The background checks will be conducted by a commercial vendor contracted by CNHS. The current fee for the background check is $95. Members of the Committee asked if this was a finger-print check, otherwise it would not be viable. Dean Rambur was pretty sure that it was a finger print check, but would report to the Provost if that was correct.

Executive Session

At 3:01 p.m., the Committee entered into executive session to discuss a personnel or student records matter. They came out of session at 3:12 p.m. No action was taken.

Adjournment

There being no further business the meeting was adjourned at 3:13 p.m.

Respectfully Submitted,

Martha Heath, Chair