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, May 18, 2007, at 10:15 a.m. in North Lounge, Billings Building.

MEMBERS PRESENT: Chair Martha Heath, Co-Vice Chair Claire Ayer, Co-Vice Chair John Snow, James Betts, James Leddy, Ray Pecor, Beth Rice, Donna Sweaney, and Jeanette White

TRUSTEES ALSO PRESENT: Carl Lisman, Chair, Board of Trustees, Ian Boyce (a.m. only), and Frank Cioffi (p.m. only)

REPRESENTATIVES PRESENT: Faculty Representatives Judy Cohen, Cindy Forehand, Walter Kuentzel; Alumni Representative Janet Terp; Staff Representative Donna Panko; and Student Representatives Christopher Shackett and DaVaughn Bryan

REPRESENTATIVES ABSENT: Staff Representative Tatjana Salcedo and Alumni Representative Larry Williams

PERSONS ALSO PARTICIPATING: John M. Hughes, Senior Vice President and Provost; Wanda Heading-Grant, Interim Associate Provost for Multicultural Affairs; Seth Bowden, Past President, Student Government Association; Robin Collins, Past President, Graduate Student Senate; Robert Vaughan, Director of Capital Planning and Management; Michael Gower, Vice President for Finance and Administration; Rachel Johnson, Dean, College of Agriculture and Life Sciences; Russ Tracey, Associate Dean for Research, College of Medicine; Frances Carr, Vice President for Research and Dean of Graduate Studies; Joshua Bongard, Assistant Professor, College of Engineering and Mathematical Sciences

Chair Martha Heath called the meeting to order at 10:13 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: Claire Ayer – Enrollment Management; John Snow – Action Items and Other Business; James Betts – Research Updates; James Leddy – Diversity Report; Martha Heath – Provost’s Report; Ray Pecor – Capital Projects; Beth Rice – Committee Reports.

Acceptance of Minutes

A motion was made, seconded and voted to accept the February 9, 2007 minutes.
Reports by the Faculty Senate Curricular Affairs Committee Chair, Student Government Association President, and Graduate Student Senate President

Faculty Senate Committee Chair Cynthia Forehand, SGA Past President Seth Bowden, and Robin Collins, Graduate Student Senate Past President, highlighted activities in their organizations’ work. Cynthia Forehand noted the new minor in Geospatial Technologies and the increased collaboration and interdisciplinary endeavors associated with the new program. Seth Bowden, sitting in for new SGA President, Kesha Ram, who was attending a Truman Scholars event, highlighted SGA’s work towards increasing more student collaborations, increasing student safety, and establishing the first new SGA committee in some time on Diversity and Environmental Ethics in alignment with UVM’s strategic goals. Robin Collins from the Graduate Student Senate noted that elections for new officers were completed. She reported that this year has been very successful with Research Day on March 29 (over 140 students registered) and a number of social events in conjunction with community service raising over $700 for Burlington’s Resettlement Program, $2500 for Special Olympics (Penguin Plunge), and providing 60 mini grants to students for travel and research presentations.

Provost’s Report

Provost John Hughes began his report with a commendation to Trustee John Snow for his work this year with the STAND (Students Taking Action Now: Darfur). STAND Vice President Alex Bambery presented a framed photo taken in Sudan by photojournalist Ryan Spencer Reed to the Board on behalf of the organization at the Committee of the Whole meeting earlier this morning.

Provost Hughes noted that only a year ago he was a visitor to the Board of Trustees before being officially appointed Provost in July 2006 and reported that it had been an exhilarating, eventful and most rewarding year. He spoke about the upcoming 2007 Commencement and encouraged all present to attend, noting Congressman John Lewis as the keynote speaker. He commended the Admissions staff for all of their work this year on a successful student enrollment and noting that enrollment targets have been exceeded.

Provost Hughes and his wife, Susan, hosted a dinner at their home for faculty who were promoted to Associate Professor or Professor this year. The celebration also included President Fogel, Rachel Kahn-Fogel, President of the Faculty Senate, members of the Professional Standards Committee, Deans, and Department Chairs noting that it was a great way to honor the faculty who are the future of UVM. He reported the faculty promotions were as follows: eight to Professor, one to Extension Professor; fourteen to Associate Professor, and six to Senior Lecturers. He introduced two of the successful candidates, Dr. Penny Bishop, promoted to Associate Professor with tenure in the Department of Education in Middle Level Education, and Dr. Christopher Landry, promoted to Professor with tenure in the Department of Chemistry.

Provost Hughes reported that the search for Vice President for Enrollment Management is in its final stages. He noted that Interim Dean Susan Wertheimer and Associate Provost Wanda Heading-Grant have done a great job overseeing enrollment management functions this year. In addition, the College of Medicine’s search for a new Dean is moving forward and they are in the
process of inviting three finalists back to campus for second visits, which are currently being scheduled.

Provost Hughes will report to the Budget, Finance, and Investment Committee this afternoon on the results of the budget for FY 2008. He noted that although it was an exhaustive experience, it was a positive one where most units will see double-digit growth. This year a 1% recovery was instituted, whereby each unit returned 1% back to the central administration for redistribution directly back to the units, in strategic areas.

Provost Hughes’s final update was in the area of faculty hiring in relation to the Strategic Financial Plan. The University is in the process of hiring 81 new professors, 37 having been hired to-date. At this time, the Provost and the Deans are taking a step back to evaluate where the remaining hires should be in order to maximize the impact on the University. Provost Hughes noted that the collective goal is to be better, not just bigger, and he looks forward to reporting to the Committee on this progress in the future.

Diversity Report

Associate Provost Wanda Heading-Grant presented a comprehensive report on the history of UVM and Diversity. She gave an overview of the early years proceeding 1970 which included UVM being the first New England University to admit women in 1871, to the end of the Kake Walk tradition in 1969-70. Dr. Heading-Grant continued through the 1970-80s noting such achievements as:

- increased efforts to recruit students/faculty of color;
- the beginning of the minority student program;
- the hiring of the first Affirmative Action Director; and
- highlights of the positive student activism towards change with regard to diversity/equity and disability issues on campus over the past two decades, which resulted in the creation of Our Common Ground, a document crafted to celebrate a philosophy of common values shared by UVM’s students, faculty and staff.

In 1988, the first diversity agreement was signed under President Lattie Coor’s administration with only half of the Schools and Colleges agreeing to require a race and culture course. In 1991, another agreement was signed that produced the diversity requirement in all schools and colleges and the creation of the President’s Commission on Racial Equality. The various President’s Commissions were established to advise the President on a number of issues surrounding diversity and women. The Office of Federal Contract and Compliance Programs and the Office of Civil Rights are two agencies that review UVM’s compliance on a regular basis. The University has also established a non-discrimination policy and a bias protocol in its efforts to ensure a welcome and safe environment on campus. Dr. Heading-Grant discussed the various services and initiatives that have come to fruition over the years, e.g., the ALANA Student Center, the Women’s Center, LGBTQA Services, etc. She noted that the various centers and services are currently under strong leadership.

Dr. Heading-Grant reported that starting this fall, incoming first-year students will be required to have a six-credit diversity requirement. Students will be required to take a 3-credit Diversity
course in Category 1 (Race & Racism in the U.S.) or Category 2 (Human and Societal Diversity). Those students entering UVM in Fall 2008 will be required to take one course from Category 1 and a second course in Category 1 or Category 2. The Faculty Senate has approved seven courses for the Diversity requirement.

In addition, Dr. Heading-Grant, referred the Committee to a report on the history of ALANA hiring that was prepared by Kathryn Friedman, Director of Affirmative Action. The purpose of this report was to examine the numbers of full-time staff and faculty broken out by race and to review trends.

Members of the Committee expressed their appreciation for Dr. Heading-Grant’s presentation and for the University being the beacon for diversity in a state that has a predominately white population. The Committee recommended that Dr. Heading-Grant’s presentation be given to the full Board.

It was suggested that the University bring back the reading and film program for all first year students with a focus on diversity (both UVM’s history in this area and nationally). It is important for those at the University to understand and learn from UVM’s history. A concern was raised that the recent Campus Climate Survey was not very helpful in assessing the climate on campus. Provost Hughes responded that a new Campus Climate Survey will be conducted in 2009/2010 with a new survey distributed every seven years. It is important to monitor our progress and to get feedback from faculty, staff, and students on campus climate issues.

Associate Provost Heading-Grant was asked to highlight her top two or three priorities in diversity. She responded with the following: 1) recruitment and retention of ALANA faculty and 2) continuing to move forward on the six-credit diversity requirement with faculty support and professional development.

Vice President for Research Update

The Research Advisory Board, with Vice President for Research Frances Carr, has completed a draft articulating the research strategies for UVM which align with the Signatures of Excellence. This draft will be shared widely for input and comment. Josh Bongard, Assistant Professor in Computer Science, and a recipient of one of five 2007 Microsoft New Faculty Fellowship Awards, provided a brief overview of one emerging research theme, complex systems, which is a study of how relationships between parts give rise to the collective behaviors of a system, and how the system interacts and forms relationships with its environment. Professor Bongard highlighted some of the ongoing programs using the complex system model currently under studied at UVM. Some of those programs include invasive species, robotics, and the Lake Champlain watershed. Professor Bongard’s research was the subject of an article in the current edition of the Burlington Free Press.

Vice President Carr noted that it was important for the Committee to know that the money generated in these research areas not only brings a great academic experience to the classroom, but helps state technology initiatives as well. Members of the committee expressed their enthusiasm for the work being done in this area and across academic disciplines.
Enrollment Management Update

Associate Provost Heading-Grant provided a brief update on enrollment management for Fall 2007. Admissions Office goals operate within the framework of the University’s strategic plan include planned growth in undergraduate enrollment, improvements in academic quality, and increased diversity of incoming class. Enrollment increases are occurring ahead of schedule with a target class of 2,290 for fall 2007. Current models predict the first-year class will come in slightly ahead of target. A record 18,812 applications were received, and of those applications, 2,083 were Vermonters (the 2nd highest number of enrolled Vermonters in UVM’s history) and 1,584 were ALANA applications. Despite the 4% decrease in ALANA applications from 2006 (a record year), the admit rate for ALANA students was 62%. UVM held to an improved selectivity profile in 2007 with a higher quality applicant pool, Seventy-two percent of Vermonters and 1,054 ALANA students were (up from 931 in 2006) offered admission. The overall ALANA admit rate was comparable to the out-of-state admit rate. Dr. Heading-Grant noted that the largest application increases were in Business, Engineering & Mathematical Sciences, and Nursing and Health Sciences. Primary out-of-state markets were even with 2006, and UVM saw increases in applications from students in all other regions of the U.S. As of May 9th, 2,653 students had paid deposits. This is 137 over our ‘pre-melt’ target. Based on history, it is assumed there will be 8% fewer students on campus after the add/drop period. Given this, the wait list will not be utilized. Challenges ahead include continuing to grow and improve student quality; the demographic outlook in Vermont and in feeder markets; and a competitive marketplace where many colleges seek to grow, diversify, and strengthen the academic profile of students.

There was some discussion on the use of the wait list. Kathie Weibust, Associate Director of Admissions, noted that the wait list is used where the need is; this year that would have been the College of Education and Social Services or the Rubenstein School of Environment and Natural Resources. She added that it is a complex model and though it would be nice not to have a need for the wait list, it’s important that we have one should our projections fall short of target. In mid-April there was concern because paid admits were behind from where they were last year, but there was a surge by May 1. Due to the financial plan built into enrollment, the wait list is needed as insurance that the target is met.

Following this item on the agenda, the Chair noted the proposed date of July 26th for the summer meeting. The agenda would focus on Campus Infrastructure and Capital Planning (priorities in the capital plan).

The meeting recessed at 11:55 a.m.

The meeting reconvened at 1:45 p.m. in Memorial Lounge, 338 Waterman Building.

Capital Projects

Robert Vaughan, Director of Capital Planning and Management and Michael Gower, Vice President for Finance and Administration reviewed financing for five capital projects, which included:
• **DeGoesbriand Building Fitup (Phase II)** – The University has leased space from Fletcher Allen Health Care at the DeGoesbriand Building (DU) for several years, primarily for the College of Medicine and Student Health activities, and has recently leased additional space to accommodate both growth of current programs and relocation/consolidation efforts from other University facilities and off-campus leased space. The functions and programs identified from the College of Medicine that will be included in this project are: Vermont Child Health Improvement Program (VCHIP), Area Health Education Center (AHEC), Vermont Interdisciplinary Leadership Education of Health Professionals, and the Department of Psychiatry.

• **Williams Hall Interim Renovations** – This project will address several immediate health and safety concerns. The building’s mechanical systems are old, noisy, inefficient, and in some areas, capacity restricted. The art programs currently offered in this building are being negatively impacted due to the limitations imposed on them from inadequate mechanical systems. Interim renovation will be to relocate the wood shop to the basement, improve the indoor air quality in numerous locations throughout the building, and to purchase and install a new gas kiln to expand the ceramics offerings.

• **Rowell Hall – Exercise Science Renovations** – A renovation project to reconfigure space in Rowell Hall for the new Department of Rehabilitation and Movement Science is required for meeting the College of Nursing and Health Sciences facility needs for the Fall 2007 semester.

• **Research Lab Renovations** – Research laboratory renovations in four different locations on campus are proposed for this summer to provide upgraded facilities. Two labs in Votey Hall for the College of Engineering and Mathematical Sciences, one in the Cook Science Building for the Department of Chemistry, and a fourth area in Farrell Hall to accommodate new faculty and staff in the new National University Transportation Center and the Vermont Advanced Computing Center.

• **IT Infrastructure Renovations** – Several key elements of the plan have been put into action – the new IT machine room, PeopleSoft, broadband network improvements, and others. A refreshing of the IT Capital Plan is underway, and the Strategic Capital Plan tentatively earmarks approximately $3M of net capital funding (from bonding) that may be needed annually over the next ten years. The Provost and the Vice President for Finance and Administration moved towards funding the balance of the IT capital needs and an appropriate replacement cycle from the operating budget over the next few years. Key areas targeted for upgrade and growth include the network infrastructure, systems replacement and expansion, and equipment installation in the new Tech Park operations facility.
Review and Approval of Phase I Projects

Two resolutions were put before the Educational Policy and Institutional Resources Committee: to endorse the Plant Science Facility and the Colchester Research Facility and remit it to the Budget, Finance and Investment Committee for financial review and approval at their September meeting. The objective of these additional project previews to the Committee were to update and review the program summary, conceptual design plans, site selection, preliminary order-of-magnitude cost estimate, proposed schedule and benchmarking data. Representatives from both areas reviewed these two projects before the Committee took action on the resolutions.

Plant Science Facility – Rachel Johnson, Dean of the College of Agriculture and Life Sciences (CALS), gave a brief history and updated the Committee on the status of the progress of going forward with construction of the new building, which will house programs in the departments of Plant Biology and Plant & Soil Science in CALS. Dean Johnson reviewed the scope of the proposed building indicating that this new academic space is critical to the success of the College’s programs. Construction of the facility will be completed by March 2010, and is a U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) building.

Members of the Committee were concerned about the ability for growth in the building given that completion of the facility is five years away. Robert Vaughan, Director of Capital Planning and Management, assured the Committee that they have anticipated growth in the next five years and the Plant Sciences Facility, Terrill Hall, Marsh Life Sciences, and Hills buildings are more than adequate to accommodate the growth in faculty and students. In five years, growth in these departments will reach its limit as indicated in the strategic plan. The Committee asked if there was an opportunity to build up or down and they were told that due to city requirements they cannot build up and building down will add more money to the project which they feel is not necessary.

There was a question on whether this is a defensible capital project. Vice President for Finance and Administration, Michael Gower responded that it was and that there will be more capacity in the operating budget for projects as needed. The Committee asked for clarification on whether there was an economic issue or a protection of resource issue concerning the purchase of IT cable. Vice President Gower said a little of both as it is in our best interests in the long term to make sure our needs are met at a cost savings. Mr. Vaughan noted that this is the beginning of a two-step capital process. Members of the Committee were concerned about the cost per square foot for the project and would like to have a report on this at the next meeting. New members on the Committee found it difficult to vote given that they were just hearing about this project. Those members who had seen past presentations agreed that the project appears necessary and they had no problem moving forward with the resolution. It was noted that the responsibility of this Committee was to determine if the costs were reasonable, whether this was an appropriate project at this time, and whether it fits with UVM’s strategic plan. While some members of the Committee seemed to think more discussion among the administration was needed, it was pointed out that the administration had done everything in review of the project that had been requested by the Board, and therefore, no further discussion seemed necessary. The College has done a lot of strategic planning on this endeavor, hiring a renowned architect in the field of building laboratories and an accountant who has provided conservative figures on the project.
Mr. Vaughan and Mr. Gower both expressed their satisfaction with the total cost of the project and that the costs were reasonable. Parking has been taken into account with the building of the Gutterson parking garage, since 100 parking spaces will be displaced to the garage with the construction of this building. Vice President Gower noted that adding $5 to $6 million to this project would take away from another project.

After this lengthy discussion among the Committee members, and with a request for further clarification of future building capacity and the cost per square foot in a presentation at the summer Committee meeting in July, the following resolution was moved, seconded and approved to go before the Full Board (9-0) as follows:

**Plant Science Facility**

WHEREAS, the Board of Trustee’s Educational Policy and Institutional Resources Committee has carefully reviewed the program, scope, and preliminary estimate of $50,000,000 for the proposed Plant Science Facility and finds it an institutional priority, consistent with the *Strategic Capital Plan*, and worthy of further review;

THEREFORE, BE IT RESOLVED, that the Educational Policy and Institutional Resources Committee hereby endorses the project and remits it to the Budget, Finance, and Investment Committee for financial review and approval at their September meeting.

**Colchester Research Facility** – Russell Tracy, Associate Dean of Pathology, gave a comprehensive overview for renovating the vacated 35,000 GSF of the Colchester facility, which will be to provide the opportunity to address some overall strategic objectives of the College of Medicine, and to provide new space to accommodate critical space needs for research grants. Dr. Tracy noted that we have experience with the building, it is convenient to transportation being just off the interstate, and there is room to grow as UVM has purchased the lot across from the building. They do not have a design yet, but costs are consistent with past work done in the building. The renovations will be completed by June 2008. The resolution as stated below was approved to go before the Full Board (9-0).

**Colchester Research Facility**

WHEREAS, the Board of Trustee’s Educational Policy and Institutional Resources Committee has carefully reviewed the program, scope, and preliminary estimate of $5,500,000 for the proposed renovations to the Colchester Research Facility and finds it an institutional priority, consistent with the *Strategic Capital Plan*, and worthy of further review;

THEREFORE, BE IT RESOLVED, that the Educational Policy and Institutional Resources Committee hereby endorses the project and remits it to the Budget, Finance, and Investment Committee for financial review and approval at their September meeting.
Action Items

The following action items were presented to the Committee for their consideration and vote.

**Resolution To Revise Delegation and Retention of Board Authority**

RESOLVED, that the Board of Trustees revises its resolution of September 11, 2004, entitled Resolution Regarding Delegation and Retention of Board Authority as follows:

(6) creation or elimination of, and material changes in, academic programs and departments; establishment of, and appointments to, endowed professorships, with periodic reports from the administration to the Board of appointments made thereto; and approval of the faculty medical practice plan;

**Resolution To Approve Recognition of Matrix Centers**

RESOLVED, that the Board of Trustees approves the amendment to the Officers Handbook or its Successor creating the process for review and recognition of Matrix Centers as approved by the Provost on April 24, 2007 and the President on April 25, 2007.

**Resolution To Approve A New Minor in Geospatial Technologies**

RESOLVED, that the Board of Trustees approves a new minor in Geospatial Technologies as approved by the Provost on April 24, 2007, and by the President on April 26, 2007.

**Resolution to Approve a Name Change for the Department of Art**

RESOLVED, that the Board of Trustees approves a name change for the Department of Art to the Department of Art and Art History as approved by the Provost on April 24, 2007, and by the President on April 25, 2007.

**Resolution Ratifying the Campus Demonstrations: Rights and Responsibilities Policy**

RESOLVED, that the Board ratifies the Campus Demonstrations: Rights and Responsibilities Policy effective as approved by the Faculty Senate on May 17, 2007 and the President on May 18, 2007.

There was discussion on the Matrix Centers and Professor Richard Galbraith spoke briefly on the purpose and function of the Centers. He explained that the purpose of the Centers is to bridge disciplines so faculty can easily move from their home departments to a secondary appointment to a center. This will improve opportunities not only for faculty but for students as well. A member of the Committee raised concerns that this seemed to be putting small silos into larger ones and the goal of interdisciplinary work appeared limited. Professor Galbraith noted that this was not the case.
The next discussion focused on student safety during campus demonstrations. This policy was reviewed to keep in mind freedom of speech while making sure students are safe. Thomas Gustafson, Vice President for Campus and Student Life, noted that this policy has been unanimously endorsed by the Faculty Senate and approved by President Fogel. The issue surrounds staying overnight in structures on campus. A number of institutions prohibit any overnight occupancy on campus grounds. This new policy allows three nights of occupancy in structures on campus grounds but the structure can stay up as long as necessary. As time passes it gets more difficult to adequately protect students who decide to occupy structures on campus overnight.

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

At 3:52 p.m. Chair Martha Heath excused herself from the meeting. Vice Chair John Snow chaired the remainder of the meeting.

Other Business

There was a request that the Committee receive an update from the Development Office on the Campaign at the September meeting.

Adjournment

There being no further business the meeting was adjourned at 4:01 p.m.

Respectfully Submitted,

Martha Heath, Chair