A meeting of the Educational Policy and Institutional Resources Committee of the Board of Trustees of the University of Vermont and State Agricultural College was held on Wednesday, November 7, 2012 at 3:45 p.m., in 427A Waterman Building.

MEMBERS PRESENT: Chair Donna Sweaney, Co-Vice Chair Bill Botzow, Co-Vice Chair Jeffrey Davis, Christopher Bray, Frank Cioffi, Richard Gamelli, Dennis Mahoney, David Potter, and Jeanette White

TRUSTEES ABSENT: Dale Rocheleau, President Thomas Sullivan and Bill Ruprecht

OTHER TRUSTEES PRESENT: Vice Chair Harry Chen

REPRESENTATIVES PRESENT: Faculty Representatives Richard Galbraith and Cathy Paris; Staff Representatives Lesley Boucher and Amanda McIntire; Student Representatives Gavin Caster and Adam Kaufman; and Graduate Student Representatives Ashley Gunn and Lane Manning

REPRESENTATIVES ABSENT: Faculty Representative Stephanie Kaza, Alumni Representatives Penrose Jackson and Ted Madden

PERSONS ALSO PARTICIPATING: Senior Vice President and Provost Jane Knodell, Associate Provost for Curricular Affairs Brian Reed, Associate Provost for Faculty Affairs and Internationalization Gayle Nunley, Vice President for Research and Dean of the Graduate College Domenico Grasso, UVM Foundation President and Chief Executive Officer Richard Bundy, Director of Capital Planning and Management Robert Vaughan, Dean of the Honors College Abu Rizvi, Vice President for Enrollment Management Chris Lucier

Chair Donna Sweaney called the meeting to order at 3:48 p.m.

Chair Sweaney welcomed new members Student Representative Adam Kaufman and Graduate Student Representative Lane Manning.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes of the May 18, 2012 meeting.

Provost’s Report

Provost Jane Knodell provided an overview of current Provost’s Office activities including the enrollment initiatives in which enrollment management is being more selective. UVM is developing a pathways program and international enrollment strategy to diversify enrollment beyond the Northeast and the U.S. Gayle Nunley, Associate Provost for Faculty Affairs and
Internationalization, reported that the goal of the International Enrollment Strategy is to culturally diversify the student body and bring a broader range of perspectives to student life with international enrollment at 7% by FY 2017. The percentage of UVM undergraduates who study abroad is 37%, bringing to UVM the distinction of being 5th among public universities and 22nd among all universities. Research is being conducted across disciplines to find where student participation is less and the Provost’s Office is working with the deans and department chairs to increase participation. Continuing Education also has several Study Abroad Programs.

Provost Knodell also reported that UVM’s overall first-to-second year retention is currently 85%. The goal is to increase that percentage to 87.5% for next year. Each Dean has developed retention improvement plans with numerical targets and concrete strategies for retention using research from the Office of Institutional Research on the reasons students leave. Typical strategies for improving retention are to have all faculty use the Academic Alert early warning system; require that students meet with their advisors before they can register, and to identify and reach out to students with financial holds. In response to a question, Dean of the Honors College Abu Rizvi added that uncertainty concerning careers would also affect student retention and that a forthcoming plan to support career development would address this issue.

With the vacancy of the Dean’s position in the Rubenstein School of Environment and Natural Resources, the University is taking the opportunity to focus on how to achieve greater excellence in environmental education and research. The Offices of the President and Provost and the Faculty Senate developed a twelve-member Envisioning Environment at UVM faculty work group to inventory the strengths of environmental education and to develop or redesign UVM’s multidisciplinary environmental education and research. The work group will report its findings to the President, Provost and Faculty Senate President by December 20, 2012.

In response to questions concerning the Annual Enrollment Report, Vice President for Enrollment Management Chris Lucier reported that there was a decrease in Vermont student enrollments this year from 45% to 35%, but the percent of Vermont graduating seniors who enrolled at UVM was high. The University had the largest and highest quality pool of Vermont seniors in recent history. All articulation agreements with other colleges and universities are under review and new agreements are being developed to help increase Vermont student access to UVM.

Rich Bundy, CEO and President of the UVM Foundation, reported a record year for fundraising last year. There was a slow start this year but he predicts that this will pick up after the national presidential election. Unrestricted receipts are ahead of last year.

Domenico Grasso, Dean of the Graduate College and Vice President for Research, reported that graduate enrollments were down both at UVM and nationally due to changes in Federal financial aid.

Report by the Faculty Senate Curricular Affairs Committee Chair

Cathy Paris, Faculty Senate Curricular Affairs Committee Chair, reported the Faculty Senate reviewed and approved the termination of the graduate programs in Anatomy and Neurobiology.
This was a planned discontinuation of a department-based program as part of the transition to a larger cross-college Neuroscience Graduate Program that was approved in 2006. The last students in this program graduated two years ago. There are no resources saved as they were moved to the Neuroscience Graduate Program.

The Faculty Senate also approved the proposal to create the James M. Jeffords Center for Research and Policy Studies. Founded in 2008 with provisional approval, the Center is dedicated to providing a comprehensive interdisciplinary perspective on policy development in the areas of education, health care, environment and government. The Center received initial funding of $2.9 million from the Fund for the Improvement of Education Grant and $800,000 from the Educational Excellence Fund. The center has been operating for 30 months and has funded ten proposals and two pending proposals for a total of $720,000. The academic activities include partnering with the Vermont Legislative Research Service, CUPS, Policy and Governance Ph.D. Development, Institute for Environmental Diplomacy and Security, Teacher Quality Study and Response to Instruction. The Center will fund itself through the receipt of external grants and awards and expects to become sustainable by 2014.

**Capital Projects**

Bob Vaughan, Director of Capital Planning & Management, reported on the project scope, costs and funding plan for renovating the Living/Learning Building C, Given Atrium Dining, and the Stafford Research Lab.

- Living Learning Building C involves $3.5 million in deferred maintenance to windows and restrooms. The childcare center will temporarily relocate to Trinity Campus during the work.
- Given Atrium Dining involves a $1 million upgrade of the serving area and replacement of the walk-in freezer.
- Stafford Research Lab involves $2.8 million for renovating the basement into a research lab for College of Medicine Neuroscience research.

**Action Items**

Chair Sweaney presented the consent agenda for approval:

**Resolution Approving the Proposal to Terminate the Graduate Programs in Anatomy and Neurobiology**

RESOLVED, that the Board of Trustees approves the termination of the Graduate Programs in Anatomy and Neurobiology as approved and advanced by the Provost and the President on October 15, 2012.

**Resolution Approving the James M. Jeffords Center for Research and Policy Studies**

RESOLVED, that the Board of Trustees approves the creation of the James M. Jeffords Center for Research and Policy Studies as approved and advanced by the Provost and the President on October 15, 2012.
Resolution Approving Renovation of the Living & Learning Building “C”

WHEREAS, the Board’s Educational Policy and Institutional Resources Committee has carefully reviewed the program, scope, and preliminary estimate of $3,500,000 for the proposed Living & Learning Building “C” Renovation 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.

Resolution Approving Renovation of the Stafford Research Lab

WHEREAS, the Board’s Educational Policy and Institutional Resources Committee has carefully reviewed the program, scope, and preliminary estimate of $2,800,000 for the proposed Stafford Research Lab Renovation 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.

Resolution Approving Renovation of Given Atrium Dining

WHEREAS, the Board’s Educational Policy and Institutional Resources Committee has carefully reviewed the program, scope, and preliminary estimate of $1,000,000 for the proposed Given Atrium Dining Renovation 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.

Resolution Authorizing One-Year Renewal of U.S. Sino Pathways Program at the University of Vermont

RESOLVED, that the Board of Trustees hereby authorizes the President and/or Vice President for Enrollment Management to enter into a renewal of the existing contract with Northeastern University and Shanghai Kai Bo Education Investment Management Co., Ltd, for the purpose of continuing for a one-year period the multi-component pathways program for students from the People’s Republic of China (PRC) to begin studies in the PRC and complete them at the University of Vermont.

A motion was made and an opportunity for discussion was offered.
In response to the question of why the U.S. Sino Pathways Program was being renewed for only one year, Chris Lucier, Vice President for Enrollment Management, explained that improvements to the program were made this year after visits to China to review the program. UVM is seeking one more year of improvements before extending beyond a one-year contract.

There being no further discussion, the motion was seconded and it was unanimously voted to approve the resolutions for recommendation to the Budget, Finance & Investment Committee and to the full Board.

**International Pathways Program Framework**

Chris Lucier, Vice President for Enrollment Management, and Gayle Nunley, Associate Provost for Faculty Affairs and Internationalization, presented information to the Committee on the development of a UVM Pathway Program as part of the International Enrollment Strategy to improve cultural diversity. The program will have a duration of two terms with two intake points; January for spring and summer semesters and June for summer and fall semesters. The structure will include non-academic and para-academic components including increasing the level of English language competency for academic usage and transition to US society and student life. International students will come pre-matriculated, meaning that upon successful completion of the pathway program they would gain degree status. The expectation is to recruit 50 students to start then have 70 students in each cohort. Responses to the Request for Proposals have been received and are currently under review to find a recruitment partner that will help reach enrollment goals and provide consulting to UVM. The goal is to welcome the first group of UVM Pathway students in January 2014. In order for this to happen, an external partner needs to be identified by the end of the calendar year and to start marketing the program in April 2013. This will require the administration to bring the material terms of an agreement with a partner before the Executive Committee no later than their January 14, 2013 meeting. Following the presentation, the Chair entertained and the Committee endorsed a motion in support of the process and timeline as outlined.

At 5:08 p.m., Chair Sweaney recessed the meeting.

Chair Sweaney reconvened the meeting on Thursday, November 8, 2012 at 9:10 a.m. in room 427A Waterman Building.

MEMBERS PRESENT: Chair Donna Sweaney, Co-Vice Chair Bill Botzow, Co-Vice Chair Jeffrey Davis, Christopher Bray, Frank Cioffi, Richard Gamelli, Dennis Mahoney, David Potter, President Thomas Sullivan, and Jeanette White

TRUSTEES ABSENT: Dale Rocheleau and Bill Ruprecht

OTHER TRUSTEES PRESENT: Vice Chair Harry Chen
Academic Quality

Provost Jane Knodell led a discussion on the Board’s role in ensuring academic quality. A diagram was distributed that provided suggested questions the Board could ask, examples of current activities to support and ensure quality, and examples of key measures of academic quality. Included in the diagram was a list of reports that the Board currently receives. Also distributed to the Committee were the Dashboard Indicators as of October 24, 2012, which included Inputs – Student Quality Indicators, and Outputs – Students’ Perceptions of Quality of UVM Experience & Institutional Quality, Faculty Research Indicators, and Financial Performance Indicators. Following a lengthy discussion the Committee members offered a number of suggestions.

In discussing the Academic Quality diagram, Trustee Botzow asked about the term “controls” to which Trustee Gamelli commented that a better term may be “measures.” Provost Knodell responded that a better term might be policies and procedures. She reminded the Committee that it is not the Board’s role to do the work but the Board’s role is to make sure the administration is doing its work. President Sullivan commented that in addressing the term “measures,” and consistent with the Board’s responsibility of governance and policies, is the question are there appropriate “oversights,” that’s really the role of the Board to “oversee” in their role of policy and governance.

Trustee Davis asked how rigorous the course evaluations by students are and if the evaluations are anonymous. Provost Knodell explained that every instructor is expected to provide a survey instrument/questionnaire to students at the end of the course. There is no standard course evaluation form at this time. The course evaluation forms are collected by someone other than the professor and delivered to the department office and the department chairs are responsible for generating the summary data and providing the results to the professor. Student Representative Kaufman added that most of the data is collected on bubble sheets but the most valuable part of the evaluation is the written section of the form even though most students don’t take the time to complete this section. Anytime a student is handed a bubble sheet, the tendency is to finish it as quickly as possible. Trustee Mahoney suggested having an enthusiastic instructor makes a difference in student participation.
Trustee White commented on the Examples of Current Activities to Support and Ensure Quality concerning “what our students are learning,” and suggested that the first three items (Admissions Standards, General Education, and Curricular Requirements [maj/min]) don’t have anything to do with what our students are learning. They may be a measure of how well prepared our students are when they come to UVM, but not what they’re learning when they’re here.

Trustee Botzow asked if we have the adequate mechanisms in place to truly understand what we want for outcomes. Trustee White asked if we can understand how much students have grown since they enrolled.

Associate Provost for Curricular Affairs Brian Reed described the Collegiate Learning Assessment (CLA), a standardized assessment tool, which was first implemented during the fall 2011 semester and again this semester. He explained that this year, in parallel to the CLA, the Provost’s Office also implemented the Critical Thinking Assessment Test (CTAT). Incoming students are tested in their first year in the fall semester and fourth year students in the spring semester giving you some idea of improvement in critical thinking skills. The goal is to find or develop the best tools and processes for assessing student learning at UVM. Associate Provost Reed explained they are also trying to support the assessment of programmatic learning objectives within UVM’s schools and colleges. The methods of assessment will vary across schools and colleges.

Trustee Chen asked if we are we comfortable enough with General Education that every student will know how to write when they graduate from UVM regardless of what they major in.

President Sullivan asked how well are we doing with the University’s mission statement, which really is the student developmental outcomes and student learning outcomes, and how do we track and measure how well we’re doing on that mission statement.

Dean Tom Vogelmann reported that in the College of Agriculture and Life Sciences, they look at the overall portfolio but they need to communicate the experiential learning component better, which is an area they will be work on developing.

Associate Provost Reed responded to Trustee Chen’s question about writing by explaining there are six General Education outcomes and assessment will be built into each one. The first outcome is writing and information literacy. A faculty committee has been conducting a writing pilot which includes a writing assessment. The idea is that as the University moves on with each of the General Education outcomes, assessment will be embedded in each one of those outcomes.

Provost Knodell informed the Committee they she will bring back to the Committee the results from this year’s Critical Thinking Assessment Test and the Collegiate Learning Assessment, which will be added to the Committee Work Plan.

**Campus Climate Survey Focus Groups Update**

Chief Diversity Officer Wanda Heading-Grant presented the results of the Campus Climate Survey focus groups, which were conducted in the spring of 2012. The goal of the focus groups
was to get a deeper understanding of some of the survey results. A select group of faculty, staff and students were invited to participate in 90-minute sessions. Six group interviews of two faculty-only, two staff-only and two student-only groups provided insight and recommendations regarding what they value about UVM, the scope of any discriminatory or disparaging remarks they had encountered, and the things that they believe would make our community a better and more inclusive place for everyone. The focus groups shared many ideas about things that they felt would further improve the UVM community.

Chief Diversity Officer Heading-Grant reported that the next steps include development of the other two recommendations: conducting a diversity data inventory to be used as the basis of a comprehensive diversity assessment plan, and developing a proposal for a comprehensive professional development program for the University Community. As a result of the campus climate survey findings and the focus group interviews, Chief Diversity Officer Heading-Grant has recommended to President Sullivan the development of a University-wide diversity plan. The President and the Provost support this recommendation and have agreed on working to produce this plan by mid to late spring semester 2013. This plan would be a map to Classroom and Workforce Diversity, Inclusion and Sustainability at UVM.

Other Business

Provost Knodell reviewed the Workplan for next year and noted a placeholder in February for a report on the Residential Life Master Plan which may be better suited for discussion at the Committee of the Whole. The Provost also suggested that the Committee continue discussing academic quality. Trustee Cioffi asked that academic advising, career development and internships be put on the radar.

Adjournment

There being no further business, the meeting was adjourned at 9:55 a.m.

Respectfully submitted,

Donna Sweaney, Chair