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 Friday, October 25, 2013 at 10:00 a.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Bill Botzow, Vice Chair David Potter, Christopher Bray*, Sarah Buxton, Frank Cioffi, Carolyn Dwyer*, Anne O’Brien, Kesha Ram, Bill Ruprecht** and Raj Thakrar

TRUSTEES ABSENT: President Thomas Sullivan and Richard Gamelli

REPRESENTATIVES PRESENT: Faculty Representatives Stephanie Kaza* and Cathy Paris, Staff Representative Amanda McIntire, Graduate Student Representatives Lane Manning and Justin Pagano*, and Student Representatives Connor Daley (on behalf of the student representatives) and Taylor Ducharme

REPRESENTATIVES ABSENT: Faculty Representative Richard Galbraith, Staff Representative Lesley Boucher, and Alumni Representative Penrose Jackson

PERSONS ALSO PARTICIPATING: Senior Vice President and Provost David Rosowsky, Vice President for Enrollment Management Chris Lucier, Interim Vice President for Research John Evans, Interim Dean of the Graduate College Cynthia Forehand, UVM Foundation President and Chief Executive Officer Richard Bundy, Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant, Director of Facility/Design Construction Paula Carlaccini, Associate Provost for Curricular Affairs Brian Reed, Director of Capital Planning and Management Robert Vaughan, Dean of the College of Medicine Frederick Morin, Vice Provost for Student Affairs Annie Stevens, Associate Provost for Faculty Affairs & Internationalization Gayle Nunley, Director of Career Services Pamela Gardner, and Director of the Office of Institutional Research John Ryan

*attended the morning session only
**left the meeting at 10:50 a.m. and returned at 11:35 a.m.

Chair Bill Botzow called the meeting to order at 10:00 a.m. He welcomed new Committee members Undergraduate Student Representative Taylor Ducharme and Graduate Student Representative Justin Pagano.

Approval of Minutes

The minutes from the previous meeting were presented for approval. A motion was made, seconded and voted to approve the minutes of the May 17, 2013 meeting.
Introduction of New Provost

Chair Bill Botzow introduced and welcomed the new Provost and Senior Vice President, David Rosowsky, and directed the Committee’s attention to the September 17th UVM Today interview with Provost Rosowsky appended to the Provost’s written report included in the Committee materials.

Provost’s Report

Provost David Rosowsky gave a brief overview of the items in the Provost’s Report and informed the Committee members that the first initiative he was asked to take on was leading the effort to develop a new incentive-based budget (IBB) model for UVM. The Provost then referred to the four initiative sets on which he will focus over the next twenty-four months:

1. The Academic Excellence Initiative Set focused on monitoring, ensuring, and enabling academic excellence throughout our programs and across our Colleges/Schools;
2. the Student Experience Initiative Set in which the Provost will be working closely with Vice Provost for Student Affairs Annie Stevens;
3. the Budget Initiative Set which includes developing a structurally balanced budget for FY15, and leading the campus-wide efforts to develop a new budget model (IBB);
4. and the STEM Initiative Set which includes leading planning efforts for the planned STEM Complex, initiatives in K-12 STEM education, and creating new partnerships with key industries.

The Provost then invited questions and comments from the Committee on the following reports:

- Vice President for Enrollment Management Chris Lucier gave a brief overview of the Annual Enrollment Report noting that despite a decline in high school graduates across the state, the percentage of first-time first-year students who are Vermont residents is up 1.4% from last fall. Also the one-year retention rate for the fall 2012 entering class was 85.5%, up from 85.1% for each of the prior two entering classes.

- Interim Vice President for Research John Evans gave a brief overview of the Annual Research Report and reminded the Committee that the University has to be either more competitive to keep the current funding levels or adjust the budget. Highlights included the new five-year $11.5 million grant awarded by the National Institutes of Health (NIH) to establish the Vermont Center on Behavior and Health, and the prestigious five-year $19.5 million Tobacco Centers of Regulatory Science (TCORS) award which was awarded by NIH and the US Food and Drug Administration. Vice President Evans stated that UVM needs the right investments and right infrastructure and despite a difficult environment, research at the University is in good shape with outstanding faculty and graduate students. Provost Rosowsky added that as federal dollars go down, the pressure point is on the faculty.
Cynthia Forehand, Interim Dean of the Graduate College, provided a few highlights of the Annual Graduate Education Report. Referring to the dashboard indicators from the morning’s meeting of the Committee of the Whole, Interim Dean Forehand pointed out that UVM is relatively low on graduate students and the Provost has asked her to work with him to increase graduate enrollment by:

1. Increasing interdisciplinary programs that are contemporary
2. Developing professional masters of science degrees
3. Making out-of-state tuition more competitive
4. Increasing international enrollment
5. Developing online programs, e.g., Certificate of Public Health

Chair Botzow pointed out that the Committee should be mindful of changes in research resources and the Committee members may want to organize a session down the road assessing that risk. Trustee Kesha Ram expressed concern over the benchmark enrollment numbers nationally, but Interim Dean Forehand responded that the numbers look more frightening than they are due to UVMs small numbers, i.e., the percentages look worse than they are.

Rich Bundy, President and CEO of the UVM Foundation, reported that in the Foundation’s most recent fiscal year, new commitments to the University totaled $44.5 million and cash receipts reached an all-time high of $37 million from more than 20,000 donors, stemming a ten-year donor decline. He also reported that in the advanced phase of the capital campaign, the Foundation is significantly ahead of pace in what would be needed to achieve the $500 million provisional goal. In addition, at the end of the first quarter for this fiscal year, an all-time record was set. For example, in August, $6.5 million in new commitments exceeded the previous eight Augusts combined; and at the end of the first quarter, the Foundation had received just slightly more than $15 million in commitments. As the institution approaches the end of October, there will be a $17.5 – 18 million range in commitments so the Foundation is off to a very good start. Chair Botzow acknowledged President and CEO Bundy and the UVM Foundation for their excellent work.

Wanda Heading-Grant, Vice President for Human Resources, Diversity and Multicultural Affairs provided a few highlights from the Annual Vice President for Human Resources, Diversity & Multicultural Affairs Report. Several initiatives and efforts are underway to support the values of excellence, service, development, diversity, trust and community. Of significance are the Gender and Race Equity Study, the Human Resource Services Employee Survey, and Exit Interview.

On behalf of Director of Capital Planning and Management Bob Vaughan, Paula Carlaccini, Director of Facility/Design Construction, provided a brief overview of the Capital Project Progress Report. She reported that a STEM Initiative project kickoff meeting was held in the past week with the architectural team and UVM participants, and they hope to have a schematic ready by the May Board meeting. Trustee Christopher Bray acknowledged the focus on STEM this past year and suggested that the Board possibly talk about the arts and humanities sometime in the future.
Report by the Faculty Senate Curricular Affairs Committee Chair

Cathy Paris, Faculty Senate Curricular Affairs Committee Chair, reported that no new proposals had been received by the Faculty Senate since the Committee’s May report. The Curricular Affairs Committee is, however, working on a number of initiatives including developing a university-wide policy on academic internships, developing a set of standards for undergraduate certificate programs at UVM, participation in the development of the Cultures, Diversity, and Global Perspectives General Education outcomes, and collaborating with the Provost’s Office to implement the revised Academic Program Review. Trustee Ram asked about assessment of diversity courses. Associate Provost for Curricular Affairs Brian Reed responded that through the Faculty Senate’s General Education initiative, a subcommittee of the General Education Diversity and Global Awareness Outcome committee is looking at assessment, and both committees are discussing what Diversity Category1 and Category2 (D1D2) courses should look like. Associate Provost Reed reported on several student forums that were held in the spring along with a recent faculty forum in which participants were asked to provide feedback from their D1D2 experience in terms of both learning and teaching courses.

Action Items Endorsed by the Committee

Director of Capital Planning and Management Bob Vaughan provided an overview of the three capital projects that were being presented for review and endorsement. First, he asked Dean of the College of Medicine Rick Morin to discuss the Larner Classroom. Dean Morin reported that to encourage the development of enhanced problem solving and decision making skills among learners, the medical school accrediting body is requiring that more of the college’s curriculum be taught in a team-based setting rather than traditional lecture halls. This project will create a classroom facility with an open environment for 120 students and versatile furnishings that can be configured into small groups and impromptu gatherings for both small and large functions. Chair Botzow asked why this project hasn’t gone through the regular ranking of the capital strategic plan. Director Vaughan responded that because this project is below the $5 million mark, it does not compete with capital projects. Chair Botzow suggested including a small section in the capital strategic plan to explain this or possibly have a ranking process with more detail.

Director Vaughan next presented the Miller Research Complex Phase 1 project which is a revitalization project with the goal being to strengthen the research and scholarship of the University. This project was submitted as one of the highest priorities by the College of Agriculture and Life Sciences in the call for projects in the Spring 2012 Strategic Capital Plan process.

The third project Director Vaughan presented to the Committee was the Residential Life FY 2015 Deferred Maintenance project which includes the renovation of Slade Hall, the replacement of the sidewalk and furniture in Harris/Millis and upgrades to the Trinity Back Five residence halls. After a brief description of the three projects, Student Representative Taylor Ducharme commented on the strong sense of community in Slade and that students have voiced concerns about how this project will affect this. Vice Provost for Student Affairs Annie Stevens responded
that they will be working with the Slade community and looking at programmatic solutions. Chair Botzow asked about the furniture to be replaced and asked if Director Vaughan was looking at Vermont businesses. Director Vaughan responded that furniture replacement is an annual exercise in which they look at resources and they will be reviewing Vermont firms. Chair Botzow presented the consent agenda for approval:

**Resolution Approving Residential Life FY 2015 Deferred Maintenance**

WHEREAS, the Educational Policy and Institutional Resources Committee has carefully reviewed the program, scope, and preliminary estimate of $4,000,000 for the proposed Slade Hall, Harris/Millis and Trinity renovations (the “Project”) and finds the Project 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 Miller Research Complex Phase I Project**

WHEREAS, the Educational Policy and Institutional Resources Committee has carefully reviewed the program, scope, and preliminary estimate of $1,800,000 for the proposed Miller Research Complex Phase I project 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 Larner Classroom**

WHEREAS, the Educational Policy and Institutional Resources Committee has carefully reviewed the program, scope, and preliminary estimate of $1,250,000 for the proposed Larner Classroom project 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.

A motion was made and there being no further discussion, the motion was seconded and it was unanimously voted to approve the resolutions for recommendation to the Budget, Finance and Investment Committee for financial review and approval.
Global Gateway Program and US-Sino Pathways Program Updates

Vice President Chris Lucier and Associate Provost Gayle Nunley updated the Committee on further progress related to the University’s work with Study Group and the development of the UVM Global Gateway Program for International students. The University is finalizing preparations for the launch of the Global Gateway Program (GGP) in January 2014. The GGP students and program administration will be housed in the Marsh-Austin-Tupper (MAT) dormitory complex and the GGP’s curriculum has been finalized in consultation with Dean’s Offices and the Registrar’s Office. As of September 26th, three students have applied and been admitted. Most applications for the January GGP will arrive closer to the deadline of November 1, 2013. In response to Trustee Anne O’Brien’s question concerning the handling of non-degree students, Vice President Lucier informed her that UVM has a number of exchange agreements with schools abroad. He added that it’s important for the University to diversify the international student population. Associate Provost Nunley highlighted the educational best practices:

- All courses are UVM courses taught by UVM faculty.
- The Pathway Program will allow students to major in any UVM program.
- Students will live and study on the main campus.
- Transition of students from the program into their Sophomore and Junior years is built into the program.
- Once this program is built, there will be the opportunity to expand the program, to coordinate with the Graduate College and schools/colleges to build the graduate program.

The fourth cohort of US-Sino Pathways Program (USPP) students was welcomed to campus in June. Twenty-three students enrolled in the summer bridge program administered by Continuing Education, and all 23 progressed to degree status this fall. This year, the Consortium of North American Universities will inaugurate a new pathway program of similar design in Nigeria. UVM’s goal is to enroll 15 – 25 USPP students and 15 – 25 Nigerian Pathway Program students for fall 2014. Associate Provost for Faculty Affairs and Internationalization Gayle Nunley will be making a site visit to Nigeria in December and will provide a report at the next Committee meeting.

Career Success Action Plan Update

Trustee Frank Cioffi gave a brief report on the Board of Trustees Career Services Workgroup which met in September. The agenda included an in-depth discussion on benchmark measures, a proposed Career Success Advisory Board, and specific updates regarding the Career Success Action Plan. Vice Provost for Student Life Annie Stevens and Director of Career Services Pamela Gardner pointed out a few highlights since their last report at the May meeting:

- The new Career + Experience Hub opened on September 9th in the Davis Center.
- Three new staff members have been hired to lead strategic initiatives.
- The name of Career Services has been officially changed to the Career Center.
- A clear and comprehensive four-year plan for students to follow now forms the basis for advising them on career preparation.
Director Gardner reported that a great deal of time is spent pitching the four-year plan with the goal of having 100% participation. They are working with staff and supervisors of students to use the plan as part of their student supervision. They are also working with faculty in advising. Trustee Sarah Buxton asked about Student Financial Aid and what a career might look like in light of student debt. Director Gardner reported that in the next couple of weeks they will be rolling out SALT, an online business that gives students free access to tutorials around financial issues. Director Gardner also acknowledged University Communications in getting the word out about the Hub opening. Brief regular updates from the Career Services Workgroup will be provided at future Committee meetings.

At 12:20 p.m., Chair Botzow recessed the meeting.

Chair Botzow reconvened the meeting at 1:30 p.m.

**Accreditation Update**

Associate Provost for Curricular Affairs Brian Reed and Director of the Office of Institutional Research John Ryan provided a brief background to the accreditation process. The New England Association of Schools and Colleges (NEASC) requires institutions to go through an accreditation update every ten years along with an interim five-year report, which the University is now engaged in preparing. The purpose of the report is a follow-up on major items that came out of the ten-year report. Director Ryan noted that there has been a shift from prior reports in that they are now a little more extensive but that the self-reflection part of the report will help the University be better prepared for the next ten-year accreditation process. There is no site visit component to this report and the submission date is January 28, 2014.

**Diversity and Multicultural Affairs Update**

Wanda Heading-Grant, Vice President for Human Resources, Diversity and Multicultural Affairs, provided a brief update emphasizing a need to focus on access and equity. Referring to her report earlier in the meeting, Vice President Heading-Grant noted that she and her team are working on a number of issues including a Gender and Race Equity Study, Exit Interview and President’s Senior Leadership Professional Development. Chair Botzow referred to the summary in the Diversity and Multicultural Affairs Update (Attachment 10), “The Diversity and Equity Unit is reporting an increase in situations that are happening in the classroom that are causing students to feel unwelcome and vulnerable.” Chair Botzow asked if any of the strategies referenced in the Update address this issue. Vice President Heading-Grant responded that Vice Provost for Student Affairs Annie Stevens and Director of the ALANA Student Center Beverly Colston are working on this issue. Vice Provost Stevens informed the Committee members that this starts online and is addressed during orientation but we need to get to the students who are exposed to others that are different from themselves. The Student Government Association (SGA) and student groups have programs around this issue. Trustee David Potter asked if bullying stops when you get to UVM. Vice Provost Stevens responded that bullying starts early and continues on through college but it takes different forms. Vice President Heading-Grant added that it also occurs at the faculty and staff level as well, but there are many programs available to faculty and staff. Staff Representative Amanda McIntire asked what can the UVM
community do to support this effort. Vice President Heading-Grant responded that her office is looking for those synergies in the Diversity and Equity unit and support with Human Resource Services and added that professional development is really very important.

**Academic Quality**

To continue the discussion on academic quality at the May meeting, Associate Provost Brian Reed and Director of Office of Institutional Research John Ryan gave a brief update on the results of the collected data of the Collegiate Learning Assessment (CLA) and the Critical Thinking Assessment Test (CTAT). Results of the CLA can be determined quickly since it is administered online whereas the CTAT has to be scored by trained faculty and the results sent away for analysis which have not yet been received. In response to Chair Botzow’s question of seeing other strategic value, Associate Provost Reed stressed the academic excellence of this process. This is one form of assessment, but there needs to be other forms and we need to look at how to improve curriculum. Chair Botzow asked if there was any value to our marketing and Associate Provost Reed responded affirmatively. In compliance with the voluntary system of accountability, this information will be posted on our college portrait as one part of the snapshot of the University of Vermont, so to that extent, there’s a public aspect to this process.

Trustee Bill Ruprecht asked if there is institutional resistance. He had heard in the morning about General Education writing and wanted to know what’s next beyond this initial component of writing skills. Associate Provost Reed reported on the two General Education outcomes that are currently in progress, Diversity and Global Awareness, and the outcome of Sustainability. Provost Rosowsky added that there’s no institutional resistance, but UVM is moving in a measured and metered way.

Trustee Buxton asked about cross data sharing, i.e., how do you know how pre-K–12 are doing? Director Ryan responded that there are a variety of ways to drill down into the data. However, in terms of sharing individual data, that can’t be done due to confidentiality.

**Other Business**

Chair Botzow reviewed the draft 2014 Workplan noting that the plan has been an effective but almost routine manner of going through the year and that it is always open for rejuvenation and thought. He asked the Committee members to look at the Workplan and see if there is room for evolution of the next step. He suggested that there may be subject areas that are of particular interest to the group which would be strategic and important for the Committee to be on top of; for example, Trustee Bray brought up the suggestion of having more discussion on the arts and humanities; and Interim Vice President Evans stated that there is a need to have the right computing structure, but does the Committee know anything about the University’s computing structure and is that something the Committee should be considering.

Provost Rosowsky proposed focusing his future remarks to the Committee around the goals for academic excellence because they frame up everything the University is trying to do. The goals don’t drill down into the discipline specific needs or nuance of infrastructure which can be done through other reports. He added that these are the goals that animate the Strategic Action Plan,
which the President put forward earlier, in terms of University-wide discussions, engagement and initiatives specifically around academic excellence. The idea is that if the University is successful in these initiatives, it will lead authentically and in a sustainable way, to increase selectivity, improve student quality and improvements in national rankings and other reputational indicators that matter. The Provost then read the eight goals and asked the members to think about whether or not his coming forward with just a “quick hit” on each of these as a standing item in his report would be beneficial to the Committee.

1. To increase the percentage of undergraduate students graduating in four years
2. To improve the undergraduate student retention years 1 – 4
3. To improve student advising both academic and professional/career
4. Increase interdisciplinary teaching, research and scholarship
5. Expand programmatic offerings to include distance and hybrid modes of delivery of instruction
6. Increase research and scholarship in the areas that might generate high impact recognition and visibility for the University
7. Increase domestic diversity and grow international student enrollments across the University
8. Increase enrollments in graduate and professional programs

The Provost informed the members that staying focused on these eight highly specific goals will keep the Committee moving in the right direction and keep “our eye on the prize” which is academic excellence, outstanding academic programs that are compelling to students, and they’re attractors to great faculty, and will prepare students to be successful as graduates at the University of Vermont. Several Committee members spoke favorably of this approach. Chair Botzow thanked everyone for their participation in today’s meeting.

**Adjournment**

There being no further business, the meeting adjourned at 2:30 p.m.

Respectfully submitted,

Bill Botzow, Chair