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 17, 2014 at 10:15 a.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Bill Botzow, Vice Chair David Potter, Cynthia Barnhart, Christopher Bray*, Frank Cioffi, Carolyn Dwyer, Samantha Lucas, Ron Lumbra, Anne O’Brien, Kesha Ram**, President Thomas Sullivan and Donna Sweeney

OTHER TRUSTEES PRESENT: Board of Trustees Chair Debbie McAneny***

TRUSTEES ABSENT: Richard Gamelli

REPRESENTATIVES PRESENT: Faculty Representatives Chris Burns, Stephanie Kaza and Cathy Paris, Staff Representatives Amanda McIntire and Cathy Rahill, Alumni Representative Afi Ahmadi, Student Representatives Katie Hickey and Andrew Bowen, and Graduate Student Representatives Lane Manning and Kelsey Hudson

REPRESENTATIVES ABSENT: Foundation Representative Wolfgang Mieder

PERSONS ALSO PARTICIPATING: Senior Vice President and Provost David Rosowsky, Vice President for Enrollment Management Stacey Kostell, Director of Admissions Beth Wiser, UVM Foundation CEO and President Richard Bundy, Vice Provost for Student Affairs Annie Stevens, Director of Career Services Pamela Gardner, Director of Capital Planning and Management Robert Vaughan, Vice President for University Relations and Administration Thomas Gustafson, Dean of the School of Business Administration Sanjay Sharma, Dean of the College of Medicine Frederick Morin, and Vice President for Research Richard Galbraith

*joined the meeting at 11:20 a.m.  
**left the meeting at 11:20 a.m. and rejoined the meeting at 1:10 p.m.  
***left the meeting at 11:00 a.m. and rejoined the meeting at 1:10 p.m.

Chair Bill Botzow called the meeting to order at 10:15 a.m. He welcomed new Committee members Trustee Cynthia Barnhart, Faculty Representative Chris Burns, Alumni Representative Afi Ahmadi, Student Representative Katie Hickey, and Graduate Student Representative Kelsey Hudson. Chair Botzow also welcomed the new Vice President of Enrollment Management Stacey Kostell.

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 16, 2014 meeting.
Provost’s Report

Provost David Rosowsky gave a brief overview of his written report in which he provided updates in four areas: academic excellence, student success, STEM initiatives and budget. The Provost pointed out that academic excellence is his highest priority and the set of eight goals that were established to animate President Sullivan’s Strategic Action Plan will serve as drivers to the university-wide IBB development process initiated in fall 2013. The Provost continued his report by highlighting the following items: the Institute for Environment which evolved out the Envisioning Environment initiative and leading to a university-wide task committee, Internationalization and Global Impact, strengthening student academic advising which will be reported on later in the afternoon, progress on the Undergraduate Certificate Programs, UVM’s receipt of a gold rating as a sustainable campus through STARS, career development which the Committee members will be receiving an update following the academic advising presentation, student wellness, the STEM initiatives and two budget elements: the FY15 Budget and Incentive-Based Budgeting (IBB). With a target of increasing undergraduate enrollments in STEM disciplines by 50% and doubling graduate enrollments in STEM disciplines in the next ten years, Chair Botzow asked how other academic areas will be impacted. Provost Rosowsky responded that total enrollment won’t change and UVM is roughly on par as to what is happening nationally. The Provost concluded his report by expressing his appreciation for his first year at the University.

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

Annual Enrollment Report

- Vice President for Enrollment Management Stacey Kostell provided a brief overview of the report and gave a few highlights reporting a record number of applications this year. There was interest in all the schools and colleges and not just one or two. She also reported that UVM was able to maintain 26% of Vermonters. This year there are 552 international students which indicates some success in the Pathways Program. In response to Trustee Kesha Ram’s inquiry of what initiatives are in place for students of color and veterans, Vice President Kostell reported that her team is currently in the process of evaluating the data and plans to meet with the colleges and schools in order to determine where there might be room for improvement. Vice President Kostell also pointed out that Enrollment Management will be a key player in the Academic Excellence Goals. When asked about the admissions standards and quality of Vermont students versus out-of-state students, Vice President Kostell responded that out-of-state students tend toward higher test scores. Director of Admissions Beth Wiser added that they have been talking to Vermont academic counselors and have determined that the standards are not different for in and out-of-state students, but the breadth is greater for out-of-state students. The challenge is how to get the best Vermonters to apply to UVM. In response to Chair Botzow’s question of are we getting the career connection message out, Vice President Kostell reported that they are working on how to lead with stronger messages. Today you have to sell specific programs and the value of a UVM degree. Parents are looking at best programs rather than college comparisons. President Tom Sullivan informed the Committee members that the University has rolled out the new 4-Year Plan for Career Success and has spoken to the academic counselors as well as
the Vermont Green and Gold Scholars, and in every conversation or speech, the 4-Year Plan has been talked about. The University has begun to get that word out in earnest.

Annual UVM Foundation Report:

- UVM Foundation CEO and President Rich Bundy pointed out the Foundation’s Annual Report for 2014 had been mailed to all Trustees and extra copies were available today. He underscored the all-time records that President Sullivan reported at the morning’s session of the Committee of the Whole including the $55 million in commitments. He concluded that it was an extraordinary year.

Annual Career Success Action Plan Progress Report:

- Vice Provost Annie Stevens and Director of Career Services Pamela Gardner presented a few highlights including the 4-Year Plan for Career Success, procedures and resource development to support increased internship participation, and a comprehensive plan to systemize the collection of data on new graduate outcomes. Concerning data collection, Board of Trustees Chair Deb McAneny questioned whether the University couldn’t find a way to more strongly urge students to fill out surveys. Chair Botzow suggested offering incentives. Director Gardner responded that they are currently offering UVM memorabilia.

Capital Projects Progress Report:

- Director of Capital Planning and Management Bob Vaughan highlighted two projects in the Capital Projects Progress Report: the STEM project and the Larner classroom. Director Vaughan reported that they are in the design development phase of the STEM project. He pointed out the Larner classroom project because, although it is one of the smaller projects, it will be the first foray into a team-based classroom on campus. He added that it’s a new way of teaching programs.

Report by the Faculty Senate Curricular Affairs Committee Chair

Cathy Paris, Faculty Senate Curricular Affairs Committee Chair, reported that activity is typically quiet for this time of year. She did point out a correction in her written report that two of the academic program reviews listed under Reviews in Progress (Animal Science and Film & Television Studies) should be moved to Completed Reviews. When asked about the status of the General Education initiative, Professor Paris reported that both the Sustainability and Diversity & Assessment groups were well underway and getting closer to completion. Staff Representative Amanda McIntire asked how CAC is moving into the Incentive Based Budgeting (IBB) world. Faculty Representative and Faculty Senate Vice President Stephanie Kaza responded that the Senate will have a new President who currently sits on the IBB Steering Committee. Chair Botzow asked Professor Paris the best way for the EPIR Committee to understand the results of the Academic Program Reviews. She responded that what the CAC has learned during the first cycle of academic program reviews is that the greatest value in the process has been the opportunity for self-reflection and self-scrutiny offered to the programs. She reported that the new model is more intensive and more efficient and the addition of external reviewers is adding
a level of rigor in the review process that wasn’t present in the old model. Chair Botzow stated that the Committee would welcome receiving future reports which would be helpful for the EPIR Committee in the Committee’s role of oversight.

Program Plan for Kalkin Hall Expansion

Vice President for University Relations and Administration Tom Gustafson, Dean of the School of Business Administration Sanjay Sharma, and Director of Capital Planning and Management Bob Vaughan gave a presentation on a new three-story addition and partial renovation to Kalkin Hall. This new addition will be located in the plaza area adjacent to the building and will house classrooms, student breakout rooms, faculty offices, graduate student spaces, an upgraded computer lab, and an expanded student services space. The estimated project budget of $11,000,000 to design and construct the addition and partial renovation is to be 100% privately funded. Upon successful receipt of 50% of the funding, the next step will be to present the project to the Budget, Finance & Investment Committee for financial review and approval of private funds to cover design costs. Trustee Samantha Lucas asked, in addition to extra classrooms, what else would students be gaining out of this project. Dean Sharma responded that the students will get a breakout space to do their projects and added that once the more detailed design plans are started, students will be involved.

Initial Project Design for Billings Library

Director of Capital Planning and Management Bob Vaughan gave a presentation on the initial project design for the Billings Library. The project is to return Billings to its original use as a place of learning and research as it becomes the home to Special Collections, the Center for Digital Initiatives, the Holocaust Studies Program, the Humanities Center, and the Center for Research on Vermont. Director Vaughan noted that approximately $1.5 million in deferred maintenance to the outside of the building will have to be dealt with. Upon Committee approval of the request to commence the conceptual and schematic design phase of the project, the next step will be to refer this project to the Budget, Finance & Investment for financial review and approval.

Action Items

The following resolution was presented for approval:

Resolution Approving Project Program Plan for Kalkin Hall Expansion

WHEREAS, the administration today reported on the strategic goals and project program for the Kalkin Hall Expansion;

BE IT RESOLVED, that the Committee hereby endorses the project program plan;

BE IT FURTHER RESOLVED, that upon successful receipt of 50% of the private funding, the project will be brought to the Budget, Finance & Investment Committee for financial review and approval of private funds to cover design costs.
The following resolution was presented for approval and referral to the Budget, Finance and Investment Committee:

**Resolution Approving Initial Project Design for Billings Library Renovation**

WHEREAS, the administration today reported on the results of the preliminary study of the feasibility, programming and conceptual design of Billings Library Renovation;

THEN, BE IT RESOLVED, that the Committee hereby approves the programmatic conceptual design the administration presented on this date for Billings Library Renovation and refers the project to the Budget, Finance & Investment Committee for financial review and approval.

A motion was made, seconded and Trustees voted on the two resolutions:


**Resolution Accepting Gift of Real Estate**

Dean of the College of Medicine Rick Morin reported that in honor of Dr. John Maeck, former Chair of the Department of OB/GYN, the John VanSicklen Maeck Chair in the Department of Obstetrics, Gynecology and Reproductive Sciences was established in 2000 following the execution of a joint gift agreement by the Maeck family. Doris Maeck passed away leaving in trust a $1.4 million gift to the University to partially fulfill the $2 million Chair commitment made in 2000. As the result of a settlement between the University and the Maecks, a transfer of trust property was agreed to for the benefit of the Maeck Chair.

The following resolution was presented for approval:

**Resolution Accepting Gift of Real Estate**

RESOLVED, that the Board of Trustees hereby accepts a gift of real estate from the Doris W. Maeck Revocable Trust in fulfillment of Mrs. Maeck’s $1.4 million estate commitment toward the funding of the John VanSicklen Maeck Chair in the Department of Obstetrics, Gynecology and Reproductive Sciences, namely: (1) a 38.85 Acre parcel in Charlotte, Vermont, and (2) an option to purchase a 10.2 Acre parcel in Charlotte, Vermont for the sum of $1.00.

A motion was made, seconded and Trustees voted on the resolution:

Resolution Approving Amendments to Committee Charge

Chair Bill Botzow reviewed the changed to the EPIR Committee Charge (see Appendix A).

The following resolution was presented for approval:

Resolution Approving Amendments to Educational Policy & Institutional Resources Committee Charge

RESOLVED, that the Board hereby approves the amendments to the Educational Policy & Institutional Resources Committee charge appearing as Appendix A to the document.

A motion was made, seconded and Trustees voted on the resolution:


At 11:50 a.m., Chair Botzow recessed the meeting.

Chair Botzow reconvened the meeting at 1:00 p.m.

Academic Excellence Goal #6

Vice President for Research Richard Galbraith gave a presentation on the sixth of the eight Academic Excellence Goals: Increase research and scholarship in areas that generate high impact, recognition, and visibility. To increase research and scholarship, it is necessary to adequately resource the research and scholarship enterprise by increasing extramural funding which has proved challenging in an environment where federal funding for research has either remained flat or actually decreased. In response to these challenges, ambitious goals have been established to increase total sponsored research funding by over $20M to above $110M annually and to increase total sponsored awards by over $10M to above $130M annually within five years. Strategies to achieve these goals include efforts to increase federal funding, diversification of funding sources beyond federally-sponsored grants, and working closely with the UVM Foundation to also increase non-traditional funding sources such as industry and philanthropy; targeted seed funding for pilot data to support extramural grant applications and to incentivize interdisciplinary research; and assistance with writing and managing complex grant applications. In reviewing the results of research funding by College, Chair Botzow asked if the University is highly successful in one or two of the Colleges and questioned the University’s vulnerability if these programs fail. Vice President Galbraith responded that there are strategies to mitigate the risks along the lines of trying to expand our portfolio. Graduate Representative Lane Manning asked if programs would be eliminated as a result of IBB. Provost Rosowsky responded that it’s up to the individual Deans to determine what the right balance of programs will be.
Career Success Action Plan Update

Trustee Frank Cioffi, Vice Provost for Student Life Annie Stevens, and Career Services Director Pamela K. Gardner gave an update on the Trustee Career Services Work Group, which just met on October 16th. A suggestion from the group is that it might be helpful if more resources could be garnered to assist with the marketing of Career Services. Trustee Cioffi distributed copies of the UVM 4-Year Plan for Career Success discussed earlier. The Work Group would like to do a check-in around the two-year mark, which is May 2015, and come back to the Committee at that time, to determine whether the Work Group should conclude their work then or at the October meeting and turn the work over to the EPIR Committee. Student Representative Andrew Bowen suggested that when first-year students are registering in the fall, a “hold” should be put on their account until they meet with their advisors. He suggested putting a similar “hold” on all students until they checked in with the Career + Experience Hub. Graduate Student Representative Lane Manning agreed with a mandatory check-in. Student Representative Katie Hickey commented on the pride she takes in UVM which includes relationships with advising and the Career Center. Alumni Representative Afifi Ahmadi asked if there had been any thought to include the 4-Year Plan with admittance letters. Vice President Stacey Kostell responded that rather than include it in the admittance letters, it could be sent out as a solo type of value piece. In response to Professor Paris’ question of what kind of support students receive after four years, Provost Rosowsky reported on the creation of a central advising hub. The hope is to have it up and running by the end of the year.

Other Business

Annual Review of the Work Plan and Preview of Next Meeting Agenda:

- The Committee reviewed and discussed their Work Plan for next year. Provost Rosowsky reported that the University has a somewhat distributive system responsible for communications including University Communications, Athletics, UVM Foundation, Continuing and Distance Education, Enrollment Management, the Davis Center & Student Affairs, and the College of Medicine. Vice President for University Relations and Administration Tom Gustafson agreed to pull these seven groups together with the goal of becoming one University. Chair Botzow and Provost Rosowsky brought forward that the Committee will commence discussion of the University’s marketing and strategic communications. Chair Botzow also mentioned a front page article on marketing in the Chronicle of Higher Education a few issues ago and suggested the Committee take a look at it.

Adjournment

There being no further business, the meeting adjourned at 1:55 p.m.

Respectfully submitted,

Bill Botzow, Chair
The Committee shall have responsibility for overseeing the development and status of strategic, long-range University programmatic and resource use plans and related plan objectives.

The Committee shall oversee matters relating to educational policies and programs, including student enrollment; rates and fees associated with enrollment, and financial aid; the quality of student and campus life; accreditation, academic programs; research and scholarship, instructional, and service activities; and faculty affairs.

The Committee shall further monitor the alignment of University Foundation fundraising goals and objectives to institutional strategic priorities.

The Committee shall oversee strategic planning relating to diversity and promote the achievement of diversity goals across a broad spectrum of University programs and activities.

The Committee shall oversee matters relating to the procurement, use, quality, condition, and disposition of the University’s buildings and other facilities, and its assets, infrastructure, technologies, and other institutional resources.

The Committee shall oversee the University’s development and advancement programs and campaigns.

The Committee will exercise its charge in a manner consistent with University governance, including the Board’s reserved rights and delegations of authority.

Approved by the Board of Trustees: September 9, 2006
Amended by the Board of Trustees: May 19, 2012
Amended by the Board of Trustees:
EPIR Committee Operational Elaboration of Charge

The subject matter of the Committee may include:

- Enrollment management policies, plans and programs, including admissions; student body enrollment and composition; and retention and graduate rates
- The University’s strategic diversity and campus climate priorities and initiatives
- Tuition and room and board rates, student fees, and financial aid
- Quality of student life, including policies and programs relating to academic excellence; the health, safety, and general welfare of students; residential life; and co-curricular activities, such as athletics
- University and academic program accreditation status
- Curriculum development and revision, and the creation or elimination of academic units and programs
- Faculty affairs, including faculty recruitment, composition, and retention
- Research and scholarship (including external support), instructional, and service activities
- Annual and special fundraising campaigns, and institutional advancement initiatives, including programs to foster productive relationships with alumni and other communities of friends of the University, as well as corporate and foundation, and governmental relations
- Alignment of University Foundation fundraising goals and objectives to institutional strategic priorities
- Campus master plans
- Quality, condition, and adequacy of the physical assets of the University, including real property, grounds, campus infrastructure and technologies, and equipment, and the acquisition, use, and disposition of such resources
- Construction and capital renovation or improvement projects
- Naming of, and name removal from, of campus facilities
- Such other matters consistent with its charge as may be referred to the Committee by the Board Chair with notice to the Board