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, February 6, 2015 at 10:30 a.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Bill Botzow, Vice Chair David Potter, Cynthia Barnhart, Frank Cioffi, Carolyn Dwyer, Richard Gamelli, Samantha Lucas, Ron Lumbra and Donna Sweaney

OTHER TRUSTEES PRESENT: Lisa Ventriss*

TRUSTEES ABSENT: Christopher Bray, Anne O’Brien, Kesha Ram

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

REPRESENTATIVES ABSENT: Faculty Representative Stephanie Kaza

PERSONS ALSO PARTICIPATING: Senior Vice President and Provost David Rosowsky, Vice President for Human Resources, Diversity & Multicultural Affairs Wanda Heading-Grant, Vice President for University Relations and Administration Thomas Gustafson, Vice Provost for Student Affairs Annie Stevens, Associate Provost for Teaching and Learning Brian Reed, Director of Capital Planning and Management Robert Vaughan, Director of the Office of Institutional Resources John Ryan

*joined the meeting at 12:00 p.m.

Chair Bill Botzow called the meeting to order at 10:42 a.m.

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 October 17, 2014 meeting with the following amendment on page 5:

Resolution Accepting Gift of Real Estate

Doris Maeck passed away in 2015 leaving in trust a $1.4 million gift to the University to partially fulfill the $2 million Chair commitment made in 2000.
Provost’s Report

Provost David Rosowsky gave a brief overview of his written report specifically calling attention to the following three initiatives: Incentive Based Budgeting (IBB), Academic Excellence, and the STEM Initiative. Provost Rosowsky added that the Committee members will find links in the written report which will direct them to sources for additional information. The Provost also suggested that the Committee members feel free to contact him with any questions they may have. Chair Botzow expressed his appreciation for the Provost’s reports which, he said, keeps the Committee members well informed. The Provost then invited questions and comments from the Committee on the following reports:

Annual Vice President for Human Resources, Diversity & Multicultural Affairs Report

- Vice President for Human Resources, Diversity & Multicultural Affairs Wanda Heading-Grant began her report by introducing Harold Pierce, the new Executive Director of Benefits and Employee Operations. Vice President Heading-Grant then highlighted three projects that are underway:
  1. The Smart ERP (Enterprise Resource Planning) project which will automate personnel actions. This process will increase efficiency in processing personnel actions and allow for improved tracking.
  2. Changes made to the Human Resources Services entrance and reception area to create more openness and privacy resulting in enhanced customer service.
  3. The enhancement and institutionalization of the delivery of professional development to UVM’s faculty and staff. The plan includes the expansion and reconfiguration of professional development offerings.

Vice President Heading-Grant reported that as the final phase in implementing the Division’s reorganization is nearing completion, there has been significant progress in the areas of customer service, professional development and engagement, and efficiency.

Annual Deferred Maintenance Report

- Vice President for University Relations and Administration Tom Gustafson reported that the University is continuing to address deferred maintenance. He reported that although there is a moderate decrease in the deferred maintenance deficit, the deficit is growing. He added that major pieces will be removed from the deficit with the required demolition of Angell Hall, Chittenden-Buckham-Wills residence hall and the renovation of Votey Hall due to the STEM project. The demolition of Cook Building in FY18 will result in a reduction of $22.4M in deferred maintenance. Vice President Gustafson suggested that the deficit could be lowered by demolishing outdated facilities and not replacing them or replacing them with new facilities, outsourcing facilities that are needed, and disposing of facilities that are not needed. Chair Botzow pointed out that health and safety should come first. Vice President Gustafson responded that they do have a set of criteria and that health and safety is at the top of the list. Chair Botzow suggested that it would be helpful to have a chart or graph showing the status of deferred maintenance beginning at the point when the Board first made a commitment to deferred maintenance and projected out several years (for a total of about 10
years). Provost Rosowsky informed the Committee that what the University is facing in deferred maintenance is not out of line with what every institution is facing today.

Capital Projects Progress Report

- Director of Capital Planning and Management Bob Vaughan brought to the Committee’s attention that the Billings Library design work was to be reviewed during the afternoon session of the Budget, Finance and Investment Committee meeting.

Report by the Faculty Senate Curricular Affairs Committee Chair

Cathy Paris, Faculty Senate Curricular Affairs Committee (CAC) Chair, provided a brief overview of two action items: a proposal from the College of Arts and Sciences for a new minor in Musical Theatre, and a proposal from the College of Nursing and Health Sciences (CNHS) to terminate the Post-Master’s Certificate in Nursing Practice. She also reviewed a proposal from the College of Medicine for a new M.S. Program in Medical Sciences. This item is pending approval by the Faculty Senate at its February 9th meeting, and if approved, will be an action item for the March 16th special Board meeting. Professor Paris reported on another proposal that has been approved by the CAC but not yet presented to the Faculty Senate: a proposal from CNHS and Continuing & Distance Education for a new online undergraduate major in Health Sciences. She explained that this major is unique due to the fact that it will be the first undergraduate degree program that would be entirely online. The Faculty Senate will vote on this proposal at their February 9th meeting and if approved, would also like to bring this proposal to the March 16th Board meeting. A third item that is pending action by the Faculty Senate at the February 9th meeting is a proposal for a new General Education requirement in Sustainability. Faculty Senate President Julie Roberts and Professor Deane Wang provided a brief overview. Pending approval by the Senate, this will also come before the Board for action at the March 16th meeting. Chair Botzow then asked Professor Paris to explain what benefits the academic programs get from the academic program review (APR). Professor Paris responded that the greatest value she sees is the self-reflection and the self-study that programs are required to prepare. She added that it’s also an opportunity to have two valued colleagues from other institutions come and provide their perspective. Provost Rosowsky added that after the final reports from reviewers have been approved by the CAC, a summary meeting is held with the program Chair/Director, the Dean of the College or School, the CAC Chair, the Associate Provost for Teaching and Learning, the Provost, and other appropriate faculty to review the final reports along with the report and recommendation of the CAC Internal Review Subcommittee. This meeting results in a memorandum of record and a two-year follow-up review.

Action Items

The following resolution was presented for approval:

Resolution Approving the Creation of a New Minor in Musical Theatre in the Department of Theatre and the Department of Music and Dance, College of Arts & Sciences
RESOLVED, that the Board of Trustees approves the creation of a new minor in Musical Theatre in the Department of Theatre and the Department of Music and Dance as approved and advanced by the Provost on December 15, 2014, and the President on December 16, 2014.

**Resolution Approving the Termination of the Post-Master’s Certificate in the College of Nursing and Health Sciences**

RESOLVED, that the Board of Trustees approves the termination of the Post-Master’s Certificate in the College of Nursing & Health Sciences as approved and advanced by the Provost on December 15, 2014, and the President on December 16, 2014.

Director of Capital Planning and Management Bob Vaughan reviewed a proposal for a two-phase deferred maintenance project for Southwick Hall. The following resolution was presented for approval and referral to the Budget, Finance and Investment Committee:

**Resolution Approving Southwick Deferred Maintenance**

WHEREAS, the administration today reported on the strategic and operational need for the Southwick Deferred Maintenance Project and the associated program scope;

THEREFORE, BE IT RESOLVED, that the Committee hereby approves the conceptual scope that the administration presented on this date and refers the Project to the Budget, Finance & Investment Committee for financial review and approval.

Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant reviewed the policies informing that Trustees that there were no new changes (see Appendices A & B):

**Resolution Reaffirming Equal Opportunity Statements**


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

Bill Botzow – Yes, David Potter – Yes, Cynthia Barnhart – Yes, Frank Cioffi – Yes, Carolyn Dwyer – Yes, Richard Gamelli – Yes, Samantha Lucas – Yes, Ron Lumbra – Yes, and Donna Sweeney – Yes. The resolutions were approved as presented.

**Annual Diversity Presentation**

Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant announced that UVM was a 2014 recipient of the publication **INSIGHT Into Diversity**’s Higher
Education Excellence in Diversity (HEED) award. Vice President Heading-Grant then provided an overview of some the University’s recent diversity efforts:

- The restructuring of the Presidential Commissions resulting in the launching of the President’s Commission for Inclusive Excellence.
- UVM’s Bias Response Program – a centralized system for reporting bias, harassment, and discrimination.
- The President’s Our Common Ground Award recognizing six staff members who exemplify the qualities of Our Common Ground principles.
- The formal recognition of the life and legacy of Andrew Harris, the University of Vermont’s first African American graduate.
- The organization of a series of forums for students, faculty, and staff following the national events after the Ferguson and Staten Island grand jury decisions.
- The annual Blackboard Jungle Symposium which is the professional development experience for students, faculty and staff.
- The Staff Pay Equity Study to be conducted in 2015.

Vice President Heading-Grant concluded her report by acknowledging President Sullivan and Provost Rosowsky for their support. Trustees Cynthia Barnhart and Donna Sweeney and Chair Botzow expressed their appreciation for Vice President Heading-Grant’s leadership. Staff Representative Amanda McIntire pointed out the importance and value of the initiatives, and in particular, the Staff Equity Study.

**Academic Excellence Goals #1 and #2**

Following Provost David Rosowsky’s brief review of the Academic Excellence Goals, Brian Reed, Associate Provost for Teaching and Learning, and John Ryan, Director of the Office of Institutional Research, gave a presentation on the first two goals:

1. Increase the percentage of undergraduate students graduating in four years
2. Improve undergraduate student retention, years 1–4

At 11:45 a.m., approximately 25 members of the Student Climate Culture Group arrived at the meeting, read a statement in support of divestment from fossil fuels and requested an opportunity to present their proposal for divestment and reinvestment to the Board at its next meeting in May.

Upon the group’s departure, Director Ryan resumed the presentation and reported that there are two main categories of variables/factors that influence the probability of persistence and timely completion:

- Pre-entry characteristics: academic preparation, rigor of high school curriculum, motivation, support (including financial).

Associate Provost Reed concluded that the University must work together to enhance student engagement and the quality of the UVM experience, particularly high order critical thinking and effective learning strategies in the first year.
Alumni Representative Afi Ahmadi asked for clarification of the completion rate. He pointed out there is a perceived counter intuitiveness of the goal to create student engagement and student satisfaction but then graduate them in four years. The Provost responded that given the cost of higher education today, the University is focused on the value, on academic quality and on the time it takes to graduate. Every year that a student has to remain at UVM, is a significant increase in cost to the individual and the family; and as the cost of education continues to climb, people are paying more attention to what their education will prepare them to do. Student Representative Katie Hickey asked about students who want to graduate early because of cost. The Provost responded that there will most likely be an increase in students wanting to graduate early and the University is creating a number of front-end programs specifically aimed to attract the best and brightest students. One suggestion is to look at how the summer can best be utilized, particularly the summer right before a student’s first year. The Provost added that any university that can get to a three-year degree is going to have an advantage. Trustee Frank Cioffi suggested that the students which we should be most concerned about are the students in the College of Arts and Sciences versus the students graduating with employable degrees. He suggested focusing on some sort of curriculum, either in the first semester of a student’s senior year or the summer of their senior year, to do some sort of certification training, e.g., technology, in which students could be trained in six months with an employable skill. Chair Botzow suggested that as we offer the opportunities for students to graduate sooner, we bear in mind that we don’t lower their capacity for earnings throughout their lifetime; that if a student is graduating sooner, then there’s the opportunity to charge a little bit more and use up some capacity; and concerning the first-year landmark experience, Chair Botzow suggested that the University continue in that direction, particularly with freshman and sophomores who are the most critical stakeholders. Foundation Representative Wolfgang Mieder offered the caveat that the University should not become too controlling; that some of the students prefer to go their own way as opposed to having too much structure.

**Career Services Work Group Update**

Career Services Work Group member, Trustee Lisa Ventriss, gave an update following the Work Group’s latest meeting which took place on February 5th. She reported that there is increased activity in the Career + Experience Hub with very strong student involvement as career and peer mentors. Trustee Ventriss also provided a few highlights such as an increased level of student engagement in undergraduate research, and identified some issues including finding additional funding for research. Trustee Cioffi acknowledged Vice Provost for Student Affairs Annie Stevens and Director of Career Services Pamela Gardner for their work. He then reported that the Work Group would sunset in May, at which time they will turn oversight responsibility over to the EPIR Committee. Trustee Cioffi added that going forward, there would be a need for continued support by the administration in addition to needed resources.

**University Marketing and Communication**

Provost Rosowsky reported that during the last six months, it was determined that communications is being handled in several different parts of the University, including University Communications, Enrollment Management, Athletics, the University Foundation, etc. The Provost has asked Vice President Gustafson and Vice President for Enrollment Management
Stacey Kostell to convene these groups to identify their various messages and to work towards finding ways to collaborate. Next steps include gathering data on the outside perception of the UVM “brand.” Findings will be presented to the Board at future meetings. Trustee Richard Gamelli asked how the University would coordinate with the hospital now that the hospital carries the University of Vermont Medical Center banner. Provost Rosowsky responded that the Medical Center has a robust marketing team and they are already “at the table.” He agreed that it’s a very good suggestion that the University connect with the University of Vermont Medical Center, especially now that there is a cross branding. Chair Botzow asked the Committee members to consider the pros and cons of a chief marketing officer, what roles and responsibilities that officer would have and whether that position would be appropriate for this type of work, which is currently dispersed. In addition, what degree of directive would or would not be a good idea. Provost Rosowsky added that it will be a matter of how are we going to redirect the resources that we have.

**Other Business**

Chair Botzow recognized Vice Chair Potter, as this was his last meeting, and thanked him for his contribution to the Committee. Chair Botzow also acknowledged the Committee members for their engagement and their questions, and he reminded them that it wasn’t so long ago that the University was working towards fundamental change, and now when the Committee looks at the presentations at the meetings, it is apparent that the University is in a well-organized transitional moment. He concluded by thanking the members for all their work.

**Adjournment**

There being no further business, the meeting adjourned at 12:28 p.m.

Respectfully submitted,

Bill Botzow, Chair
Equal Employment Opportunity/Affirmative Action Policy Statement

Policy Statement

The University of Vermont and State Agricultural College is committed to a policy of equal employment opportunity and to a program of affirmative action in order to fulfill that policy. The President of the University fully supports the University’s equal employment opportunity policy and the University’s affirmative action program.

The University will accordingly recruit, hire, train, and promote persons in all positions and ensure that all other personnel actions are administered without regard to unlawful criteria including race, color, religion, ancestry, national origin, place of birth, sex, sexual orientation, disability, age, positive HIV-related blood test results, genetic information, gender identity or expression, or status as a disabled veteran, recently separated veteran, active duty wartime or campaign badge veteran, or Armed Forces service medal veteran (collectively “protected veterans”), as these terms are defined under applicable law, or any other factor or characteristic protected by law, and ensure that all employment decisions are based only on valid job requirements.

In addition, the University of Vermont recognizes that discriminatory harassment and sexual harassment are forms of unlawful discrimination, and it is, therefore, the policy of the University that discriminatory harassment and sexual harassment will not be tolerated. The University also prohibits unlawful harassment on the basis of other characteristics protected by law.

Further, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or retaliation because they have engaged in or may engage in the following: filing a complaint or assisting or participating in an investigation regarding alleged discrimination or harassment as prohibited in the policy statement above; filing a complaint or assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the Vietnam Era Veterans' Readjustment Assistance Act of 1974 ("VEVRAA"), Section 503 of the Rehabilitation Act of 1973 ("Rehabilitation Act"), or the
Affirmative Action provisions of any other federal, state or local law; opposing any act or practice made unlawful by VEVRAA or any other federal, state, or local law requiring equal employment opportunities for individuals with disabilities or protected veterans; or exercising any other rights protected by VEVRAA or the Rehabilitation Act.

The University of Vermont maintains an audit and reporting system that: measures the effectiveness of the University’s affirmative action program; indicates any need for remedial action; determines the degree to which the University’s objectives have been attained; measures the University’s compliance with its affirmative action obligations; and determines whether individuals with disabilities and veterans have had the opportunity to participate in all University sponsored educational, training, recreational and social activities.

Sources: Titles VI and VII of the Civil Rights Act of 1964; the Immigration Reform and Control Act of 1986; Title IX of the Education Amendments of 1972; the Equal Pay Act of 1963; the Age Discrimination in Employment Act of 1967; the Age Discrimination Act of 1975; Sections 503 and 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; Section 402 of the Vietnam-Era Veterans Readjustment Assistance Act of 1974; Executive Order 11246; the Genetic Information Nondiscrimination Act of 2008; and the Vermont Fair Employment Practices Act, all as amended; and such other federal, state and local non-discrimination laws as may apply.

Note: This Statement of Policy is the official University of Vermont Equal Educational Opportunity Policy Statement and supersedes all prior policy statements regarding its subject matter. It may be modified only by written statement issued by the President as Chief Executive Officer of the University or by formal action by the University of Vermont and State Agricultural College Board of Trustees. This Policy Statement is designed to express the University’s intent and commitment to comply with the requirements of federal, state, and local non-discrimination laws. It shall be applied co extensively with those non-discrimination laws and shall not be interpreted as creating any rights, contractual or otherwise, that are greater than exist under those laws.

Contacts

Questions regarding this policy statement or compliance with its provisions may be directed to:

Director, Office of Affirmative Action and Equal Opportunity

University of Vermont
428 Waterman Building
Burlington, VT 05405
(802) 656-3368

Questions about policies related to Title IX, including sex discrimination, sexual harassment, and all forms of sexual violence may be directed to the University’s Title IX Coordinator:

Director, Office of Affirmative Action and Equal Opportunity 656-3368

Questions about disability related issues may be directed to the University’s Section 504 Coordinator:
Questions may also be directed to government agencies having oversight and enforcement authority with respect to the referenced laws. A complete listing of such agencies may be obtained from the Office of Affirmative Action and Equal Employment Opportunity.

The Vice President for Human Resources, Diversity and Multicultural Affairs is the University official responsible for the interpretation and administration of this policy.

The University has developed an Affirmative Action Plan. The portions of the plan required for disclosure are available for inspection during normal business hours; contact the University’s Public Records Officer at (802) 656-8937.

**Related Documents/Policies**

- Equal Opportunity in Educational Programs and Activities and Non-Harassment

- Sexual Harassment Policy – Employees
  [http://www.uvm.edu/~uvmppg/ppg/hr/sexharasemp.pdf](http://www.uvm.edu/~uvmppg/ppg/hr/sexharasemp.pdf)

- Procedures for Investigating and Resolving Discrimination Complaints

**Effective Date**

Approved by:

E. Thomas Sullivan,  
President  
February 7, 2015

Deborah H. McAneny  
Chair Board of Trustees  
February 7, 2015
Appendix B

Policy V.7.4.89

Responsible Official: Vice President for Human Resources, Diversity and Multicultural Affairs

Effective Date: February 78, 20145

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Equal Opportunity in Educational Programs and Activities and Non-Harassment

Policy Statement

The University of Vermont and State Agricultural College is committed to a policy of equal educational opportunity. The University therefore prohibits discrimination on the basis of unlawful criteria such as race, color, religion, national or ethnic origin, age, sex, sexual orientation, marital status, disability, or gender identity or expression, as those terms are defined under applicable law, in admitting students to its programs and facilities and in administering its admissions policies, educational policies, scholarship and loan programs, athletic programs, and other institutionally administered programs or activities made available to students at the University. The University also prohibits harassment, as defined in the Vermont Statutes at Title 16, section 11(a)(26). Unlawful harassment is a form of discrimination and is therefore prohibited. Sources: Title VI of the Civil Rights Act of 1964; Title IX of the Education Amendments of 1972; the Age Discrimination Act of 1975; Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; the Vermont Public Accommodations Act; and such other federal, state, and local non-discrimination laws as may apply.

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Contacts

Questions regarding this policy statement or compliance with its provisions may be directed to:

Dean of Students  
University of Vermont  
41-43 South Prospect Street  
Burlington, VT 05405  
(802) 656-3380

or to:

Director, Office of Affirmative Action and Equal Opportunity  
University of Vermont  
428 Waterman Building  
Burlington, VT 05405  
(802) 656-3368

Questions may also be directed to government agencies having oversight and enforcement authority with respect to the referenced laws. A complete listing of those agencies may be obtained from the Office of Affirmative Action and Equal Opportunity.

The Vice President for Human Resources, Diversity and Multicultural Affairs is the University official responsible for the interpretation and administration of this policy.

Title IX Coordinator

Questions about policies related to Title IX, including sex discrimination, sexual harassment, and all forms of sexual violence, may be directed to the University’s Title IX Coordinator:

    Director, Office of Affirmative Action and Equal Opportunity  656-3368

Section 504 Coordinator

Questions about disability related issues may be directed to the University’s Section 504 Coordinator:

    Director, Office of Affirmative Action and Equal Opportunity  656-3368
Related Documents/Policies

Equal Employment Opportunity/Affirmative Action Policy Statement
http://www.uvm.edu/~uvmppg/ppg/general_html/affirm.pdf
Harassment – Students
http://www.uvm.edu/~uvmppg/ppg/student/studentharas.pdf

Procedures for Investigating and Resolving Discrimination Complaints

Sexual Harassment Policy – Students
http://www.uvm.edu/~uvmppg/ppg/student/sexharasstudent.pdf

Effective Date

Approved by:

E. Thomas Sullivan,
President
February 7, 2015

Deborah H. McAneny
Chair Board of Trustees
February 7, 2015