EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
BOARD OF TRUSTEES
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

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, May 15, 2015 at 1:30 p.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Bill Botzow, Cynthia Barnhart, David Brandt, Frank Cioffi, Carolyn Dwyer, Richard Gamelli, Ron Lumbra, Curt McCormack¹, Kesha Ram², and Tristan Toleno³

OTHER TRUSTEES PRESENT: Board Chair Debbie McAneny

TRUSTEES ABSENT: Vice Chair Donna Sweaney and Anne O’Brien

REPRESENTATIVES PRESENT: Faculty Representatives Chris Burns and Cathy Paris⁴, Staff Representatives Amanda McIntire and Cathy Rahill, Alumni Representative Afi Ahmadi⁵, Foundation Representative Wolfgang Mieder, Student Representative Tyler Davis, and Graduate Student Representatives Kelsey Hudson and Lane Manning

REPRESENTATIVES ABSENT: Faculty Representative Stephanie Kaza and Student Representative Katie Hickey

PERSONS ALSO PARTICIPATING: Senior Vice President and Provost David Rosowsky⁶, Vice President for Research Richard Galbraith, Dean of the Graduate College Cynthia Forehand, Associate Provost for Teaching and Learning Brian Reed, Director of the Office of Institutional Resources John Ryan, Director of Capital Planning and Management Robert Vaughan, Graduate College Director of Admissions & Enrollment Management Sydnee Viray, Senior Advisor and Chief of Staff to the Vice President for Human Resources, Diversity and Multicultural Affairs (HRDMA) Lacreitia Flash, Dean of Continuing and Distance Education Cynthia Belliveau, and Assistant Dean of Continuing Education Beth Taylor-Nolan

¹Joined via conference call at 1:38 p.m., departed at 2:04 p.m. and rejoined at 3:05 p.m.
²Joined via conference call at 1:40 p.m.
³Joined via conference call.
⁴Arrived at 2:15 p.m.
⁵Departed at 2:45 p.m.
⁶Departed at 2:30 p.m.

Chair Bill Botzow called the meeting to order at 1:30 p.m. and welcomed new Trustees David Brandt, Curt McCormack, Tristan Toleno and Student Representative Tyler Davis. He also acknowledged that this was the last meeting for Stephanie Kaza and Katie Hickey.
Approval of Minutes

The minutes from the previous meeting, held on February 6, 2015, were presented for approval. A motion was made, seconded and voted to approve the minutes as presented.

Provost’s Report

Provost David Rosowsky gave a brief overview of his written report pointing out that the two-year campus-wide process around the development and implementation of an incentive-based budget model (IBB) for the University is on track for a July 1 launch. IBB will continue to be monitored and periodic reports will be shared with the Board.

The Provost then invited authors of annual and routine reports to offer highlights and entertain questions and comments from the Committee.

Annual Research Report

Vice President for Research Richard Galbraith highlighted two strategies identified as priorities by his office: 1) support of faculty and student research, scholarship and creative works, and 2) provide support to aid and assist the entrepreneurial efforts of the University.

The Office of the Vice President for Research (OVPR) continued its efforts to support and foster the diversity of excellence and will continue to make strategic investments that align scarce University resources with strategic goals in research and education. In terms of research, Chair Botzow acknowledged the students who supported his legislative committee with some excellent research on the contingent work force. Trustee Richard Gamelli asked about the management of clinical trials and wanted to know if it was the responsibility of the College of Medicine or the OVPR. Vice President Galbraith responded that it’s a hybrid that exists between the UVM Medical Center and the College of Medicine. He added that the UVM Institutional Review Board is responsible for the process. After continued discussion, Chair Botzow suggested that in the interest of time, the Committee either return to this topic later in the meeting or continue the dialogue at a future meeting.

Annual Graduate Education Report

Dean of the Graduate College Cynthia Forehand highlighted an increase in enrollment and noted that the IBB model and its potential and impact has been under discussion in the College for the past year. She informed the Committee that she would provide further information during her presentation on Academic Excellence Goal #8.

Annual Academic Advising Report

Associate Provost for Teaching and Learning Brian Reed reported on the progress of a number of recommendations in the report on academic advising at UVM which was presented last year to the Committee. Early in the fall semester, the Provost charged the Deans with establishing academic advising plans based on established best practices and
tailored to the unique needs of students in their units. The plans have been posted on each unit’s website. Also during the fall semester, a task force explored the feasibility of a centrally located advising center. Associate Provost Reed reported that Director of the Office of Institutional Research John Ryan conducted both the National Survey of Student Engagement (NSSE) and the Faculty Survey of Student Engagement (FSSE) resulting in some data that helps benchmark where UVM stands nationally and points out the relative strengths and weaknesses.

Director Ryan presented several slides comparing student versus faculty perspectives for both first year students and seniors on key items related to student engagement. Chair Botzow asked that this information be forwarded to the Committee. However, Associate Provost Reed pointed out that this data had not yet been shared with the Faculty Senate Student Affairs Committee and requested sharing the data with that group before forwarding it to EPIR members. Chair Botzow agreed to this request. In response to Trustee Cynthia Barnhart’s question of which schools comprised the national benchmarks, Director Ryan responded that they include all of the institutions that opted to do the advising module.

Chair Botzow asked if advising is an area where the University has an opportunity to significantly increase its competitive profile. Associate Provost Reed responded that there is definitely room to improve academic advising and the Faculty Senate Student Affairs Committee is very much in support of this effort.

Student Representative Tyler Davis asked about the potential of peer advising to improve the data. Provost Rosowsky responded that peer advising plays a real role in most successful and robust academic advising processes around the country. He also informed the members that as they take up advising, they keep in mind that they have a staff representative from Athletics on the Committee through Staff Representative Cathy Rahill, and advising is something Athletics does very well. He also mentioned Honors College Interim Dean Lisa Schnell and the effective “high touch” advising done in the Honors College. The Provost stated that the University is firmly committed to elevating the quality, the scope, and the opportunities around academic advising and that may include a central advising hub in the Davis Center. He also mentioned that funding this project would mean un-funding something else but that he is fully committed to this initiative. Associate Provost Reed added that they are talking to students and look forward to working with the Student Government Association.

Capital Projects Progress Reports

Director of Capital Planning and Management Bob Vaughan reported on the activity that is currently taking place on central campus in preparation for larger projects, including moving underground electrical lines and storm water lines and widening the road for construction traffic. Referring to Director Vaughan’s written report, Chair Botzow asked about the Chiller Plant expansion status, “…..requires a budget adjustment.” Director Vaughan responded that he would be appearing at the Budget, Finance, and Investment Committee meeting shortly to present a resolution authorizing expenditures for the Chiller Plant expansion. He explained that the original $10M estimate was generated before detailed planning for the STEM and student
housing projects was completed. A more detailed estimate was recently obtained, indicating a project cost of $11.8M which is approximately a twenty percent increase on the earlier estimate that was provided to the Board.

**Update on the University Marketing Effort**

Provost Rosowsky updated the Committee on the marketing and communications effort underway under the direction of Vice President for University Relations and Administration Tom Gustafson and Vice President for Enrollment Management Stacey Kostell. They are working with the seven distinct groups across campus responsible for significant marketing and communications. The group’s plan is to create a more uniform and assertive message about UVM and its brand, using strengths and resources from all corners of the University. The higher education marketing firm, 160over90, has been retained to help UVM determine its current market position and assist in creating a practical and affordable communications plan. The Provost will update the Committee at the October Board meeting and a presentation to the Committee of the Whole will be offered at a future meeting.

**Academic Excellence Goal #8**

Provost Rosowsky introduced Dean of the Graduate College Cynthia Forehand who presented the Academic Excellence Goal #8: Increase Enrollment in Graduate and Professional Programs. Dean Forehand reported that two-thirds of the graduate population are in professional programs. She explained that professional degrees prepare the students to practice a specific profession whereas research intensive degrees prepare the students to create new knowledge. Growing the graduate population is a key component of the President’s Strategic Action Plan. The goal is to increase the graduate student population by 400 students, 140 of whom are international, by May 2020, which is a 30% increase. Dean Forehand reported that the University is considerably below the national average in international enrollment.

She outlined a number of strategies including utilizing the incentive-based budget model to increase capacity in existing programs, increasing accelerated entry into masters programs for undergraduate students, and developing new residential and distance programs. Alumni Representative Afi Ahmadi asked that with the goal of Vermont workforce development in mind, is there any data regarding what percentage of graduate students stay in Vermont. Dean Forehand responded that she does not have the specific data but it is a challenge for both the graduate level and the undergraduate level.

In response to Trustee Barnhart’s question of what percentage of growth will come from online programs, Dean Forehand explained that if the Graduate College grows by 400 students in five years, at least quarter of those will be online. Referring to the slide showing unemployment rates, Chair Botzow asked about whether attracting potential master’s students is affected by the high cost of that education. Dean Forehand responded that UVM is not attracting out of state students because UVM’s out of state tuition is not competitive. An important mechanism to make that education more affordable is to reduce the out of state tuition for professional programs.
Staff Representative Amanda McIntire inquired about the breakdown of the number of Vermont graduate students who are actually UVM employees that are utilizing UVM’s tuition remission benefit and how many of those students continue their employment at UVM after graduation. Graduate College Director of Admissions and Enrollment Management Sydnee Viray responded that they do not have that exact data, but she is aware that those numbers are available. Dean Forehand added that the enrollment management position is new at the graduate level and they hope to report exactly that type of data at future meetings.

Report by the Faculty Senate Curricular Affairs Committee Chair¹

Cathy Paris, Faculty Senate Curricular Affairs Committee Chair, provided a brief overview of five action items including a new Art minor in the Department of Art and Art History, a new Master’s of Science in Complex Systems and Data Science, a new undergraduate certificate in Teaching English to Speakers of Other Languages (TESOL), a new Ph.D. program in Food Systems, and a Pre-Actuarial academic certificate from the College of Engineering and mathematical Sciences and Continuing and Distance Education. In referring to the term “resource neutral”, which CAC Chair Paris used earlier, Trustee David Brandt asked if any of the five recommended programs are resource heavy. CAC Chair Paris responded that each of these programs, whether they are for a certificate or a Ph.D. program, represents a wise investment of UVM resources. Chair Botzow mentioned the proposal from the Rubenstein School of Environment and Natural Resources (in collaboration with the Colleges of Agricultural and Life Sciences and Education and Social Services and the School of Business) for a new minor in Sports Management that was part of the CAC written report, but it was not ready in time for this meeting and will be on the agenda for the October meeting. CAC Chair Paris added that the Curricular Affairs Committee had voted unanimously to approve the proposed Sports Management minor, but the lack of preparation time prevented the proposal from coming before the EPIR Committee for this meeting.

Action Items

The following resolutions were presented for approval:

Resolution Approving the Creation of a Minor in Art in the Department of Art and Art History, College of Arts and Sciences

RESOLVED, that the Board of Trustees approves the creation of a new minor in Art in the Department of Art and Art History, in the College of Arts and Sciences, as approved and advanced by the Provost on April 23, 2015, and the President on April 26, 2015.

¹ Revised meeting and consent agendas were distributed at the meeting. The resolution adopting a “Faculty Scientist Pathway” amendment to the College of Medicine Handbook was deferred pending review and recommendation by the Faculty Senate Professional Standards Committee.
Resolution Approving the Creation of a M.S. Program in Complex Systems and Data Science in the College of Engineering and Mathematical Sciences

RESOLVED, that the Board of Trustees approves the creation of a new M.S. Program in Complex Systems and Data Science in the College of Engineering and Mathematical Sciences, as approved and advanced by the Provost on April 23, 2015, and the President on April 26, 2015.

Resolution Approving the Creation of an Undergraduate Certificate in Teaching English to Speakers of Other Languages (TESOL)

RESOLVED, that the Board of Trustees approves the creation of a new Undergraduate Certificate in Teaching English to Speakers of Other Languages (TESOL), as approved and advanced by the Provost on April 23, 2015, and the President on April 26, 2015.

Resolution Approving the Creation of a Ph.D. in Food Systems

RESOLVED, that the Board of Trustees approves the creation of a Ph.D. in Food Systems in the Graduate College, as approved and advanced by the Provost on April 23, 2015, and the President on April 26, 2015.

Resolution Approving the Creation of a Pre-Actuarial Academic Certificate

RESOLVED, that the Board of Trustees approves the creation of a new Pre-Actuarial Academic Certificate in the College of Engineering and Mathematical Sciences, as approved and advanced by the Provost on April 23, 2015, and the President on April 26, 2015.

Human Resources, Diversity and Multicultural Affairs (HRDMA) Senior Advisor and Chief of Staff Lacretia Flash presented the Revised Diversity Statement. The Statement was revised in collaboration with President Thomas Sullivan and Vice President for HRDMA Wanda Heading-Grant. During the revision process, input was received from the President’s Commission for Inclusive Excellence and was also reviewed by the Office of the General Counsel. In addition to some minor edits, there were three significant changes to the Statement:

1. The title incorporates the phrase “Inclusive Excellence...”
2. The statement was edited to be more inclusive of the entire UVM community.
3. The statement was edited to end on a more optimistic note speaking to the fruits of success if UVM’s diversity and inclusion goals are achieved.

Resolution Approving Revised Diversity Statement

WHEREAS, in a statement first adopted on November 13, 2004, and later revised and adopted on February 7, 2009, the Board articulated its belief that diversity and academic excellence are inseparable; and
WHEREAS, in its statement, the Board proclaimed that a diverse University community is a compelling institutional interest indispensable to achieving our goals of academic excellence;

BE IT RESOLVED, that the Board approves and adopts with enthusiasm, and with renewed dedication to its stated principles and objectives, a revised Diversity Statement appearing as Appendix A to this document.

A motion was made, seconded and the following roll-call vote was taken to approve the six resolutions as presented: Cynthia Barnhart – Yes, Bill Botzow – Yes, David Brandt – Yes, Frank Cioffi – Yes, Carolyn Dwyer – Yes, Richard Gamelli – Yes, Ron Lumbra – Yes, Kesha Ram – Yes, and Tristan Toleno – Yes. The vote was unanimous to approve the resolutions as presented.

Tuition for High School Student Enrollment at UVM

Cynthia Belliveau, Dean of Continuing and Distance Education, and Beth Taylor-Nolan, Assistant Dean of Continuing Education, provided a brief overview of two pre-college programs. The Academically Talented High School Program is designed to provide qualified high school students with access to UVM courses during the academic year and summer session, and is open to both in-state and out-of-state high school students. The Vermont High School Dual Enrollment Program is sponsored by the State of Vermont and Vermont high schools per current legislation and offers two vouchers to rising Vermont juniors and seniors during the academic year and summer session.

Graduate Student (GSS) Representative Manning asked how out-of-state high school students are recruited. Assistant Dean Taylor-Nolan explained that they partner with UVM admissions and their counselors talk about the summer programming as they travel throughout the country; also emails go out to their prospective student lists. Chair Botzow asked if there is coordination with the Governor’s Institutes of Vermont program. Assistant Dean Taylor-Nolan responded that there is a lot of cross programming and cross promotion of programming. The Governor’s Institute is listed alongside UVM’s program. Student Representative Davis asked if there is a cap to the number of students accepted into the program. Assistant Dean Taylor-Nolan responded that they currently have the capacity to accommodate any number of students.

Foundation Representative Wolfgang Mieder expressed concern for encouraging high school students to attend college during the academic year which may compromise their high school academic experience. Dean Belliveau responded that they see a lot of home-schooled students in these classes. She added that the economic pressure of the high cost of a college education is also driving these students, so they try to get some of their credits out of the way because it is less expensive before they enroll in college.

Career Services Work Group

Trustee Frank Cioffi presented his final report on the Trustee Career Services Work Group. The primary recommendation is that now that the Work Group has accomplished its charge, the EPIR Committee continue the work by monitoring ongoing initiatives, metrics, and outcomes. In
addition, the Group recommended that a Board of Trustees representative serve on the Career Advisory Board and continue reporting to the EPIR Committee. He expressed his appreciation for the support of the faculty and students. Chair Botzow thanked Trustee Cioffi on behalf of the Committee.

**Other Business**

After a brief review of the EPIR Committee work plan, Chair Bill Botzow invited Committee members to offer suggestions of topics that they would like to discuss at future meetings. Suggestions included: a Ph.D. in Humanities, a brief update of career services on a regular basis, how technology is playing a role residentially and how the educational experience at UVM is changing as a result of technology, experiential learning along with career services, and with the increase in international students, and the establishment of an interfaith center.

As this was GSS Representative Manning’s last meeting, Chair Botzow thanked him for his contributions and participation and congratulated him on his graduation.

**Adjournment**

There being no further business, the meeting adjourned at 3:30 p.m.

Respectfully submitted,

Bill Botzow, Chair
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

DIVERSITY

Why Diversity and Inclusive Excellence is an Academic and Institutional Strategic Priority for the University of Vermont

“Our civil rights for which the world has struggled and fought for 5,000 years, the right to learn is undoubtedly the most fundamental.” W.E.B. DeBois

The University of Vermont holds that diversity and academic excellence are inseparable. A distinguished university, particularly one that is a public land grant, must be accessible and inclusive to all who can positively contribute to and excel at the institution, regardless of individuals’ backgrounds and circumstances, including race, color, gender, gender identity and expression, sexual orientation, national and ethnic origin, socio-economic status, cultural and geographic background, veteran’s status, religious belief, age, disability, and other characteristics.

The University must prepare our students and support all members of our community to effectively function in and contribute to a complex, diverse, and evolving world. Through the tenets of respect, integrity, innovation, openness, justice, and responsibility found in Our Common Ground, the ideals of accessibility, inclusiveness, and academic excellence are reflected in the University’s values.

The nation’s success depends on global networks and markets, and our future security and prosperity require us to be a respected partner with cultures, countries, and communities across the globe. Research and scholarship are increasingly international and co-operative enterprises that require not only cultural awareness, but the ability to work collaboratively within diverse teams. Many of the most pressing problems our graduates will face in their lifetimes are regional or global in nature, including violence and war, disease, poverty, climate change, and intense competition for diminishing resources. An education grounded in diverse perspectives will better enable our graduates to confront and successfully resolve these and emerging problems.

Our mission as a public research university is to educate students and to create and disseminate knowledge. We also have the responsibility to prepare our students to be leaders, change agents, and global citizens. To be successful in this charge, we must educate our students about the world in which they live and help them (as well as other members of the University community) acquire the knowledge and skills necessary for successful and productive lives. Essential to achieving these goals are: having diversity among our faculty, staff and students to add
intellectual and social vibrancy to the community; cultivating a safe and respectful climate for all members of our University community; supporting the development of cultural competency; providing a curriculum that teaches critical thinking and engages learners of different multicultural perspectives across all disciplines; and having co-curricular experiences that provide community members with opportunities to engage across differences, as well as to develop and deepen critical life skills.

For these reasons, a diverse and inclusive UVM community is a compelling institutional interest that is indispensable to achieving our goal of inclusive excellence. If we are successful in this endeavor, the University of Vermont will continue to attract talented students, staff, and faculty who will not only enhance the University and local communities, but will make significant contributions to the nation and world. In sum, the success of the University’s goals on promoting diversity also will advance the public good in society as the U.S. Supreme Court observed in the landmark case of Grutter v. Bollinger (2003).

‘Education is the most powerful weapon which you can use to change the world.’
Nelson Mandela

Adopted by the Board of Trustees: November 13, 2004
Revised and Adopted by the Board of Trustees: February 7, 2009
Revised and Adopted by the Board of Trustees: May 16, 2015