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 2, 2015 at 9:30 a.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Bill Botzow, Vice Chair Donna Sweaney, David Brandt, Frank Cioffi, Carolyn Dwyer, Richard Gamelli, Ron Lumbra, Curt McCormack, Anne O’Brien, and Tristan Toleno

TRUSTEES ABSENT: Cynthia Barnhart, Kesha Ram and President Sullivan

REPRESENTATIVES PRESENT: Faculty Representative and Cathy Paris, Staff Representatives Amanda McIntire and Cathy Rahill, Alumni Representative Afifi Ahmadi, Student Representatives Jonathan Cares and Tyler Davis, Foundation Representative Wolfgang Mieder, Faculty Representative Chris Burns, and Graduate Student Representatives Devin Champagne and Kelsey Hudson

REPRESENTATIVES ABSENT: Faculty Representative Jan Carney

PERSONS ALSO PARTICIPATING: Associate Provost for Teaching and Learning Brian Reed, Director of Capital Planning and Management Robert Vaughan, Provost and Senior Vice President David Rosowsky, UVM Foundation Associate Vice President for Finance and Administration Katharine Laud, Vice Provost for Student Life Annie Stevens, Career Services Director Pamela Gardner, Vice President for Enrollment Management Stacey Kostell, Chief Information Officer and Dean of Libraries Mara Saule, Associate Chief Information Officer Julia Russell, Director of Global Educational Initiatives Gayle Nunley, and Vice President for Research Richard Galbraith

Chair Bill Botzow called the meeting to order at 9:30 a.m. and welcomed new members Faculty Representative Jan Carney, and Student Representative Jonathan Cares and Graduate Student Representative Devin Champagne.

Approval of Minutes

The minutes from the previous meeting, held on May 15, 2015, were presented for approval. A motion was made, seconded and voted to approve the minutes as presented.

Report by the Faculty Senate Curricular Affairs Committee Chair

Cathy Paris, Faculty Senate Curricular Affairs Committee (CAC) Chair, provided a brief overview of the creation of a Minor in Sports Management in the Rubenstein School of Environment and Natural Resources (RSENR) which is an action item for this Board meeting. Sports management is a field of study focused on the business and management aspects of sports
and recreation. This new minor is in collaboration with the College of Agriculture and Life Sciences, the College of Education and Social Services, and the School of Business Administration. No new faculty appointments or library support is required and there may be minimal costs to RSENR for advising. Staff Representative Amanda McIntire asked what happens to programs with downward trends in enrollment. CAC Chair Paris responded that programs do come offline because of dwindling numbers. She referenced Canadian Studies as an example. Trustee Gamelli wanted to know what UVM is doing about sports injuries and creating a culture in which the students understand the risks. He added that he hadn’t seen anything concerning a risk management ratio and expressed concern about these students being prepared. CAC Chair Paris offered to bring this issue to the attention of the RSENR point person who is involved with this minor. Graduate Student Representative Devin Champagne asked if this minor was generated by students. CAC Chair Paris responded that there is a lot of student interest across campus and not just in RSENR. Concerning Trustee Gamelli’s question, Associate Provost for Teaching and Learning Brian Reed informed the Committee that there is already some overlap with this program in the College of Nursing and Health Sciences. The Athletic Training program in that college pays particular attention to some of these concerns, for example, research on concussions in football players and other risk management issues. Chair Botzow questioned the larger issue of what are the processes for bringing on new programs, eliminating programs, and keeping them current and up to date, which leads to the question of what are the goals of these programs as well as what will be achieved with these programs. He also wanted to know if the proposer of the program is asked about measures of student learning during the review process to see if the programs are meeting those measures. CAC Chair Paris responded that there is a growing movement to have assessment be a regular part of academic programs at every level, from minors and majors up through schools through general education. Proposers of new programs are also being asked to include some sort of measure to know that the program is doing what it is intended to do. Chair Botzow added that it sounds like a transition to a different way of understanding programs; and although this new program proposal sounds good, he suggested knowing right from the start what the program is going to be measured against and also when will the program be assessed. CAC Paris reminded the Committee that under Academic Program Review, there is an eight-year cycle of program review. Chair Botzow asked if new programs are reviewed in a different cycle and suggested that new programs should be looked at earlier.

**Action Items**

Director of Capital Planning and Management Bob Vaughan provided an overview of the Converse Hall deferred maintenance resolution and reported the scope of the work for Converse Hall will require extensive exterior restoration of the stone exterior elements as well as the slate roof. The renovation will cost $2.0 million, based on the current estimates. It is proposed to utilize existing unrestricted plant funds from within Residential Life. Provost Rosowsky informed the Committee that this underscores the challenges UVM has as an older New England university. Although the University is committed to Converse, some decisions are going to have to be made about other buildings on campus that perhaps aren’t as architecturally significant as a building like Converse. The Provost urged the Trustees to have these conversations with the Budget, Finance & Investment Committee and also with their colleagues in the State. He asserted that the cost of maintaining buildings that are not significant is tremendous and not just the
energy efficiency dimensions but the structural integrity dimensions. He added that the Board has to discuss whether it’s worth investing anything in some of these other buildings. Alumni Representative Afi Ahmadi asked about the impact on the exterior of Converse Hall due to the construction projects in that area. Director Vaughan responded that they would rather do the repairs now rather than wait until something catastrophic happens. They are getting to the “safe mode.” In answer to Graduate Representative Champagne’s question of the effect on the students, Director Vaughan responded that the repairs will take place during the summer while the building is unoccupied.

The following resolutions were presented for approval:

**Resolution Approving the Creation of a Minor in Sports Management in the Rubenstein School of Environment & Natural Resources**

RESOLVED, that the Board of Trustees approves the creation of a new minor in Sports Management, in the Rubenstein School of Environment & Natural Resources, as approved and advanced by the Provost on May 28, 2015, and the President on May 31, 2015.

**Resolution Approving Residential Life FY 2016 Deferred Maintenance (Converse Hall)**

WHEREAS, the administration today reported on the strategic and operational need for the Converse Hall 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.

A motion was made, seconded and the Trustees voted on the two resolutions as follows: Bill Botzow – Yes, Donna Sweaney – Yes, David Brandt – Yes, Frank Cioffi – Yes, Carolyn Dwyer – Yes, Richard Gamelli – Yes, Ron Lumbra – Yes, Curt McCormack – Yes, Anne O’Brien – Yes, and Tristan Toleno – Yes. The resolutions were approved as presented.

**Routine and Annual Reports**

Provost David Rosowsky gave a brief overview of his written report including the August Convocation Ceremony, academic advising, and college leadership transitions. In referencing Student Government Association (SGA) President Jason Maulucci’s report at the morning’s Committee of the Whole meeting concerning creating a peer advising program, the Provost provided some context to the Committee by reminding them that academic advising was discussed last year. Three pillars were identified:

1. Revisiting the advising policies and practices in the units and asking each college, school, and in some cases, departments, to refocus on their practices and policies, making sure they are the correct practices and also ensuring that the students know what those practices and policies are. This initiative was accomplished last year.
2. Establishing some sort of peer advising. Associate Provost Reed was asked to lead that effort in cooperation with the SGA, as was reported in Jason Maulucci’s report to the Committee of the Whole.

3. Establishing a centralized advising center for quick response needs and to supplement academic advising in the schools and colleges.

When asked if there was any update to the timeline for the centralized advising hub, the Provost responded that there wasn’t at this time but it is on the advising initiative set for this academic year. Chair Botzow expressed his appreciation for the Institute for Environment piece in the written report and was pleased to see that it is moving forward. He also asked about the President’s Committee on Alcohol and Other Drugs (PCAOD) and noted that the BASICS (Brief Alcohol Screening and Intervention for College Students) approach is directed towards college students and asked whether it also applies to faculty and staff. The Provost said he will take the Chair’s question back to the PCAOD.

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

Capital Projects Progress Report

Director of Capital Planning and Management Bob Vaughan invited questions concerning the Capital Projects Progress Report. Provost Rosowsky acknowledged Director Vaughan for the points he brought up in his earlier presentation at the Committee of the Whole meeting including concerns in any interruptions during construction underway on central campus. The Provost reported that there was one noise complaint this week from a faculty member. Any concerns that come to the Provost are responded to very quickly. Trustee Frank Cioffi expressed his appreciation to Director Vaughan and his staff concerning balancing all the deferred maintenance projects with the new projects. Trustee Gamelli asked about impacts from the University of Vermont Medical Center project. Director Vaughan responded that he doesn’t anticipate any impacts going forward.

Annual UVM Foundation Report

UVM Foundation Associate Vice President for Finance and Administration Katharine Laud gave a brief overview of the Foundation report highlighting some of the financial data. She pointed out that the average gift size is growing and the majority of gifts are dedicated to programs and scholarships. In response to Trustee McCormack’s questions of how much is restricted, Associate Vice President Laud said it is easier to answer with how much is unrestricted. Currently $2.5M is unrestricted, and that only a small percentage of gifts are unrestricted. Chair Botzow affirmed that the Foundation has been transformative and he expressed his appreciation for the work of the Foundation and its staff. Chair Botzow asked about the relationship between the Foundation and the University. Associate Vice President Laud responded that everyone is on board and enthusiastic for the weekend’s Campaign announcements and events, and because the Foundation Board has some overlap with the UVM Board, there is an open channel of communication.
Annual Career Success Action Plan Progress Report

Vice Provost for Student Life Annie Stevens and Career Services Director Pamela Gardner presented highlights of the annual Career Success Action Plan Progress Report. Highlights included the launching of UVM’s first Job Shadowing Program in which 56 students were hosted by 47 alumni. UVM’s Class of 2014 reported a 91% success rate. Vice Provost Stevens noted that the national success rate is 84%. Within 6 months of graduation, 15% were enrolled in education and 76% were employed. Items for discussion revolve around improving career outcomes tracking, focusing on communications, and improving financial literacy.

Director Gardner distributed a one-page communications piece which was printed last spring for Orientation highlighting the 4-Year Plan for Career Success. Alumni Representative Ahmadi commented that there are so many publications and resources for high school students and parents to look at with regard as to where to send their children to college, and one of the things that people will look at is the job placement rate six months after graduation. UVM marks 91% compared to the 84% national average and Representative Ahmadi asked if that is the number that will be in those publications. He also asked about the reporting process and asked if it’s internal. Director Gardner responded that there have been a number of ways in which this information has been tracked including bringing people together across the institution to determine the placement rate, verify the sources, discuss how to improve the response rate, etc. There is a national standard set by the National Association of College Employers in which people report where their students are within six months of graduation and there is also a standard university approach. Representative Ahmadi asked if the standard university approach is what is expected to be used by those publications which are reported to the public at large. Director Gardner responded that the Office of Institutional Research has about five or six different places that require reporting of outcomes and each of them have different formats and Career Services has worked to design a survey and a strategy for reporting. Trustee Donna Sweeney congratulated Director Gardner on the communication piece and requested copies be distributed to every legislator.

Trustee Cioffi also congratulated Vice Provost Stevens and Director Gardner on their great work and asked about getting a report on what the SGA is doing on peer advising. Trustee Ron Lumbr also expressed appreciation for the work that is being done. In referencing the list of “dream jobs,” listed on the communication piece Trustee Lumbr asked Director Gardner what the strategy is for breaking into those established legacy relationships to get institutions to come here to recruit students on campus. Director Gardner responded that it’s a complex process. A national employer may have seven campuses that they visit. Typically what Career Services does is try to work the relationship slowly at first but typically it is that initial connection from a student or an alum that starts the process. The Provost acknowledged that making those connections is another way alumni can contribute to the University. Graduate Student Representative Champagne asked about connecting grad students with employers. Director Gardner responded that they are trying to reach out to employers concerning graduate students by doing a lot of networking and they are beginning to collect data on the class of 2016. Chair Botzow commented that as this initiative expands, he wants to make sure Career Services can maintain their focus because people may want to pull them in different directions. He offered the Committee’s help in terms of priority setting.
or guidance on overall policy. He asserted that Career Services is one of the most important links in delivering on the promise of higher education. Chair Botzow noted that in the entire Career Success Action Plan Progress Report, “…the need for additional funding is evident as over $150,000 of qualified requests went unfunded.” is the only sentence that is in italics. He asked Director Gardner to keep the Committee apprised of this issue. He thanked Director Gardner and Vice Provost Stevens for the good work.

Annual Enrollment Report

Vice President for Enrollment Management Stacey Kostell provided a few highlights from the Annual Enrollment Report including welcoming a new class of 2,400 students, noting it is UVM’s most academically talented class ever. Students from 39 states and 15 countries resulted in an increase in geographical diversity. The biggest growth is in the College of Agriculture and Life Sciences and the College of Arts and Sciences. This was also a successful transfer year with 545 new transfer students compared to 449 last year. Overall, the undergraduate enrollment increased by 123 students. There are 739 international students enrolled in fall 2015 and of this number, 424 are undergraduate students comprising 4.2% of all undergraduates compared to 2.7% last year. Of the Global Gateway Program students, 136 students have matriculated in the fall undergraduate program. Chair Botzow asked Vice President Kostell to comment on the issue of in-state versus out-of-state students and asked if it was due to a small pool of students or if it was a function of the University. Vice President Kostell responded that there are 22% less students graduating from high school and also UVM is becoming a more selective university. She added that Vermonters are a priority and they will continue to encourage these students. They do see many students going away to college but then returning to Vermont. Provost Rosowsky added that the reality is that students are choosing out-of-state colleges because they want to go away. The only way to increase the numbers is to drop the University’s standards, but UVM will not do that. The focus is to enhance the University’s compelling message of why students should choose UVM and not go out of state. Trustee Anne O’Brien asked about the transfer back group and wondered if any marketing was going towards that group. Vice President Kostell responded that they can’t recruit students attending other four-year schools until they contact UVM. Graduate Student Representative Kelsey Hudson asked if there were any targeted programs for children of refugees. Vice President Kostell responded that it’s an important population to UVM and they’ve been reaching out to community groups as well as the high schools. Trustee Donna Sweeney asked how many of the number of high school students who are not going to college are VSAC eligible. Vice President Kostell said that it’s an issue of portability and that many in Vermont do not qualify. Provost Rosowsky pointed out that millions of dollars are going out of state. Trustee O’Brien asked about repealing the 40% Rule and the Provost reported that conversation has been started. Chair Botzow asked Vice President Kostell to think about any changes in the applicant pool of Vermont students both in quality and quantity because if the University is keeping its standards or just elevating them slightly, then all of the schools are being asked to elevate their standards. He further opined that there ought to be a correlation between all of primary and secondary education and what is in the applicant pool at UVM. Chair Botzow thanked Vice President Kostell for bringing another good class to UVM.
Annual Information Technology Report

Chief Information Officer and Dean of Libraries Mara Saule, and Associate Chief Information Officer Julia Russell, presented their first annual Information Technology report in follow up to the Information Technology Primer presented in February 2014 to the Committee of Whole. The report focused on three areas: teaching and learning, research and data networks, and information security and privacy. Dean Saule reported that they have been aggressively working on privacy and are in the process of hiring an Information Security Officer. Enterprise Technology Services (ETS) has been providing network infrastructure across the state and has partnered with EPSCoR researchers to bring high-speed connectivity to other education and non-profit institutions across Vermont. Dean Saule added that network access is really transformative across the state. Staff Representative McIntire commented about reduced staffing trends and asked how programs will be maintained over time. Dean Saule responded that it’s not the number of staff, it’s how the staff will work. They have a consultancy group coming in to take a look at staffing. Associate CIO Russell added that in addition to the consultant work, they have been doing some of their own analysis and one of the things they are looking at is, not just within ETS which is the central IT organization, but they are looking across the University at IT to try to understand what processes and what structures could help everyone be more effective. Chair Botzow asked if UVM is adequately competitive in being able to get topnotch candidates in terms of what the University is able to offer and also asked who is in charge of that search. Associate CIO Russell responded that she and Dean Saule will be charging the search committee next week and the person who will be leading the search is the current interim information security officer who plays that role in the College of Medicine. In response to the salary question, when a position is posted, a salary range is included so that the applicants can have a sense of what the institution can afford. The salary for this position is budgeted for approximately $135K with a range up to approximately $150K. Chair Botzow asked about security breach insurance and asked if the University has an adequate policy. Associate CIO Russell responded they obtained this insurance a couple of years ago and that they work with a company called Synergistics.

Annual International Opportunities Report

Director of Global Educational Initiatives Gayle Nunley presented highlights from the first annual international opportunities report including the 2014 launch of UVM’s Global Gateway Program which is up and running and proving to be very successful. There are over 180 students currently in that program and the students are doing well. There is a plan to launch a Pre-Masters Program next fall to support graduate-level international enrollment. Another initiative is the expansion of UVM Programs Abroad in which approximately one-third of UVM students participate as part of their undergraduate program. In addition, under IBB, a number of new travel-study initiatives are in the development stage. The fourth is the development of international institutional affiliations.
Enterprise Risk Management Assessment: Resource Research Vision Update

Vice President for Research Richard Galbraith reported that the Office of the Vice President for Research (OVPR) has been working on an internal process to update drafts of the UVM Risk-Opportunity Portfolio Registers to better reflect the OVPR’s vision for future research, scholarship, and creative works at UVM. Vice President Galbraith provided an overview of the substantive updates to previous drafts of the Resource Research Vision document. Going forward, the management plan is to continue the work of diversifying the breadth of disciplines included in research and scholarship, and expand external funding opportunities beyond traditional sources. OVPR is looking to take advantage of the potential for increased federal funding opportunities focused on STEM-related research fields. Vice President Galbraith reported that yesterday they received notification of an $800,000 endowment from John and Judy Hilton to support research by faculty, which is a philanthropic gift OVPR has never seen before. The gifts they have received in the past are usually one-time gifts whereas this is an endowment that provides the opportunity to support research every year from this point forward. Chair Botzow asked if UVM has concrete plans for measuring progress in achieving the research goals. Vice President Galbraith responded that they do.

Academic Excellence Goal #4

Provost David Rosowsky and Vice President for Research Richard Galbraith gave a presentation on the fourth academic excellence goal, Increase Interdisciplinary Teaching and Research. Provost Rosowsky addressed the importance of interdisciplinary teaching adding that this is a core value for the University and that faculty and students are coming to UVM with multiple interests. The Provost added that Incentive Based Budgeting (IBB) protects, values and incents interdisciplinary activities. As reported in the IBB Final Report, “Under IBB, a dean will have clear incentives to mount innovative high-demand interdisciplinary programs that will attract and retain students.” The Provost concluded that interdisciplinary programs rely on shared vision and shared resources to achieve shared goals. Vice President Galbraith reported on Interdisciplinary Research and Scholarship including the creation of the Faculty Activity Network (FAN), the creation and launch of a new internal multidisciplinary/interdisciplinary funding program, prioritizing direct support of a variety of humanities-based initiatives, and funding the Honors College Faculty Seminar. Vice President Galbraith concluded the presentation with a report on Interdisciplinary Innovation and Entrepreneurial Ecosystem providing several examples. Chair Botzow asked if this work is connected to the Transdisciplinary (TRI) initiative and asked if it still exists. Provost Rosowsky responded that just over the last year (the 5th year), they took a look at those initiatives, conducted a review, and determined seed grants were successful and the three initiatives (Neuroscience, Complex Systems and Food Systems) were operating on their own. Vice President Galbraith reported that another grant was awarded to the Neuroscience area and suggested that the proposal grew out of TRI, the College of Medicine and many other areas. Provost Rosowsky added that all three areas mentioned are areas of expertise and continued potential for UVM. Trustee O’Brien asked if there were any metrics to measure the increase in interdisciplinary teaching. Provost Rosowsky responded that they did determine metrics for the academic excellence goals but this is the one that they continue to wrestle with. The Provost added that it is doable and possible, but they’re not quite there yet. Chair Botzow expressed his
appreciation for the way the Provost organized the Committee’s work around the goals one at a time, and he encouraged everyone to read each of the written annual reports.

**Adjournment**

There being no further business, the meeting adjourned at 11:35 a.m.

Respectfully submitted,

Bill Botzow, Chair