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 5, 2016 at 11:15 a.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

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

TRUSTEES ABSENT: President Thomas Sullivan

REPRESENTATIVES PRESENT: Faculty Representatives Chris Burns, Jan Carney*, and Cathy Paris, Staff Representatives Amanda McIntire and Cathy Rahill, Alumni Representative Afi Ahmadi**, Foundation Representative Wolfgang Mieder***, Student Representative Jonathan Cares, and Graduate Student Representative Devin Champagne

REPRESENTATIVES ABSENT: Student Representative Tyler Davis and Graduate Student Representative Kelsey Hudson

PERSONS ALSO PARTICIPATING: Provost and Senior Vice President David Rosowsky, Vice President for Human Resources, Diversity & Multicultural Affairs Wanda Heading-Grant, Vice Provost for Student Affairs Annie Stevens, Assistant Dean of Student Affairs Patience Whitworth, Vice President for University Relations & Administration Thomas Gustafson, Associate Vice President for Administration & Facilities Services Bill Ballard, Director of Operation for UVM Rescue Michael Barnum, University Architect Kenneth Bean, Director of Capital Planning and Management Robert Vaughan, Dean of the College of Medicine Frederick Morin, Associate Dean for Faculty Charles Irvin, Associate Provost for Teaching and Learning Brian Reed, Dean of Continuing and Distance Education Cynthia Belliveau, and Interim Dean of the College of Arts and Sciences William Falls

*attended the afternoon session only
**left the meeting at 12:45 p.m.
***left the meeting at 12:40 p.m.

Chair Bill Botzow called the meeting to order at 11:45 a.m. Due to the Committee of the Whole running over, Chair Botzow announced the order of business would be to take up items 1, 2 and 4 before recessing for lunch followed by items 3, 5 – 10 after re-convening the meeting after lunch.

Approval of Minutes

The minutes from the previous meeting, held on October 2, 2015, were presented for approval. A motion was made, seconded and voted to approve the minutes as presented.
Routine and Annual Reports

Chair Botzow announced that Director of Capital Planning and Management Bob Vaughan will be offering an update on the three projects on main campus at the afternoon session of the Committee of the Whole, an opportunity for questions to be offered at that time.

Provost David Rosowsky opened his report by offering comments from a recent briefing from the Educational Advisory Board (EAB), which is an organization based in Washington, DC that conducts research, through its member institutions, on matters of importance to higher education. They survey institutional leadership, compare and assess best practices, and create reports and briefs on topics ranging from institutional efficiency and effectiveness, to cost and value of higher education, to working effectively within a shared governance framework, to managing change. The Provost shared excerpts from the most recent EAB briefing, “Breaking the Trade-Off Between Cost and Quality: Sustaining Mission in an Era of Constrained Resources.” He began with a quote from the preface:

“The era of ‘quality at any cost’ has come to an end in the face of declining state support and flattening net tuition revenues. But with the right tools, academic leaders can continue to enhance quality by reallocating resources from lower impact activities to higher impact, mission-aligned priorities.”

The Provost then read a few excerpts from the brief’s executive summary. Referring to the unsustainable financial model:

“While cuts to administrative costs are necessary, they won’t solve the problem. Universities, even those with strong finances, must find ways to continue to enhance academic excellence and student success despite limited new funds.”

In describing and debunking the cost-quality myth:

“Excess spending on the proliferation of courses, specializations, and programs spreads resources more thinly across a broader array of activities reducing quality by diverting funds from institutional priorities while at the same time producing a level of complexity that creates barriers to student success. Reallocating resources from activities that are not aligned with student success, academic excellence, or institutional mission can improve outcomes even without additional revenue.”

The EAB report identified five primary drivers of academic costs and capacity: section offerings, course offerings, course completion rates, curricular complexity, and faculty course loads. These areas offer the greatest opportunities to realign academic resources while maintaining or enhancing quality.

On the matter of providing Academic Decision Support:

“Better data on the cost, capacity, and quality of academic programs should be used to supplement, rather than replace, the judgment of academic leaders. Providing academic
decision makers (especially deans and chairs) with improved data enables them to better understand the trade-offs and the opportunity costs implicit in every resource allocation decision.”

“Incentives (should be provided) to reward academic units for improved performance.”

“(It is) critical that every decision be made in the light of its long-term implications for quality and financial sustainability.”

On addressing faculty concerns about decision support:

“Faculty are typically less concerned with the validity of data-informed decision making than with how it might be misused on their campus.”

“It is critical to implement (these approaches) within a strong shared governance process. The data does not dictate the best course of action. It suggests trade-offs that must be negotiated in an environment of multiple, sometimes conflicting, objectives.”

Working closely with Faculty Senate and other governance groups, creating transparency, providing complete information, and education to interpret and understand that information:

“No analytical tool on its own can resolve the enormous complexity and multiple missions of a university. These are decision-support tools, not decision-making tools. They rely on the judgment of academic decision makers even as they attempt to enhance that judgment by bringing clarity to the trade-offs.”

The Provost pointed out that this language is the same language that is in the IBB Final Report.

The Provost recommended this report to any interested academic leaders or university officials. He added that he found the report, coming at this time in the President’s and Provost’s tenure, to be both affirming and hopeful in the institution’s choices about priorities and focus, the decisions about change and evolution, and choosing the right paths as a university and community in addressing the challenges facing higher education today.

The Provost concluded his report by highlighting a couple of items from his January *Across the Green* memo to the UVM community. The goal of bringing together core student services in one part of campus, to make it easier for students to find and access important services, should be completed by September 2016. Also, as part of the University’s strategy for recruiting students and faculty along with continuing to elevate the visibility and reputation of UVM, the firm 160over90 was retained to assist with developing and implementing the University’s communications efforts.

Chair Botzow commented on the Provost’s report mentioning that he found the *Across the Green* memo gave an impressive picture of where UVM currently stands and where the institution is going.
The Provost then invited authors of annual and routine reports to offer highlights and entertain questions and comments from the Committee.

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

Vice President for Human Resources, Diversity & Multicultural Affairs (HRDMA) Wanda Heading-Grant reported on several initiatives:

- **Professional Development** – The unit offering professional development services has changed its name to “Professional Development and Training” and expanded its services and staffing, particularly in the area of diversity, equity and excellence. One recent program that exemplifies this change was the *Maximizing Learning in the Classroom* event held on November 2, 2015. This faculty professional development opportunity was created specifically to support faculty teaching D1 and D2 and other diversity-related courses. This need was identified by the President’s Commission for Inclusive Excellence, the General Education Diversity Outcome and Assessment Committee, and the Diversity Curriculum Review Committee.

- **Racial Aikido** – An annual retreat (now in its 10th year), Racial Aikido was created by the ALANA Student Center and the Center for Cultural Pluralism to give students of color the knowledge and skills to explore their own racial and ethnic identities and to respond to acts of racism and micro-aggressions.

- **Performance Management** – HRDMA is currently implementing a new performance management system which will benefit UVM by enabling Human Resources to streamline their processes and increase accountability and internal controls through improvement in the reporting and monitoring of employee performance. Currently, HRDMA is finalizing the paper form and is working with PeopleAdmin and PeopleSoft to address the technical aspects. They also are preparing to implement the educational aspects of performance management, which entails a larger training and ongoing trainings around best practices in completing performance appraisals.

Trustee Kesha Ram expressed appreciation of diversity curriculum being integrated in General Education and asked if the pedagogy is evolving with regard to the general education requirement. Vice President Heading-Grant responded affirmatively. In commenting on Vice President Heading-Grant’s title, Chair Botzow asked if any other universities combine the roles of human resources and diversity to which Vice President Heading-Grant responded that other higher education institutions have combined those roles.

**Annual Student Affairs Report**

Vice Provost for Student Affairs Annie Stevens and Assistant Dean for Student Affairs Patience Whitworth reported on four divisional indicators which include first-year retention, high-risk drinking, career success metrics and experiential learning. First-year retention includes the student-led, student-run TREK program for first-year and transfer students as they begin their college year. As of January, Living Learning and Residential Learning
Communities are now included in the division. The President’s Committee on Alcohol and Other Drugs (PCAOD) was formed to address high-risk drinking. Career Success is demonstrated by 91% of graduates being employed or continuing their education and there have been 8,104 visits to the Career & Experience Hub. Vice Provost Stevens reported on the challenges and opportunities of a changing student population and how the division is addressing the issues, including offering same day mental health appointments, working with HRDMA to provide a wide array of services in the Bias Response Program, and addressing sexual misconduct and assault education and response by being proactive and taking an educational stance. Referring to the Student Affairs Annual Report publication, Trustee Anne O’Brien commented that the Report itself serves as a vehicle of communication. Trustee Ram asked if the experience and satisfaction of international students is being tracked. Vice Provost Stevens responded that UVM’s international office is doing a great job on this. She added that the “isolation piece” is a big challenge for these students and they’ve found that the dining program is a great way to bring these students together. Graduate Representative Devin Champagne expressed appreciation for the mental health initiative. Vice Provost Stevens informed the Committee that they conduct universal screening for depression as well as alcohol and drug abuse. Chair Botzow noted that the TREK program seems to align well with the First-Year Experience efforts and asked how many students participate. Vice Provost Stevens responded that the program has grown over time to about 300 out 2,400 first-year students.

**Action Items Capital Projects**

Vice President for University Relations & Administration Thomas Gustafson, Associate Vice President for Administration & Facilities Services Bill Ballard, and Director of Operation for UVM Rescue Michael Barnum, class of 2016, provided an overview of the strategic and operational needs for a new UVM Rescue Facility. UVM Rescue, founded in 1972, is a totally student-run SGA recognized club providing advanced life support ambulance services to the campus and greater Chittenden County. Current annual revenue is $300,000 (from insurance billing). UVM Rescue operates 24/7, 365 days/year with a call volume of 1,500/year. Director Barnum reported that the existing headquarters located at 284 East Avenue are undersized and inadequate. They currently have two fully equipped ambulances but the current facility has only one undersized heated bay adjacent to living quarters. The proposed new facility would include two heated service bays along with crew quarters. The Rescue Facility will cost $1.625 million, based on current estimates. It is proposed to utilize a combination of existing Rescue, SGA, gift, and plant funds. In response to Trustee Frank Cioffi’s question of location, Associate Vice President Ballard responded that the new facility will be built on an existing parking lot. Trustee Ron Lumbra questioned the high cost of the project. University Architect Ken Bean responded that they are working with a design builder and the design is fairly straightforward. Part of the expense is due to road reconfiguration in order to provide access to the helicopter pad and also to provide adequate parking. Trustee O’Brien asked if there were any other options. Associate Vice President Ballard replied that the location is ideal being in proximity to the jug handle providing access to South Burlington and the interstate. Chair Botzow thanked Director Barnum for his service and leadership.
At 12:45 p.m., Chair Botzow recessed the meeting, noting that the resolution endorsing the UVM Rescue Facility will be presented with the rest of the capital project resolutions after lunch. Chair Botzow reconvened the meeting at 1:25 p.m.

**Action Items Capital Projects**

Director of Capital Planning and Management Bob Vaughan provided an overview of the three proposed capital projects:

- **Taft School Project** – The University will renovate and rehabilitate the facility for use by the UVM Art Department. The building renovations will be performed in two phases. It is estimated that the Phase I renovation to the Taft School will cost $2.0 million. It is proposed to utilize existing gift funds that currently exist with the Foundation. Trustee O’Brien asked if Phase I leads into Phase II. Director Vaughan responded that Phase I can stand alone.

- **Bailey/Howe Library Addition Project** – A bridge from the new residence hall to Bailey/Howe will serve as a new north entry into an area that will be rearranged to accommodate additional seating capacity. Minor renovation work will be required within the existing library. It is estimated that the addition will cost $3.0 million and is proposed to utilize existing unrestricted plant funds that currently exist with the library.

- **Votey Hall Infrastructure Deferred Maintenance Project** – The scope of the work will address infrastructure and replacement of the roof, heating and cooling coils and antiquated systems such as the fire alarm system. It is estimated that the Votey Infrastructure Deferred Maintenance Project will cost $4.0 million and is proposed to utilize existing general plant funds that will be provided over the next three to four years.

The following resolutions were presented and an opportunity for discussion was offered:

**Resolution Approving Taft School Renovation (Phase I) Project**

WHEREAS, the administration today reported on the strategic and operational need for the Taft School Renovation (Phase I) 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.

**Resolution Approving Bailey/Howe Library Addition Project**

WHEREAS, the administration today reported on the strategic and operational need for the Bailey/Howe Library Addition 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.
Resolution Approving Votey Hall Infrastructure Deferred Maintenance Project

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

Resolution Approving UVM Rescue Facility Project

WHEREAS, the administration today reported on the strategic and operational need for the UVM Rescue Facility 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.

There being no further discussion, a motion was made, seconded and the Trustees voted on the four resolutions as follows: Bill Botzow – Yes, Donna Sweaney – Yes, Cynthia Barnhart – Yes, David Brandt – Yes, Frank Cioffi – Yes, Carolyn Dwyer – Yes, Richard Gamelli – Yes, Ron Lumbra – Yes, Curt McCormack – Yes, Anne O’Brien – Yes, Kesha Ram – Yes, and Tristan Toleno – Yes. The resolutions were approved as presented.

Report by the Faculty Senate Curricular Affairs Committee Chair

Chair Botzow introduced Cathy Paris informing the Committee of her new role as Faculty Senate President and thanked her for her excellent work as Curricular Affairs Committee (CAC) Chair. She began her report by introducing Professor Laura Almstead, a lecturer in Plant Biology, who will serve as the new Curricular Affairs Committee Chair. Chair Botzow acknowledged the written CAC Report noting that it was the most thorough he had seen and found the three proposals exciting. Professor Paris then provided a brief overview of each of the three academic program proposals:

- A new B.S. degree in Biomedical Engineering (BSBME) from the College of Engineering and Mathematical Sciences (CEMS) – Biomedical engineering is a growing field that contributes significantly to the health care needs of society. The proposed BSBME is a four-year degree program that seeks to train the next generation of problem solvers in the application of engineering methods in biomedicine. Within the degree, students will focus in one of three specializations: Biosensing & Instrumentation; Cell, Tissue & Organ Biomechanics; or Systems & Network Biology. The proposed program capitalizes on existing courses and expertise, strengthens existing ties between CEMS and the College of Medicine, and supports the University’s endeavors to increase STEM education.
• A new B.S. degree in Data Science from the College of Engineering and Mathematical Sciences – Given the exponential rise in the importance of big data in numerous industries, there is a huge unmet demand for trained data scientists. The proposed degree will allow students and faculty to create a synergistic mix of resources from Computer Science, Mathematics, and Statistics which will provide students the knowledge and skills necessary to be successful in the field of Data Science. Trustee O’Brien noted that the anticipated enrollment is only fifteen students and asked if the University can support the program with that small number of students. Provost Rosowsky responded that the program can be supported.

• A new minor in International Politics from the College of Arts and Sciences (CAS) – Given the growing awareness of global issues, there is substantial demand for a minor that focuses solely on international politics. This new minor will allow students to focus on both the domestic and trans-national aspects of international politics. The new minor is expected to be attractive to new and existing students in CAS and to majors from other colleges, especially the Grossman School of Business (International Business), the College of Agriculture and Life Sciences (International development), the Rubenstein School, and students in the Global Studies Program.

Professor Paris concluded her report by pointing out that all three proposals capitalize on faculty expertise and meet a market and societal need.

**Action Items, continued**

• Dean of the College of Medicine (COM) Rick Morin and Associate Dean for Faculty Charlie Irvin provided an overview of a proposed change to the College of Medicine Faculty Handbook to include a new faculty title in the Research Scholar Pathway. Currently, the COM has a faculty series of appointments for research scientists named the Research Scholar Pathway. It is the entry position of Research Associate that the COM is proposing to change. The proposed new faculty title, Faculty Scientist, is intended for those who possess outstanding innovative and specialized scientific skills that are necessary for the conduct of today’s complex medical science. Such persons would be expected to have a PhD and postdoctoral research training experience. Staff Representative Amanda McIntire asked what would happen to the research associates after the position of Research Associate is deleted from the Research Scholars Pathway. Associate Dean Irvin responded that those persons currently in the Research Associate position could either go into the newly created Faculty Scientist position or be appointed an assistant professor on the Research Scholar Pathway.

• Provost Rosowsky provide an overview of the resolution to adopt “Center and Institutes” revision of the University and University Officer’s Manual. The revised text is designed to be simple and straightforward and to provide flexibility in the configuration of centers and institutes. It will allow the terms “center” and “institute” to be used interchangeably. The revision also eliminates the reference to matrix centers, which no longer exist at UVM.

• Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant presented the Equal Opportunity Policy Statements which were due for annual review
by the Board for compliance purposes. As a recipient of federal funds, UVM must abide by the regulations issued by the Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP). In September 2015, OFCCP published a rule to implement Executive Order 13665, issued on April 8, 2014, to prohibit federal contractors from discriminating against employees and job applicants who inquire about, discuss, or disclose their own compensation or the compensation of other employees or applicants. The final rule requires contractors to notify employees and job applicants of this nondiscrimination protection using existing methods of communicating to applicants and employees. As such, the Equal Employment Opportunity/Affirmative Action Policy Statement has been amended to confirm with this regulation.

- Vice President Heading-Grant informed the Committee that there are no recommended changes to the Equal Opportunity in Educational Programs and Activities and Non-Harassment Policy Statement.

The following resolutions were presented and an opportunity for discussion was offered:

**Resolution Approving the Creation of a B.S. Degree Program in Biomedical Engineering in the College of Engineering & Mathematical Sciences**

RESOLVED, that the Board of Trustees approves the creation of a B.S. degree program in Biomedical Engineering in the College of Engineering & Mathematical Sciences, as approved and advanced by the Provost on November 18, 2015, and the President on November 30, 2015.

**Resolution Approving the Creation of a B.S. Degree Program in Data Science in the College of Engineering & Mathematical Sciences**

RESOLVED, that the Board of Trustees approves the creation of a B.S. degree program in Data Science in the College of Engineering & Mathematical Sciences, as approved and advanced by the Provost and President on January 12, 2016.

**Resolution Approving the Creation of a New Minor in International Politics in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a new minor in International Politics in the College of Arts & Sciences, as approved and advanced by the Provost and President on January 12, 2016.

**Resolution Adopting “Faculty Scientist Pathway” Amendment to the College of Medicine Faculty Handbook**

RESOLVED, that the Board hereby authorizes an amendment by the University, through its College of Medicine, to the College of Medicine Faculty Handbook. The amendment will establish a new Faculty Scientist Pathway and remove the Research Associate rank in the Research Scholars Pathway. The specific provisions as hereby adopted are set forth in Appendix A.
Resolution Adopting “Centers and Institutes” Revisions of the University and University Officers’ Manual

RESOLVED, that the Board hereby authorizes the revision by the University, through the Office of the Provost, of Section 204.5 of the University and University Officers’ Manual. The revisions will update and clarify the Manual provisions governing centers and institutes and eliminate Section 204.5.2 regarding matrix centers. The new Section 204.5 as hereby adopted was approved and advanced by the Provost following consultation with the Faculty Senate and is attached hereto as Appendix B.

Resolution Reaffirming the Equal Opportunity Policy Statements

RESOLVED, that the Board reaffirms the Equal Opportunity in Educational Programs and Activities and Non-Harassment Policy Statement with no changes, attached here as Appendix C; and

BE IT FURTHER RESOLVED, that the Board reaffirms the Equal Employment Opportunity/Affirmative Action Policy Statement as amended and attached here as Appendix D, both effective as of February 6, 2016.

There being no further discussion, a motion was made, seconded and the Trustees voted on the six resolutions as follows: Bill Botzow – Yes, Donna Sweaney – Yes, Cynthia Barnhart – Yes, David Brandt – Yes, Frank Cioffi – Yes, Carolyn Dwyer – Yes, Richard Gamelli – Yes, Ron Lumbra – Yes, Curt McCormack – Yes, Anne O’Brien – Yes, Kesha Ram – Yes, and Tristan Toleno – Yes. The resolutions were approved as presented.

Academic Excellence Goal #5 - Expand Programmatic Offerings to Include Distance & Hybrid Mode of Instructional Delivery

Provost Rosowsky reminded the Committee of the eight Academic Excellence Goals:

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

The Provost reported that progress is being made on each of the goals and referred to his Across the Green memo for more information concerning Goals 4 and 6. Dean of Continuing & Distance Education Cynthia Belliveau introduced the Goal #5 by reminding the Committee that online learning is just a different way of learning. It’s not better or worse, it’s just different. For FY 15, online enrollment represents 43% of overall summer enrollments. It is a competitive
landscape with UVM offering two degrees and two certificates online compared to the University of New Hampshire with 100+ degrees and 34 certificates.

Interim Dean of the College of Arts and Sciences Bill Falls then presented an overview of an online course he built several years ago in the Department of Psychological Science. He took the Committee through the course providing snapshots of pages from Blackboard which is the platform for online courses. Interim Dean Falls also compared the course attributes of a traditional face-to-face course versus an online course. Class performance for both methods of delivery averaged 2.67. He added that even with a four-credit lab course, distance learning is possible.

Associate Dean for Public Health and Professor of Medicine Jan Carney, then presented an overview of Graduate Public Health Programs reporting that they began with one online course. Current programs include a Master of Public Health, Certificates in Graduate Study in Public Health and in Environmental Public Health, and an accelerated Master of Public Health. The ratio of applicants is approximately 2:1 in-state to out-of-state and statistics for currently enrolled students is consistent with projections.

An opportunity for questions was offered. In response to Trustee Cynthia Barnhart’s question of when are classes offered, Interim Dean Falls responded that they are offered only in the summer. Provost Rosowsky suggested that any barriers to courses being offered during the academic year be identified in order to start working through them. Chair Botzow asked about the demographics of these students. Dean Belliveau responded that these students are primarily on-campus UVM students and the Graduate Public Health Programs are comprised of a number of professionals. Chair Botzow asked if there were any broad-band or connectivity issues to which Associate Dean Carney responded that they haven’t experienced any problems. The only trouble is when international travel is involved but once the student has arrived at their destination and connects to the internet, there’s no problem. Trustee David Brandt asked about the undergraduate students who receive a 30% discount for summer courses and students who rely on scholarships and financial aid which doesn’t transfer over to summer. He asked if Dean Belliveau hears from students who would like to take summer courses but face financial barriers. Provost Rosowsky responded that the University can’t make unilateral decisions because UVM is restricted by federal government regulations. The Provost mentioned that the lectures from Professor Josh Bongard’s course “Evolutionary Robotics” are on YouTube if the Committee would like to experience what the online environment looks like.

Career Advisory Board Update

Trustee Carolyn Dwyer offered a brief update on the two Career Advisory Board meetings held since the last Board of Trustees meeting. She reported that the Career Center continues to make significant progress from many fronts.

The most recent meeting featured a report on the Job Shadowing program which matched over 100 students with 81 alumni hosts for January meetings. Student participation increased more than 90% over 2015 participation. The Job Shadowing program is an opportunity not only to deliver career mentoring but to actively engage alums.
Trustee Dwyer noted that collecting data continues to be a challenge, but there was good news on career outcome reporting. The reporting rate for the class of 2015 is 40 percent, a significant increase over the class of 2014 at 22 percent and the class of 2013 at 12 percent. While reaching the goal of 50 percent remains a challenge, the upward trajectory is encouraging. The Career Center staff are also working with representatives of the schools and colleges to increase the involvement of academic units in outcome reporting. The Career Center has been using the data to produce UVM Career Outcomes publications for each school and college to use with prospective students, and they are also working to make this data available online.

The Career Center continues its efforts with respect to the 4-Year Plan for Career Success. Student focus groups were utilized to identify ways to more successfully promote use of the plan. SGA officers have agreed to include training on introducing and using the 4-Year Plan for the academic peer mentors. The staff are scheduling more meetings with faculty to promote use of the plan and will be collaborating on First-Year Experience course design, including the 4-Year Plan.

Trustee Dwyer concluded her report by asserting that the Career Center staff are very active and engaged in efforts to expand the reach and effectiveness of their efforts. Greater detail will be provided in the Annual Career Services Action Plan Progress Report that is presented at the October EPIR meeting. The Provost acknowledged how these outcomes align with the plan to bring together core student services in one part of campus to both strategically co-locate offices/services and re-purpose some current spaces. Once these moves are completed, a “hub” of student services concentrated in the Davis Center, and an “axis” of student services connecting the Davis center, Bailey-Howe Library, Billings, and the Living Learning Center will be created. Chair Botzow commented that the data shows a continual upward trajectory and asked if this is leveling off. Trustee Dwyer responded that they are continuing the trajectory.

Enterprise Risk Management Opportunity Assessment: Summer Session

Dean of Continuing & Distance Education Cynthia Belliveau and Interim Dean of the College of Arts and Sciences Bill Falls reported on enhancements and innovations in summer programming as part of continuing efforts to maximize summer session opportunities. Dean Belliveau reported that with the new budget model, units are interested in a year-round enrollment strategy. Summer University supports both the President’s Strategic Action Plan and the Provost’s Academic Excellence Goals. Interim Dean Falls noted that the summer is really important to the University’s enrollment strategy, and a summer session provides an opportunity for students to get caught up or to get ahead. In response to Trustee Richard Gamelli’s question about students not having enough information in order to make informed decisions about taking courses, Dean Belliveau responded that they are working with the faculty resulting in more information and added that the school that has the best descriptions will get the most students.

Other Business

Chair Botzow invited Committee members to bring any thoughts on how to improve the work of the Committee or any agenda ideas to either him or to Vice Chair Donna Sweaney.
**Adjournment**

There being no further business, the meeting adjourned at 3:10 p.m.

Respectfully submitted,

Bill Botzow, Chair
Proposed Changes to COM Faculty Handbook

PART THREE – Faculty Appointments, Reappointments, …
SECTION 2 Faculty Appointments.
  2. Full Time Renewable Appointments

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A faculty member shall be initially appointed to a Tenure Pathway, a Research Scholar Pathway, Faculty Scientist Pathway, an Education Scholar Pathway, a Clinical Scholar Pathway, a Clinical Practice Physician Pathway or a Volunteer Pathway position.

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2. Full Time Renewable Appointments

In the case of renewable faculty appointments there are five potential pathways with differing areas of emphasis for activities of faculty member. These are Research Scholar Pathway, Faculty Scientist Pathway, Clinical Scholar Pathway, Education Scholar Pathway, Clinical Practice Physician Pathway.

a. Research Scholar Pathway

The Faculty Titles are Assistant Professor, Associate Professor and Professor.

Page 15-Delete the following:

A Research Associate is initially appointed for one year by the Chair with the prior approval of the Dean and Provost and may be reappointed for additional one-year terms by the Chair with the prior approval of the Dean, provided the appointments and reappointments of faculty who hold salaried positions are contingent upon the availability of restricted funding. Appointment requires that the individual hold a graduate degree in his/her field except under extremely unusual circumstances as resolved by the Dean in consultation with the Chair. Reappointment requires the candidate meet all applicable standards and criteria as described in the COM Faculty Handbook and additionally in the College of Medicine Standards and Guidelines.

Page 15- Replace with:

e. Faculty Scientist Pathway

Faculty Scientist Pathway includes individuals who whose predominant effort is dedicated to the generation of new knowledge. Those appointed to the rank of Faculty Scientist must have a terminal degree in his or her field of study and demonstrate a high degree of technical expertise. Indeed it is this technical expertise, research skills and attended research productivity that will justify this faculty appointment. Appointment as a Faculty Scientist is usually on a full-time basis, but may be on a part-time basis with the approval of the Senior Associate Dean for Research. All appointments of Faculty Scientist require the recommendation of the Chair of the applicable department and approval by the
Senior Associate Dean for Research and the Dean of the College. No further approval shall be required by any other University official.

Appointment at the rank of Faculty Scientist are for a five-year term and may be made after completion doctoral training and postdoctoral fellowship, except under very unusual circumstances with the approval of the Dean. A Faculty Scientist is appointed by the Department Chair in consultation with the Dean. Appointments as Faculty Scientist, which are contingent on restricted funding, shall be for terms of up to five year depending on individual circumstances and shall be renewable following a standardized reappointment process.

The initial appointment in this Pathway is considered opportunity hires for faculty who are currently at the rank of Research Associate or other Research Pathway rank. If a Faculty Scientist develops substantial, independent and funded, or evidence of the likelihood to be funded, research program after two or more years of employment, he or she may then be considered for Assistant Professor on the Research Scholar Pathway as an opportunity hire.
Proposed Revision of University and University Officers’ Manual

The revised text is designed to be simple and straightforward and to provide flexibility in the configuration of centers and institutes. It will allow the terms “center” and “institute” to be used interchangeably; either entity can be broad or narrow in the scope of its activities and in its administrative model.

The subsections that define each term have been eliminated in favor of a combined description. However, those centers and institutes that perform academic functions must be identified as such. The revision makes clear that academic centers and institutes must be approved by the Faculty Senate, as well as the Board, and are subject to review by the Faculty Senate.

The revision also eliminates the reference to matrix centers, which no longer exist at UVM.

The complete text of the newly-proposed version is set forth below, followed by the old version that it replaces.

NEW VERSION of Section 204.5

204.5 Academic Centers and Institutes

Centers and institutes facilitate the performance of interdisciplinary or focused research or other scholarly or creative activities not otherwise conducted within the structure of Programs, Departments, Schools, or Colleges. Centers and institutes that involve any or all of the following are considered academic centers and institutes: curriculum or instruction, research, scholarship or creative arts. Proposals to establish, substantially change or eliminate academic centers and institutes must be approved by the Board of Trustees, upon recommendation of the President and Provost following application of appropriate governance protocols, the latter to include Faculty Senate approval. Academic centers and institutes are subject to regular review by the Faculty Senate.

The scope of academic centers and institutes can vary from a sharply defined focus within a school or college to an interdisciplinary subject or specialized field of study spanning two or more academic units. The terms can be used interchangeably according to preference. Other synonymous terms may be used in the working title in order to best reflect current practice in a field.

Academic centers and institutes do not grant degrees or appoint faculty, nor do they offer credit-bearing courses except in cooperation with the academic unit(s) that constitute their participants.
In general, a University-wide or cross-college center or institute will be hosted in one of the participating colleges or schools. Its Director will be appointed by and report to the Provost or the Vice President for Research. Academic centers or institutes that are housed within a single college or school will typically have a Director who is appointed by and reports to the Dean or other designated college administrator.

OLD VERSION of Section 204.5

204.5 Centers and Institutes

Centers and Institutes facilitate the performance of interdisciplinary or focused research not otherwise conducted within the structure of Departments, Schools, or Colleges. The establishment, and substantial changes in status, of Centers and Institutes must be approved by the Board of Trustees, upon recommendation of the President, following application of appropriate governance protocols, the latter to include Faculty Senate approval.

204.5.1 Center.

A Center is an administrative unit coordinating research, instruction, or service activities established to focus upon an interdisciplinary subject or specialized field of study or to bring multidisciplinary perspectives to a problem of common interest. Faculty participants are drawn from two or more Colleges or Schools or, in rare instances, from two or more Departments within a College. A Center does not grant degrees or appoint faculty, nor does it usually develop formal course offerings except in cooperation with the academic units that constitute its participants.

In general, Centers principally obtain resources from state, federal, or other external sources and are not substantially dependent upon the University General Fund. Due to this funding mechanism, a proposal to establish a Center must include a statement of the expected duration of its activities and a description of funding resources.

The chief administrative officer of a Center is a Director appointed by the Provost. The responsibilities of the Director are coordinated through the Provost and an advisory committee whose members are appointed by the Provost and selected from the Deans of the academic units involved.

Faculty with responsibilities to a Center must hold faculty appointments in one of the Colleges or Schools participating in Center activities.

204.5.2 Matrix Center

A Matrix Center is an academic unit whose faculty are engaged in conducting research and/or educational activities that focus upon a multidisciplinary field or area of study involving faculty
from at least two college or schools. A Matrix Center may sponsor graduate programs leading to
the award of graduate degrees through the Graduate College. Center faculty shall be drawn from
and hold a primary appointment in a Department from any College or School and a secondary
appointment in the Center. All matters concerning appointment, reappointment, promotion, and
tenure decisions shall be made by the Department and the Center. The chief academic officer of
a Matrix Center is the Director, whose appointment and responsibilities, administrative and
fiscal, are coordinated through the Provost or his/her designee. An Advisory Committee, whose
members, appointed by the Provost, are drawn from the Deans or their designees of the academic
units involved, serves to counsel the Provost regarding matters of Matrix Center management
and operation. The creation of a Matrix Center is dependent upon an initial determination by the
Faculty Senate that the proposed Center meets the established criteria for consideration of Matrix
Center status, and subsequent approval of establishment of the Matrix Center by the Provost, the
President, and the Board of Trustees. To commence operations after approval, a Matrix Center
must have external funds committed and currently available for its use, whether in the form of
grants or philanthropy, such funds being adequate to enable the Center to be financially self-
supporting. If the Matrix Center proposal seeks transitional start-up or secondary support from
the General Fund, the proposal must also contain a General Fund commitment made by the
Provost in writing, the commitment to encompass the nature, extent, and duration of such
support. Indirect costs generated from research sponsored by extramural funding will be shared
by both administrative units. Matrix Centers will undergo review every five years under the
procedures and criteria and established by the Faculty Senate and approved by the Provost.

204.5.3 Institute.

The designation “Institute” is reserved for activities within a College, School, or Center that have
a more sharply defined mission than that implied by the word “center.” In general, Institutes
principally obtain resources from state, federal, or other external sources and are not
substantially dependent upon the University General Fund. Due to this funding mechanism, a
proposal to establish an Institute must include a statement of the expected duration of its
activities and a description of funding resources. Institute administration will ordinarily be
conducted through the appropriate Dean; however, an Institute may also be directed by a board
or other mechanism appropriate to its objectives, subject to academic oversight by the Dean,
Chairs, and faculty of participating academic units.
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.

Note: This Statement of Policy is the official University of Vermont Equal Educational Opportunity Policy Statement and supersedes all prior 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:

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 the President February 6, 2015
Approved by the Chair of the Board of Trustees February 6, 2015
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. Additionally, the University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant.

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 nondiscrimination 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:

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University of Vermont
428 Waterman Building
Burlington, VT 05405
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:

   Director, Office of Affirmative Action and Equal Opportunity  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 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

Procedures for Investigating and Resolving Discrimination Complaints

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

**Effective Date**

Approved by the President February 6, 2015
Approved by the Chair of the Board of Trustees February 6, 2015