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 21, 2016 at 2:00 p.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

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

OTHER TRUSTEES PRESENT: Board of Trustees Chair David Daigle**

MEMBERS ABSENT: President Thomas Sullivan

REPRESENTATIVES PRESENT: Faculty Representatives Laura Almstead*** and Chris Burns, Staff Representatives Amanda McIntire and Bryan McKinney, Alumni Representative Afi Ahmadi, Student Representatives Tyler Davis and Alyssa Johnson, and Graduate Student Representatives Devin Champagne and Michelle DiPinto

REPRESENTATIVES ABSENT: Faculty Representative Jan Carney, and Foundation Representative Wolfgang Mieder

PERSONS ALSO PARTICIPATING: Provost and Senior Vice President David Rosowsky, UVM Foundation President and CEO Richard Bundy, Vice President for Enrollment Management Stacey Kostell, Vice Provost for Student Affairs Annie Stevens, Director of Career Services Pamela Gardner, Chief Information Officer and Dean of Libraries and Learning Resources Mara Saule, Associate Chief Information Officer Julia Russell, Director of Capital Planning and Management Robert Vaughan, Rubenstein School of Environment and Natural Resources Professor and Director of the Gund Institute Taylor Ricketts, Dean of the Rubenstein School of Environment and Natural Resources Nancy Mathews, Vice President for Research Richard Galbraith, Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant, Director of the ALANA Student Center Beverly Colston, Interfaith Coordinator Rev. Laura Engelken, and Director of Global Educational Initiatives Gayle Nunley

*arrived at 2:45 p.m.
**arrived at 3:10 p.m.
***arrived at 2:20 p.m.

Chair Bill Botzow called the meeting to order at 2:00 p.m. and welcomed new member Graduate Student Representative Michelle DiPinto.
Approval of Minutes

The minutes from the previous meeting, held on May 20, 2016, were presented for approval. A motion was made, seconded and voted to approve the minutes as presented.

Provost’s Report

Chair Botzow acknowledged Provost David Rosowsky for an excellent comprehensive written report. Provost Rosowsky gave a brief overview of his report highlighting UVM’s Teacher-Scholar model, Student Success and Global Educational initiatives, Innovation and Entrepreneurship Ecosystem, and Research and Scholarship. He noted a total of 22 new research grants of $1 million or more were awarded to UVM faculty. Provost Rosowsky also mentioned the University and Capital Projects update including the first-year residence hall and the STEM Complex building, and the re-location of key student services offices. In addition, there were three new leadership appointments: Dr. Scott Thomas as the new Dean of the College of Education and Social Services, Alex Yin as the new Director of the Office of Institutional Research, and Amanda Waite promoted to the new position of Creative Communications Director. In closing his report, the Provost mentioned his challenge to faculty and students to come together to address the complex issues around climate change following his reading of this year’s first-year reading selection, The Sixth Extinction. Finally, the Provost encouraged the Trustees to read his report.

In referencing the Provost’s challenge around climate change, Trustee Soraiya Thura asked if this would be a requirement for all new students and what obstacles, if any, would there be. Provost Rosowsky responded that there are two barriers: 1) that students are already required to meet the current General Education Sustainability requirement, and 2) the University should be cautious not to overload students with credit requirements. The Provost reported that he has started to bring people together to work on this.

Trustee Carolyn Dwyer commented that the requirement could tap into many different courses. Trustee Dwyer also commented that while the Provost’s report contains a lot of activity, it is all very strategic.

Chair Botzow noted that the Teacher-Scholar model is another place that makes UVM very strategic and asked how the Trustees can be helpful. The Provost responded that he would like to get back to the Chair after he has had an opportunity to reflect on this.

Routine and Annual Reports

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

Annual UVM Foundation Report

UVM Foundation President & CEO Rich Bundy provided some highlights from his report including this year is the fifth consecutive year of record fundraising for the UVM
Foundation. In early June, the Move Mountains capital campaign crossed the $300 million threshold. As of today, the total reached $383.6 million. Receipts by UVM Units total $75.8 million.

Chair Botzow congratulated President & CEO Bundy and the Foundation for their accomplishments. Chair Botzow then asked how we are doing in terms of capacity. President & CEO Bundy responded that it is a difficult and nuanced question to answer. What they are able to measure effectively is capacity of their donor population, but even that is not a complete measurement because they do not always know who their total donor prospect pool is with parents and friends of the institution who emerge over time. The capacity of just their alumni population is quite robust. Based on algorithms, the Foundation’s campaign consultants suggest that the total capacity of their top 3,000 donor alums is somewhere around three to $3.3 billion, but that is if everybody gave the maximum gift that they could. President & CEO Bundy added that the Foundation team has a robust pipeline of future gifts that they are currently working on that is far in excess of what is needed to complete the $500 million campaign. In addition, the Foundation Board has committed to a five-year strategic plan that includes commitment to maintain fund raising in the post-campaign period at a level equivalent to the prior three-year average up to the end of the campaign.

Annual Enrollment Report

Vice President for Enrollment Management Stacey Kostell provided highlights from the Fall 2016 Enrollment Report including enrollment trends.

Student Representative Alyssa Johnson asked if the first-time first-year undergraduate headcount enrollment numbers for Massachusetts and Maine were correct due to the fact that the number for Maine was substantially higher. Vice President Kostell noted the error and responded that it will be corrected.

Chair Botzow asked if there was a red line point where the University is going to have to be more targeted to create a gender balance. Vice President Kostell noted that UVM is following actual trends and that it is a pipeline issue, i.e., there are less men willing to go to college than women. Chair Botzow added that at some point we have to think about whether we have the opportunity and responsibility to address this issue.

Annual Career Success Action Plan

Vice Provost for Student Life Annie Stevens and Director of Career Services Pamela Gardner began their report by acknowledging the support received from the Trustees. Vice Provost Stevens also acknowledged Director Gardner and her staff. Director Gardner then provided highlights from the Annual Career Success Action Plan Progress report including a steady increase in participation and support by alumni for career initiatives, growing internship support across the campus, and new initiatives with specific academic units. Since the relocation of the Career Center to central campus, there has been a 19% increase over last year in students with whom they have met. Director Gardner added that also have received very positive comments from employers.
Chair Botzow asked if they ever considered a reverse career fair. Director Gardner responded that they have talked about reverse career fairs. She explained that the concept of a reverse career fair is that students display their work for potential employers to view. Director Gardner added that she has begun conversations with the undergraduate research conference organizers about the possibility of turning that into a reverse career fair.

Annual Information Technology Report

Chief Information Officer and Dean of Libraries Mara Saule and Associate Chief Information Officer Julia Russell began their report by informing the Committee that they will be thinking more about information technology governance. Dean Saule reported that current planning efforts are centered on the development and creation of an IT governance committee that will provide a cohesive vision to promote excellence in research, education, and administration through best practice technology use. Associate CIO Russell provided some statistics of the switch to the new campus-wide email and calendar system which included migrating 44,000 user accounts, 24.8 terabytes of email which translated to 211.5 million email messages and 50 million calendar entries. She added that there was minimum down time during the transition. Other updates included the search for a Security Information Officer. Associate CIO Russell reported they are currently in the second round of interviews and getting closer to a final candidate. She also reported on the move to multi-factor authentication which provides an extra layer of security when accessing sensitive data. Enterprise Technology Services is starting this process with PeopleSoft.

Student Representative Tyler Davis asked that since the student technology fee is part of the comprehensive fee, what is the current value of that fee, how much has been spent and what has been done since the SGA passed that resolution.

Dean Saule responded that since the student technology fee was instituted in 2007, they have conducted several faculty, staff and student surveys to determine the priorities. The top request by students and faculty is to invest in more classroom technology and media and to accommodate specialized applications. The student technology fee garners about $800 thousand per year and between $300 thousand and $500 thousand is spent on investments in classroom technology. Wireless has been expanded on campus, in classrooms and other spaces. In addition to wireless and classroom upgrades, UVM has invested in student applications that directly benefit undergraduate and graduate students including a computer clinic and upgrading computers.

Graduate Student Representative Devin Champagne asked if the multi-factor authentication would also be added to “myUVM”. Associate CIO Russell responded that it will be added after PeopleSoft is completed.

Trustee Briar Alpert asked about violations or loss of information due to hacking. Dean Saule responded that the biggest impact results from phishing attacks and people errors adding that you cannot control people clicking on bad links. Associate CIO Russell pointed out that this is the reason UVM is moving towards multi-authentication.
Capital Projects Progress Report

Director of Capital Planning and Management Bob Vaughan referenced his written report on the status of all campus projects and reminded Trustees that he will be giving a progress update on the major projects under construction on main campus at the Committee of the Whole afternoon session.

Action Items

- Residential Life FY 2017 Deferred Maintenance (Converse Hall Phase II)

Director of Capital Planning and Management Bob Vaughan reviewed a proposal for the Phase II deferred maintenance of Converse Hall. Phase I was approved for $2.0 million in October 2015. It was determined that attempting to execute the work in two separate phases would necessitate the complete staging of the building façade twice. The scope of work of the combined Phase I and II will require extensive exterior restoration of the stone exterior elements above the roof line as well as the complete replacement of the slate roof and all of the flashings. It is estimated the total renovation of both phases will cost $4.0 million, based on the current estimates. It is proposed to utilize existing unrestricted plant funds that currently exist in residential life.

The following resolution was presented and an opportunity for discussion was offered:

Resolution Approving Residential Life FY 2017 Deferred Maintenance (Converse Hall, Phase II)

WHEREAS, the administration today reported on the strategic and operational need for the Converse Hall (Phase II) 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.

There being no further discussion, a motion was made, seconded and it was unanimously voted to approve the resolution as presented for referral to the Budget, Finance & Investment Committee.

Faculty Senate Curricular Affairs Report

Faculty Senate Curricular Affairs Committee (CAC) Chair Laura Almstead presented a request by Continuing and Distance Education (CDE) to terminate the CDE Certificate of Health Care Management. She also presented a request from the Graduate College, the College of Medicine, and CDE for a new Certificate of Graduate Study in Health Care Management and Policy. The termination of the first certificate was uncontested and as of last spring, only two students were enrolled. The main goal of the new certificate is to give students a foundation in public policy, finance, and leadership that is applicable to today’s health and healthcare marketplace. The new
certificate aligns well with the mission and vision of the University and the participating units and addresses an important society need. It also capitalizes on existing resources as most of the courses included in the certificate program are already offered and are commonly under-enrolled. Finally, its online delivery method makes it unique in comparison to similar programs at other institutions.

Graduate Student Representative Champagne asked if there were any long-terms plans for an actual degree program. CAC Chair Almstead responded that she was not aware of any plans at this time.

- Faculty Senate Recommendation

The following resolution was presented and an opportunity for discussion was offered:

**Resolution Approving the Termination of the Continuing and Distance Education Certificate of Health Care Management and the Creation of a New Certificate of Graduate Study in Health Care Management and Policy in the Graduate College**

RESOLVED, that the Board of Trustees approves the termination of the Continuing and Distance Education Certificate of Health Care Management and the creation of a new Certificate of Graduate Study in Health Care Management and Policy as offered by the Graduate College, in conjunction with the College of Medicine, and Continuing and Distance Education, and as approved and advanced by the Provost and President on September 28, 2016.

Trustee Anne O’Brien asked if the tuition money flows through CDE. CAC Chair Almstead responded that the money flows through the Graduate College and is managed by the Graduate College. Trustee O’Brian asked if this was a different budget model to which Provost Rosowsky responded that it was not different.

There being no further discussion, a motion was made, seconded and it was unanimously voted to approve the resolution as presented.

CAC Chair Almstead continued her report by announcing that a new program is in the pipeline that did not make it into her report, but she did want to bring it to the attention of the Trustees. A new Ph.D. in Human Functioning and Rehabilitation Science is being proposed and CAC Chair Almstead will be presenting it at the next Faculty Senate meeting. Pending approval, the proposed new program will be brought to EPIR at the February meeting.

In referencing completed actions in the report, Vice Chair Donna Sweeney asked if the request from the College of Engineering and Mathematical Sciences for a new Cybersecurity Track in the Computer Software Certificate was denied. CAC Chair Almstead responded that it was disapproved because the request wasn’t fully developed and they plan to resubmit.

Pointing out the serious need to retain college graduates across all industry centers in Vermont, Trustee Frank Cioffi informed the Committee that Champlain College has mandatory internships
every year for every student and asked why UVM isn’t doing this. He encouraged faculty to have
that discussion with each other because although internships are happening in a lot of areas, they
are not happening universally. Provost Rosowsky agreed with Chair Cioffi’s suggestion and also
suggested that the Board add it to a future meeting to have dedicated time to discuss this topic in
terms of present and future plans.

Provost Rosowsky thanked CAC Chair Almstead and the CAC for their diligence.

- **Establishment of an Institute for Environment**

The following resolution was presented and an opportunity for discussion was offered:

**Resolution Approving the Establishment of an Institute for Environment at the
University of Vermont**

RESOLVED, that the Board of Trustees approves the establishment of an Institute for
Environment at the University of Vermont as recommended by the Faculty Senate on
September 26, 2016 and approved by the President and Provost on September 28, 2016.

Referencing the presentation at the morning session of the Committee of the Whole, Provost
Rosowsky introduced Faculty Senate President Cathy Paris, Rubenstein School Professor and
Director of the Gund Institute Dr. Taylor Ricketts and Rubenstein School Dean Nancy Mathews
and informed the Committee they were available at this meeting to respond to any questions
concerning this proposal.

Trustee Kesha Ram commented that it sounded like the Gund Institute for Ecological Economics
was being folded in and asked if that was the same for the Institute for Environmental Diplomacy
and Security. Vice President for Research Richard Galbraith offered a brief history on the latter
and confirmed that entity is no longer functioning. Trustee Ram pointed out that it still has an
active website. Provost Rosowsky suggested that the website be removed.

Trustee O’Brien asked what happens to the work of the Gund Institute. Dr. Ricketts responded
that the idea is to grow this Institute from the Gund Institute and to essentially replace it. The
new Institute will have a broader campus-wide presence.

Dr. Ricketts explained that the mission of the proposed Institute for Environment was developed
with an outward focus. The intention of the Institute is not to solve but to contribute to the
solution.

Trustee Soraiya Thura commended the faculty and the Provost for pulling this initiative together
and asked for clarification as to how student engagement will be affected in terms of research,
and specifically getting undergraduate students involved in research. Dr. Ricketts replied that the
Institute has explicit resources to support undergraduate and graduate research.

Trustee Ron Lumbra expressed his appreciation for how strategic the Institute is. He noted that in
the morning’s presentation, there was not much said on the budget side and was curious, given
the interdisciplinary nature of the Institute, how IBB impacts this. Provost Rosowsky replied that it is neutral because under the budget model, those who are responsible for generating the scholarships will receive the revenue support they generate. There was a decision made to deviate somewhat from the indirect sharing model to ensure that colleges and schools had no disincentive for coming to the table. Dr. Ricketts added that this is going to help him go to the schools and colleges with all kinds of great ideas to collaborate because there won’t be a cost to them.

Rubenstein School for the Environment and Natural Resources Dean Nancy Mathews also responded to Trustee Lumbra’s question by explaining that one of the incentives is the fact that there is no overhead coming in from any grants that are either generated or funded by the new Institute that is going to be held by the Institute. It is all coming back to the schools and colleges.

Chair Botzow asked how crowded and competitive the field is. He also asked what the thinking was around marketing. Dr. Ricketts replied that he would not call the field crowded and what distinguishes UVM is that we have an environment talent set and interested faculty and students. He commented that global environmental challenges span across disciplines. Finally, the Institute will link to sustainability goals and global agenda.

Trustee Ram asked if there was any discussion about collaborating with Vermont Law School. Dr. Ricketts responded that it is a good idea and that there are some students already in Vermont Law School.

There being no further discussion, a motion was made, seconded and it was unanimously voted to approve the resolution as presented.

**Annual Diversity Report and Presentation**

Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant introduced Director of the ALANA Student Center Beverly Colston and Senior Advisor and Chief of Staff Lacretia Johnson Flash. Vice President Heading-Grant then presented highlights from the Annual Diversity Report. She began by acknowledging the support received from senior leadership adding that the engagement of UVM’s senior leaders has been critical in maintaining momentum and supporting the collective awareness, knowledge and skills for inclusive excellence. Vice President Heading-Grant next reported on several activities and initiatives including three professional development workshops that were conducted for senior leaders, the Blackboard Jungle’s 10th anniversary this spring, and the relocation of the ALANA Student Center. Director Colston shared her experiences of settling into the new ALANA Student Center space. She reported it has only been a few weeks since the move but the space is providing better access for students than the Blundell House and the space is more than double.

Vice President Heading-Grant introduced the University’s inaugural Interfaith Coordinator, Rev. Laura Engelken. Rev. Engelken explained her role on campus will be to empower and equip students, staff, faculty and the institution as a whole to engage more comfortably and competently with issues of spirituality and religion in higher education and in society. She will
be working to move forward the continuing development of the Interfaith Center as an integral part of the campus.

Vice President Heading-Grant continued her report by informing the Committee that UVM has been named a 2016 top 30 “Best of the Best” among LGBTQ-inclusive colleges and universities. She also reported that for the third consecutive year, the University of Vermont received a Higher Education Excellence in Diversity (HEED) Award which is a national honor. Vice President Heading-Grant also announced two upcoming forums for women faculty to discuss their academic experiences, issues, unique challenges and strategies related to being a woman faculty member at UVM. Vice President Heading-Grant concluded her report explaining that UVM is in the process of implementing the Framework for Inclusive Excellence, which addresses four areas of strategic diversity engagement including academics, the community, environment, and operations. This framework has been widely shared with the campus community through campus community forums, an all-campus email linking to the document, and presentations to campus leaders and several divisions. Plans for implementation at the college and divisional levels are being developed and will include an inventory/assessment, action planning, and review/accountability.

Chair Botzow thanked Vice President Heading-Grant and her team for their accomplishments.

Trustee Cynthia Barnhart asked what mechanism the University has to understand the student climate at UVM. Vice President Heading-Grant responded that there have been meetings with the Student Government Association leadership adding that is what the ALANA Student Center and other students centers are about. She also reported that another campus climate survey will be conducted by December 2017 using the 2011 survey as a benchmark.

Trustee Lumbra asked about the re-naming of the ALANA Student Center. Director Colston replied that they will be bringing this to President Sullivan on Monday. Vice President Heading-Grant added that the name change has been in the works for some time and the President is very supportive of the process. Trustee Lumbra offered the advice to think about how the name will attract students to come to UVM, i.e., diversity in enrollment.

Referencing how far UVM is in comparison to other institutions in the Vermont, Trustee Ram asked about supporting the other institutions in the State whether it is monetized consulting or volunteering support. Director Colston responded that the ALANA Center is working with at least the institutions that are in Chittenden County. Both Champlain College and St. Michael’s College have reached out to the ALANA Center and Champlain has recently asked to be trained in the Racial Aikido program. There have also been requests from institutions like Syracuse University and other schools all over the country and Director Colston stated that the ALANA Center is willing to share their knowledge.

**Annual International Opportunities Report**

Director of Global Educational Initiatives Gayle Nunley provided several highlights from her report. The diversified efforts of UVM in international recruitment have brought the University’s international undergraduate enrollment to 5.2%, on track to meet the President’s enrollment
goals set for 2018, with the Global Gateway Program remaining a primary route of entry for international applicants. A new Pre-Master’s Program designed to contribute to the University’s goal of expanding the size and number of high-quality graduate degree programs and to enhance students’ successful transition to U.S. graduate education, was launched this fall. Acknowledging efforts led by the Office of International Education, Director Nunley reported that five new UVM institutional partnership agreements were completed during 2015-16 with an equal number planned for the current academic year.

**Academic Excellence Goal #7 – Increase domestic diversity and grow international student enrollments across the University**

Vice President for Enrollment Management Stacey Kostell provided a comprehensive presentation addressing Academic Excellence Goal #7. She provided international student enrollment data trends demonstrating growth in areas of Global Gateway and student exchange. Sixty-eight percent of undergraduate international students come from China. Ten percent come from Canada, nine percent from Asia, six percent from Europe and the rest come from Latin America and Caribbean, Sub-Saharan Africa, Oceania, and the Middle East and North Africa. Challenges to the program include more players competing for students but there are also opportunities moving forward. Vice President Kostell continued her presentation by providing enrollment data trends of the “underrepresented” student population. She pointed out that we are in the middle of a nineteen percent decline in the number of white public high school graduates while Hispanic public high school graduates will increase by forty-nine percent and Asian/Pacific Islanders by fifty-seven percent. ALANA recruitment strategies include purchasing names of ALANA students, targeting high school visits, utilizing a diversity publication, and visiting programs, e.g., Joining the Circle/Discovering UVM. The University has a partnership program with twelve schools in three cities: Bronx/Manhattan, Philadelphia and Chicago. Vermont ALANA outreach initiatives include annual outreach meetings in the Missisquoi region with Abenaki students, VSAC College Pathway programs, partnerships with local high schools and with multicultural youth programs and college planning sessions for UVM custodial staff for themselves and their dependents.

Trustee Lumbra asked about the changing demographics of national high school graduates. Vice President Kostell explained that it is important that UVM has a larger share of these students. Currently the majority of UVM students come from New England.

Concerning the strategic goal to increase the percentage of international students, Trustee Barnhart asked about a strategy for diversifying the international student population. Vice President Kostell responded that her Enrollment Management team strategizes on an annual basis.

Chair Botzow mentioned the academic presentation with the three international students at the morning session of the Committee of the Whole and offered the idea of extending an invitation to international students to visit Trustees at their homes.
Adjournment

There being no further business, the meeting adjourned at 4:25 p.m.

Respectfully submitted,

Bill Botzow, Chair