A meeting of the Educational Policy and Institutional Resources (EPIR) Committee of the Board of Trustees of the University of Vermont and State Agricultural College was held on Friday, October 20, 2017 at 10:15 a.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Donna Sweaney, Vice Chair Carolyn Dwyer, Briar Alpert, Cynthia Barnhart, Frank Cioffi, Curt McCormack, Caitlin McHugh, Anne O’Brien, President Thomas Sullivan, and Tristan Toleno

OTHER TRUSTEES PRESENT: Board of Trustees Chair David Daigle*

TRUSTEES ABSENT: Richard Gamelli, Shap Smith, and Jeff Wilson

REPRESENTATIVES PRESENT: Faculty Representatives Laura Almstead and Chris Burns, Staff Representative Amanda McIntire, Student Representative Jamie Benson, and Graduate Student Representatives Jessica Bocanegra and Leslie Sepaniac

REPRESENTATIVES ABSENT: Faculty Representative Jan Carney, Alumni Representative Afi Ahmadi, Foundation Representative Wolfgang Mieder, and Student Representative Ethan Foley

PERSONS ALSO PARTICIPATING: Chief Information Officer and Dean of Libraries and Learning Resources Mara Saule, Provost and Senior Vice President David Rosowsky, Associate Provost for Faculty Affairs James Vigoreaux, Associate General Counsel Jennifer Papillo, Vice President for Enrollment Management Stacey Kostell, Vice President for Human Resources, Diversity and Multicultural Affairs (HRDMA) Wanda Heading-Grant, Director of the Office of Institutional Research Alex Yin, HRDMA Senior Advisor and Chief of Staff Lacretia Johnson Flash, and Director of the Mosaic Center for Students of Color Beverly Colston

*arrived at 11:12 a.m.

Chair Donna Sweaney called the meeting to order at 10:45 a.m. and welcomed new Graduate Student Representatives Jessica Bocanegra and Leslie Sepaniac.

**Approval of Minutes**

The minutes from the May 19, 2017 EPIR Committee meeting were presented for approval. A motion was made, seconded and voted to approve the minutes as presented.
Routine and Annual Reports

Chair Sweaney announced, that in the interest of time, rather than have the reports presented individually, the Committee was invited to ask questions or comment on the following written reports provided in advance of the meeting:

- Annual UVM Foundation Report
- Annual Enrollment Report
- Annual Career Success Action Plan Progress Report
- Annual Information Technology Report
- Capital Projects Progress Report

Referencing the Information Technology Report, Trustee Caitlin McHugh asked about the Blackboard outage that occurred approximately a month ago and lasted approximately five hours during the middle of a weekday. Chief Information Officer and Dean of Libraries and Learning Resources Mara Saule responded that the outage was in large part an error on the part of Blackboard. It was the result of a patch that did not work correctly, and many other institutions also experienced this outage. CIO Saule added that they worked with Blackboard to ensure that they understood the very serious impact on students when something like this happens.

Trustee Anne O’Brien, referencing previous minutes, asked the Provost about the presenting all of the Academic Excellence Goals along with a progress report. Provost David Rosowsky responded that progress continues on the eight Academic Excellence Goals and all eight goals will be presented at a future meeting.

Trustee Cynthia Barnhart asked about the TAR (teaching as research) mentioned in the August 2017 edition of *Across the Green* and suggested having a presentation on this topic at some point. Associate Provost for Faculty Affairs James Vigoreaux informed the Committee that a pilot program is currently running with thirteen faculty members participating. They are receiving support and training in how to develop teaching as research. The plan is to teach these courses in the spring semester, and a presentation could be offered at a future meeting.

Referring to the May minutes, Trustee Barnhart asked how the revised hazing policy affects guests of the University community. Associate General Counsel Jennifer Papillo responded that guests would not necessarily go through the same process, but the way the term “guests” would be used would include, for example, a contractor on campus, people that were attending events, etc. The action would be different but they would still be looking at the same criteria.

Provost Rosowsky asked Vice President for Enrollment Management Stacey Kostell to introduce the new Director of Admissions. Vice President Kostell introduced Ryan Hargraves and informed the Committee that Director Hargraves, who arrived at UVM in September from the University of Virginia, will play a key role in advancing the University’s enrollment goals and strategic initiatives.
Capital Projects Progress Report

Director of Capital Planning and Management Robert Vaughan reviewed a proposal for the McAuley Hall deferred maintenance project. The overall objective of the project is to replace the exterior aluminum curtain wall system of McAuley Hall on the Trinity Campus. The project will include redesign and insulation of the window system. It is estimated that the renovation scope will cost $3.0 million, based on the current estimates. It is proposed to utilize existing unrestricted plant funds that currently exist in residential life. The plan is to get through design this coming this year. Trustee Anne O’Brien asked what was the primary use of the building. Director Vaughan responded that it serves as a residence and dining hall.

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

Resolution Approving Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall)

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

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

Report by the Faculty Senate Curricular Affairs Committee Chair

Faculty Senate Curricular Affairs Committee (CAC) Chair Laura Almstead provided an overview of three new academic program proposals.

- A new minor in Law and Society in the College of Arts and Sciences. The main goal of the program is to prepare a broader spectrum of students for a better understanding of “the operation of law as a social institution.” The interdisciplinary minor offers an opportunity for interested undergraduate students to deepen and broaden their knowledge of the logic and operation of various components of legal institutions.

- A new minor in Emergency Medical Services in the College of Nursing and Health Sciences. The newly proposed minor was developed in response to demand for and interest in coursework in emergency medical services expressed by UVM undergraduates. As integration of emergency medical services education into higher education programs is unfolding on a state and national level, the development of this minor allows UVM to respond in a timely fashion to an anticipated long-term trend in this area.

- A new Master of Science in Physical Activity and Wellness Science in the College of Nursing and Health Sciences. This new M.S. is designed to provide future exercise
professionals a defined scope of theoretical understanding and translational knowledge, skills, and abilities. This is an exciting opportunity for UVM, known to be an advocate of healthy nutrition and exercise practices, to be a leader in this domain and help realize an emerging career opportunity for UVM students.

CAC Chair Almstead pointed out that the second and third proposals are a direct result of students’ requests.

Action Items

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

**Resolution Approving the Creation of a Minor in Law and Society in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a Minor in Law and Society in the College of Arts & Sciences, as approved and advanced by the Provost on June 14, 2017 and the President on June 16, 2017.

**Resolution Approving the Creation of a Minor in Emergency Medical Services in the College of Nursing & Health Sciences**

RESOLVED, that the Board of Trustees approves the creation of a Minor in Emergency Medical Services in the College of Nursing & Health Sciences, as approved and advanced by the Provost on September 22, 2017 and the President on September 25, 2017.

**Resolution Approving the Creation of a MS in Physical Activity and Wellness Science in the Graduate College**

RESOLVED, that the Board of Trustees approves the creation of a MS in Physical Activity and Wellness Science in the Graduate College, as approved and advanced by the Provost on September 22, 2017 and the President on September 25, 2017.

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

**Educational Advisory Board Retention and Advising Software**

Provost David Rosowsky and Vice President for Enrollment Management Stacey Kostell provided a presentation on new software for advising students. In his introduction, Provost Rosowsky pointed out that this initiative is from a direct request from the Student Government Association (SGA) to find software for advising to support the students through their four years at UVM. The direct-to-student engagement tool provides a personalized, curated feed on their mobile device. Students will receive tailored mobile content and support providers can easily coordinate and track interactions. The predictive analytics will improve the quality of advising
interactions enabling more meaningful conversations. Returns include an improved student experience, an estimated 2% improvement in retention rate, and an improved four-year graduation rate. The Provost added that every twenty students that is retained results in approximately a half million dollars in revenue to each school or college. In addition, the software demonstrates our commitment to academic excellence and student success. Vice President Kostell added that the campus community supports this initiative.

Trustee O’Brien asked if there will be any aggregate reporting. Vice President Kostell responded that once the software is purchased and up and running, they will be spending several months doing analytics to find out more about UVM students. Provost Rosowsky elaborated on the many individuals and departments that will benefit from this information, including advisors, department chairs, deans, Admissions and Enrollment Management, and health and counseling services. They will all have the ability to look at the various populations that pertains to their unit or department.

Trustee McHugh asked about student privacy, and in particular, who would see the at-risk students. Vice President Kostell responded that maintaining student privacy is very important to the process and there will be different levels of security built into the software. Faculty Representative and CAC Chair Laura Almstead added that this software gives faculty an efficient system to use rather than having to manually keep track of advisees, and as a faculty member, she very much appreciates this initiative.

Trustee Barnhart mentioned the $200,000 annual cost for the software to which Provost Rosowsky referred back to his earlier comment that every 20 students represents a half million dollars compared to the cost of just $200,000 per year.

Student Representative Jamie Benson added that this software will be great for communication between students and faculty advisors.

Chair Sweaney questioned the tendency for users of a new system to be somewhat unenthusiastic, waiting until the next administration comes in to see what they will be asked to use next. She questioned how you make sure you get the buy-in from faculty, understanding that there are people who really advocate and see the time-saving advantage to this system. Provost Rosowsky responded that UVM is a little staid in its approach to things so one of the advantages about coming late into the game is that we can learn about pitfalls and opportunities from other institutions who have moved into these systems. There will be training and learning opportunities for faculty but the key is that this is going to be driven by students. Students will come in with the expectation that this is the platform by which they will receive information and by which they will be able to make decisions about advising and timely progress. Students will be coming to their faculty advisors with their device and the faculty will see the opportunity and efficiencies, but ultimately, it will be pushed by students.

President Thomas Sullivan commented that he had an advising system at his former institution with a faculty of 4,000 and it transformed the entire advising process. He said it caught on very quickly because it is so facile in a way that you can get information quickly and is incredibly efficient. He added that he believes this system will become part of the culture and expectation
very quickly. Trustee Carolyn Dwyer added that this is another opportunity to level out the quality of advising.

**Annual Diversity Report and Presentation**

Vice President for Human Resources, Diversity and Multicultural Affairs (HRDMA) Wanda Heading-Grant and Director of the Office of Institutional Research (OIR) Alex Yin provided a comprehensive report on the major institutional diversity initiatives and accomplishments. Vice President Heading-Grant focused her report on the University identities centers whose missions are directly related to support students from marginalized identities. Goals of the centers range from the creation of a campus environment that is inclusive to creating an educational environment that broadens understanding and appreciation of multiculturalism, diversity, and social justice. The four centers include the Interfaith Center, LGBTQA Center, Mosaic Center for Students of Color, and the Women’s Center. Vice President Heading-Grant shared excerpts from student testimonies to illustrate the value of the centers. She recognized and introduced Director of the Mosaic Center for Students of Color Bev Colston, Director of the LGBTQA Center Kate Jerman, Women’s Center Director Melissa Murray, and Interfaith Center Coordinator Laura Engelken. In addition to reporting on the Centers, Vice President Heading-Grant referenced the national climate in terms of an increase in high-profile incidents of inequity and violence around race, national origin, immigration status, sexual orientation, and gender identity.

Director Yin next presented data on racial and ethnic diversity at UVM. He introduced a data tool that makes it easier to disaggregate information. The data gives the state of the University when it comes to racial and ethnic diversity. Director Yin recognized OIR Administrative Analyst and Senior Planner Larry Granillo for the tremendous amount of time he spent pulling together the data. Director Yin informed the Committee that the information he presented is available on the OIR website. Future plans include building dashboards for faculty and staff.

Vice President Heading-Grant then addressed the issue of the recent student demands to which leadership has responded. The University’s senior leadership was presented with a list of concerns labeled as demands ranging from mandatory diversity professional development for faculty, staff, fraternities and sororities, and an increase of faculty of color on campus to the renaming of buildings, and improving students’ classroom experiences in diversity courses. She reported that the leadership has responded to the concerns and will work to continue to have open dialogue with the students and the many related leaders and stakeholders who are important to further progress.

Trustee Barnhart expressed appreciation for the testimonials but said it would be helpful to have some quantitative information. Director Yin responded that he has been working with each of the center directors and is hoping to have some data for the Committee to look at in the upcoming year. Vice President Heading-Grant added that the next step is their dashboard metrics. HRDMA Senior Advisor and Chief of Staff Lacretia Johnson Flash reported that UVM is heavily involved with the implementation of *The Framework for Inclusive Excellence* which outlines the elements for building an infrastructure that manifests inclusive excellence. It involves every college and division at UVM, including the Offices of the President and Provost, to inventory the
University’s collective diversity and inclusion work, and to create action plans along the four pillars of inclusive excellence: academics, community, environment, and operations. The Office of the Vice President for HRDMA is coordinating the compilation and analysis of the data gathered from this institution-wide initiative to identify best practices, gaps, and resources needed to move forward regarding inclusive excellence.

Board of Trustees Chair David Daigle commented that although he thinks the identity groups have a real and valuable purpose, his concern was that by dividing people into identity groups, you are losing the connections of people who are different from each other. Further, when you are talking about trying to create that multicultural world that everyone desires, he questioned how identity groups can be promoters of multiculturalism by not just having people in the groups, but by cross-connecting those groups. Vice President Heading-Grant responded that the Mosaic and Women’s Centers do a lot of work together. Mosaic Center Director Colston provided examples of collaborative efforts.

Trustee Barnhart asked if there is a student survey. Director Yin responded that UVM conducts the National Survey of Student Engagement. Trustee Briar Alpert asked if there were any takeaways. Director Yin responded that students want to have people like them in leadership positions and that is a key part of this institution.

**Enterprise Risk Management Report (Title IX Sexual Assault)**

In the interest of time, Chair Sweaney deferred the Title IX Sexual Assault report which will be included in the ERM annual report in February.

**Adjournment**

There being no further business, the meeting adjourned at 11:57 a.m.

Respectfully submitted,

Donna Sweaney, Chair