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Richard Vanden Bergh, associate professor of business, studies the complex relationship among corporations, legislators and regulatory agencies. (Photo: Rajan Chawla)

New research by Richard Vanden Bergh, associate professor of business, details the complex approach used by corporations to receive favorable regulatory agency rulings and offers some clues to predict the tactics such companies might employ.

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THE WEEK IN VIEW

Feb. 28. 12:30 p.m. Rubenstein School Spring 2008 Seminar Series: "Sequestering Carbon in Vermont's Forested Ecosystems" with William Keeton, associate professor of natural resources. 104 Aiken Building. 656-2691.

March 4. Noon. Staff Council meeting. Livak Ballroom, Davis Center.

March 4. 7 p.m. Teagle Project Panel Discussion: "Atheism," with UVM professors Todd McGowan, Mike Ashooh, Sheila Kunkle, and Don Loeb. Multipurpose Room, University Heights North. [Information.](#)

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UVM HOMEPAGE

Business Researcher Reveals Savvy Strategies of Regulated Firms

By Jon Reidel

Article published February 27, 2008



Richard Vanden Bergh, associate professor of business, studies the complex relationship among corporations, legislators and regulatory agencies. (Photo: Rajan Chawla)

As the 2008 presidential campaign continues to intensify so have the denouncements of lobbyists and their influence on the decision-making process of legislators. Campaign promises to reduce the power of special interests in Washington often are interpreted as

meaning no more campaign donations with strings attached. However, new research by Richard Vanden Bergh, associate professor of business, reveals a far more complex approach used by corporations to receive favorable outcomes and offers some clues to predict the tactics they might employ.

Vanden Bergh's most recent study, titled "Making Friends in Hostile Environments: Political Strategy in Regulated Industries," in the forthcoming April 2008 issue of *Academy of Management Review*, examines how regulated firms target their political strategies at multiple government institutions in order to gain more favorable regulatory agency decisions. "The firms we study aren't ideologically motivated; they want a return," he says. "My models focus on who these firms target, whether it's the regulatory agency or a legislator, based on the current political environment. They also show how to predict when some of these shifts might occur."

Vanden Bergh and co-author Guy Holburn, associate professor in the Ivey School of Business at the University of Western Ontario, initially identified political and regulatory circumstances that generate "hostile" environments from the firms' perspectives. They then differentiate between the circumstances under which firms will employ an indirect strategy (targeting legislators) or use a more direct approach, focusing on regulators to induce changes in regulatory decisions. They also identify specific political institutions that firms target.



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The two researchers found that regulated firms, for example, shouldn't necessarily target regulatory agencies when seeking more favorable agency decisions. In the right circumstances, they found, firms gain greater leverage by targeting elected political institutions, which can put pressure on the agency to comply. "By specifying these conditions, we contribute to the existing political strategy, which hitherto assumed regulated firms should concentrate primarily on their interactions with regulators," concludes Vanden Bergh in the paper.

Casting an empirical eye on specific industries

Vanden Bergh has been studying the habits of firms in relation to various governmental entities since arriving at UVM in 2000 after working as a director of research in high-yield, fixed income securities for an investment bank in San Francisco. Much of his previous research focused on the practices of specific industries. A 2007 paper, titled "Targeting Corporate Political Strategy: Theory and Evidence from the U.S. Accounting Industry," analyzed the interactions between the accounting industry and multiple government institutions to predict how firms target different branches of government in hopes of favorable public policies. The hypothesis that firms focus on the branch of government that's most "pivotal" in the policy-making process was backed by an analysis of how U.S. accounting firms shifted their political campaign contributions between the House and Senate in response to the threat of new regulations governing auditor independence during the 1990s.

In 2006, Vanden Bergh examined the utilities market in a paper titled "Nonmarket strategy performance: Theory and Evidence from U.S. Electric Utilities" that appeared in the prestigious *Academy of Management Journal*. The study developed and tested a theoretical model of regulated firm performance in political markets. Vanden Bergh's other research has also looked at the politics behind the creation of consumer advocacy agencies across the 50 states.

A multi-disciplinary approach

Vanden Bergh's research is unique in that it combines politics, business and public policy actors. It's also refreshingly honest due to its working assumption that "both public and private actors behave in a self-interested manner," with each actor seeking to "maximize its payoffs given the political constraints created by other actors in the process." That said, varying decisions are made depending on the position of the firm in relation to the political actors of the day (conservative or liberal), the leanings of the regulatory agency in question and whether its head is elected or appointed.

"Drawing on both political science and management literatures, we develop a stylized model of the interactions between a firm, a regulatory agency and multiple political institutions, where observable, constitutional rules govern the policy making process, including the powers of initiation and veto," writes Vanden Bergh in his latest paper. Working under these parameters calls for tedious tracking of voting

preferences by legislators, lobbying and campaign contribution efforts of firms and decisions made by regulatory agencies and its heads. In the end, these efforts provide a unique picture of political strategy and the results it produces.

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UVM HOMEPAGE

Oscars After-Party

UVM film buffs weigh in on the Academy Awards

By Thomas Weaver, Amanda Waite

Article published February 27, 2008



Film producer and UVM alum Jon Kilik's movie *The Diving Bell and the Butterfly* was nominated for four Oscars at the 80th Academy Awards. (Photo courtesy of the A.M.P.A.S.)

The 80th Annual Academy Awards — nearly sidelined by the writers' strike that ended earlier this month — went on as planned Sunday night, and a number of UVM film buffs tuned in.

The view spoke with them about the winners, the losers, the overlooked and the overrated — as

well as the significance of the Oscars to scholars.

"I find the Academy Awards interesting, but hardly definitive," says Frank Manchel, professor emeritus of English and film scholar. While he concedes that the Oscars are the most important industry-oriented recognition in film, Manchel adds that "the questionable makeup of the people voting plus the economic pressures on the voters result in a fuzzy mainstream consensus, rather than a clear-cut standard for judging the categories in the film world."

Todd McGowan, associate professor of English and program director of film studies, acknowledges that the Oscars mean different things to different scholars. "Many in film studies pay quite a bit of attention to the industrial side of filmmaking or to audience reception, and for these people, the Academy Awards has some significance," he says. "Many have disdain for the Oscars. Others follow the awards like fans. I fall into the latter category."

The Coen Brothers were the big winners on Sunday night for their harrowing adaptation of author Cormac McCarthy's *No Country for Old Men*. Manchel doesn't quibble that this picture, or other nominees weren't worthy of consideration, but in his opinion they don't represent the best films of the year. The professor, who has a near film-a-day celluloid habit, rattles off recent movies that have impressed him: *In the Valley of Elah*, *Eastern Promises*, *The Wind that Shakes the Barley*, *The*

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Golden Door, *The Assassination of Jesse James*, *Gone Baby Gone*, and *Amazing Grace*. Also overlooked on Oscar night, says Manchel, were the performances of Tommy Lee Jones in *No Country* and *In the Valley* and Helena Bonham Carter in *Sweeney Todd*.

Manchel also hails *The Diving Bell and the Butterfly* as one of the year's best, admitting that his heart is in the vote as well as his head. It's the latest production of Jon Kilik, UVM Class of 1978, who credits his former professor for kindling his love for film and interest in the profession. (Manchel is among those receiving a "special thanks" in the final credits of *Diving Bell*.) Considering Kilik's production of the work by director Julian Schnabel, Manchel says, "I thought the film was magnificent and a reminder of just how brilliant Jon's work has become, especially when it follows on the heels of last year's memorable film *Babel*."

When asked if he was surprised by the winners, McGowan, who never misses the telecast, says that most surprising to him this year is how satisfied he feels with the choices. "Typically, I'm gravely disappointed, as when, for example, Ron Howard won Best Director (for *Beautiful Mind*) over Robert Altman and David Lynch," he says. "But this year was the first time since *Titanic* won that I thought the best picture of the year won the award." Although McGowan did find *Juno* and *There Will Be Blood* "wildly overrated," he felt the acting awards were "more just than is typical."

"The only thing I really liked from *There Will Be Blood*," McGowan says, "was the final scene. It is the kind of film that seems like a critique of what it depicts but actually functions as a tacit justification and even endorsement. Part of the problem, ironically, is that the (Best Actor winning) performance of Daniel Day-Lewis is too strong: he is such a powerful figure that one can't help but find him compelling."

Lori Holiff, media services specialist in Bailey/Howe, also found few surprises this year, with the exception, she says, of the Best Actress category. Although Marion Cotillard took the award home for her performance in *La Vie en Rose*, Holiff was betting on Julie Christie in *Away from Her*.

The real disappointment for Holiff this year was in the telecast, hosted by Jon Stewart. "I thought many of the jokes fell flat," she says. "The banter was boring much of the time, and it lacked the luster and energy of some previous years. And as usual, way too long!"

While the Oscars may be of questionable importance to film studies, it's clear that the awards continue to persuade viewers. "I do see an increase of library patrons asking if we own the movies nominated," Holiff says. Savvy UVMers who take advantage of Bailey/Howe's free DVD rentals can rest assured. "The media department does purchase most of the nominated films," including, she says, "the lesser known categories of best foreign films and best documentary films."

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Campus Life Task Force Presents Report to Board

By The View Staff

Article published February 27, 2008



Trustees Deborah McAneny and Robert Cioffi at work during the February 2008 board of trustees meeting.
(Photo: Jon Reidel)

The Campus Life Task Force II presented a Phase I report, eight months in the making, to the UVM board of trustees at last week's meeting.

The report was designed to assess and identify programmatic and student needs at the university related to major events,

health, fitness and recreation and intercollegiate athletics.

In making its analysis and outlining recommendations, the task force gathered a wealth of data, conducting focus groups and interviews with students, faculty and staff; surveying students; assessing use and demand of current facilities; and visiting and assessing facilities on other campuses.

Among the report's key recommendations were to

- create an expanded and centrally located center for health and wellbeing
- develop a dedicated recreation center for activities ranging from intramural sports to fitness programs
- build a Division I caliber track
- relocate baseball and soccer fields to an on-campus location
- develop a multipurpose event center to support a growing number of athletic and nonathletic activities.

Although it came with no dollar figure, task force chair Ian Boyce, a member of UVM's board, said implementing the plan would require "significant resources to address." He added that the needs were "real, large, and urgent."

After discussion and debate, the board unanimously approved a resolution

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accepting that a compelling case had been made for continued analysis and asking the UVM administration to carry out a “detailed assessment” of the plan that would both outline its financial scope and prioritize individual projects within it in relation to other capital projects the university is considering.

The task force was assisted by consultants Canon Design and Brailsford & Dunlavey. Both firms worked with the university on Campus Life Task Force I, which investigated the need for a student center at UVM and led to the creation of the Dudley H. Davis Center.

During the Budget, Finance and Investment Committee meeting, the majority of discussion among committee members focused on budget planning for FY 2009 and on the update of the Strategic Financial Plan 6.0.

Under the proposed budget planning parameters for the 2008-2009 academic year, tuition and room and board would increase by 6 percent; meal plans by 7 percent; and student fees by 10 percent for an overall increase of about 6.5 percent. Total costs for in-state students would increase from \$20,078 in FY 2008 to \$21,378 and from \$35,962 for out-of-state students to \$38,216 during the same time period.

President Daniel Mark Fogel pointed out, however, that with increases in financial aid, the true average cost per student will keep UVM in a favorable competitive position.

The Strategic Financial Plan Update 6.0 gave committee members a look at UVM’s financial future through FY 2017. In his report to the committee, Fogel said that the SFP update picture shows strong performance to date, but reveals acute challenges ahead. Drawing attention to the conservative approach to the update, Fogel underscored that at no time in the forecast does the university approach the upper limits of the allowable debt ratio of 6 percent (topping out at 5.3 percent debt burden in 2011 and falling to 4.4 percent in 2017).

However, if the board of trustees opted to maximize a full 5 percent debt burden in 2017, the university would have an additional \$62 million in debt capacity beyond the \$179.6 million already shown in the forecast for approved projects plus baseline spending for deferred maintenance. Fogel pointed out that, even with an additional \$62 million (in addition to the university matching borrowed dollars with non-debt dollar through fundraising and other sources), there still would not be enough money to fund all the projects still on the priority list much less the recommendations of Campus Life Task Force II.

“It is evident that our resources simply cannot keep pace with our needs and that hard choices lie ahead,” he said.

Additional news

Chris Lucier, vice president for enrollment management, and Wanda Heading-Grant, associate provost for multicultural affairs, delivered a report on the challenges of recruiting and retaining ALANA students, who have applied to UVM in record numbers again this year. Both stressed that the effort calls for complementary relationships across campus above and beyond admissions and equity units that build and strengthen a culture of access and inclusion. Fogel added, while the university's ALANA retention rates are strong, the university needs to focus on students graduating with high levels of academic success as well as positive feelings about their campus experience.

The board unanimously approved naming the Plant Science Building "James M. Jeffords Hall." The designation is in honor of the former senator's long service to Vermont, particularly in the areas of environmental stewardship and agricultural sustainability, and his advocacy for the university throughout his political career.

During the Education Policy and Institutional Resources committee meeting, Provost John Hughes reported on record enrollment and application figures. Current undergraduate enrollment stands at a record high of 8,950. The Vermont student total (3,194) is the highest in 14 years. As of Feb. 20, applications for fall 2008 were also running at record levels with 20,991 undergraduate applications, 1,796 of them from prospective ALANA students.

[Read about the board's newly elected members and officers.](#)

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UVM HOMEPAGE

Young Scientists Win NSF Grants

By Joshua Brown

Article published February 27, 2008

Matthias Brewer works on assembling complex molecules from simple starting materials, with an eye toward one day improving the way medicines are made. Frederic Sansoz studies the strength and properties of extremely small wires, an important piece of the revolution in "nanomaterials." Both are young scientists whose research promises to push forward on basic questions in science — and, in time, contribute a clear public benefit.

That's why the National Science Foundation granted Brewer, assistant professor of chemistry, and Sansoz, assistant professor of mechanical engineering and materials science, Early Career Development Awards (CAREER), funding portions of their research for the next five years.

This is only the second time the University has won two of the highly competitive CAREER grants in one year. Brewer's \$500,000 grant, "Synthetic Methodology for the Preparation of Polycyclic Nitrogen or Oxygen Containing Heterocycles," will begin March 1, 2008. Sansoz's \$400,000 grant, "Microstructure and Size Effects on Metal Plasticity at Limited Length Scale," will begin in April.

NSF CAREER awards support untenured faculty's career development not just in research but also in education. "Being a faculty member at UVM, it is no surprise that I am interested in green chemistry," said Brewer, who completed his undergraduate degree at UVM in 1996, studying with Paul Krapcho, before returning to join the chemistry department three years ago. In addition to his research agenda, Brewer plans to incorporate green "concepts and experiments into the undergraduate organic curriculum to strengthen our students' education," he said. "This will lay the groundwork for the next generation of chemists to develop more efficient and environmentally friendly processes throughout their careers."

For Sansoz, who studies the strange microscopic world of metallic nanomaterials, the grant presents an opportunity to continue his work with wires of nickel and gold at the scale of the atom. He expects to produce "nanorods" and "nanowires" with specific kinds of intended defects that, at that miniaturized level, make them stronger. For example, "nanoscale wires of gold, which is naturally a very soft metal, are ultra-strong materials with a strength up to a 100 times that of bulk metals," he noted.

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"These CAREER awards are very prestigious and highly competitive," said UVM professor of biology, Judith Van Houten; she directs the Vermont EPSCoR (Experimental Program to Stimulate Competitive Research) program that will administer and support the new grants. "The challenge is to integrate teaching and research seamlessly. Our UVM faculty are particularly dedicated to teaching, in addition to being excellent scientists and engineers, and this contributes to their success with CAREER awards."

Other recent CAREER grant winners at UVM include: Paul Bierman in 1997, Chris Landry in 1999, Naomi Chesler in 2000, Darren Hitt in 2001, Adel Sadek in 2002, and Britt Holmen in 2006. Randall Headrick and David Bucci both won CAREER grants in 2004, according to the Vermont EPSCoR office.

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UVM HOMEPAGE

Trustees Elect New Members, Appoint New Officers

By The View Staff

Article published February 27, 2008

The University of Vermont board of trustees has elected as new members William Ruprecht, president and chief executive officer of Sotheby's, and Samuel Bain, founder and partner at Bainco International Investors. They will each serve six-year terms, replacing board chair Carl Lisman and member Ray Pecor, whose terms end on Feb. 29.

Ruprecht, who received a bachelor of arts degree in studio art from UVM in 1980, began his career later that year as a cataloger at Sotheby's. Over the next 20 years, he advanced through the company as a department director, director of marketing, and vice president, among other positions, until he was named president and CEO of the prestigious 260-year-old auction house in 2000.

Also a UVM alum, Bain graduated from the university with a bachelor of science degree in mathematics in 1968. He completed a master of science degree in systems design management at George Washington University. Bain returned to teach at UVM for a year before pursuing a career in financial services with companies including Donaldson, Lufkin & Jenrette and Merrill Lynch. In 1987, Bain founded Bainco, an asset management firm for high net-worth clients, where he has served as CEO and managing partner for 20 years.

Joining Ruprecht and Bain on the board is student trustee, Jason DePatie. A double major in English and political science, DePatie is a member of the 2011 Class Council, serving on the Committee for Community Development. He is a rower on the crew team and a participant in the Integrated Social Science TAP program. DePatie will serve a two-year term.

Current trustee Robert F. Cioffi was reelected to the board for a second six-year term. Cioffi graduated from UVM with a bachelor of arts degree in political science in 1990 and received an MBA from the Fuqua School of Business at Duke University in 1998. Cioffi has worked in financial services throughout his career and is currently a venture partner with Alerion Partners in Rowayton, Conn. Prior to joining Alerion, Cioffi worked at GE-Equity, a division of General Electric Capital Corp., served as a consultant for Evaluation Associates Capital Markets, and worked for Chase Manhattan in its private banking group.

All new and re-elected trustee terms begin on March 1



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Boards elect new officers

Ian Boyce was included on the proposed officers slate to replace Carl Lisman as chair. However, the charter dictates that the chair be elected at the annual meeting in May, after new trustees begin their terms. Frank Cioffi will serve as interim chair beginning March 1 until Boyce is officially elected in May.

February is the annual meeting at which the the nine self-perpetuating members of the board elect officers for one-year terms. Susan Hudson-Wilson was elected as chair, James Betts as vice chair and John Hilton as secretary.

Harry Chen was elected as vice chair of the Agricultural College Board meeting, the nine members elected to the board by the Vermont General Assembly. This appointment is the result of the bylaw changes approved at the November meeting, which added the office of vice chair. Claire Ayer serves as chair and Ed Amidon is secretary.

[Read more about the February 2008 board meeting.](#)

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UVM HOMEPAGE

Artist in Residence to Solo in Bassoon Concerto

By the view Staff

Article published February 26, 2008

The University Orchestra, with soloist Rachael Elliott, will perform *Concerto for Bassoon and Orchestra* by Ellen Taaffe Zwilich on Sunday March 2 at 3 p.m. in the Music Recital Hall. Admission is free.

Zwilich, who won the Pulitzer Prize for Music in 1983, was the first woman to receive that coveted award. The *Concerto for Bassoon and Orchestra* was commissioned by the Pittsburgh Symphony Orchestra in 1992.

Among her other awards and honors, Zwilich has been inducted into the American Academy of Arts and Sciences and the American Academy of Arts and Letters. In 1995, she was named to the first Composer's Chair in the history of Carnegie Hall, and she was designated Musical America's Composer of the Year for 1999. She has had four Grammy nominations and received the Arturo Toscanini Music Critics Award, the Ernst von Dohnányi Citation, an Academy Award from the American Academy of Arts and Letters, and a Guggenheim Fellowship.

Rachael Elliott teaches at UVM, Middlebury College, and Kinhaven Music School. In addition, she is the bassoonist with the Clogs and performs with Vermont ensembles including the Heliand Trio and the Vermont Contemporary Music Ensemble.

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UVM HOMEPAGE

Perennial Garden Expert to Offer Easy Tips at Hort Farm Event

By The View Staff

Article published February 26, 2008

Kerry Mendez, owner of [Perennially Yours](#) in Ballston Spa, New York, will present an evening of tips on low-maintenance perennial gardens at the UVM Hort Farm (65 Green Mountain Drive, South Burlington) on February 29 from 6 p.m. to 7:30 p.m.

Her talk, "Three Seasons Of Color: Hit the Easy Button," is sponsored by the [Friends of the Hort Farm](#), who promise that Mendez will share secrets for adding the WOW factor to your garden.

Mendez will be featured in *Country Gardens* and *Saratoga Living* magazines in 2008.

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UVM HOMEPAGE

CVPS Donates Plug-in Car to UVM for Research in Northern Climates

By Joshua Brown

Article published February 26, 2008

On Feb. 21, President Daniel Mark Fogel was handed the keys to a new car. But he won't be taking it for a joy ride.

Instead, he received the plug-in hybrid electric vehicle — a modified Toyota Prius donated by Central Vermont Public Service — on behalf of UVM's Transportation Center. UVM researchers will use the vehicle to explore how a new generation of hybrid cars, which recharge from a standard outlet, perform in the cold, hilly conditions of Vermont.

Bob Young, president of CVPS, presented the vehicle to President Fogel and Transportation Center director Lisa Aultman-Hall as part of CVPS's plug `n go™ program, the nation's first utility program that allows customers to use plug-in hybrid electric vehicles to reduce driving costs and air pollution by substituting off-peak electricity for gasoline.

UVM will conduct extensive testing on the vehicle in cooperation with the CVPS program.

"We're delighted to have an ongoing partnership with Central Vermont Public Service and deeply grateful for this generous donation," said Fogel, "Our shared goal of developing a new generation of cleaner and smarter transportation choices — that are practical for the people of Vermont— takes an important step forward today."

"UVM's expertise will provide valuable insights into these vehicles and the air emission reductions they offer," Young said. "We are on the cutting edge of this technology, and UVM is in a unique position to complement the work we are doing."

"Making Vermont a global leader in clean energy technology, alternative fuel use and energy research will strengthen our economy and help us combat global climate change," said Governor Jim Douglas, who drove with Fogel and Young in the new car to attend the ceremonial key hand-off in front of UVM's Farrell Hall. "I congratulate CVPS and the university for their groundbreaking partnership and focus on this important research."

Vermont-specific Research

"We know in general that plug-in hybrids have about 30 percent lower carbon emissions than other hybrids," said Richard Watts, a UVM



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researcher who will study the car's performance, "but we don't know specifically how they will do over different length trips and on different parts of our electrical grid. Will the performance be the same in Burlington as in Highgate Falls?"

To study this question and others, the researchers will ask a group of commuters, some local and some coming from long distances, to use the car for their regular drive. From all of these trips, they'll collect data about carbon emissions, electricity use, local variations in the electrical supply, and performance over differing distances and driving styles.

The new car will also be used as part of an on-going research effort about the capacity of Vermont's electricity grid to handle 50,000, 100,000 or 200,000 plug-in hybrids.

"If everyone plugged in at 8 in the morning and 6 at night that would be a disaster," Watts said, because that is the peak period of demand. The additional draw on the grid would force power providers to buy more expensive, dirtier power from outside the state — or cause the grid to fail.

"But there are valleys in use overnight," Watts said, and his research, in collaboration with Stephen Letendre at Green Mountain College, is exploring ways that drivers could be encouraged to recharge their plug-in cars at these off-peak times. As part of the research, the test drivers of the new car will recharge it during the night.

The UVM car is the second provided by CVPS to educational partners, the first donated to Green Mountain College last fall.

Hybrid — Plus Extension Cord

Like a conventional hybrid car, a plug-in hybrid runs on a battery pack when it can and then switches to a gas engine. But the plug-in hybrid can also recharge its batteries by connecting to a standard electrical outlet.

Since Vermont's electricity supply is relatively clean compared to many other states — it has a high proportion coming from hydro and nuclear power — cars that run on electricity could make a significant impact on the state's overall greenhouse gas emissions.

Nationwide, transportation produces about 28 percent of U.S. greenhouse gas emissions, according to the EPA. In Vermont, transportation produces 44 percent of the state's greenhouse gas emissions, Watts reports.

"Switching 50,000 existing vehicles from gasoline to plug-in hybrid electric vehicles would reduce carbon emissions by 31 percent," Watts and Letendre wrote in a new report on these vehicles that was formally released at the car donation event.

In addition to donating the new vehicle, Central Vermont Public Service is

helping to fund Watts' research along with Green Mountain Power and the Burlington Electric Department.

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UVM HOMEPAGE

International Women's Day Celebration to Take Place March 6

By The View Staff

Article published February 27, 2008

International Women's Day (IWD) is a United Nations recognized, worldwide celebration on March 8 for global equity and change. A number of events have been organized in celebration of IWD at UVM on Thursday, March 6 on the fourth floor of the Davis Center. The day begins with a breakfast of international foods, continues with an activism and cultural fair and concludes with a film festival.

For more information about the day's events, visit [UVM's International Women's Day website](#).

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NOTABLES

February 27, 2008

Publications and Presentations

Marilyn Lucas, assistant professor of business administration, published an article titled, "Tracking the Relationship between Environmental Management and Financial Performance in the Service Industry," in *Service Business: An International Journal*. The paper, co-authored with M. A. Wilson, from Arcadis, Inc., investigates the relationship between the implementation of environmental management practices and financial performance in the context of the service industry. The findings support the hypothesis that it pays for service sector firms to have "clean-running facilities" in addition to running facilities in a "cleaner service industry."

Garrison Nelson, professor of political science, wrote an op-ed article in the Jan. 4 issue of the *Boston Globe* titled "Success for one Kennedy, but not the other." Nelson writes about the significance of the New Hampshire primary using Jack and Ted Kennedy's bids for the Democratic ticket as evidence. He was also quoted in a Feb. 22 *Boston Globe* article on the appeal of the presidential candidates to moderates. Nelson co-authored an article in January appearing in *Political Science & Politics*. His article, "Middlemen No More? Emergent Patterns in Congressional Leadership Selection," explores a possible shift in the political profile of party leaders — from "middlemen" to politicians from the ideological extremes.

Awards and Honors

Heather Cairl, senior film and television studies major, recently presented a solo dance, "Dirthead," for adjudication at the New England regional conference of the American College Dance Festival Association at Connecticut College. Her work was selected as one of the best in the conference to be performed again in a closing gala concert. "Heather performed with works from universities with much more developed dance programs," says Paul Besaw, assistant professor of dance. "This was a major honor for (her), and for our new dance program."

Jeanine Carr, associate professor of nursing, was appointed by Governor Jim Douglas to the Vermont Board of Nursing for a four-year term, beginning in January 2008. She is the first faculty member from the UVM department of nursing to be appointed to this board.

Ahmad Chaudry, assistant professor of medical laboratory and radiation

sciences, has been awarded a \$50,000 research grant from the Vermont Cancer Center for his project "Regulation of gene expression in radiation-treated cells." The project will examine the molecular events (specifically the mechanism of gene regulation) in human cells treated with radiation. The long-term goal of this research is to gain a better understanding of how best to manage radiation therapy patients.

David Jones, assistant professor of business administration, has been elected to serve as chair of the board of directors for the [New Sudan Education Initiative](#), an organization founded and directed by UVM alums with the goal of building 20 secondary accelerated learning and leadership academies throughout southern Sudan by 2015.

Burton Wilcke, chair of medical laboratory and radiation sciences, was invited by the Association of Public Health Laboratories and Centers for Disease Control to lead a one-week PEPFAR-funded lab leadership workshop in Tanzania last week.

February 20, 2008

Publications and Presentations

Jamie Shaw, lecturer in the Department of Animal Science, is featured in this month's edition of *Business People-Vermont* magazine. The article describes her activities as a highly successful dog trainer. Shaw teaches the UVM course "Dog Training and Behavior," which is one of the most popular in the department. The article describes Shaw's work as an expert in dog behavior and as the operator of the dog training facility, The Dog School, in Williston. She is also author of the book "Dog to Dog Communication: The Right Way to Socialize Your Dog."

February 13, 2008

Publications and Presentations

David Novak, assistant professor of business administration, had a paper accepted for publication in *Decision Support Systems* titled "Managing Bandwidth Allocations between Competing Recreational and Non-Recreational Traffic on Campus Networks." The paper demonstrates a decision support methodology to set optimal bandwidth allocations for competing recreational peer-to-peer (P2P) file sharing traffic and non-recreational traffic (non-P2P) with respect to minimizing the total cost of network operations. Total costs include the explicit costs to the Internet provider associated with network management, as well as the implicit costs resulting from unsatisfied users under various bandwidth allocation scenarios. Management decisions include bandwidth allocations for P2P and non-P2P traffic during specific time periods, as well as the number of allocation changes made during the day. A goal program (GP) is used to estimate both P2P capacity demand and P2P user demand at different time periods and bandwidth allocations. A Markov Decision Process (MDP)