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Historian McCullough Addresses Graduates



Interim President Ed Colodny (left) with David McCullough, Pulitzer Prize-winning historian and Commencement speaker. (Photo: Bill DiLillo)

After taking the podium before an estimated 9,000 graduates, friends and family members, Interim President Edwin Colodny began UVM's 198th Commencement Ceremony on May 19 with a moment of silence to recognize the Americans killed in the Sept. 11 tragedy.

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Super Students Self-discovery, activism and academic excellence: Capsule profiles of the seven winners of this year's university awards for students.

Colodny Q-and-A

With only a month left in Edwin Colodny's term as interim president, *the view* asked him to reflect on the job, the university and himself.

THE WEEK IN VIEW

May 24, All Day
"Municipal E-government Mini Conference." Held at various sites throughout Vermont including UVM. Information: 229-9111

May 24, noon
"Vermont's Opportunity for Health Care Reform," brown bag lunch with Dr. Robert Holland, research assistant professor, family practice. Conference room, 371 Pearl Street. Dessert provided. Information: 847-8268.

May 27, all day
University holiday.

June 2, 12 to 4 p.m.
National Cancer Survivors Day Celebration. See story in [Events](#) for details.

June 6, 12:30 p.m.
Seminar: "Prescription Drug Abuse: Personal Testimony." Cindy R. Mogil, author of *Swallowing a Bitter Pill*. Carpenter Auditorium, Given Building.

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**A Surprise on Stage**

Edward Feidner, professor of theater, received an honorary degree at Commencement – and a huge surprise.

After his hooding, was told to stay in place so William Schenk, interim chair of theater, could take the podium. Schenk announced an endowment that will annually benefit a theatre student who best demonstrates Feidner's qualities of leadership and dedication to the arts.

"We finally got you, Ed," Schenk said.

(Photo: Bill DiLillo)

Faculty Senate Holds a Wake

The final Faculty Senate of the spring final semester – the final Senate, in fact, before the body morphs itself into representative form – was a wake of sorts for the academic year, the body and the 25 professors [retiring](#) this year.

Amid the routine business of committee reports and deans presenting tallies of spring graduates, Interim Provost John Bramley dropped a bit of welcome good news into the proceedings. School and college budgets will receive additional funds based on a percentage of the indirect cost reimbursements their sponsored research programs generated for the central administration. (The College of Medicine already has a similar arrangement.)

This will mean an additional \$900,000 in academic budgets next year, with the largest share going to the College of Arts and Sciences.

Student Takes (Summer) Stock

Macklen Makhloghi has accomplished something most theatre students only dream of: he's trading his Commencement cap and gown for Elizabethan threads to play Berowne in Shakespeare's *Love's Labour's Lost*. The June production, which is sponsored by Brattleboro's Shakespeare in the Park series, will be a homecoming for Makhloghi, who is a Putney native and attended Brattleboro High School.

Makhloghi, who graduated from the University of Vermont last Sunday, May 19, will be back in Burlington in July to shoot an independent film called *Suburbia Burning* by writer/director Matthew Lazarus. In August, it's back to Shakespeare's era again for a stint as Romeo in the Adamant, Vt., Quarry Work's production of *Romeo and Juliet*. In September, Makhloghi will play Sodapop in Dandelion Productions' national tour of S.E. Hinton's *The Outsiders*. Next February, he'll join the Hampstead Players' East Coast tour of *Alice in Wonderland* and *Shakespeare for Kids*.

Most budding young actors spend years waiting tables before landing an acting gig, let alone booking almost a solid year of work in the theatre.

But Makhloghi is not only an actor, he's also a savvy young businessman. In fact, he majored in business and minored in theatre at UVM. As a scholar, Makhloghi managed to marry his interests. In addition to acting in UVM Theatre productions, such as last spring's modernized version of Aristophanes' *The Birds*, he interned with Jeremy Thompson, UVM Theatre's marketing director, to help create a five-year marketing and business plan for the organization.

"He received a broad base of education at UVM," Thompson says.

One thing seems certain – Makhloghi will make it his business to keep his name in lights.

Found on the Web

It is now possible to search for a lost mitten through Google – at least if the mitten went AWOL at UVM. Police Services now has put their [Lost & Found](#) department online.

The page lists items along with when and where they were found and when the department will dispose of them. Another area of the site allows users to report their lost items.

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Reunion Weekend Speaker Series Open to All

Faculty, staff and the public are invited to join UVM alumni for the annual reunion weekend speakers series, Thursday through Saturday, May 30-June 1. About 1,000 UVM alumni and friends will return to the campus over the course of the weekend to renew their ties to the university and take part in a variety of activities.

Scheduled events open to the entire community free of charge are as follows:

Thursday, May 30

- 1:30-3:30 p.m. "Golden Gardens of UVM's Horticultural Research Center." Explore the grounds of the Horticultural Research Center with award-winning professor Mark Starrett.
- 7-9 p.m. "America's War on Terrorism: An Up-To-Date Analysis," Campus Center Theatre, Billings. How did the United States become a target for terrorist attacks? Gregory Gause, associate professor of political science and the director of UVM's Middle East Studies Program, unravels the complicated international politics of the Middle East.

Friday, May 31

- 9-10 a.m. "Women's History at UVM: From Grace Coolidge to Women Today," Lafayette room 100. Learn about the important, but often neglected, role that women have played in history. Melanie Gustafson, associate professor of history, will use her own and her students' work to illuminate the vital contributions women have made in shaping our country.
- 10:15-11:15 a.m. "Market Madness: How to Make a Volatile Market Work for You," Lafayette room 207. Interested in investing in the stock market, but intimidated by its instability? Invested already, but want to capitalize on the market's unpredictable movement? Get a behind-the-scenes view as Max Ansbacher examines factors that affect market direction and presents both bullish and bearish interpretations, as well as his own personal view. Ansbacher is a UVM alumnus and president of Ansbacher Investment Management, Inc., which manages more than \$70 million of assets, using option strategies. He also is the author of three books on investing.
- 11:30 a.m. "Remember Me to Harlem: The Letters of Langston Hughes and Carl Van Vechten," Waterman room 427. A

Celebrating Cancer Survival

The Vermont Cancer Center is hosting a celebration for cancer survivors at the Shelburne Farms Coach Barn on Sunday, June 2, from noon to 4 p.m. The celebration is part of National Cancer Survivors Day, which takes place across the country to honor cancer survivors and their supporters, and to call attention to the issues of cancer survivorship. This year's theme is "Laughter is the Best Medicine."

This free event features a bring-your-own family picnic, an appearance by Joey the Clown, face painting, live music by Left Eye Jump (starring VCC member Dr. Dennis Sanders, clinical assistant professor of medicine), free Ben & Jerry's ice cream, information booths and raffle prizes. When cancer survivors register, they will receive a free T-shirt.

Cancer survivors are encouraged to bring other survivors, family and friends to the celebration. Although this event is free, registration is encouraged. To register, call the Vermont Cancer Center at 656-4414 or register online at www.vermontcancer.org.

book signing will follow the presentation. Emily Bernard, assistant professor of English and ALANA Studies, will discuss her recent book.

- 1-4 p.m. "One Fish, Two Fish, Red Fish, Blue Fish," Rubenstein Ecosystem Science Laboratory. How are the fish, plants and creatures in Lake Champlain connected to one another and to us land-locked humans? Participate in demonstrations for kids and adults at the newly constructed Rubenstein Ecosystem Science Laboratory on Burlington's waterfront.
- 1:30-2:30 p.m. "Meeting Business Challenges in Today's Economy," Waterman room 427. Rocki-Lee DeWitt, dean of the School of Business Administration, will discuss how businesses can respond creatively to economic downturns.
- 3-4 p.m. "Memory & Aging: Progress on Alzheimer's Disease: A Twenty-Year Perspective," Kalkin room 004 . Learn about two decades of advancement in Alzheimer's Disease from renowned scholar, clinician and consultant Dr. William Pendlebury, medical director of The Memory Center at Fletcher Allen Health Care.

Saturday, June 1

- 9:30-10:30 a.m. "UVM: Opportunities and Challenges," Campus Center Theater, Billings. With UVM about to welcome a new president, what are the opportunities and challenges facing our university? Learn about the future from our academic leader, Provost John Bramley.
- 3-5 p.m. "Recruitment and Retention of Multicultural Students at the University of Vermont," Allen House, the Center for Cultural Pluralism, 461 Main Street. Join alumni, faculty and staff for an afternoon reception as well as an informative session featuring speakers Marie Veafagnant, Sandra Spiegel and Josie Herrera.

More information: [Reunion 2002](#)

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Awards and Honors

Dr. David Krag, S.D. Ireland Professor of Surgery, has been awarded a two-year, \$243,000 grant from the Charleston (W.V.) Area Medical Center Foundation to perform a collaborative study that will evaluate the detection of cancer cells in the peripheral (circulating) blood and bone marrow of breast cancer patients. The project is based on preliminary data that indicated that a surprisingly high percentage of patients have circulating tumor cells in the peripheral blood prior to removal of the primary tumor. The funds will support an expansion of this project to both UVM and the Charleston Area Medical Center.

May 15-21

Awards and Honors

UVM Extension Specialist **Mary Carlson** was among 100 people inducted into the National 4-H Hall of Fame on April 11, in Chevy Chase, Md. She has been a member of the UVM Extension 4-H/Youth Development faculty for 34 years. She has received a Distinguished Service Award from the National Association of Extension 4-H Agents and two Meritorious Service Awards from the Vermont Association of Extension Professionals, and she was the recipient of the University of Vermont Extension Diversity Award last year. She has helped build a number of strong and vibrant state, national and international 4-H youth programs. The National 4-H Hall of Fame can be viewed at [4-H Hall of Fame](#).

Sophomore cross country and track and field athlete **Michele Palmer**, of Plymouth, Mass., one of the top runners in New England, has been selected as an Arthur Ashe Jr. Sports Scholar by *Black Issues in Higher Education* magazine. Palmer has competed in the last two NCAA Cross Country Championships for the Catamounts and is an all-conference runner in indoor and outdoor track and field. One of the top student-athletes, she has a 3.74 grade-point average in Environmental Studies, and is a two-time member of the America East Academic Honor Roll. See the *Black Issues In Higher Education* Web site at < a href="http://www.blackissues.com">Black Issues.

Karen Gross, a medical student at the College of Medicine, and a doctoral student in the Cell and Molecular Biology program, has received a grant from the Center for Inherited Disease Research that will provide more than \$1 million dollars in genotyping services for the final phase her thesis study, "Finding Genes for Fibroids." The data from this phase of her research will help identify the genes that predispose women to developing uterine fibroids. Gross currently is conducting research at the Center for Uterine Fibroids at Brigham and Women's Hospital in Boston.

The Center for Research on Vermont presented **Mariafranca Morselli**, research professor emerita of botany, with its inaugural Lifetime Achievement Award. Director Paul Eschholz said Morselli was inducted as the award's first recipient for her enduring contributions to research vital to the state and its citizens. Morselli directed the Maple Research Laboratory and built an international reputation for her expertise in maple physiology, maple sap and syrup chemistry, microbial ecology and maple cell and tissue culture. Since her retirement in 1988, she has continued her research and her work as a consultant for academic research and industry groups while participating actively in many civic and women's associations. She has published many journal articles on maple research and its history at UVM.

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Historian McCullough Addresses Graduates

By Lynda Majarian



Interim President Ed Colodny (left) with David McCullough, Pulitzer Prize-winning historian and Commencement speaker. (Photo: Bill DiLillo)

After taking the podium before an estimated 9,000 graduates, friends and family members, Interim President Edwin Colodny began UVM's 198th Commencement Ceremony on May 19 with a moment of silence to recognize the Americans killed in the Sept. 11 tragedy.

Colodny remarked on his "privilege and good fortune" of serving as the university's interim president during the past year. His term will end

June 30. Colodny spoke of "the choices that define us" and told graduates he "hoped we've given you the tools to deal with change." He urged them to "make ours an even greater nation and a better place, to invest in others, and return often to UVM and Vermont."

Dean Maglaris, chair of the Board of Trustees, welcomed the Class of 2002 into the ranks of 84,000 alumni and asked graduates to "remember the people and place that is uniquely UVM." Allison Rude, senior class president, drew laughter when she described her cognitive dissonance when she purchased a carton of milk and noticed that her college career would expire before it did.

'Everything hasn't changed'

Historian David McCullough, two-time winner of the National Book Award and Pulitzer Prize, delivered the commencement address. Looking across the sea of proud parents, graduates, friends and families, McCullough began by saying, "If it's true that we're judged by the company we keep, then today we are all over the moon."

Referring to himself and Colodny as "old friends and fellow spirits," McCullough said that by coincidence, both of them had been inspired to talk to graduates about choice.

"No one is self made," said McCullough. "It is the help, guidance and inspiration of others, or that book someone puts in your hand, that can change your life." We live in a place and an era with "choices of unimaginable scale," he said, ranging from what college major and vocation to pursue to whether we will live lives of right or wrong, deceit or integrity.

He encouraged graduates to choose to help those who have little or few choices in life – the poor, aged, infirm and illiterate. He also addressed larger political issues.

"We are at war and we have heard since September 11 that everything has changed," he said. "Well, a great deal has changed, and probably has changed in a more deep and permanent way than we realize, but ladies and gentlemen, everything hasn't changed. We are still the strongest, freest, the most nobly endowed country on earth in our principles. We are the nation, we are the

Super Students

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nation, that is looked to by the world for example. We are imperfect, we are an experiment that hasn't been completed, but we have what the founders believed in so firmly, the freedom to pursue happiness.

"And what did that mean? For them, it meant the life of the mind, the life of the spirit – it didn't mean physical ease or wealth or vacation or automobiles or the paraphernalia of modern times, it meant the enlargement of the spirit through education and learning."

'A roast chicken in his lap'

The acclaimed author of the best-selling books, *John Adams* and *Truman*, urged graduates to "read history to see where we've come from and where we're going." He reminded students that history isn't abstract, it's omnipresent. To illustrate the point, he told a story.

"There was a woman in North Dakota a long time ago named Anna Schmidt. She was born in Germany. She moved to a farm in the distant, remote wilds of North Dakota with her husband and ultimately, nine children. Her husband died, leaving her with those nine children and no means of support but their farm in the midst of depression. In the midst of crop failure and locust and grasshopper plagues. She raised those nine children herself, against all odds," McCullough said.

"One of her children, her son John, went off to North Dakota State University carrying a roasted chicken in his lap and no money. That was all he had," McCullough continued. "Now John Schmidt's daughter, Betty Rambur, is the dean of nursing and health sciences here at the University of Vermont... That's American history. That's an American story."

McCullough ended his speech with a challenge to graduates, asking them to keep learning and working and growing.

"I ask you, do not be inactive spectators," he said, quoting a letter that Abigail Adams wrote to her husband John. "You have, among the other choices in your life, according to the latest calculations, in the average home 74 channels on television. I ask you to consider the 75th choice, which is to turn the thing off.

"Do something. Be something. Be many things. Be all you can be. And some day, sometime, somewhere along the way, do something for your country. On you go!," he finished.

Teaching award for Hudspeth

McCullough received an honorary Doctor of Laws degree, along with philanthropist and alumna Jennifer Berger Stanley; Victor Swenson, longtime director of the Vermont Council on the Humanities; Edward Feidner, professor emeritus of theater; and W.C. Heinz, co-author of the novel, *MASH*, who was unable to attend the ceremonies and was represented by UVM/Fletcher Allen pediatrician, Dr. Lewis First.

The Alumni Association presented the George V. Kidder Outstanding Faculty Award for excellence in teaching to Thomas Hudspeth, associate professor in the School of Natural Resources.

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Commencement 2002: Student Award Winners

By the view Staff



Betsey Nelson and Dan Nardi, two of seven students who won university awards this year, stand for recognition during Commencement. (Photo: Bill DiLillo)

Seven students received university awards on May 19. Brief profiles of each winner follow:

Mike Horn,
Westhampton, Mass.

Accolade: F. T. Kidder Medal, honoring the senior man ranking first in character, leadership and scholarship.

Studies: Economics, Political Science

Commencement 2002

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Colodny Q-and-A

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College: Arts and Sciences

Activities: Horn has been a consistent presence on the dean's list during his four years at UVM, as well as a leader in fraternal and community service activities. He is a member of the Golden Key international honor society and the Order of Omega, a greek honor society recognizing academic excellence, service, and leadership. During two semesters as philanthropy chairman of the Phi Delta Theta fraternity, he coordinated its volunteer activities on behalf of numerous community organizations, including the Burlington Boy's and Girl's Club, Burlington Community Land Trust, Women's Rape Crisis Center, King Street Youth Center, Make A Wish Foundation, the September 11 Fund, and others. In the same capacity with the Inter-Fraternity Council, he was responsible for coordinating community service projects for all UVM fraternities.

Plans: Horn plans to attend law school in the fall. Not surprisingly, his interest in the law shows the influence of his strong attraction to community service. "I'm looking at public interest law," he says.

Quote: "I've learned a lot about the value of giving back to the community. I'm grateful for the experience."

Laura C. Stephens, Doylestown, Penn.

Accolade: The Mary Jean Simpson Award, honoring the senior woman who exhibits the highest qualities of leadership, academic competence and character.

Studies: Political Science, History

College: Arts and Sciences

Activities: 2002 recipient of the Political Science Department's Elliott A. Brown Award for Most Outstanding Senior; Phi Beta Kappa; Intern and Co-director for Student Legal Services; teaching assistant in the School of Business

Administration; volunteer for Big Buddies, Kids and Cops, Women's Rape Crisis Center, Community Works, Fill the Fireplace and Take Back the Night; tutor of English as a Second Language; fundraiser for Bounce-For-Bucks telethon for Cystic Fibrosis; Alternative Spring Break; Greek Judicial Board; Senior Class Council Public Relations Committee; student representative on the Planning Committee for an Honors College and on the external board of advisors for the College of Arts and Sciences; Communications chair and Vice President of Finance for the Alpha Chi Omega sorority; Golden Key National Honor Society; Order of Omega/Greek Honor Society; Phi Alpha Theta; Phi Etma Sigma; TOWERR; varsity field hockey, most improved player in 1998; America East athletic honor role.

Plans: On June 17, Stephens will begin work as a legislative correspondent for U.S. Rep. James C. Greenwood (Penn.) in his Washington, D.C. offices.

Quote: "When I look back over the last four years, I am amazed at the breadth and depth of involvement and leadership I have had within the UVM community. Each of my experiences has taught me a great deal and had a profound effect on the person I am. The greatest lesson I have learned through my involvement on campus is that every individual has the power to have an effect on the community."

Abigail Trebilcock, St. Johnsbury, Vt.

Accolade: The Elmer Nicholson Achievement Prize, recognizing students whose campus experiences indicate great promise for major contributions in their fields

Studies: History, Political Science

College: Arts and Sciences

Activities: Internship in Gov. Howard Dean's office; member of the UVM Board of Trustees, as well as the board's Facilities and Technology and Selection Committees; Chair of the SGA Academic Affairs Committee, Lawrence Prize for Excellence in Debate and Lawrence Prize for Oratory; Gateway Steering Committee; Emerging Leaders Program; Lawrence Debate Team treasurer; AdvoCat Admissions Representative; TOWERR; volunteer for the Burlington Food Shelf, Red Cross Blood Drives, Community Service Days, New York Urban Debate League and UVM State House Day; Dean's List; Obolowski Scholarship.

Plans: On June 1 Trebilcock will become the first employee of Gov. Howard Dean's Political Action Committee Fund for a Healthy America.

Quote: "What am amazing gift the State of Vermont has given to me: an education and a place to bloom."

Dan Nardi, West Pawlet, Vt.

Accolade: The Keith M. Miser Leadership Award, presented in recognition of outstanding service to the University of Vermont.

Studies: Mathematics major, Computer Science minor

College: Engineering and Mathematics

Activities: Treasurer of and Sophomore Award from Mortar Board, New England Regional Conference Coordinator of Golden Key Honor Society, board member of Pi Kappa Alpha, Vice President of Student Math Association, Upsilon Pi Epsilon, Order of Omega, Boulder Society, Phi Eta Sigma, Mathematics Department Sophomore and Junior of the Year awards, Computer Science Department Junior of the Year award, All-American Scholar, National Engineering Scholar, Vermont Scholar, Dean's Merit Scholar and Dean's List every semester. Four-year internship at IDX. Community service includes From America's Promise, Make-A-Difference Day, Community Works Day and Audubon Nature Center's Haunted Forest.

Plans: To pursue master's degree in Computer Science at UVM.

Quote: "In the positions that I have held, I have learned so much about being a leader and a person in general. But one of the most important things is to get people excited and make them feel like their contributions are needed and greatly appreciated."

Leslie Gonzalez, Bronx, N.Y.

Accolade: Keith M. Miser Leadership Award

Studies: Secondary Education/Foreign Language major, History minor.

College: Education and Social Services.

Activities: Program director for Alianza Latina, Womyn of Color, Living/Learning Program: La Casa Hispanica, Summer Enrichment Scholarship Program, Summer Housing Employment Exchange Program peer advisor, Asian-American Student Union, ALANA peer mentor, Americorps-Student Service Leader, Volunteers In Action, Tuttle Middle School tutor. Also Dean's List, President's Commission On Racial Equality Award of Recognition, The Roger Summers Award for Seriousness of Purpose and the Secondary Education Certificate of Appreciation.

Plans: To work at UVM's Department of Education this summer. In fall to work toward the Teaching of English to Speakers of Other Languages master's program at Columbia University's Teacher's College in New York City.

Quote: "College was a difficult transition for me, especially after having come from the Bronx to Vermont, but I wouldn't change my decision – coming to UVM and Vermont was certainly a challenge that I was ready to tackle and gain new insight from. I credit the ALANA student center for their support. I really found a family there. Also my academic department and faculty mentor. There are a lot of great people here who helped me through."

Betsey J. Nelson, Ryegate, Vt.

Accolade: The Class of 1967 Award, which is presented to the senior who best exhibits leadership, academic competence and character, and who has earned the respect of faculty and fellow students.

Studies: Art Education

College: Education and Social Services

Activities: Volunteer for the VSA Arts of Vermont "Home in Arts" Program, Ronald McDonald house volunteer, various leadership positions at the Alpha Delta Pi sorority, including president. Also participated in Women Helping Battered Women, the Women's Rape Crisis Center, Take Back the Night Walk, Straight Talk Vermont, the Community Justice Center and many others. Also regularly spent weekends and school breaks at home, helping out on her family's eighth-generation dairy farm.

Plans: Nelson plans to spend the summer working as a children's counselor at an Idaho dude ranch. After that, she'll return to Vermont to work at her family's farm and begin seeking a permanent teaching position to start in the fall of 2003.

Quote: "I have arrived at the understanding that I would only get out of my education what I put in. The learning experiences resulting from the challenges I put before myself enriched my overall education."

Adam Wolk, Rutland, Vt.

Accolade: Class of 1967 Award

Studies: Economics

College: Arts and Sciences

Activities: Wolk, a Vermont Scholar, was active in the leadership of his fraternity, Pi Kappa Alpha. He also participated in the Inter-Fraternity Council and the Vice-President's Advisory Group for Student Affairs. He was also the vice president of the Senior Class Council. Wolk volunteered for America Reads as a first-year student, and organized or participated in more than a dozen philanthropy events for his fraternity. This year, he has donated blood platelets twice a month to the American Red Cross, with each session lasting approximately two hours.

Plans: Wolk will move to New York City next month to start working for Bear Stearns, a leading investment banking firm and brokerage. Wolk had previously worked at Bear Stearns as a summer intern.

Quote: "I began as an elementary education major, followed by sociology, before landing at econ by chance. I took the two introductory courses as prerequisites for my business minor and was instantly charmed. For the first time I'd found a subject area that made sense to me ... In economics, I found a new way of looking at the world."

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INTERview: Interim President Edwin I. Colodny

By Kevin Foley



Nancy and Ed Colodny relax at Englesby.
(Photo: Sally McCay)

With little more than a month left in Edwin Colodny's term as interim president, the view sat down with him at Englesby to reflect on the job, university and what's next – for UVM, and for him personally.

Colodny, who formed a close and productive working relationship with his interim provost, John Bramley, took the job determined to be more than a ceremonial figure.

He and Bramley proposed a significant program to reduce and refine UVM's academic framework; the plan has been scaled back since the initial proposal, but is moving forward. Convinced that "4/20" damaged UVM's relationships with neighbors and alumni, he helped facilitate a successful student-led substance-free alternative event.

As a Washington veteran – he was previously chairman of USAirways and was a government counsel early in his law career – Colodny brought considerable lobbying savvy to UVM's annual effort to protect and increase its state appropriation. Though he didn't get the 10 percent boost he believed the university warranted, the approximately three percent increase (the exact figure is still be determined) he did achieve is impressive during a dismal year for the state's budget.

Colodny's last day on the job is June 30, though he says he will continue to stay involved in development work and will return to the business school's advisory board. [Daniel Fogel](#) takes office as UVM's 25th president on July 1.

Reflecting back on your year here, is there an accomplishment that you shepherded that is most personally meaningful to you or that you feel will prove to be most important to the university going forward?

When I arrived here, this place was in a down mood. The single biggest change I see is that the university is starting to feel more positive about itself and its future. There's certainly a far better sense of stability, and a sense that the university is taking the initiative to improve across the board, particularly on academics, student quality, and investing in the necessary infrastructure for improvement of the quality of student life. We're going to have major program renovating dorms and building new dormitory rooms. We have also made arrangements for the initial work for a new Student Commons, and we're funding the dormitory program and certain other things, for example the renovation and expansion of Perkins Hall. All of this has been approved by the board of trustees with a new \$120 million bond issue that we're about to go to market on in another week or two.

How do you think your work has contributed to all that?

By making decisions and being visible on campus and in the community. The other major piece was the decision to offer the interim provost position to John

Commencement 2002

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Bramley.

Could you talk a little a bit about your reasons for pursuing this opportunity and how they look now, a year later?

It's been even more exciting than I thought. I've had fun. It's a difficult job, because there are so many constituents that have to be considered. But the people here are terrific. I've made many new friends at the university and in the community outside. And as for why one takes this on... basically, you see a very fine institution that has a need and you feel you can make a contribution, which I thought I could. Even though I'm not an academic, I've been in positions of responsibility in other complex organizations, and I had been exposed to the education world through my years of trusteeship at the University of Rochester. I had a sense of what a university like this was all about.

You've been actively involved at Rochester for more than 50 years. And then you spent a year here as Interim President. Why is higher education such a priority for you?

I think that in today's world the average student who gets out of high school does not have an adequate education for many jobs that are out there, so the quality of college education becomes very critical. ... Things have changed. Blue collar jobs have not grown as fast as other job opportunities that require more exposure to the liberal arts and liberal education and the sciences beyond high school.

What is your sense of UVM's key strengths as an institution?

It all starts with the people. Quality of faculty, quality of students, quality of staff. This place has some wonderful people – at all levels, not just in the professorial ranks, but staff people who are very dedicated to the institution. The university will benefit from being in Vermont. The interest people have in the environment today makes Vermont a major player in that field, and we're making investments in environmental education with the new Gund Institute. We've always had a very fine liberal education component. There are many first-rate faculty that are teaching and doing research. So we need to support these folks in a way that they get the best students we can get them. And we need to support them with facilities. And we need to do the best job we can with compensation packages. All of that requires that we increase the financial resources of the university. That is going to be one of the major challenges in the years coming down the pike.

The university's financial challenges certainly seem daunting. What is the way out?

I think that if we are going to go to the next level of academic excellence which everyone wants to do, and I think Dan Fogel clearly wants to move in that direction, we're going to have to find the resources to do it. And that means that our private giving is going to have to get much stronger. The new development campaign, which we inaugurated this year with the board's approval, is a six year program to bring in significant new monies. I think we're also going to have to reexamine the relationship between the university and the state of Vermont as to what level of support for higher education we will receive and how we will use those funds. The university cannot provide indefinite levels of service to the state that requires subsidy, without the subsidy coming from somewhere. So we're going to have to reexamine that relationship and ensure that those funds that the state produces go to the most critical part of the operation. But we cannot count on the state providing significantly greater resources to higher education based on the economy. The tax base isn't there to do it.

Are you saying then that your successors may have to tilt more to the private aspects of UVM's identity?

We're bringing in significant new funding for research. We expect to reach close to \$100 million in grant funding this year. And I suspect we will continue to be strong in that area. But we do have to increase alumni participation in the annual fund. We have to increase the expectation of giving to this institution to a private institution level, not at the level of state institution. Because of the low percentage of our budget that comes from the state, we have to have

strong, ongoing development effort that brings in funding from private sources. We have to show that the value is here for the donors. I personally think that donors like to give to winners. So we need to be a winner.

This has been a good year for the university and, I gather, for you personally. But were there particular aspects of the job that frustrated you?

I would have really liked to have been able to achieve a much larger increase in the state appropriation this year, but we ran into the brick wall of the economic downturn. That was definitely a disappointment, because when I arrived a year ago I thought we would make a case for 10 percent increases, not three percent.

I think the decision process internally is cumbersome at times because of the number constituents that have to be brought into the loop. I have had to have more patience dealing with that. I found that we were able to make some decisions on academic restructuring despite the process.

Change does not happen quickly and you have to manage in that context. Certainly there were areas that I found frustrating – anyone has frustrations, in any job – but we were able to work well with our board of trustees to move these programs forward. I'm very complimentary to our board because they stepped up to the plate.

You've spent some time recently thinking about the university's future. Would you talk about your personal vision for the university going forward?

The university ought to be of high rank among state institutions. It should be recognized as one of the best in the country, even though it is unique in the sense it is not a large state university. I also think that the opportunity ramp up the academic side is here. I can't say it's going to be ramped up in all areas, but certainly the key areas – liberal education, health science, environment – these areas deserve to be supported strongly.

I think that university education is a competitive business today. We compete for faculty, for students, for appropriations in the state, for private giving. The university can't stand still. It has to be prepared to take a higher level of risk to meet those objectives, which means that we need to take more risks, embracing a higher degree of debt financing than we have done in the past without being irresponsible. We need to recognize the timeframe it takes to achieve things mean that decisions made today do not really produce significant fallout for three or four years for the students. We have to bear in mind that we are in a long lead-time business and recognize that this place, for the benefit of the state of Vermont, has to be turning out the best possible people. We have to have keep young people in the state. We can't afford to have people leave because they feel they can't get the best education here. There's no such thing as staying level. So I tend to want to push the envelope.

What particular qualities do you think Daniel Fogel will bring to the job and accomplishing these goals?

I think he's very strongly motivated for success in the academic world. He's been there. He sees the opportunity here and the potential and he's going to want to leave his mark. For him, being back in this part of the world, he's an upstate New Yorker, it's a natural environment. I think he will do well.

Any insights or advice you'd care to offer Dr. Fogel publicly?

He's certainly given every indication of being tuned into the community and I'm sure that he will give a lot of attention to external relations. I think he's going to be terrific in raising funds, also. He's a very learned man, with all the academic credentials you can ask for, and he's had years of administrative experience at a very large public university. So he's really had his ticket punched.

Do you think you'll have ongoing contact with UVM, formally or informally?

I hope to. The trustees and Dan have asked that I stay involved with the development effort, and I'm pleased to do so. I will remain on the advisory board of the business school. Since I am going to spend more time back in Vermont, I told Dan that I would be available for anything he might assign me.

What else is on tap for you and Nancy?

We're going to decompress for a few weeks. I've agreed to go on a couple of boards, one of which is the Vermont Law School, and I've been asked to do a couple of other things, and I'm considering those opportunities. I want to stay involved in Vermont. This is where I come from. I'm very comfortable being back here, I feel great. When I go back to Washington now, I can't wait to leave and come back here. I really appreciate what we have here.

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