

NEWS BRIEFS

EVENTS

NOTABLES

SEARCH

PRINT THIS ISSUE

PRINT PAST ISSUES

FEEDBACK

UVM HOMEPAGE

Green Day



From a stage bedecked with flowers, President Daniel Mark Fogel looked out at an on-green commencement audience of 10,000 and the historic buildings of University Row. (Photo: Bill DiLillo)

As the chimes of Ira Allen Chapel's Memorial Carillon sounded through a light mist, the pomp and color of commencement returned to the University of Vermont Green on Sunday morning for the 200th Commencement Ceremony.

[FULL STORY ►](#)

PREVIOUS ISSUE

[Student Co-Authors Chapter in 'Baseball and Philosophy' Book](#)

[Lab Leadership](#)

[200th Commencement](#)

[Psychiatrists Offer Insight Into Ugly News Topic: Torture](#)

[Many Shades of Green](#)

[Recycling Event Seeks Student Stuff](#)

[UVM Conference Part of Effort to Get Rural Government Wired](#)

[Engineering Better Internships](#)

[Dean Discusses Insurance Coverage at Medical Event](#)

Board Passes Major Resolution on

'Vision' Finances

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Building

Momentum As soon as students moved out of Living/Learning in May, work crews moved into the complex's building E, launching a summer schedule of extensive renovation and new construction work on campus.

THE WEEK IN VIEW

June 3-6, all day. Alumni Reunion weekend.

Information: [Reunion Information](#)

June 22 and 24, 8 p. m. Holocaust studies lectures, with Wulf and Monique Koepke (June 22) and Oren Stier (June 24). 427 Waterman.

NEWS BRIEFS

EVENTS

NOTABLES

SEARCH

PRINT THIS ISSUE

PRINT PAST ISSUES

FEEDBACK

UVM HOMEPAGE

NEWS BRIEFS



Kristal Kostiew is pursuing a berth in the NCAA championships in Texas. (Photo: Bill DiLillo)

Last UVM Athlete Competing Aims to Throw Far

With the pain in her ankle growing throughout the indoor track and field season, record-setting athlete Kristal Kostiew, who just graduated with a degree in physical education, had to make a decision: She could try to endure the injury through the outdoor season. Or she could have surgery to remove multiple bone chips, risking her remaining collegiate career.

Opting for arthroscopic surgery during spring recess, Kostiew missed the first half of the outdoor season, but returned in time to win her fourth straight outstanding performer award at the 2004 America East Championships, where she won the discus and hammer throw. She also placed second in the shot put and fourth in the javelin.

"It was a difficult decision because there was no guarantee I'd be back in time for the season," says Kostiew. "It was just too frustrating and too painful after indoors, and it was going to have to be taken care of at some point anyway. Once I knew I'd be back, I started getting nervous that I wasn't going to throw far enough in time for the major meets."

Erasing any doubts that she'd made a full recovery, Kostiew, broke her own school record in the hammer throw at the New England Championships with a toss of 190 feet, 7 inches.

Kostiew doesn't want to stop there. Her ambitious target now is the NCAA Track and Field Championships, held at the University of Texas from June 9-12. In order to get to Austin, however, she must qualify at the NCAA Regionals at the University of Florida on May 28-29.

Six Graduates Receive University Honors

Six graduating students received university awards at commencement on May 23. Brief profiles of the honorees follow:

Kevin Michael Jordan of Andover, Mass. — Fred T. Kidder Medal: The award identifies a senior male ranking first on leadership, scholarship and character. Jordan, who majored in recreation management and minored in business administration, was active in the Catamount Trail community service organization, Trek, throughout his four years at UVM, serving as a Trek leader his junior and senior year. He was a mascot at hockey and basketball games for two years and was also a frequent trip leader for Alternative Weekends. He conducted research at several national parks for the Park Studies Lab and studied abroad in New Zealand. An Aiken Scholar, his honors include membership in the Boulder Honor Society, Mortar Board Honor Society, Golden Key Honor Society and National Society of Collegiate Scholars. He has received the Rubenstein School of Environment and Natural Resources Junior Book Award, R.H. Albee Award, University of Vermont Presidential Scholarship and was named the Nashoba Valley Ski Area Most Valuable Young Learners Instructor.

Shawna P. Wells of Feasterville, Penn. — co-recipient of the Class of '67 Award: The award recognizes a senior student who has been an active member in three student activities, participated in a varsity athletic sport and/or held election to an office in a recognized student activity. Wells, who majored in English and secondary education and minored in special education, served as vice president of the Student Government Association and president of the Delta Delta Delta sorority. She was also a student representative on the Board of Trustees. As gift chair of the senior class council, she helped raise \$10,000 for the senior class gift, the Senior Speakers Series. Her honors have included membership in the TOWERR Honor Society, Board of Trustees and Order of Omega, as well as a Fulbright Scholarship and NAACP award.

Joseph Thibault of Grantham, N.H. — co-recipient of the Class of '67 Award: A major in political science and minor in business administration, Thibault was active in the Student Government Association, drafting several resolutions and serving as president of Spring Fest '04. He was also chair of the student trustee selection committee and chair of the new member education committee of Phi Gamma Delta. His honors include membership in the Boulder Society and a Community Leadership

Kostiew, always the realist, knows it will be difficult. Her best regional ranking, in the hammer throw, is currently 15 — only the top five finishers from each region (plus next best six performers nationally) go to the championships.

But Kostiew the optimist points out that many of the qualifying marks were set earlier in the season, perhaps indicating the best throws of her competitors are behind them, while she continues to improve after a late start and some needed rest. Kostiew hopes to qualify in the hammer, which would probably require that she set a personal record by about three meters.

"If it's my last meet and I set a PR, then I'll be satisfied because I can't ask for more than my best," she says.

Bryan Tapped for 2004 Kidder Award

Frank Bryan estimates there are some 40 to 50 footnotes citing the contributions of students in his recent book, *Real Democracy: The New England Town Meeting and How it Works*. Passing out credit where it is due is a key part of the Bryan ethos, and his former students returned the favor when they selected him for the Alumni Association's 2004 George V. Kidder Outstanding Faculty Award for excellence in teaching.

Over nearly three decades, Bryan has examined the democratic tradition of town meeting and has taken students along for the ride. He guesses that roughly 4,000 of his students have spent a first Tuesday in March observing and reporting on the proceedings in a Vermont town hall. In an [interview](#) with *Vermont Quarterly*, Bryan said: "Whenever I meet a student I haven't seen in 20 years, I'll ask them where they went to town meeting, and they'll always remember, and then they'll tell me a story about it. I'm proud as hell of that fact."

Thanks to Bryan's influence, many of those students found their way to a political science major, a master's degree in public administration, or a career in politics or government.

Nick Warner '83 G'93, who works in the City of Burlington's Community and Economic Development Office, cites the lasting impact of Bryan's "Mom" lecture, in which the professor peels back all the layers of government he navigated to provide services for his elderly mother. Warner says the talk should be required for all public employees. "Professor Bryan doesn't let us forget that 'all politics are local,' and that the value of working with our hands, minds, and soul should not be lost in the confusing systems we live in."

The Kidder Award recognizes a faculty member's effectiveness as a teacher, including the ability to provoke student interest and enthusiasm; commitment to student advising and the ability to inspire students and have an impact on their values; and effectiveness in motivating students in ways that have a lasting influence on their lives.

Award from the City of Burlington's Neighborhood Night of Success.

Jennifer Marquis of North Branford, Conn. — Mary Jean Simpson Award: The award identifies the senior woman who best exemplifies the qualities of character, leadership and scholarship. Marquis, who majored in political science and history, was active in the Student Government Association, UVM Volunteers in Action, College of Arts and Sciences Board of External Advisors and the John Dewey Honors Program, where she served as resident mentor during her senior year. During her time at UVM, she also worked for the State Attorney's Office of Vermont and in the College of Arts and Sciences dean's office. She is a member of Phi Beta Kappa, Phi Alpha Theta, Mortar Board and Golden Key national honor societies. In 2002, she visited and performed service at sites in Birmingham and Montgomery, Ala., and Atlanta, Ga., as part of an Alternative Spring Break program on the civil rights movement.

Jason Landis of Souderton, Penn. — Keith M. Miser Leadership Award: The award recognizes the student who has been successful in campus leadership endeavors. Landis, a major in environmental science with a concentration in ecological design, was director of Alternative Spring Break for two years, vice president of the field hockey club for two years and active in Habitat for Humanity. He logged more than 900 hours of community service in one year. His honors include the AmeriCorps Education Award, Presidents Scholarship and finalist status for the Vermont Student Citizen Award.

Ebony Meyers of Bronx, N.Y. — Elmer Nicholson Achievement Prize: The award recognizes a student for whom "emergence" is an overriding characteristic and takes in account the greatness of the student's total UVM experience. Meyers, who majored in education and history and minored in sociology, was active in the ALANA Talent Snow for her second and third years on campus and served as ALANA Program Director for two years. She was involved in the Peer Mentoring Program, Black Student Union, Advocat, and was a residential advisor and president of the Multicultural Interest Group. During her time at UVM, she also worked at the Bailey Howe Library, the Patrick Gymnasium and a local department store. She volunteered at the Boys and Girls Club locally and was a mentor for a youth-oriented Website in New York. Meyers earned the Rodney S. Patterson Award, Lufano Tshikororo Leadership and Vision Award, Jonathan Levin Scholarship, Alpha Kappa Alpha Scholarship, Con Ed/National Arts Club Scholarship and United Federation of Teachers Scholarship.

NEWS BRIEFS

EVENTS

NOTABLES

SEARCH

PRINT THIS ISSUE

PRINT PAST ISSUES

FEEDBACK

UVM HOMEPAGE

EVENTS

Reunion Event Offers Speakers, Wine, Fun to All

Faculty, staff and the general public are invited to join UVM alumni for the annual reunion weekend speaker series and other events on June 3-6.

Some 2,000 UVM alumni representing 80 years of UVM history will return to the campus over the course of the weekend to renew their ties to the university and take part in reunion activities. Except as noted below, events are free and open to the public.

Thursday, June 3

- 10 a.m.-4 p.m., Vermont Vineyard/ Orchard Tour. Tour the Lake Champlain Islands and get a "Taste of Vermont," including a gourmet lunch at ShoreAcres, a tour and wine tasting at Snowfarm Winery, and homemade apple pie and ice cream from Allenholm Farm. \$35 per person (Please arrive at Billings Student Center at 10:15 a.m. — bus leaves promptly at 10:45 a.m.)
- 1:30- 3:30 p.m., UVM Horticulture Research Center Tour, Green Mountain Drive, South Burlington, with plant and soil science Professor Mark Starrett. Explore the golden gardens of the "hort farm" at this beautiful time of year — more than 90 acres of perennials, shrubs, trees and the distinctive Cary Award Garden.
- 7-9 p.m., Wine & Cheese Vermont Style, Billings North Lounge. Tasting & reception (tasting begins promptly at 7:15 pm). Spend an unforgettable evening tasting some of Vermont's finest artisanal cheeses expertly paired with fine wines and accompanied by lively commentary from Christine Ansbacher, the "Wine Diva," and Professor Cathy Donnelly and her colleagues from UVM's Vermont Institute for Artisan Cheeses. \$35 per person (space is limited).

Friday, June 4

- 10-11 a.m., "Market Volatility: Where is Wall Street Going?," 108 Lafayette, with Max Ansbacher '57, president of Ansbacher Investment Management, Inc. Gain insights into the various factors that can affect market direction.
- 11:15 a.m.-12:15 p.m., "Making Ethical Decisions: Personal, Public, and Professional," 427 Waterman, with Don Loeb, associate professor of philosophy. Preview some important subjects that will

Holocaust Studies to Present Two June Lectures

The Center for Holocaust Studies will present free, public lectures on June 22 and June 24.

The first, "German Emigrants in France After 1933 in the Shadow of the Holocaust," will be presented by Wulf and Monique Koepke on June 22 at 8 p.m. in 427 Waterman. The presentation will include readings from Monique Koepke's autobiography, *Night Train to Paris: A Jewish Girl Survives Hitler's France*. Wulf Koepke is a distinguished professor at Texas A&M University.

The lecture topic for June 24 is "'Arbeit Macht Frei:' On the Threshold Between History and Memory." Oren Stier, fellow with the Center for Advanced Studies at the United States Holocaust Memorial Museum, will give the talk. Stier is also associate professor of religious studies and associate director for Judaic studies at Florida International University. He is also the author of *Committed to Memory: Cultural Mediations of the Holocaust*, which explores how contemporary public consciousness of the Holocaust is shaped and communicated.

Information: 656-1492 or holocaust.studies@uvm.edu

be explored in UVM's new Honors College course this fall.

- 2-3 p.m., "Small Mussels, Big Muscles," 110 Kalkin, with Ellen Marsden, associate professor of natural resources. Dive into Lake Champlain to discover some of the effects of zebra mussels on the ecosystem.
- 3:15-4:15 p.m., "Explore the Fleming," 101 Fleming Museum, with Christina Fearon, a curator at the Fleming.

Saturday, June 5

- 10:15-12:15 a.m., "Parade of Classes & Celebration of UVM," UVM Green and Ira Allen Chapel. Drums will sound and horns will blow as President Daniel Mark Fogel, Rachel Kahn-Fogel, and Rally lead the way for the classes in their march across the UVM Green to Ira Allen Chapel. Celebrate UVM and the accomplishments of the Reunion classes and of individual alumni. Rain site: Billings North Lounge.
- 12:30-3 p.m., "Catamount Cookout," Reunion Tent, CBW Green. A barbecue under the big top with ice cream, free mini horse rides, Marco the magician, and face painting by Learning Express. Plus a guest appearance by a few members of the men's basketball team. Adults \$15, children \$8 (under 4 free).

Information, registration and tickets: 656-2010 or alumni@uvm.edu

Pick up all registration information and tickets at Billings Student Center registration headquarters in the Great Hall. Registration will be open June 3-5. Information: alumni.uvm.edu/reunion

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NEWS BRIEFS

EVENTS

NOTABLES

SEARCH

PRINT THIS ISSUE

PRINT PAST ISSUES

FEEDBACK

UVM HOMEPAGE

NOTABLES

May 26, 2004

Connell Gallagher, director for library research collections, gave a presentation on "Archiving the Records of Congress" at the biannual meeting of the Association of the Centers for the Study of Congress. The conference was held at the Wilson Center in Washington on May 5-6, 2004.

Linda Hunter, clinical assistant professor of nursing, recently had her manuscript, "Becoming a Midwife Teacher," accepted for publication in the August/September edition of the Association of Women's Health, Obstetric and Neonatal Nurses *Lifelines* journal.

Brenda Hamel-Bissell, professor of nursing, was recently selected by the Faculty to be as faculty ombudperson. She will serve a three-year term.

May 19, 2004

Awards and Honors

Kerry Sibert, a senior medical student, gave a poster presentation that was one of five out of 100 to win an award at the American Telemedicine Association, which took place in Tampa, Fla. on May 2-5.

The

International Education Office has announced the spring 2004 recipients of International Incentive Grants. Recipients are: **Lynda Reid**, music; **Hector Saez**, assistant professor of community development and applied economics and in the Environmental Program; **Matthew Wilson**, research assistant professor in the School of Business Administration and Gund Institute for Ecological Economics; and **Susan Yuan**, research assistant professor of education.

The Women's Center Grant Program, funded by the Mary Jean Simpson Endowment, announced its recent round of grantees. Winners were: **Janie Cohen** of the Fleming Museum, who will develop a web-based teaching resource that will focus on cross-cultural images of women, works of art by women, and objects of material culture that reflect women's history; **Gabriela Mora-Klepeis**, a geology laboratory technician, who will develop a new interactive program in the geosciences where undergraduate students are provided with experiences and opportunities to learn about earth systems; **Beth Holtzman** of the Women's Agricultural Network, which will conduct a series of educational and outreach opportunities for women farmers, educators and activists that will include staff, faculty, students, and alumni.

The UVM Office of Community-University Partnerships and Service-Learning named its first annual outstanding service-learning faculty and outstanding service-learning community partners at a ceremony on April 28. Winners included **Bob Costanza** and **Jon Erickson** from the Rubenstein School of Environment and Natural Resources, who were nominated as a teaching team for their work in environmental science, **The Women's Rape Crisis Center** and the **Senior Art Guild**.

NEWS BRIEFS

EVENTS

NOTABLES

SEARCH

PRINT THIS ISSUE

PRINT PAST ISSUES

FEEDBACK

UVM HOMEPAGE

Green Day

By Tom Weaver



From a stage bedecked with flowers, President Daniel Mark Fogel looked out at an on-green commencement audience of 10,000 and the historic buildings of University Row. (Photo: Bill DiLillo)

As the chimes of Ira Allen Chapel's Memorial Carillon sounded through a light mist, the pomp and color of commencement returned to the University Green on May 23. The university's 200th graduating class, faculty and guests filled the central part of the Green across from the stage in front of Waterman Building. University officials estimated the crowd at 10,000, near-record attendance for the event.

Pulitzer Prize-winning playwright David Mamet and President Daniel Mark Fogel both delivered commencement addresses. Fogel's comments focused on the history and character of the university and celebrated the achievements of the Class of 2004. In a wide-ranging talk, often tinged with dark humor, Mamet explored the inevitable and frequently difficult process of change and the necessity of ritual.

Fogel opened his speech, which was accompanied by images of UVM past and present projected on three large video screens, by singling out several members of the Class of 2004 for their excellence in academics, community service, and leadership.

"Members of the Class of 2004, the values that you exemplify are thoroughly consistent with the values that have come to characterize this great university throughout its long history of educational leadership," Fogel said. "Our university is steeped in the traditions and values of Vermont: practicality, environmental stewardship, civic duty, fairness, social justice, and respect for individuality. It is deep within our ethos to make a difference on the things that matter."

Fogel's speech touched upon "points of pride" in UVM history, including being the first university to admit women and African-Americans to the Phi Beta Kappa academic honorary society; the legacy of educational philosopher John Dewey, UVM Class of 1879; the work of faculty exemplified by Professor Emeritus Raul Hilberg, a renowned Holocaust scholar; and recent connections to the Nobel Peace Prize through alumni Jody Williams and Dr. John McGill.

Sharing the podium with Fogel was David Mamet, who won the Pulitzer Prize in 1984 for his play "Glengarry Glen Ross." His critically acclaimed screenplays include "The Verdict," "The Untouchables," and "Wag the Dog" (which earned both Oscar and Golden Globe nominations for best screenplay). Mamet attended Goddard College and has lived part-time in Vermont for 40 years.

With a clipped, rapid-fire delivery much like his trademark dialogue, Mamet's speech touched on tattooing and D-Day, a teenager selling magazines door to door and the courage of the Jews stepping into the Red Sea before its waters parted. The sometimes terrifying nature of change, its inevitability, and the

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[Board Passes Major Resolution on 'Vision' Finances](#)

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role of ritual in passage, knit together the playwright/author's talk.

"The steps from bondage to freedom must have ritual," Mamet said. "A tattoo is a sign on the body that says, 'I am not who I was.'" And he added that the "true meaning of tattooing is not pretty little pictures, but the pain of having them applied." On the ritual of graduation, Mamet drew laughs from the graduates when he said, "It means, in effect, 'Get out.'"

Mamet explored the courage transition requires, focusing on the paratroopers who leapt from airplanes on D-Day during World War II, the immigrants who boarded ships for an uncertain future in America, and the Israelites in the Biblical story of Exodus. The playwright encouraged the graduates to embrace the mysteries of life – "sometimes you look for it, sometimes it comes looking for you." Mamet said, "Each time you refuse to change, you stagnate. We all die in the end, but there's no reason to die in the middle."

In addition to David Mamet, the university awarded honorary degrees to Florence Knoll Bassett, a pioneer of 20th century modern design; Edwin I. Colodny, former UVM interim president and former CEO of U.S. Airways; Charles W. Johnson, former Vermont State Naturalist; Michael L. Lomax, president of Dillard University and CEO-elect of the United Negro College Fund; Grace Paley, renowned author, activist and Vermont State Poet; and alumnus Stephen B. Rubenstein, who recently bestowed the largest gift in the university's history to promote study of the environment.

During the ceremony, the Alumni Association presented the annual George V. Kidder Outstanding Faculty Award for excellence in teaching to Frank Bryan, professor of political science.

Degrees were awarded to an estimated 1,700 undergraduates, 465 graduates, 90 medical students, and 29 fifth- and sixth-year certificate students. Students receiving degrees represented 46 states plus Washington, D.C., approximately 1,106 Vermonters and 41 international graduates from 17 countries.

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NEWS BRIEFS

EVENTS

NOTABLES

SEARCH

PRINT THIS ISSUE

PRINT PAST ISSUES

FEEDBACK

UVM HOMEPAGE

Board Passes Major Resolution on 'Vision' Finances

By University Communications

The Board of Trustees unanimously passed a historic resolution on May 22 authorizing the university to begin implementing the 10-year vision articulated by President Daniel Mark Fogel in February 2003 and a strategic financial plan underlying it.

"The plan we have adopted today is a map that will carry us forward to our goal of building what is already a great institution into a world-class research university," said Fogel. "Building the financial strength to achieve that kind of excellence, so UVM is highly attractive to students and faculty from around the country and the world, is the best way to serve Vermont and Vermonters."

The strategic financial plan calls for \$475 million in capital investments and proposes adding nearly 2,000 undergraduate and more than 700 graduate students to the university by 2013. The resolution supports the plan in principle, while requiring board approval for each of the proposed capital projects and setting a schedule and process for monitoring the plan as it unfolds.

While the board had enthusiastically supported the president's vision in May 2003, it had also asked the administration to undertake a feasibility study of the financial assumptions behind it.

The results of the feasibility study, conducted by PricewaterhouseCoopers, were presented on May 21.

PwC concluded that the plan was financially feasible.

"With the right project management, it's definitely achievable," said Michael McGuire of PwC. "It's a bold plan, but I think it's needed."

"When the board passed the resolution a year ago asking for a feasibility study," said board chair James C. Pizzagalli, "we didn't imagine it would be this comprehensive and in-depth. It would have been possible to deliver a much less comprehensive plan. I'd like to commend President Fogel and his team for delivering what we asked for and more."

"This is one of the most exciting times in my seven years on the board," said Martha Heath, vice chair of the board. "To take the vision and make a strategic financial plan from it as we move forward just feels wonderful."

In concluding that the plan was feasible, the PwC study analyzed factors ranging from the student growth proposal to the construction of a proposed \$70 million student commons to the addition of new facilities on and off campus supporting research in the life sciences and agriculture.

Maintaining the status quo — the "baseline scenario" projection in the strategic financial plan shows — results in significant revenue shortfalls, beginning in fiscal year 2009. The growth scenario underlying the vision, on the other hand, shows a strong upward financial trajectory that creates significant annual surpluses.

McGuire stressed that strong management is essential to the plan's success, due to its aggressiveness and complexity, but said the UVM team was up to the challenge.

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[200th Commencement](#)

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[Building Momentum](#)

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"The administration has a great understanding of the plan," he said.

Facilities and Technologies Committee

The committee passed a resolution authorizing implementation of an Enterprise Resource Planning system for the university. The initiative, which will cost approximately \$26 million, will update and integrate the university's technology for managing areas such as finance, human resources, and sponsored projects, among others. Once in place, the ERP system will save the university approximately \$6.3 million annually, Michael Gower, vice president for finance and administration, told the board.

Gower and Mara Saule, dean of libraries and information science, described the outdated and fragmented systems in place across campus. They emphasized the particular need for a new system now, as the university moves forward with the vision and must be able to closely and comprehensively monitor progress. "This is fundamentally going to change the way the university operates," Gower said.

Design and analysis work on the ERP will begin this summer with vendor PeopleSoft, beginning on what Gower called an "aggressive but achievable" timeline for implementation. Plans are to launch the human resources/payroll, business planning, budget planning, and capital planning aspects of the ERP on Jan. 1, 2006, with other aspects such as finance, sponsored projects, and procurement following on July 1, 2006.

In other business:

- Trustees approved the creation of a new Admissions Welcome Center through the renovation and expansion of the former carriage house adjacent to the Admissions Office at 194 South Prospect Street. Admissions Director Don Honeman described the project as being essential to address the current lack of adequate space to handle more than 20,000 visitors per year. Work on the \$1.4 million project will begin this summer with a completion date targeted for January 2005.
- Trustees approved a \$6.1 million increase (from \$47 million to \$53.1 million) in the budget for the new Residential Learning Center on the University Heights site. A number of costs, including the expense of LEED certification and dramatic increases in steel prices, have driven the budget increase.
- Thomas Gustafson, vice president for student and campus life, and Hank Colker of WTW Architects updated trustees on the planning and design process for the new University Commons. They said that the goal of breaking ground on the project next year with a projected fall 2007 opening remains very realistic. The full \$70 million project will likely go before the trustees for a final vote of approval at the board's September meetings.

Academic and Student Programs Committee

A total of 11,368 applications for the 2004/2005 academic year have been received — nearly a 10 percent increase over last year and the second highest number in UVM history — reported Lauck Parke, vice president for undergraduate education. To date 2,119 first year-first time students have made deposits for the fall semester, exceeding the targeted goal of 2,020 members for the incoming class, though not all of those who have made deposits will attend. Among the prospective fall class are a record number of 160 ALANA students. Just under 30 percent of incoming first-year students are Vermonters, though Parke noted that transfer students will boost that number.

In other business:

- John Bramley, senior vice president and provost, reported an upward trend in the number of students receiving financial aid. For fiscal year 2004, 79 percent of Vermont students and 66 percent of out-of-state students received financial aid in the form of grants, scholarships and/or loans, Bramley said.
- Research grants and contracts awarded to university constituents between January 1 to March 31 totaled \$22,592,473, as reported by Frances Carr, vice president of research and dean of graduate studies.
- Trustees also approved new majors, including a major in athletic

training education leading to a bachelor of science degree in the College of Education and Social Services and a bachelor of science degree in early childhood special education.

Diversity Committee

The group created a subcommittee to begin work on redefining its goals. "We need a strong and commonly held mission so we can go out to the board as a whole and the university," said Trustee Thomas Little. Members also agreed to hold a workshop addressing diversity before the September trustees meeting.

Health Education Committee

John Evans, dean of the College of Medicine, presented an update regarding the college's work in preparation for its accreditation site survey visit by the Liaison Committee on Medical Education on April 3-6, 2005. The college's last site visit for accreditation was in 1997, at which point the college received a full seven-year accreditation decision. The college's goal is to achieve similar results this time around.

In other business:

- Betty Rambur, dean of the College of Nursing and Health Sciences, presented the results of a research literature review that examined the potential effect of Vermont's healthcare professional shortage (especially nurses) on patient safety and survival. The study also focused on how the curriculum and programs available within the college are designed to produce graduates who can improve the quality of healthcare in the state.

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NEWS BRIEFS

EVENTS

NOTABLES

SEARCH

PRINT THIS ISSUE

PRINT PAST ISSUES

FEEDBACK

UVM HOMEPAGE

Building Momentum

By Tom Weaver



This detail taken from preliminary architectural rendering yields a glimpse at a new quad outside the proposed University Commons center (Bailey/Howe Library is out of the frame to the right). *(Image courtesy of WTW Architects)*

As soon as students moved out of Living/Learning in May, work crews moved into the complex's building E, launching a summer schedule of extensive renovation and new construction work on campus. The projects, which range from finishing off new space for geology in Delehanty Hall to breaking ground on an 800-bed residential complex at University Heights, are all linked within UVM's vision for 2013 and the strategic financial plan endorsed by trustees at the recent board meetings.

The following provides a brief overview of a number of projects in progress, ready to break ground soon, or on the drawing board. For more detail and updates throughout the construction process, see [UVM Architectural and Engineering Services](#) on the Web. The department will send broadcast e-mails when projects may create disruption or alter traffic patterns or parking.

Project: Delehanty Hall Renovation

The building, located on the Trinity Campus, is currently undergoing renovation to become the new home of the Department of Geology. Geology faculty and students will work and study in new classroom, laboratory, and office space after moving to Delehanty from the out-dated Perkins Building. In addition, the geology museum will be housed in the new space on Trinity Campus.

Timeline: The project should be completed, and the department moved, this summer.

Project: Living/Learning Renovation

A complete renovation of the suites in the Living/Learning Residential Complex will be carried out over the next three summers. There will be no dramatic change to the exterior of the building, aside from enclosing balconies in order to expand the common space in each suite. Inside, each suite will undergo a thorough renovation in flooring, lighting, walls, bathroom fixtures — essentially creating brand new residence hall rooms. Work will begin on Building E this month and will be completed by the opening of the fall semester. (During this phase of construction, Career Services will be relocated to the third floor of L/L Commons.) In each of the subsequent years, two more buildings will be completed each summer.

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[200th Commencement](#)

As the chimes of Ira Allen Chapel's Memorial Carillon sounded through a light mist, the pomp and color of commencement returned to the University of Vermont Green on Sunday morning for the 200th Commencement Ceremony.

[Board Passes Major Resolution on 'Vision' Finances](#)

The Board of Trustees unanimously passed an historic resolution on May 22 authorizing the university to begin implementing the 10-year vision articulated by President Daniel Mark Fogel in February 2003 and a strategic financial plan underlying it.

Timeline: By fall 2006, all of the units in the 600-bed complex will have been renovated.

Project: Health Education Center

The Health Education Center, currently under construction, will join the College of Medicine's Given Building to Fletcher Allen's new Ambulatory Care Center, physically linking the academic health center in a way that mirrors the joint missions of the partners. A new medical library at the heart of the Education Center will be a vital hub for new knowledge and lifelong learning. In keeping with the college's mission of community engagement, this state-of-the-art medical library will be an invaluable resource not only to physicians and students, but also to patients, families, and visitors from throughout the region. Also planned is a 120-seat electronically advanced classroom for large classes and demonstrations, and small classrooms equipped with the latest in technological support.

Timeline: Foundation work on the center is now largely completed. This summer, above-ground framework will take shape, with anticipated completion in spring 2005.

Project: University Heights Student Residential Learning Complex

The university's new residence halls, to be constructed just to the northwest of Patrick Gym, will add approximately 800 beds of on-campus living. The project is divided into two complexes, north and south, to create a smaller scale and strong sense of community among residents. Connection with undergraduates' academic pursuits will be a central focus in the new buildings. The north complex will be home to the new Honors College, and the south will feature an environmental theme. The entire project will be built with environmentally responsible construction and landscape design. Residential students and summer conference participants will also enjoy new amenities such as private and semi-private baths, air conditioning, lofted rooms, two-story suites, academic seminar rooms, and common spaces with fireplaces. All rooms in the new complex will be wired for Internet access. The buildings will form the western border of a new campus green, better unifying this residential center of the campus. Features will include an outdoor amphitheatre and basketball courts which can be converted to an outdoor ice rink for special events.

Timeline: Groundbreaking is planned for this summer. The north complex is planned to open in August 2005, and the opening of the south complex is scheduled to follow in January 2006.

Project: Gutterson Parking Facility

The new parking garage, a three-tiered, brick-façade structure, will be constructed east of Patrick Gymnasium. The garage will add 550 spaces to the current surface lot. The additional parking spaces are required to accommodate the increased need generated by the construction of the new student housing on the south side of Main Street. The design of the structure will provide additional parking over an existing parking surface, thereby maintaining green space for other activities. It will also make use of the existing contours of the land on site, avoiding the cost of ramping to access the three levels.

Timeline: Ground-breaking is planned for this summer with project completion anticipated for January 2005.

Project: Admissions Welcome Center

A new Admissions Welcome Center will be created through the renovation and expansion of the former carriage house adjacent to the Admissions Office at

194 South Prospect Street. The project will add and improve space to host the more than 20,000 visiting students and families who come through the building each year. The footprint of the current carriage house will be increased to approximately twice its current size.

Timeline: Work begins this summer with a completion date targeted for January 2005.

Project: University Commons

Sited and designed to be a true crossroads of campus, the University Commons will create a central space where the academic, co-curricular, and social lives of the campus community come together. Extensive input from students, faculty, and staff have guided the design process to create the plan for a new student union that includes dining space, computer facilities, the campus bookstore and other retail, a theater, meeting and conference rooms, offices for student clubs and organizations, lounges and game rooms, and a central atrium. The new commons will be sited at the heart of campus, along Main Street between Morrill and Terrill halls, and joined with the Bailey/Howe Library. The building's exterior design and surrounding green space will create an attractive new "front door" for UVM along Main Street and a strong visual link with the historic structures fronting the University Green.

Timeline: The board of trustees will likely consider final plans for the project at the September 2004 meetings and vote on whether to move forward on the center. Pending trustee approval and permitting, the hope is to break ground in 2005 and open the new University Commons in fall 2007.

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