The Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, February 22, 2008 at 8:00 a.m., in the Sugar Maple Ballroom, Room 400 at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Carl Lisman, Vice Chair Frank Cioffi, Secretary Bill Botzow, Edwin Amidon, Claire Ayer, James Betts, Ian Boyce, Harry Chen, Robert Cioffi, Jeffrey Davis, Johannah L. Donovan, Daniel Fogel, Martha Heath, John Hilton, Jr., Debbie McAneny, Raymond Pecor, Beth Rice, John Snow, Donna Sweaney, Jeanette White, Stirling Winder and Robert Young

MEMBERS ABSENT: James Douglas, Susan Hudson-Wilson and James P. Leddy

ALSO PARTICIPATING: Senior Vice President and Provost John M. Hughes, Vice President for Enrollment Management Chris Lucier, Interim Associate Provost for Multicultural Affairs Wanda Heading-Grant, Vice President for Student and Campus Life Thomas Gustafson, Colleen McKenna and Jeff Turner, Cannon Design, Craig Levin, Brailsford and Dunlavey and Student Government Association President Kesha Ram

Chair Carl Lisman called the meeting to order at 8:06 a.m.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes of the November 30, 2007 meeting as presented.

Chair’s Report (see full report appended to minutes)

At the conclusion of his remarks, Chair Lisman acknowledged the presence of representatives in attendance at the meeting from the Student Labor Action Project.

President’s Report (see full report appended to minutes)

Diversity Initiatives

Vice President Chris Lucier and Associate Provost Wanda Heading-Grant made a presentation regarding the recruitment and retention of ALANA students. Vice President Lucier began by reviewing the ALANA recruitment web of relationships, noting that recruitment requires building relationships with students, family, admissions, community partners, university partners and high schools. He identified challenges including the need to provide a welcoming and supportive campus climate and outstanding value for tuition and related costs
Vice President Lucier next spoke about the Posse Foundation, founded in the late 1980’s, as a mechanism for students of color to join groups in which they can support one another. The foundation identifies, recruits, and trains student leaders from public high schools to form multicultural teams called “posses”. The teams undergo an intensive eight-month pre-collegiate training program for enrollment at top-tier universities nationwide to pursue academics and help promote cross-cultural communications on campus. The Foundation has had great success over the past eighteen years, placing 1,850 students into colleges and universities. Vice President Lucier will be consulting with Middlebury College, which operates a successful Posse program, in hopes of attracting the grant funds that would enable UVM to offer the program by 2010.

Associate Provost Heading-Grant continued the presentation by acknowledging the importance and responsibility of the University in retaining students of color. She discussed the four factors affecting ALANA student retention including climate, money, social and academic integration, and forms of oppression (such as threats to personal safety and stereotyping).

At the conclusion of the presentation, an opportunity for questions and comments was offered.

Trustee Claire Ayer inquired if there are recommendations in follow up to the challenges faced by ALANA students. Associate Provost Heading-Grant responded that the University needs to enhance and support existing programs by providing additional funding and staff. She noted the need for more leadership training and faculty workshops, such as the upcoming symposium titled “The Blackboard Jungle”, which will focus on the issues of race, gender, and sexuality in the classroom.

Trustee James Betts noted that recruiting ALANA students is very difficult in as much as Vermont is a predominately white state. He applauded the efforts of those involved with the ALANA program.

Trustee Johannah Donovan asked if the University is increasing recruitment efforts to hire minority faculty and staff. In response, Executive Director for the Office of Affirmative Action and Equal Opportunity Kathryn Friedman stated that faculty committees are working on strategies to address this issue and she recognized the efforts of Provost John Hughes in involving Deans. She further noted that recruitment methodologies for faculty and staff are similar to student recruitment methodologies.

Trustee Beth Rice suggested it may be necessary for all staff and faculty to attend courses focused on diversity such as the mandatory six-credit diversity course required by students.

President Fogel expressed that success is partially measured by the extent to which ALANA students become members of this University community. He would like to see students of diversity succeed at a high level. Chair Lisman asked if there were any safety nets for circumstances in which students may find themselves, such as financial challenges. Executive Director Friedman responded that the ALANA Student Center has a small fund to loan to students in need and a system exists to
outreach to colleagues if this fund is exhausted. Vice President Chris Lucier added that the Office of Student Financial Services is student-centered and assists students and parents in solving financial challenges.

**Campus Life Task Force II Report**

Trustee Ian Boyce introduced the process undertaken to create the Campus Life Task Force II report and acknowledged the many people involved. He explained that the Task Force was created to identify, articulate, and assess campus needs relative to major events, health, fitness, and athletics. The Task Force has also been assigned to develop strategies to guide the University in meeting these needs. Once strategies are developed, the Task Force must analyze how to assemble resources necessary to implement them.

Student Government Association President Kesha Ram offered a student perspective on the process that led to generation of the report. She highlighted the opportunity for input the Task Force afforded students by giving them leadership roles. President Ram initially feared that the needs of varsity sports would eclipse the many other needs of the student body and found this was not the case. She also noted that students are aware these changes will come at a cost, which they are willing to pay. President Ram concluded by expressing her commitment in looking into a fee schedule and advocating for external funding.

Trustee Boyce next introduced Colleen McKenna and Jeff Turner, consultants from Cannon Design, and Craig Levin, from Brailsford & Dunlavey who provided essential assistance. The consultants began their presentation by acknowledging the guiding principles they used to arrive at their recommendations; most notably, they followed the mission and values of the University. The consultants outlined the major components of the report including:

- **Facility Audit Process** – the physical versus the functionality of indoor and outdoor venues. The assessment discovered that many facilities no longer meet needs, are functioning beyond capacity, and have reached the end of their useful life in addition to other deficiencies.
- **Competitive Context** – the University’s competitiveness with similar universities from a student recruitment perspective. Competitiveness was measured by analyzing the best practices that made Universities desirable, such as facility attributes relating to athletics, recreation, and health.
- **Stakeholder/Student Focus Group Interviews** – interviews conducted with approximately 200 people with sincere interest in the University. The consensus was that current facilities no longer meet the needs of the University.
- **Survey Results** – an electronic survey was distributed, with 1,692 student responses, demonstrating that students feel the need for renovation and expansion of the University’s recreational, athletic, and health service facilities exists and is a reasonable priority.
The consultants concluded their presentation with recommendations to renovate and build facilities to accommodate health and wellness, a multipurpose event center, an athletics/shared use facility, and recreational facilities. The proposal contemplates 400,000 existing square feet and 367,000 square feet of new space.

Comments and questions were next invited. Trustee John Snow asked if the University had a suitable footprint for centralizing the proposed facility needs. Consultant McKenna responded that the current footprint is sufficient to begin improvements, but further analysis would have to occur regarding the availability of land on campus. Consultant Turner added that existing space is rich in quantity and deficient in quality.

Trustee Robert Young asked for general numbers of students the University loses each year and to what extent there are problems retaining students as a result of the current facilities. Vice President Thomas Gustafson replied that the quality of campus facilities is extremely important in the recruitment of students and that retention is much higher among those who engage in fitness and recreational activities. He added that the University’s dilemma is that there are current students who want to engage, but are unable to do so because of inefficient and lacking facilities.

There was much discussion regarding the importance of health and well-being in relation to the values and mission of the University and great support was expressed for the work the Task Force has performed. Several Trustees expressed concern regarding the University’s ability to afford the suggested recommendations, to which President Fogel responded he believes there are significant opportunities to pursue creative strategies for resource generation and private philanthropy without which, he acknowledged, action on some of the suggested recommendations will need to be deferred.

Trustee John Snow emphasized the importance of understanding the difference between “need to have” and “ought to have”, citing for example the University’s pursuit of Leadership in Energy and Environmental Design (LEED) certification. He also recognized the growing number of academic programs based in health areas and the importance of making use of these facilities as part of the programs.

Trustee Ian Boyce stated that the next step in this process will be for the Task Force to refine prioritization of the recommendations. President Fogel reminded Trustees that all project components will be subject to the Board-approved capital project ranking process.

The discussion concluded with discussion of the proposed resolution requesting approval for further exploration of the potential phasing, funding, and siting of the series of projects, the resolution to be presented for consideration by Trustees at the full Board meeting tomorrow. Several trustees requested clarifications to the content of the resolution and Chair Lisman noted that the language would be revised with an opportunity for further discussion tomorrow.

Chair Lisman thanked the consultants from Cannon Design and Braisford & Dunlavey, discussion participants and all members of the Campus Life Task Force II.
At 11:50 a.m., the Chair recessed the meeting.

At 5:05 p.m., the meeting was reconvened.

**Budget, Finance and Investment Chair’s Report**

Chair McAneny stated that the Committee received reports from the Investment SubCommittee and the Treasurer. The Committee reviewed and approved capital projects, including classroom and research infrastructure improvements and re-allocated debt to close up financing for some projects.

Members of the Educational Policy & Institutional Resources Committee were able to join the meeting for the strategic financial plan 6.0 update; therefore, Chair McAneny indicated that she would not spend a lot of time reviewing the changes, other than to say that difficult choices lie ahead that will require balancing projects important to the University’s future in lieu of others that are deemed more critical by the Strategic Capital Plan ranking process. The University will also be faced with the challenge of operation shortfalls in the next three years beginning in FY 2009.

**Educational Policy and Institutional Resources Chair’s Report**

Chair Heath briefly reported that the Committee received a progress report on the work of the Strategic Planning Council and continued discussing the strategic performance indicators. The Committee endorsed and will be recommending for Board approval six action items conveyed by the Faculty Senate as well as approval of the annual energy conservation projects and the naming of the Plant Science Building. A more lengthy report will be offered at tomorrow’s meeting, including identification of specific topics for the Committee to discuss at future meetings.

**Trustee Expense Reimbursement Guidelines**

Chair Lisman reported that the administration developed the attached Trustee Expense Reimbursement Guidelines, which have been reviewed by the Board Governance and Audit Committees and are recommended for Board approval.

A motion was made, seconded and it was unanimously voted to approve the guidelines as presented.

**Approval of 2009 Meeting Dates**

Chair Lisman presented the following meeting dates for approval:

February 5-7, 2009
May 14-16, 2009
A motion was made, seconded and it was voted to approve the proposed meeting dates for 2009.

Trustee James Betts followed up on an earlier inquiry regarding the days of the week and length of the Board retreat scheduled on Thursday and Friday, June 19-20, 2008.

Trustee Robert Cioffi responded that, based on feedback from the last retreat, 24 hours was sufficient time to address Board effectiveness issues. The same days of the week are being repeated as they worked well for the majority.

**Adjournment**

There being no further business, the meeting was adjourned at 5:30 p.m.

Respectfully submitted,

Bill Botzow, Secretary
Good morning. You may recall that Bob Atwell, who helped us with our decennial evaluation of President Fogel, identified this Board as being among the hardest working, most active University or College boards anywhere in the country. That, however, is rewarding, but it comes at a price. Bob’s been around, and he’s worked with, studied and helped lots of boards deal with lots of issues, so I give great credence to his remarks.

This is a very hard working board. Substantially all of our work is performed by our two mega-committees, EPIR and BFI, and the Executive, Audit and Board Governance Committees. Especially since our reorganization a year or so ago, we have worked through the growing pains and now have a process that will ensure, or should ensure, that we have fully vetted the issues, considered all of the alternatives, and formulated policies that will advance the best interests of the institution.

None of the restructuring would result in much without the dedicated volunteers who make up this Board. Regardless of the source of our arrival — Gubernatorial appointment, legislative election, private board selection or student selection — we seem to come together well, shedding our allegiances to reach correct results.

All of this, however, comes at a cost. We do meet more often and for longer periods of time than do the boards at many of our peer institutions. Our regular meetings are not the day and a half that was once the norm; no, committees meet almost the entirety of the day before. And almost all of our committees seem to require off-cycle meetings, frequently for a full day.

I believe that all of this means we are doing a better job than is being done at other schools, and not that we are over-supervising. Our task is to set policy and ensure its proper implementation; it is not to substitute our judgment for management decisions. I firmly believe we have steered the appropriate course, and I have faith that this Board will continue to do so.

This Board is always evolving. At this meeting some of us, Ray, Stirling and I, will depart and others are ready to step in to succeed us. Please welcome, and take the time to get to know, two new trustees chosen by the UVM Board, Sam Bain and Bill Ruprecht, and our newest student trustee, Jason DePatie. They will bring much to the Board.

I am sure that all of you will recall my request that you ratify my suggestion that we study the need for wellness, recreational, events and athletic facilities at UVM. The Campus Life Task Force II was born and, supplemented by the Trustee members, it grew to include student, administrative, faculty, alumni and other representatives. The chair of the Task Force, Ian Boyce, will report the results of its investigation, evaluation and recommendations later this morning. We will be joined at lunch by some of the consultants from Canon Design (architects) and Brailsford & Donlavey (facilities planners) and, I hope, we will act on a resolution tomorrow morning to not only accept the report of the Task Force but to put into motion the process to ensure that this campus has the necessary facilities to meet our needs.
There are some who believe that we have indulged our “edifice complex,” that we build and renovate for the sake of building and renovating, without understanding or setting the “right” priorities for UVM.

I respectfully, but emphatically, disagree. This institution is a university, a place of learning. We have built and renovated, and will continue to build and renovate when necessary, to ensure that this learning can occur in appropriate surroundings.

This university is the University of Vermont. We have an obligation to young Vermonters to provide them the opportunity for a quality education. If we must build and renovate to do that, then we should build and renovate.

We have an obligation to our faculty to provide laboratories, classrooms and offices. If we must build and renovate to do that, we should.

I know that we have limited resources. That’s why we prioritize. Who among us would not prefer to do it all at once, to get it done at one time? But we know that we can’t.

We must be doing something right, more high school seniors are applying to UVM, many seeking early admission. Our faculty continues to grow; and they are getting more and more recognition, either by winning grant competitions or being recognized by peers and organizations for quality work. Our researchers are widely acknowledged.

So much has happened at UVM during my six years on this Board. I’d like to take a minute and reflect on two events and one evolution.

First, with a pain that may diminish over time but will always be part of me, was the tragic, cruel, unnecessary, inexplicable loss of Michelle Gardner Quinn. I think that tragedy knows of no limit, but it had two very real impacts at UVM: First, it reminded us that no campus is safe from those committed to a course of violence. I’m sure that no one at Northern Illinois University or Virginia Tech could have imagined the impact of the events at those schools. So here, it reinforced the commitment of our students, faculty and staff to their own personal safety, and the institution’s readiness to deal with the unspeakable if called on to do so.

Second, it showed the best qualities that we hope our children attain. Michelle’s own words describing her philosophy, read at the memorial service, were deeply moving. In a real sense, as I listened, it became clear to me that she was speaking for all students everywhere, I could see her smile and hear the deep commitment in her voice, telling us that, with education, worlds can be changed.

The other event was the 2007 Convocation, held in an overflowing Patrick Gym, chock full of freshmen students, upperclassmen, faculty, staff, neighbors and others, crammed cheek-by-jowl into the un-air-conditioned, poorly ventilated half-century old box to celebrate the beginning of a new chapter in the lives of our newest students. Notwithstanding the remarkable
story told that day by Ishmael Beah and his remarkable life, what I will never forget was the parade of bodies proceeding along Main Street from Patrick to the University Green. It was as uplifting a sight as I have ever seen, thousands of excited, challenged, motivated (and very well behaved) young people on their road, literally and figuratively, to taking the next steps in their formal education.

Now to the evolution. We at UVM, and others at similar institutions throughout the country, are rapidly approaching a crisis that we did not create and we cannot, alone, solve. I’ve confirmed the following with Fred Curran: Students entering UVM in the fall of 2002 were charged $15,372 in-state and $27,862 out-of-state for tuition, room, board and fees. In the fall of 2007, those numbers rose to $20,078 and $35,962, respectively. And the curve is getting steeper.

Costs continue to grow, if not exponentially, at least at high rates. This Board is committed to cost containment and cost cutting. We’ve charged President Fogel to implement plans to implement those commitments. Alone, they cannot stem the tidal wave.

So what can we do? It’s not enough to point out that UVM is a “high tuition-high aid” institution. Whether the piper is paid today in current dollars or later with interest, the fact remains that higher education is pricing itself too high and potentially unattainable, just at a time when obtaining a college degree is evermore critical.

I have no solution. I do know that a solution must be quickly identified and implemented. And I know that, as a State, we spend much more than the national average on primary and secondary education, but our results are not commensurate. Why are we as a State so committed to spending for primary and secondary education, but not for the education that assures better employment, higher earnings potential and greater satisfaction in life?

I’d like to thank some folks with whom I’ve worked during my almost-three years as Chair. Understand that my mentioning of only a few I do not mean to ignore others; there have been so many at UVM who have made my job easier; I cannot publicly thank them all.

Let me start with Corinne Thompson. Simply stated, she has been great She’s kept me scheduled, reasonably organized, on top of obligations and aware of my responsibilities. And she’s done it with a smile and a remarkably positive attitude.

Gary Derr, Fran Bazlue, Tom Gustafson, Mike Gower, Ted Winfield and Karen Meyer have been wonderful resources, available when needed, willing to step up when appropriate. I’m sure that all of you are aware of the skills and talents that Fran, Gus, Mike, Ted and Karen bring to UVM. Many of you still don’t have a clue how good Gary is at his multiple jobs.

I cannot put together the words to express my admiration for the two John’s I’ve come to know as Provost. First John Bramley, with whom I’d had dealings before I came on the Board, and who I had totally misjudged from those earlier contacts. And now John Hughes, whose style and approach differ dramatically from Bramley but who is producing results of which we are all very proud.
And this brings me to Dan Fogel. As many of you already know, Dan and I have tried to meet at least weekly to talk through issues, to avoid surprises, to compare visions and dreams and wishes, and always to remain grounded in reality. Some have suggested that it was I who poisoned Dan at a lunch meeting that led to his hospitalization and time in the ICU. Let me now, for once and for all, dispel that malicious rumor: It was neither the food we ate nor the stuff I put in his water that caused his illness.

I can still conjure the feelings of dread and apprehension I felt when it became apparent that Dan might not recover from his illness, or recover but be unable to continue on as President. And while we had the luxury of the availability of John Bramley to step in and serve, I can assure you that the momentum we had been building, the palpable buzz of excitement on campus and the University’s growing stature all were at risk when Dan became ill. And it was happening on my watch!

Board chairs say a little prayer every evening before falling into a restless sleep; they’re all variations of the same theme: Please, please, please, don’t let me awake to discover a disaster on campus, a scandal, an embarrassment, or threat. Only good news, no bad news.

In any event, Dan recovered and returned. I’ve said it before and I’ll say it again: He was the right person for the Presidency when he was hired, he’s done a fine job and we should be proud of what he, with our good guidance, has been able to achieve.

To all of them, thank you.

Finally, to the members of this Board. I cannot say enough kind words about your commitment to this institution, the donation of your time and intellect, and the dedication that you have brought to your tasks. To Vice Chair Frank, Secretary Bill, Audit Chair Ed, EPIR Chair Marsha, BFI Chair Debbie, Governance Chair Rob, Exec. Committee member Bob Young, and to all of you, thank you.

I have been honored by your trust in me. You are truly a remarkable group. And that concludes my last report as the Chair of this Board.
Chairman Lisman, Vice-Chair Cioffi, trustees, faculty, students, staff, alumni, and friends, I want to begin by saying how grateful I am, personally and on behalf of the entire UVM community, to the three trustees who complete their terms of Board service at this meeting. Stirling Winder, it seems to me a very fine thing to serve as a university trustee while still a student, and to do so with such distinction, as you have done, is extraordinary. Without in any way diminishing your fine accomplishment, I should add that, in my experience, distinction among our student trustees has been the rule. Thank you, Stirling. Ray Pecor, a steadfast son of Vermont and an extraordinary business and community leader, has also been an exemplary trustee. Among his extraordinary contributions and quiet legacies is the success with which he pursued philanthropy to support the building of the Dudley H. Davis Student Center. Thank you, Ray. Carl Lisman, the leadership, wisdom, and subtle wit with which you have led the Board played an indispensable role in the attainment of the University’s many recent successes. I could not ask or hope for a better Chair or partner in the work of the last three years. I thank you personally as well as on behalf of the Board and this University for your sterling service.

With the departure of Trustees Lisman and Pecor, there will remain on the Board only four trustees who were in service when I first arrived at UVM—Trustees Frank Cioffi, Rob Cioffi, Martha Heath, and Bob Young. Of that foursome, only three served during the administrations of my predecessors. These trustees can testify as no others to the remarkable transformation of the University. Consider first the array of new programs and initiatives now in place or under way—the launch of an Honors College and the upcoming graduation of its first full cohort; a new Center for Clinical and Translational Science; formation of the School of Engineering; establishment of the University Transportation Center, of the Vermont Advanced Computing Center, and of UVMVentures; creation of a Life Sciences umbrella graduate program, and implementation of the six-credit diversity requirement—among dozens of programmatic dimensions of the University’s advance. We have enlarged and renovated our facilities to serve UVM community members better and to attract and retain highly qualified students, faculty, and staff. When we look today at the Trinity and Colchester campuses, the Davis Center, the Carrigan Wing of Marsh Life Science, and the res halls at University Heights, we see evidence of our stewardship as well as of our investment in a successful future. Others believe in us too: this winter brought 21,000 strong applicants for undergraduate admission. More than 2,000 Vermonters were among those applicants—only the fourth time UVM has received over 2000 Vermont applications. The pool included 1,800 ALANA applicants, compared to 413 ALANA applications for fall 2000.

Due to the foresight and fiduciary rigor of this Board, we have developed and now use tools essential in supporting and assessing the status and advance of UVM. One prime example, of course, is the Strategic Financial Plan and its collateral Strategic Capital Plan, along with the ranking matrix for prioritizing projects. These tools give us the ability to look beyond the immediate and project to the mid-term and the long-term. Through this and other means, we know that the road will not always be smooth and clear—there are challenges our financial modeling allows us to anticipate and for which we can prepare. This forecasting ability is one of
UVM’s many competitive advantages, and it strongly underpins the confidence I hope you share that together we will steer a course that carries us successfully beyond our challenges.

And, as many of you are aware, the challenges are neither new nor new to us. When I returned from leave early in the 2006-2007 academic year, I wrote to the Board that hard choices lay ahead and that we would need discipline and commitment to ensure that our decisions and priorities remained tightly aligned with our vision, mission, and strategic plan. That memo—entitled “The Road Ahead”—foreshadowed the cover memo I wrote for our review at this meeting of the Strategic Financial Plan. I urge the Board and the community to be mindful of the substantial investments in academic quality embedded in that plan. It reflects what I submit is exemplary mission alignment in the expansion of financial aid for students; completion of the commitment to add well over 100 new tenure-track and research faculty; strong, steady investment in competitive and equitable compensation for faculty and staff; and $179 million in capital expenditures focused on the maintenance of the existing physical plant that is so essential not only to our offering a quality educational experience and work environment but also to our remaining competitive in an intensely educational competitive environment.

Our colleague Dale Jaffe is doing an exceptional job in supporting the ongoing strategic planning effort led by Provost Hughes and the University Planning Council. Dale expressed astonishment to me recently at how strong and pervasive mission alignment is throughout UVM as we review and refine the strategic plan and as we prepare our self-study for the University’s reaccreditation next spring by the New England Association of Schools and Colleges. Proposed revisions to the Strategic Plan have been under consideration in the Planning Council and will be widely vetted with the campus community this spring. A revised plan, informed by this planning process and community dialogue, will be brought forward by the administration to the Faculty Senate and then to the Board of Trustees, I hope by May.

I now want to provide a quick series of information items and updates for the Board, beginning with items related to UVM’s growing leadership role as the environmental university. John Hughes and I have appointed a Task Force to tie together the discussions that have been ongoing for the past two years—including the work of the Leading by Design Task Force and our consultancy late last spring with the Rocky Mountain Institute—by developing a proposal for a University-wide interdisciplinary agency for research, teaching, and applied problem-solving on the environmental challenges we must meet successfully to ensure the health of our planet. We expect that the Task Force will develop a proposal—in all probability for an environmental matrix center—to bring to the Faculty Senate this spring and, presumably, to the Board of Trustees should the Center receive Senate approval. We expect the new Center to be a key piece in capacity building as we work with our partners in higher education statewide, in state government, and in the private sector through the Vermont Climate Collaborative to address climate change and the development of Vermont’s green economy. I want to commend the exceptional students, led by Samir Doshi and Valerie Esposito, who organized UVM’s effort as part of the Focus the Nation national teach-in on climate change last month: with over 1900 organizations participating, including more than 1300 colleges and universities, UVM’s week-long programs were widely recognized as among the national leaders, featured—with a UVM photo of Samir and Valerie at the top of the page—in the Christian Science Monitor story on Focus the Nation. UVM was awarded carbon offsets for the week’s activities in recognition of
ours being one of the handful of top programs in the nation. We were extremely pleased, moreover, to announce at the Focus the Nation keynote lecture that Gioia Thompson, who has long served as UVM’s environmental coordinator, has accepted an appointment as the director of a new UVM Office of Sustainability. With that office, which will be focused on the sustainability of institutional culture and operations, we are also appointing a President’s Commission on Sustainability, charged with making strategic recommendations in this domain, beginning with the creation of the plan to guide UVM toward climate neutrality as rapidly as feasible. At the same time, we have renamed the UVM Environmental Council, which, under its new moniker as the Environmental Forum, will continue its important work in promoting policies, practices, and operational programs that represent best practice. Yesterday, the University received a Plug-in Hybrid Electric Vehicle, donated by Central Vermont Public Service; it will be the centerpiece of two research projects with significant implications for Vermont energy and transportation policy, for climate-change mitigation in Vermont, and for saving Vermonters money. The day before, we announced that the Davis Center is the first Gold Leed Certified student union in the nation, and what you will see on the screen throughout the remainder of my remarks is the website that monitors the building’s environmental systems and resource consumption, mirroring the touch-screen monitor downstairs by the entrance to the Main Street tunnel.

I want to commend the web design team and University Communications for the far more attractive, far more navigable, far more flexible, and far more strategic institutional web site redesign that was launched a week ago, on February 12, to thank Karen Meyer and her colleagues in Federal, State, and Community Relations along with the deans and faculty who turned our federal appropriations requests in this tough budget year in Washington into a remarkable success, thanks above all to Senator Patrick Leahy, bringing more than $11 million in direct federal appropriations to Vermont for facilities, research, and programs at UVM, and to thank Fran Carr and all of the staff who support the research enterprise and above all to applaud the faculty, research scientists, staff, and students whose scientific competitiveness, scholarly prowess, creative vitality, and commitment to education and service have in the first half of the 2008 fiscal year put grant and contract awards to date far ahead of last year’s at this time and even well ahead of the pace set in our all-time record year in 2004.

On a sober note, our thoughts and prayers go out to the entire community at Northern Illinois University and especially to the families and friends of the victims. We know, sadly, that no set of measures and systems compatible with the public and open nature of institutions of higher education can prevent tragedies like the ones we have seen over the past year at Virginia Tech, Northern Illinois, and elsewhere. But we at UVM are constantly working to improve support systems for students at risk that we believe are among the best in the nation; we have well-rehearsed emergency response procedures in place; and we have instituted a state-of-the-art emergency notification system, CatAlert, that delivers email, voicemail, and cell phone text messages to all registered phone numbers and email addresses in an emergency situation. Many thanks are due to Mike Gower, Al Turgeon, Gary Margolis, and David Todd, along with many of their colleagues who have worked to put this important resource in place.
On a personal note, I was deeply touched by the commendation the Board issued to me at the end of the Five-Year Presidential Review. I earnestly hope to make constructive use of what I learned through that process to serve this wonderful community better during my next five years. Behind every achievement for which a University president may be given credit, however, stand legions of faculty, staff, students, alumni, and friends whose efforts coalesce to serve and advance this institution. I am deeply grateful to this superb Board of Trustees and to a partner who is indispensable in my life and work, Rachel Kahn-Fogel. Thank you all.

In closing, I again, thank Stirling Winder, Ray Pecor, and Carl Lisman for their service. I offer a warm welcome to the trustees who will soon join the Board -- Sam Bain, Jason DePatie, and William Ruprecht -- and my own as well as our collective gratitude to Rob Cioffi, who has agreed to accept and begin another term as trustee. One and all, thank you.
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

BOARD OF TRUSTEES

TRUSTEE EXPENSE REIMBURSEMENT POLICY AND GUIDELINES

Policy Statement

Any business meal, travel, or amenity expense for which a University of Vermont and State Agricultural College Trustee (hereafter “Trustee”)\(^1\) seeks University coverage, whether in the form of an advance or reimbursement, must be authorized through normal channels and have a University business-related purpose. Expense advance or reimbursement requests must be filed promptly with the Office of the Board Coordinator. Questions as to whether an expense is authorized and constitutes a business expense reimbursable under this policy will be resolved by the Board Chair in consultation with the General Counsel, unless referred by the Chair or Counsel to the Board Executive Committee.\(^2\) It is the intent of the Board to compensate Trustees reasonably for Trustee expenses while exercising fiscal constraint with University funds.

Guidelines

Trustees will have access to the resources specified in the Board of Trustees’ policy on Trustee Access to University Resources. Routine travel expenses associated with Committee and Board meetings are thus authorized. Extraordinary expenses, meaning any expense that is not incurred in connection with travel to and from regular Committee or Board meetings, must be approved in advance by the Board Chair through the Office of the Board Coordinator.

---

\(^1\) Trusteeship covers Committee as well as Board matters, and those of the State Agricultural College Board and University of Vermont Board as well as the full Board.

\(^2\) Questions involving the Board Chair shall be resolved by the Board Executive Committee in consultation with the General Counsel.
1. The following reimbursement guidelines will apply:

I. **Transportation.**

   A. **Private Automobile:** Reimbursement will be made at the established University mileage rate, plus tolls and parking. Any substantial deviation from a distance shown in a standard mileage guide must be fully explained.

      1. If a private auto is used in lieu of commercial air transportation, the lesser of coach economy class airfare or auto mileage will be reimbursed. No reimbursement will be made for lodging en route.

      2. Damage to personal autos while being used on University business is not covered because a portion of the mileage reimbursement is intended to defray the insurance cost to the individual. Fines for motor vehicle law violations are not reimbursable.

   B. **Airfare:** Reimbursement will be made at coach / economy class airfare. Use of private airplanes is permitted, although reimbursement is limited to an amount commensurate with coach class airfare on a commercial air carrier for the same or substantially similar route. Trustees are asked to seek the lowest possible fares through use of advance booking.

   C. **Rental Cars:** Rental cars may be used when necessary and economically reasonable compared to other modes of transportation. Rental charges should be net of any discounts and generally limited to the cost of standard size cars. Cars may be booked through the Office of the Board Coordinator.

II. **Lodging**

Hotel / Motel accommodations will either be booked through the University or reimbursed at mid-range rates. Only lodging expense may be charged to the University (*i.e.*, incidentals such as entertainment, personal phone calls, are not reimbursable).
III. Meals

Requests for reimbursement for all business meals (whether incurred in connection with routine meetings or otherwise) must contain the following documentation:

  a. Business purpose
  b. Location
  c. Persons in attendance
  d. Date
  e. Itemized receipt

Any business meal or hospitality that includes alcohol expenses must be appropriately documented to ensure that the expense is charged to an allowable account, such as a discretionary gift account. To be eligible for reimbursement, alcohol may only be furnished by a licensed provider.

IV. Conference Expenses

The Board may, from time to time, wish to invite Trustees to attend Trustee development or other educational conferences designed to improve the efficacy of the Board or the knowledge base of Trustees in service to the University. These opportunities will be authorized through the Board Chair in consultation with the Executive Committee.

2. Requests for reimbursement of entertainment or travel expenses associated with a Trustee spouse, partner, or guest, must be approved in advance and will generally only be authorized in relation to social or fundraising occasions where the Trustee is invited or encouraged to have a spouse, partner, or guest attend. However, a double hotel or motel accommodation (as compared to a single) will be reimbursed.

3. Only the Board through its Executive Committee is authorized to make exceptions to this Policy and its Guidelines. In the absence of extenuating circumstances, exceptions should be approved in advance of the expense occurrence.