The Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, February 8, 2013 at 8:00 a.m., in the Silver Maple Ballroom, Room 401 at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Robert Cioffi, Vice Chair Harry Chen, Secretary Donna Sweaney, Samuel Bain**, Bill Botzow, Christopher Bray***, Robert Brennan*, Frank Cioffi, David Daigle, Jeffrey Davis, Kyle DeVivo, Richard Gamelli, Joan Lenes, Dennis Mahoney, Debbie McAneny, David Potter, Kesha Ram, Dale Rocheleau, Bill Ruprecht, Tom Sullivan, Lisa Ventriss, Jeanette White and Mark Young

MEMBERS ABSENT: Carolyn Branagan and Governor Peter Shumlin

ALSO PARTICIPATING: Interim Senior Vice President and Provost Robert Low, Staff Council President Catherine Symans, Student Government Association President Connor Daley, Alumni Council Representative Bill Cimonetti, Faculty Senate President Julie Roberts, Graduate Student Senate President Kelly Swindlehurst, Vice President for Finance and Administration Richard Cate, Vice President for Enrollment Management Chris Lucier, Vice President for Research and Dean of Graduate Studies Domenico Grasso, Director of the Office of Technology and Commercialization Corine Farewell, Dean of Libraries and Learning Resources Mara Saule, Director of the Center for Teaching and Learning Jennifer Dickinson, Associate Professor in the Environmental Program and the Department of Plant and Soil Sciences Ernesto Mendez, Doctoral Candidate in the Department of Nutrition and Food Science Elizabeth Pope, Director for Capital Planning and Management Bob Vaughan, Associate Vice President for University Relations and Campus Life Annie Stevens, Vice President for University Relations and Campus Life Tom Gustafson, Tom Hier of Biddison Hier, Ltd., Armand Quandrini of KSQ Architects, Inc., James Kadamus of Sightlines, Vice President for Legal Affairs and General Counsel Francine Bazluke, Vice President for Executive Operations Gary Derr, President and CEO of the University of Vermont Foundation Richard Bundy, and Dean of the School of Business Administration Sanjay Sharma

* Participated via conference call.
** Arrived at 8:35 a.m. Did not join for the afternoon session.
*** Absent from the morning session and present for the afternoon session.

Chair Robert Cioffi called the meeting to order at 8:05 a.m.

President Sullivan introduced Interim Provost Bob Low and welcomed him to his first meeting with the Board during his term. Interim Provost Low indicated that it is his pleasure to work with the University in his current capacity.
Approval of Minutes

A motion was made, seconded and voted to approve the minutes of the November 7-8, 2012 meetings as presented.

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

President’s Report

President Tom Sullivan highlighted positive rankings that UVM has received in recent months. He stated that Kiplinger’s placed the UVM in the top 100 for best value as result of the University’s high four-year graduation rates, low student debt, low sticker price and great value. Bloomberg rated UVM in the top 40 with respect to graduates earning top salaries. The Huffington Post ranked UVM in the top 10 best places to go to college. President Sullivan also reported that the University is acknowledged as being in the top 5% of peer in institutions in terms of graduates who participate in the Peace Corps. UVM has 850 graduates to date that have participated.

President Sullivan also reported that applications are up over 540 students, and deposits are up over 10%, from the same time last year. ALANA applications are up over 20%, with their deposits up over 22% from the same time last year.

President Sullivan reported that the Provost search was launched with the first meeting held this week. The search timeline aims for the finalists to be on campus in April and May. There is also a search being conducted for the Dean of the College of Engineering and Math Sciences. A search plan has not yet been determined for the Vice President for Research and Dean of Graduate of the Graduate College position from which Domenico Grasso will depart in August.

President Sullivan reported that Dean of the Honors College Abu Rivzi has issued a report recommending enhanced career services across the University.

President Sullivan next reported that significant time has been devoted to reviewing the strengths and weaknesses of e-education and distance education and looking to see how the University can advance.

President Sullivan congratulated alumni and the Foundation for their contribution of $30,000 to Vermont Disaster Relief Fund, noting that the amount was matched by an anonymous donor. The donation was presented last week.

President Sullivan reported that the renovated Aiken Center recently won a national award for its environmental design and functionality.

Regarding the University’s green revolving fund, the first installment has been put in place by with the purchase and installation of 1500 LED lights throughout campus.
President Sullivan concluded by reporting that, last week, he had a productive fundraising trip and meetings with alumni in Florida for five days. His next fundraising visits will be in Boston and Denver.

**Governance Leaders Reports**

Staff Council President Catherine Symans stated that the Staff Council Compensation and Budget Committee recently met with Vice President for Finance and Administration Richard Cate regarding the projected Fiscal Year (FY) 2014 budget shortfall. The meeting was prompted by feedback from staff who became concerned due to lack of communication in budget processes. Staff also met with President Sullivan to express this concern, and the President explained that the process of communicating to the UVM staff community was supposed to occur through deans and vice presidents. Despite the communication shortfall, President Symans feels that transparency was the intent of the administration. She moved on to announce that three new work groups have been formed to address areas such as daycare, tuition remission, and the budget process. In March, Staff Council will be hosting the first ever town meeting at the three-day staff development event edu@uvm. Also at the edu@uvm event, there will be a workshop available to inform staff how to take classes while working at UVM.

Chair Cioffi acknowledged the importance of staff being included in the budget process.

Student Government Association (SGA) President Connor Daley announced that SGA recently welcomed twelve new senators. President Daley next reported that, this semester, the Catamount Zone Taxi service was launched with the goal of reducing walk-by noise and promoting safety. The SGA Senate recently conducted its annual outreach to the Vermont Legislature. Representatives of SGA have also regularly attended meetings of Burlington Wards 1 and 6 Planning Assemblies in an effort to communicate directly with city and community leadership. SGA is collaborating with career services to launch the new tool UVM Voice, an on-line form that allows students to provide feedback on how SGA can improve their student experience or provide general comments and concerns. The kick-off of the tool was highlighted in a rap video that featured Vice President for Executive Operations Gary Derr. The following concerns have recently been brought forward to SGA and are being addressed; the need to support students who are Veterans; a student call for divestiture of endowment funds related to fossil fuels, for which a proposal was made to, and recently endorsed by, the SGA; and focus on promoting and supporting the inclusion of more women in the sciences, technology, engineering and mathematics (STEM) fields at UVM. Also, Vice President for Finance and Administration Richard Cate recently brought forward the exploration of a textbook affordability program. President Daley concluded his remarks by noting that there are ongoing conversations regarding the potential of a mandatory short on-line seminar that would educate students regarding their rights and responsibilities before moving off campus.

Alumni Association Member Bill Cimonetti reported on behalf of President Ted Madden. Mr. Cimonetti described that the alignment of the Association with the University of Vermont Foundation has created renewed energy amongst alumni and a renewed focus on strategic priorities and programs. The Alumni Association held its annual leadership meeting last weekend in Stowe, and Mr. Cimonetti highlighted two major outcomes from the meeting. The first outcome is approval of the proposed affinity engagement program. This program was created to
support engagement of alumni around affinity areas beyond class and geographic location. The second outcome was the rollout of the sustaining member program, which aims to generate revenue and increase engagement of the alumni community by offering a member benefits program. President Sullivan was the first member to join, in addition to 29 other lifetime members enrolled at that meeting. A formal rollout will take place July 1, 2013. Regarding the Alumni donation to the Vermont Disaster Relief Fund mentioned in President Sullivan’s report, Mr. Cimonetti explained that the figure of $30,000 was chosen to represent the 30,000 alumni who reside in Vermont.

Trustee Jeanette White thanked the Alumni Association for its donation to the Vermont Disaster Relief Fund.

Faculty Senate President Julie Roberts reported that the Faculty Senate approved supporting the continued work of the General Education Committee on Writing and Information Literacy. As the first-year writing pilot continues, this Committee is exploring a unit-based program that continues through students’ senior year. President Roberts also indicated that two groups of faculty are meeting to begin creating learning outcomes for general education in the areas of diversity and sustainability. The groups hope to have initial proposals on these areas by the end of Spring semester. President Roberts noted that the envisioning environment program surveyed UVM community members involved in environment-related studies and activities and was astounded by depth of these projects on campus. The survey also made clear that there needs to be better connection of the programs and increased awareness. She also emphasized the importance of faculty inclusion in the budget process and the necessity for more faculty participation in planning stages. In concluding her report, President Roberts addressed the recent Burlington Free Press article regarding teaching loads. Although she acknowledged that it was a fair assessment of these loads, she feels that the article failed to explain that teaching has changed dramatically in recent times. When she first began in the 1970’s, President Roberts said, email was not in use and there was not much consultation with professors. Now, students email professors, communicate via online portals, and meet one-on-one intensively, providing a better experience for students and faculty.

Referencing efforts to expand the enrollment of students of color, Trustee Kesha Ram asked if faculty are considering adjustments to support this demographic. President Roberts replied that faculty are doing so. As an example, President Roberts noted that the Senate is looking to build on the current diversity requirement by balancing it to address a more diverse campus.

Graduate Student Senate (“GSS” or “Senate”) President Kelly Swindlehurst shared a snapshot of GSS’s work this semester. Its focus is on the following three initiatives: advocacy, professional development, and community building. She reported that, with the Graduate College, GSS has helped draft a mentor handbook to help facilitate the relationship between advisors and students. At the December Commencement Ceremony, GSS continued its gown lending program. GSS has also been working with the Graduate College on rethinking orientation at the graduate level and are hoping to launch an improved program next fall. President Swindlehurst noted that GSS is also increasing its collaboration with the Office of International Education. At the end of last term, GSS completed a career services survey and is using the data to create a plan to provide graduate students with increased access to professional development and other services when entering the job market. Also, a Wednesday professional development series was launched last
semester and the program has since doubled. GSS has also expanded its community events, with focus on low-stress and low-commitment events. President Swindlehurst concluded by noting that plans are under way for the annual awards dinner as well as for elections for next year’s Executive Council.

Action Items

Vice President for Finance and Administration Richard Cate introduced a resolution awarding contracts for vehicle rentals.

The following resolution was presented for approval:

**Resolution Awarding Contracts for Vehicle Rental**

BE IT RESOLVED, that the Vice President for Finance and Administration, or his successor or designee, is authorized to execute contracts with Hertz Corporation, Thrifty Car Rental, and Majestic Car Rental Group, Inc. for vehicle rental services. Each contract will begin February, 15, 2013 and end February 14, 2016, with the option of two one-year renewals, and the total of all three contracts over a five-year period will not exceed $2.5 million.

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

Vice President Cate introduced a resolution approving a contract with STERIS Corporation. He explained that Technical Services Partnership (TSP) provides healthcare technology management services for client facilities in Vermont, New Hampshire and New York. STERIS provides preventive maintenance and repair services for hospital sterilizers, operating room lights and operating room tables. By establishing a group contract with STERIS, TSP is able to reduce the overall cost of maintenance on these devices to their clients.

The following resolution was presented for approval:

**Resolution Approving STERIS Corporation Contract**

BE IT RESOLVED, that the Vice President for Finance and Administration, or his successor or designee, in consultation with the Director of Technical Services Partnership (TSP), is authorized to enter into a contract with STERIS Corporation for maintenance management services for an amount not to exceed a total of $1.1 million for FY 2013 and FY 2014.

A motion was made, seconded, and unanimously voted to accept the resolution as presented.

Vice President Cate introduced a resolution approving a one-year contract extension with University Health Plans. Typically at this time, he explained, the University would go out to bid with this contract, but that the extension would allow the University to monitor how federal health law unfolds and adjust at a later date.
Trustee McAneny asked if the extension will continue at the same rate as the current contract amount. Vice President Cate replied that rates have increased in the double-digits.

The following resolution was presented for approval:

**Resolution Approving Contract Extension with University Health Plans**

BE IT RESOLVED, that the Vice President for Finance and Administration, or his successor or designee, in consultation with the Director of the Center for Health and Wellbeing and the Director of Risk Management and Safety, is hereby authorized to negotiate a one-year contract extension for student health insurance with University Health Plans, at an estimated amount of $3.8 million beginning August 1, 2013 and ending July 31, 2014.

A motion was made, seconded, and unanimously voted to accept the resolution as presented.

Vice President Cate presented a resolution approving an increase in expenditure authority for library acquisitions. He explained that the cost for the increase is covered by funds already included in the existing UVM Libraries budget and is simply a shift from one vendor to another.

The following resolution was presented for approval:

**Resolution Approving Increase in Expenditure Authority for Library Acquisition Agreement with Elsevier, Inc.**

BE IT RESOLVED, that the authority for expenditures authorized by Resolution of the Board of Trustees on September 12, 2011 with Elsevier, Inc., is increased by $1,500,000 resulting in a total authorization of $5,550,000 through the period ending December 31, 2014.

A motion was made, seconded, and unanimously voted to accept the resolution as presented.

Chair Cioffi presented a resolution regarding the naming of 438 College Street. He noted that the building is located adjacent to the Waterman Building parking lot.

**Resolution Naming 438 College Street**

WHEREAS, Lattie F. Coor served with distinction as President of the University of Vermont from 1976 to 1989, and

WHEREAS, Dr. Coor was instrumental in securing UVM’s place in the ranks of America’s finest national universities, and

WHEREAS, Lattie F. Coor has been widely recognized as one of the most influential leaders in all of American higher education, and
WHEREAS, Dr. Coor’s UVM faculty appointment was in the Department of Political Science, College of Arts and Sciences,

THEREFORE BE IT RESOLVED, in order to honor Lattie F. Coor, the Board of Trustees hereby approves the naming of 438 College Street, to be known hereafter as The Lattie F. Coor House.

A motion was made, seconded, and unanimously voted to accept the resolution as presented. Chair Cioffi noted that there will be an event held in May formally announcing the naming, at which Lattie Coor will be in attendance.

Acknowledgement of Grants and Contracts Awards Report


Financial Aid Tutorial

Chair Cioffi invited Vice President Cate and Vice President for Enrollment Management Chris Lucier to make a presentation regarding financial aid. He reminded Trustees that the University gives $96 million annually in financial aid.

Vice President Lucier began the presentation by explaining that financial aid is a tool to assist in building a class of students who reflect the University’s values and mission. Key factors governing financial aid awards include student characteristics, market position and the student’s ability to pay.

He further explained that, to enroll students with characteristics that are highly desirable, a lower discount rate can be offered if the University has a strong market position. As market position declines, the discount rate has to increase to enroll the same type of students. The student’s ability to pay will also affect the discount rate for highly desirable students. To enroll admitted students who do not have characteristics that are as highly desirable, one can have a weak market position and still have a low discount rate. As market position rises, the discount rate can decline further. The student’s ability to pay will also affect the discount rate for these students.

Vice President Lucier introduced a financial aid leveraging matrix that illustrated different subsets of students and their ability to pay. He also presented a bar chart that highlights financial aid expenditures by class year for FY 2010-2015. The base bar illustrates the expenditure to bring in that class and progresses forward to second and third year. The top segment of the bar represents the fourth year and beyond. In reviewing the first-year figures, he noted that expenditures were higher in FY 2010 than they were in the two following years. Reasons contributing to the high expenditures in FY 2010 include that it was the largest class in history and also a year where there were more students with need than anticipated. Additionally, students with low need did accept admissions offers at the rate expected. He noted that the administration has been able to control financial aid expenditures while building a class in line with our values, including selectivity. Expenditures went back up in FY 2013.

that net revenue per student is greater than expected and that selectivity is now 77%, an indicator of position in the marketplace.

Trustee Debbie McAneny asked about trends in higher education. Vice President Lucier replied that selectivity has three factors: number of applications, yield and target. It is difficult to discuss exact trends because each school is in a different position. Among peers, selectivity has remained steady or dropped. Trends for private institutions are different, as some are aggressive with awards to attract students. Vice President Lucier acknowledged the significance of the goal of increasing selectivity and the need to manage targets and recruit aggressively. If the University is perceived as outstanding, inherently there will be more applicants. The goal is to achieve a selectivity of 65% during the next four years through a combination of recruitment efforts, wise use of financial aid, and an international pathways program.

Trustee Botzow asked if there is a goal of connecting students’ success in their careers to admitted students. Vice President Lucier responded that the preparation of students for their careers is inherent to the quality of student experience and that the University needs to continue to improve that experience while managing student costs.

Trustee Dave Potter referenced the increase of financial aid expenditures between FY 2013 to FY 2015 and inquired whether it will impact tuition. Vice President Lucier explained that financial aid automatically increases when tuition rates rise. As the University becomes more selective, bringing in the most desirable students will increase the net revenue. Vice President Cate added that whenever reversing a trend, it will cost more with the goal that when you get to where you want to be you will level out.

Trustee Mark Young asked if there is a method used to price the characteristics of students. Vice President Lucier affirmed that student traits can be compared by the amount of financial aid proposed to induce their enrollment.

Trustee Young asked what choices the Board has on whether too much or too little is being spent on financial aid. Vice President Cate replied that the University is captive of the process insofar as it must be responsive to market. Chair Cioffi shared how Boston College’s applications dropped by 25% when they added an additional essay to the application process, citing this as an example of the types of variables with which institutions are dealing.

Vice President Lucier concluded by explaining how financial aid is considered for transfer students. He noted that packages are different than what is offered to first year students as it is not necessary to discount at the same rate. Financial aid for transfer students are generally less than the awards offered first year students.

At 9:43 a.m., Chair Cioffi recessed the meeting for a brief break.

At 10:05 a.m., the meeting resumed.
Office of Technology and Commercialization Presentation

Vice President for Research and Dean of Graduate Studies Domenico Grasso introduced Director of the Office of Technology Commercialization (OTC) Corine Farewell, who presented an overview of the process of UVM’s technology commercialization process.

Director Farewell stated that OTC was created in 1998. She joined the office in July 2012 to continue to build on the existing program and adding structured technology assessment, employing student interns and transitioning to a new data management system.

Director Farewell explained that technology (tech) transfer exists at the University for several reasons. The impetus began with the 1980 Bayh-Dole statute, which created the opportunity for universities to have patents assigned to the University when created using government grants. Tech transfer also facilitates the commercialization of research results for the public good. Additionally, it assists in balancing the cost/benefit of tech commercialization as well as supports the recruitment and retention of faculty, induces ties to industry, promotes economic growth, and assists in the generation of income.

Director Farewell described the pipeline of technology commercialization and the individuals involved as described below:

- The Office of the Vice President for Research provides support and information concerning ongoing research and grants.
- Interns gain valuable experience and build networks for both themselves and OTC.
- The Library works collaboratively with OTC to identify needed sources of information such as market reports.
- Patent Attorneys provide outside counsel and are selected based on their scientific background, to complement invention and legal expertise.
- The Office of General Counsel works in close partnership to assure that agreements signed protect the interests of UVM.
- The Instrumentation and Model Facility helps with prototypes.
- UVM Ventures assists in pre-seed and seed funding. The Vermont Center for Emerging Technologies works with faculty entrepreneurs to assess business potential and to form connections.
- The Vermont Technology Council is a catalyst for science and technology based economic development.

Director Farewell next highlighted the commonalities, and differences, of the University and industry’s interests in business engagement of technologies. In terms of differences, an example is that the University is often seeking knowledge for knowledge’s sake, while a company is seeking to manage knowledge for profit. Universities also aim to share information, while industries try to keep such information confidential in order to protect their profits. The common goal of universities and industry is the commercialization of new and useful technologies.

Director Farewell moved on to compare several metrics of the University in comparison with select peer institutions. UVM’s OTC has a lean staff. The University’s invention disclosures are
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modest in comparison to peers, but these figures also correlate with research expenditures. The University is conservative in the number of patents filed and therefore has a modest amount of patents issued. The amount of licenses issued to UVM, and the number of start-ups, are comparable to universities with larger budgets, but there is a need to increase diligence in receiving revenues owed to UVM from licensees.

Trustee Sam Bain requested a copy of the presentation slides and asked Director Farewell to comment on how we are empowering the University community to become inventors. Director Farewell replied there are several outreach methods being used, such as a broadly distributed newsletter, a presentation series offered in conjunction with the Office of General Counsel, and a presentation in March that will focus on a change in patent law (first-to-invent versus first-to-file). She noted that, so far this year, there have been seventeen written invention disclosures, of which six were submitted by first-time inventors.

Trustee Bain asked how UVM might collaborate with other institutions in terms of technology and commercialization. Director Farewell replied that UVM does not yet have strong collaborations with other institutions, but she hopes to create collaborative relationships with institutions who have similar portfolios.

Trustee Bill Botzow asked if there has been thought given to expanding the circle of alumni or regional inventors. Director Farewell replied that the short answer is that her office serves the community subject to the University’s Intellectual Property Policy, which covers UVM faculty, staff and students. She noted, however, that the University does work with a broader community, particularly if their inventions have avenues through the University. She stated that there is an initiative under way now to improve that process.

President Sullivan inquired as to the national success rate of a patent becoming an actual commercialization. Director Farewell first defined commercialization as a percent of licenses. She believes that the national average is 30-40%, whereas the University’s is around 20%. President Sullivan noted that the University’s actual profitability is likely less than the 20%, that Director Farewell identified agreed. She agreed, explaining that, in academia, patents are often filed before proof of concept. Many technologies do not pan out, but they are filed earlier so that the technology can be discussed openly.

President Sullivan inquired as to whether the University invests in start-ups as an equity partner. Director Farewell affirmed that the University does so in two ways. First, the University usually has a 5-10% equity share. The second means is through UVM Ventures, which is a small fund that helps provide capital, typically no more than 15-20%.

**Academic Presentation**

Dean of Libraries and Learning Resources Mara Saule introduced the academic presentation regarding the Center for Teaching and Learning’s (CTL) mission and programs that foster excellence in teaching and learning. She explained that CTL is part of a larger resource for faculty development and other programs including the New Faculty Orientation and Mentoring Program, the Writing in the Disciplines Program, Center for University partnerships, Center for Cultural
Pluralism, and the Honors College. Dean Saule introduced Director of CTL Jennifer Dickinson to continue the presentation.

Director Dickinson first described CTL’s faculty development mission, which is to create a collaborative community of teachers and scholars focused on designing effective learning experiences as well as promoting the use of instructional technology as part of effective teaching. She next highlighted programs that are focused on student learning, which include the following: Teaching Effectively Online (TEO); Graduate Teaching Program (GTP); Sustainability Faculty Fellows (SFF); Engaging Students in Large Enrollment Courses (LEC); and Hybrid Course Initiative.

CTL provides training and support for faculty teaching at all points on the instructional technology continuum. Many classes are offered in traditional face-to-face with web enhancements. Others are hybrid, with 25-75% on-line; others are fully on-line. CTL is also responsible for training faculty on how to use Blackboard, which is the web portal used for every class on campus.

Director Dickinson noted that each Trustee had an iClicker placed in front of them. She explained how to use the devices and presented a sample question. She then asked Trustees to submit their answers via the iClicker. Once all answers had been submitted, Director Dickinson displayed the correct answer, as well as a graph that showed the percentage of each answer submitted.

Director Dickinson invited Associate Professor in the Environmental Program and the Department of Plant and Soil Sciences Ernesto Mendez to discuss the impact of the TEO Program on his work. Professor Mendez stated that he had utilized CTL’s service to improve his advanced Agroecology course. He identified three major challenges that he was hoping to overcome: integrating a diversity of learning/teaching approaches for different types of learners; better understanding and digestion of relevant scientific literature; and keeping course content current. Through the help of CTL, Professor Mendez became much more familiar with Blackboard and learned to set up an effective on-line discussion that integrated readings with other course activities. The most important change was his ability to manage an effective on-line discussion that keeps students more prepared and engaged.

Professor Mendez also worked with CTL on improving content, in the same course, through his participation of the Sustainability Faculty Fellows. The main challenge for this course was that students kept veering off topic in wanting to focus on sustainability of agro-food system. CTL helped him revise his syllabus so that he now has two full weeks that are devoted to the topic; he also invites fellow faculty members to provide lectures in areas in which they have special expertise. The feedback from his students is that they really enjoy the improvements and their peer-to-peer learning has increased. Professor Mendez concluded by stating that CTL resources have been crucial for him to reinvigorate and deliver content.

Director Dickinson introduced the next presenter, Doctoral Candidate in Nutrition Lizzy Pope. Ms. Pope has been involved with CTL in two separate programs. She first collaborated with CTL to help her write improved objectives for a course she teaches in obesity and to enhance engagement in large classes. CTL taught Ms. Pope how to annotate her PDFs by adding notes, providing links and highlighting important text. She also learned to add pre-lecture notes at the
top of each reading and now requires students to answer them via Blackboard before class. Another strategy she has incorporated is the use of the iClickers, which keeps students engaged while also allowing her to know if she needs to elaborate prior to moving on to next topics. A third lesson she learned from CTL is to just be herself. Ms. Pope concluded that she knows that the skills she learned from CTL are working as test scores in class have improved, she has received better course evaluations, and students overall have told her that they really enjoy her class.

Director Dickinson concluded the presentation by discussing UVM’s Hybrid Course Initiative, which is a five-year program designed to provide training and support for faculty designing and implementing hybrid (“blended”) courses. The program is currently in the first-year pilot phase, with ten courses to be developed and assessed in 2013. The initiative encourages increased use of effective instructional technologies by faculty teaching all types of courses as well as allowing for the freeing up of class time to allow for more engaged participation.

Chair Cioffi noted that the Committee was behind schedule and that there would not be time for questions. He also outlined schedule adjustments for the remainder of the day.

The meeting recessed at 11:11 a.m.

The meeting reconvened at 2:45 p.m.

**Residential Hall Tour**

Chair Cioffi explained that the purpose of this presentation was to educate the Board on the current status of student housing so that strategic decisions can be made to improve the student experience.

Chair Cioffi explained that the previously planned tour of residence halls was cancelled due to weather conditions. Instead, Director for Capital Planning and Management Bob Vaughan and Associate Vice President for University Relations and Campus Life Annie Stevens provided a PowerPoint presentation that illustrates highlights of the tour. The presentation offered information regarding residential halls throughout campus such as the age of the buildings, renovation dates, number of beds, building layouts, desirability of buildings for students, special interest housing, and residential hall distances relative to the Davis Center. The presentation also included three privately owned, UVM-affiliated housing options.

Many of the buildings shown were in need of major repairs, had limited living space, lacked common areas and were far from sufficient dining areas, or far from campus in general. The newer buildings highlighted their advantages, such as common areas, nearby dining halls, and increased living space. It was noted that further specifics regarding housing on campus will be discussed in the housing master plan and the deferred maintenance presentations to be offered later in the meeting.

Director Vaughan noted that all complexes have up-to-date sprinkler systems, fire alarms and carbon monoxide detectors.
Trustee Jeanette White asked if there is a location specifically designated for graduate housing. Ms. Stevens replied that there is such a facility at Fort Ethan Allen.

**Housing Master Plan**

Vice President for University Relations and Campus Life Tom Gustafson introduced the housing master plan presentation. He explained that, having accomplished the major objectives of the 2001 Residential Life Master Plan, the University issued a Request for Qualifications for a new Housing Master Plan in May 2011. The team of Thomas Hier, principal in Biddison Hier, Ltd., and Armand Quadrini, principal in KSQ Architects, Inc. PC, have been working with UVM since October 2011 to develop the new UVM Housing Master Plan. Vice President Gustafson invited Mr. Hier and Mr. Quadrini to present their findings. He noted that the plan is not final until it receives Board approval and the plan does not include recommendations for financing.

Mr. Hier began by commenting that UVM housing master plan process included a high level of community engagement as well as research concerning the local market and national trends. The plan is based on four assumptions. The first is that UVM’s goal is to house 60% of the undergraduate student population in University-affiliated housing, a plan premised on the enrollment of 10,000 undergraduates. The second assumption is to provide housing for any increased enrollment of undergraduate students beyond the number enrolled in Fall 2009. The third assumption is to maintain the current requirement that all first and second-year students live on campus. The fourth and final assumption is to provide housing for all transfer students who wish to live on-campus, Guaranteed Admissions Program students, and students enrolled in the International Pathway Program.

The housing master plan is rooted in the following three macro principles: aim to create a better alignment between housing types and different stages of student development; provide more and better community spaces to enhance the vitality of campus life and provide alternatives, especially for younger students, to downtown social life; and knit the campus together with the Green Mountain Walkway.

The goals of the plan can be divided into programmatic and physical characteristics. Programmatically, a major goal is to continue to improve the student experience while simultaneously improving recruitment and retention. Another goal is to integrate learning in residential life. Additionally, the plan seeks to create a high quality first-year residential experience near the core of the campus, as well as to enhance community on campus. The last programmatic goal is to make student housing an integral part of the Green Mountain Walkway campus experience.

In terms of the plan’s physical goals, there is a need to address safety and deferred maintenance issues. Another goal is to modernize and augment housing to support 21st century residential living patterns and campus sustainability goals while maintaining competitiveness over the next 15-20 years. Also, a major goal is to conserve housing resources by eliminating those that are physically obsolete, re-purposing those that have useful life and building new buildings only as required. The last physical goal is to provide adequate capacity to accommodate housing targets for the undergraduate student population.
Mr. Hier and Mr. Quandrini presented the following ten findings learned through the course of creating the plan:

- Location of Central Campus housing is highly prized among students who live there, despite significant deferred maintenance issues with Chittenden/Buckham/Wills Halls.
- Redstone Campus is a great space for sophomores in part because of the quad, and its layout and human scale.
- Juniors and seniors have a very strong preference for downtown living, more because of the independent lifestyle it affords than the lack of any suitable campus housing options.
- Different housing types have different effects on student behavior and community-building and should be aligned, to the extent possible, with different development stages of students.
- Trinity Campus is not an appropriate location for most undergraduate students, especially first-year.
- The Residential Learning Communities are well-regarded; programming in the Living-Learning Center is particularly popular with students.
- Co-ed floors can have beneficial effects on community-building and student socialization.
- The lure of Burlington is both a true attraction for students and an issue for neighborhood relations.
- For graduate students, cost and availability of good information are the two most significant issues in finding and selecting housing.
- The campus is in short supply of inviting community and informal hangout spaces that are attractive and convenient for students.

As a result of these findings, Mr. Hier and Mr. Quandrini made eight recommendations. The first is to enhance the Green Mountain Walkway as an effort more thoroughly to connect areas of the campus and to enhance its attractiveness. The second recommendation is to demolish obsolete buildings, including Chittenden/ Buckham/Wills Halls (CBW) and Coolidge Hall. These buildings have structural and moisture issues, as well as other costly deficits. The third recommendation is to enhance existing housing areas. The fourth recommendation is to focus on the components of the first-year experience by consolidating their location and creating a tighter community. Mr. Quandrini added that a freshman dining hall could be created. He cited Redstone campus as a successful example of having community space to enhance student experience. The fifth recommendation is to build on a successful sophomore experience. The sixth recommendation is to refigure junior and senior housing by re-purposing Jeanne Mance and Trinity Campus, and thus to create University-affiliated alternatives to the local housing market. The seventh recommendation is to provide housing options for graduate students that would be located closer to campus. The final recommendation concerns faculty and staff housing, and proposes that Fort Ethan Allen be made available as graduate students gradually move out when their options are expanded. Faculty and staff would also continue to reside at Centennial Court.

Mr. Hier and Mr. Quandrini next addressed the benefits of the proposed plan. Notably, the plan concentrates first-year student on or close to Central Campus. It also creates better alignment between housing option and student interests. The plan provides opportunities to create a wide range of social and community space that students seek, and offers alternatives to downtown Burlington. The new bed capacity proposed would free space in the Living Learning Center and
allow it to become a full multi-cultural center as well as available for other uses. Another benefit of the plan is it would integrate international pathways and Guaranteed Access Program students into the undergraduate housing system. Lastly, it would provide a use for Trinity Campus that is more appropriate for its location. They concluded the presentation by stating that all of these measures would be transformative for the campus.

Trustee Dale Rocheleau asked how common it is for the residence halls to be over-subscribed to the point that temporary triples are created. Vice President Gustafson replied that the need for triples declined this year as enrollment declined.

Trustee Jeff Davis asked what the net increase or decrease is for beds in the proposed plan. Mr. Hier answered that, if there is a change in number of beds, it would be minor. It is possible that there will be no change, but rather changes in layout.

Trustee Jeanette White asked if there are specific ideas regarding potential housing created downtown. Vice President Gustafson responded that, there is not an elaborate plan, but that he envisions that any such housing would be an apartment-style building with the first floor used for retail. He also said that, when talking about downtown projects, the buildings would be in the core downtown area.

Trustee McAneny asked if the proposed plan intentionally kept the freshman housing close to the general campus. Mr. Hier responded this was intentional to keep first-year students close together. He also noted that it would be extremely costly to move freshman housing further away.

Trustee Frank Cioffi asked if the City of Burlington has affirmed that it is open to the downtown student housing development idea. Vice President Gustafson replied that City Hall is willing to exploring the option. Trustee Frank Cioffi then asked that, if about related property tax revenues. Vice President Cate replied that, because the University would partner with a third-party private vendor for downtown housing, the city would receive tax revenue.

Trustee Young inquired as to what incentive a third-party would have to participate in the proposed housing plan. Vice President Gustafson replied that the project would provide paying customers. Mr. Hier observed that the Burlington area is sometimes hard for outside developers to enter as a business proposition, but that a partnership with the University is a good portal for them to do so.

President Sullivan underscored that the closer to campus first-year students are, the better they do academically and the more engaged they become. Greater retention rates and on-time graduation also correlate with students living closer to campus.

Trustee Joan Lenes urged that, if the housing plan is pursued with the assistance of third-parties, the University engage Vermont-based contractors.

Trustee Lisa Ventris was struck by how uninspiring our current dorms are in contrast to those of other Universities. She asked for elaboration on how the Green Mountain Pathway would add aesthetic quality. Mr. Quadrini explained that landscape architects could design lighting and
landscape to improve these areas. He also noted that facades and other items could be added to structures in order to add character and make buildings more appealing.

The meeting recessed for a short break at 4:18 p.m. and reconvened at 4:29 p.m.

Deferred Maintenance Presentation

In 2007, the University engaged Sightlines, a strategic facilities consulting firm, to develop a portfolio approach to campus investments. The portfolios were intended to guide and prioritize investments in existing facilities. Sightlines has pioneered this process and has assisted hundreds of campuses across the country in creating a stronger planning procedure by developing rational, phased programs of capital allocation that optimize investments for beneficial outcomes. James Kadamus, Vice President of Sightlines, led a presentation regarding the work completed over the past decade. He and Vice President Cate also described strategies for managing future investments in UVM’s facilities.

Mr. Kadamus explained that a lot of time was spent learning the University campus and understanding how it compares to peers. He presented a list of peer institutions that included several against which we compete, as well as some that have similar campuses.

Mr. Kadamus next highlighted core findings of the current state of UVM’s campus. He noted that the University has an aging campus with over 47% gross square footage (GSF) being over 50 years old. He also explained that most building components have a 25-30 year life cycle before needing to be replaced and that many of the University’s buildings are past that cycle. New spaces, such as the Dudley H. Davis Center and the Jeffords Hall, add significantly to maintenance costs.

Mr. Kadamus found that investment in existing spaces has been declining since 2006, as limited funds have been available to address the backlog of deferred maintenance. He also noted that the Facility Renewal Fund created by the administration several years ago was a sound decision for setting the stage for sustaining the value of younger buildings. The University’s existing deferred maintenance need is concentrated in eleven older, mission-critical buildings.

Vice President Cate added that the University has made many small, yet important, updates over the last decade including the installation of fire alarm, sprinkler and carbon monoxide systems. Larger completed projects have also been completed such as building envelope repair for many campus buildings. The University has improved the reliability of many utility systems, including the replacement of 5.3 miles of underground steam lines, power distribution and generators, and the extension of underground telecommunication lines. Deferred maintenance renovations have also occurred in the Aiken Center, Terrill Building and several residence and dining halls.

Mr. Kadamus next explained that the University’s spending toward deferred maintenance is lower than it should be. He also noted that the University’s deferred maintenance backlog would be over $181 million larger if not for the facilities investments made over the past decade. However, there is a need to increase spending in this area.
Mr. Kadamus discussed the University’s operating costs. He explained that the University’s daily service costs are slightly higher than peers, primarily due to the presence of older, smaller buildings with high need. The University’s shift to zone maintenance has improved service delivery as evidenced by customer feedback. He also reported that the University’s utility costs have decreased significantly since 2003, which has aligned UVM’s total operating expenses with peers.

Mr. Kadamus concluded the presentation by recommending next steps. He again emphasized that there is an existing need to address the aging campus, concentrating on the eleven mission-critical buildings while also addressing smaller non-mission critical wood structures that may need to be removed or replaced. He said that updating the data about the condition of these buildings will allow for more strategic investment and decision making. He stated that the Facility Renewal Reserve has been, and will continue to be, an important strategy to address long-term needs of newer spaces; however, even with reserves there is still insufficient recurring capital to reach the annual stewardship target for deferred maintenance. He encouraged the University to use the predictive modeling Sightlines presented to determine future life-cycle needs in order to focus investments. He also suggested that the University develop strategic performance targets and monitor progress in key operational areas. He urged the continuation of strong investment into energy conservation to further reduce operating costs, noting that reaching peer consumption levels would save the University nearly $250K annually.

Trustee Joan Lenes asked if all buildings that are 50 years or older are deemed historic. Vice President Cate replied that the age of a building is only one of several criteria for a building being registered as historic.

Trustee McAneny commented that this information was certainly overwhelming, but commended Mr. Kadamus for presenting the positives and negatives of our current deferred maintenance issues.

Referencing the University’s operating costs, Trustee Dale Rocheleau indicated his surprise that these costs are similar to UVM’s peers despite the campus being older than many others. Mr. Kadamus explained that the fact that 24% of the University’s space is under 10 years old balances out some costs for the older sections on campus. He also noted that low utility costs, lean operations, and use of zone maintenance have kept UVM’s operating cost averages down.

Trustee Bill Botzow stated that he looks forward to further understanding best strategies to improve the University’s deferred maintenance situation. Mr. Kadamus elaborated on his previous conclusions by indicating the University’s best strategy is three-fold: address the 11 buildings outlined as priority investments; keep up with the maintenance of newer buildings; and evaluate many of the smaller buildings on campus to make decisions on whether they should continue to be maintained or demolished. In closing, he stated that the University’s situation is not at a crisis stage.

**Executive Session**

At 5:14 p.m., Chair Cioffi entertained a motion to enter into executive session to consider a contract. He noted that the session should last approximately fifteen to twenty minutes and that
action was anticipated following the session. Interim Provost Low; Vice Presidents Bazluke, Cate, and Derr; President and CEO of the University of Vermont Foundation Richard Bundy; and Dean of the School of Business Administration Sanjay Sharma were invited to remain. All others in attendance were excused from the meeting.

At 5:40 p.m., the meeting was reopened to the public.

**Other Business**

The following resolution was presented for approval:

**Resolution Ratifying Gift Agreement**

RESOLVED, that the Board ratifies the gift agreement into which the University has entered, on the agreement terms and conditions reported on this date.

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

**Adjournment**

There being no further business, the meeting was adjourned at 5:41 p.m.

Respectfully submitted,

Donna Sweaney, Secretary
Good morning everyone and welcome. As usual, we have a very full agenda over the next day and a half, including approving the naming of one of our buildings in honor of an important figure in UVM’s recent history. So let’s get to it.

I read all kinds of articles from all manner of sources, including The Burlington Free Press. On January 28th, I noticed a story by Tim Johnson with headline: “Interim Provost: Time to Tighten Belts.” It was good, a straightforward piece about a no-nonsense guy: Dr. Robert B. Low. Let me state at the outset how pleased and grateful I am that Bob has stepped up to serve in this role, and I know that he is already working hard on the challenges and opportunities ahead. Thank you Bob, for all you are doing.

In the Free Press article, Bob had a number of pithy quotes that are worth repeating:

“Everyone is going to get less than they expected, on all sides – the academy and the administration,” he said of the spending plan for 2013-14, now in preparation.

And this: “Fairly shortly we’ll have to come to grips with specific numbers, which will, from my point of view, protect the quality of what we do in the academy and are aimed at where we think we need to be in the next several years.”

Also this: Low said that UVM will need “enhanced revenue streams” over the next few years, and has asked for the development of a five-year rolling budget plan. Responsibility for deploying resources for academic purposes rests primarily with the deans, in his view. “Deans are in a much better position to understand their academic units than I could ever be,” he said. “You have to provide the deans the authority and responsibility to manage their ship.”

Like I said, Bob is a no-nonsense guy. Doesn’t pull any punches. Here are the themes that I gleaned from Bob’s quotes:

- More productivity with fewer resources
- Protecting academic quality
- Planning ahead for multiple years
- A transparent, responsibility-centered management approach
- Finding new resources for investment
- Recognizing the necessity to adapt and change

Now that’s a very good list, and a very solid start, Bob. Clearly I believe that you are on the right track. We all have to realize that in the future, we are going to be forced to make changes as budgets get tighter. However, I believe that cutting alone is not enough, we are also going to need to find ways to generate new revenue and invest in order to remain competitive whether it be in better facilities, new technology, or more options for students to complete their degrees and
find meaningful employment. We must invest in high growth, high potential areas, and accept
the reality that we can't be all things to all people. Of course this will require reallocating funds
from one place to another in order to have the resources to invest.

I also read with interest Governor Shumlin’s Inaugural Address, and appreciated his emphasis on
education as the cornerstone of a better future for Vermont, including the need to strengthen and
invest in higher education. He also recognized that post-secondary education is the key that
unlocks successful careers for Vermonters and economic prosperity for the state. In his address,
he said: “Our education system, from pre-kindergarten to higher education, is the state’s greatest
economic development tool.” The Governor went on to say “Vermont and this governor, places
the highest priority on education. There is no greater responsibility that we have as elected
representatives than ensuring that our children have the best education available in the country.”

I am grateful that the Governor is so focused on the value of education for Vermont and for
Vermonters, and that he is willing to make greater investments in UVM. We should be
encouraged that the Governor’s investment priorities, particularly with respect to financial access
and affordability, fit hand-in-glove with Tom Sullivan’s strong emphasis on these issues, and I
hope the legislature will be supportive. I also encourage our legislative colleagues to help us see
that the Governor’s initiatives come to fruition.

I am also seeing numerous perspectives emerging almost daily with prognostications about the
future of the higher education enterprise. Some take a bleak view, comparing higher education to
struggling institutions like the newspaper business and predicting widespread campus closures,
largely due to the availability of online education (commonly known by their acronym, MOOCs)
and the associated obsolescence of the classroom as the primary platform for disseminating
knowledge. One was even titled: “Higher Ed: An Obituary.” Other opinions are less jarring, but
most all have something in common: ready or not, major changes are coming for higher
education, rapidly.

Now, I am not going to claim that I have a crystal ball and know exactly what is on the horizon,
but I do know this: going forward, we are going to see challenges and changes that we have not
experienced before, coming at us at a faster and faster pace. To survive in, and indeed to take
advantage of this chaotic environment will require that our creativity, focus, and adaptability
reach higher levels than we have ever seen before. I believe that this is the central challenge for
UVM and for this Board, this administration, and the faculty, staff, students, and alumni of our
University. I have said on more than one occasion that I do not believe that the college campus
that my 8-year old son comes to one decade from now will look much like the one that arrived at
26 years ago or the one that Dennis and Kyle know today. We need to be ready to face and
prepare for those changes.

And very importantly, our search for the next permanent Provost must yield a highly talented
individual able to cope with and embrace this new world order (or is it disorder?) in higher
education and at UVM. I look forward to a successful search and I will ask some of the Board to
be involved in the process toward the final stages.

On behalf of the Board, I want to publicly thank Jane Knodell for all of her hard work and
accomplishments during her time as Provost. Thank you, Jane. And, Dom Grasso, the Vice
President for Research and Dean of the Graduate College, will be leaving us this summer to be Provost at the University of Delaware, where their most famous alum, Vice President Joe Biden, now must play second fiddle to Joe Flacco. Congratulations, Dom, and many thanks for your service.

Let me also take just a moment to recognize our retiring Trustees. There will be more to come on this topic tonight and tomorrow morning, but please join me in thanking five outstanding Trustees: Harry Chen, Jeff Davis, Kyle DeVivo, Donna Sweaney, and Jeanette White. Thank you all for the work that you have done to help us move forward during your terms.

We also have two new Trustees-in-waiting, who will begin their terms in March. The Governor has identified Carolyn Dwyer to replace Jeff Davis on the Board. Our new student Trustee, replacing Kyle DeVivo, is Raj Thakrar, a first-year student in our College of Medicine, who will join us later this afternoon. We welcome both of them and look forward to working with them. Carolyn and Raj will be joined by three new legislative trustees who will be chosen later this month.

On a personal note, as I wrap up three years as Chair of this Board, I am humbled by your confidence and desire for me to serve a fourth year as Chair. I look forward to working with you throughout this next year as we work with Tom to strengthen and build a bright future for UVM.

I should also mention the water bottles you have received this morning as a gift from me, they are meant to highlight the elimination of bottled water sales at UVM – one of just a handful of institutions that have done so. The concept of stations to encourage refilling personal water bottles was born here in the Davis Center (at the suggestion of a UVM custodian), and I hope you will adopt the habit of bringing your bottle along wherever you go.

As some of you are aware, there are proposals and ideas circulating with respect to UVM’s endowment investments in petroleum or fossil fuels companies. I want to remind everyone of two things:

1) UVM’s endowment is made up completely from voluntary, private gifts, and our endowment contains no tuition dollars or other non-gift funds whatsoever and there are no state dollars in it either.

2) We have a Socially Responsible Investments Advisory process that is specifically designed to consider such proposals, and it will be through that process that any recommendations will be brought forward for consideration by this Board. This issue is not on our agenda and will not be discussed at this meeting. Any future consideration by the Board will depend upon what emerges from the Socially Responsible Investing Advisory process.

I will close by quoting yet another article I read recently. This one was written by New York Post columnist and diehard New Yorker Cindy Adams, who has traveled the world but never visited Vermont until prodded to do so by Governor Shumlin. Adams visited Stowe last month. Here are a few of her observations:
Last year, between my enjoying Australia and Europe, Vermont’s Governor Peter Shumlin said, “You’ve never visited Vermont.”

I said, “Where is it?”

The state has 600,000 people. More marble and maples and Christmas trees that truck to New York in December than humans. Gorgeous four-lane highways boast four vehicles. A traffic jam is one pickup truck a half-mile away. No lights on the highway. No homesteads either. If your car’s brights fail, it’s through the woods to Little Red Riding Hood’s grandma — or they’ll find you come spring.

Locals have fierce rightly pride in their state. It’s polite, friendly, stress-free, everyone helping everyone. Like America used to be. Many, coming to Vermont to settle, were born elsewhere.

Burlington, the nearby big airport town, has small local restaurants, wine shops, beer tasting, old-style hardware stores where the owner actually gives you personal attention. You can find bookstores with 10 percent off if you can quote a famous literary line or lessons on how to knit a sweater at Six Loose Ladies.

It’s charming. It’s small town. It’s friendly. It’s innocent.

I thank Vermont’s Gov. Peter Shumlin. And I couldn’t have loved it more unless it was in New York.

And that, ladies and gentlemen, is how Vermont looks to a hardened New York Post columnist. Not bad at all, but also importantly for our purposes, it is how we are often viewed more positively by those from the outside than we realize. Something to keep in mind as we move forward with our meeting. This concludes my Chair’s Report.