A meeting of the Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, May 17, 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 Debbie McAneny, Secretary Joan Lenes, Bill Botzow, Carolyn Branagan, Christopher Bray, Robert Brennan, Sarah Buxton, David Daigle, Carolyn Dwyer, Richard Gamelli, Anne O’Brien, Dennis Mahoney, David Potter, Kesha Ram, Dale Rocheleau, Tom Sullivan, Raj Thakrar, Lisa Ventriss, and Jeff Wilson

MEMBERS ABSENT: Samuel Bain, Frank Cioffi, Bill Ruprecht, and Governor Peter Shumlin and Mark Young

ALSO PARTICIPATING: Interim Senior Vice President and Provost Robert Low, Student Government Association President Connor Daley, Alumni Association President Ted Madden, Faculty Senate President Julie Roberts, Graduate Student Senate President Kelly Swindlehurst, Staff Council President Catherine Symans, Vice President for Finance and Administration Richard Cate, Vice President for Research and Dean of Graduate Studies Domenico Grasso, Professor in the School of Engineering Jeff Marshall, Chair and Associate Professor in the Department of Computer Science Maggie Epstein, Associate Professor in the Department of Mathematics & Statistics Chris Danforth, Assistant Professor in the School of Engineering Paul Hines, Assistant Professor in the Department of Community Development & Applied Economics Asim Zia, UVM Foundation Vice President and Chief Operating Officer Shane Jacobson, Director for Capital Planning and Management Bob Vaughan, Vice President for University Relations and Campus Life Tom Gustafson, Vice President for Legal Affairs and General Counsel Francine Bazlue, and Vice President for Executive Operations Gary Derr

Chair Robert Cioffi called the meeting to order at 8:08 a.m.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes of the February 8, 2013 meetings as presented.

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

President’s Report

President Sullivan provided an update regarding current applications and enrollment for Fall 2013. He reported that the University has received an historic high of just under 23,000 applications. The incoming class will consist of approximately 2,653 first-time/first-year students, comprised of 25% Vermont residents and 75% out-of-state. Students will be from 41 states. There
are 166 Vermont Legacy students, 64 of which are Vermonters. The class also includes 30 Green and Gold scholars, 9 National Merit Scholars and 221 students enrolled in the Honors College. President Sullivan also reported that, in the last five years, 106 students have won or been finalists in national and international fellowship and scholarship competitions. This past year, twenty-six students have won or were finalists, including five Fulbright Scholars, one Truman, one Goldwater, and three Gillman Scholars. He also noted that many faculty awards have been received as well including Professor Major Jackson who received a Guggenheim Fellowship.

President Sullivan provided an update regarding new faculty hires for Fall 2013. He reported that there are 16 new hires outside of the College of Medicine. Since July 1, 2012 the College of Medicine has hired 49 faculty.

President Sullivan also reported that several searches were nearing completion, including the Provost, Dean of the College of Engineering and Mathematical Sciences, and the Vice President for Research and Dean of the Graduate College.

**Governance Leaders Reports**

Chair Cioffi invited Student Government Association (SGA) President Connor Daley to begin the governance leaders’ reports and congratulated him on his election to a second term as SGA President.

President Daley reported that, this year, SGA has made major improvement in the following areas: career services and career preparation enhancement; improved collaboration with other governance bodies; creation of a broader and more consistent Burlington outreach; partnership with companies to increase student health and safety; and participation in campus conversations around what diversity and diversity education really mean at UVM. Looking forward, a project in the forefront is working to integrate into the current structure non-traditional student groups that are not currently represented, such as Summer University students. Additionally, SGA has embarked on a broad review of its finances and the support it offers to student organizations to ensure efficiency, equal access and an inclusive climate. As a result, a steering committee has been appointed that will be submitting recommendations regarding SGA’s budgeting process and how information is disseminated. These recommendations will be presented to an independent review board that will vet possible changes. This exercise represents a shift from the current incremental model of budgeting to one focusing on an organization’s ability to communicate its impact and benefits. Another project that is in the works is the restructuring of advising at UVM.

Trustee Botzow mentioned the recently recommended improvements in the area of career services and asked how they are being received by students. President Daley replied that students are very receptive to the recommended improvements.

Trustee Bray asked President Daley to expand on SGA’s Budget Office switch from an incremental model to a responsibility-centered model (RCM). President Daley explained that the RCM model requires organizations to justify their request for funds. They will still have the opportunity for a budget hearing if they wish, but having the requirement to justify requests at the beginning of the process will reduce the need for hearings.
Chair Cioffi inquired as to the total SGA budget. President Daley replied that it is $1.8 million and can go above $2 million with fundraising efforts.

Alumni Association President Ted Madden reported that the core work of the Association continues to progress well. It recently collaborated with UVM Admissions to deliver admitted student visit activities and events in 10 key areas with more 1,180 participants. The Association has also partnered with UVM Career Services to deliver three career networking events that engaged over 600 seniors and 150 alumni and parent networkers. The Association sponsored senior week activities and is giving every senior a handbook of what to expect in life after graduation. President Madden spotlighted that focus continues in the following three areas: the UVM Alumni House, Membership Program, and student engagement. He noted that an RFP was initiated for the Alumni House project and a company, Breadloaf, responded; approximately $3 million has been raised for the house, with $9 million remaining to be raised. Alumni House is projected to open in 2015. President Madden concluded his report by recalling Trustee Bain’s suggestion, at a previous meeting, that it would be great for a membership card to be available to alumni. The Association welcomed the idea and is initiating membership cards. Acknowledging that this is President Madden’s final meeting, Chair Cioffi thanked him for his efforts. President-Elect Krissy Pisanelli will succeed him.

Faculty Senate President Julie Roberts began her report by noting how essential data is in many tasks and thanked John Ryan and Provost Low for the thorough data they have provided to be used in program assessment. President Roberts also thanked President Sullivan for his assistance and collaboration in the assessment process. She next discussed progress of the General Education initiative. The Writing and Information Literacy pilot was very successful and the Senate approved a Foundational Writing and Information Literacy requirement for all first-year, first-time students, starting Fall 2014. Two additional initiatives in general education are in the areas of sustainability and diversity. The Faculty Senate is also working to improve advisement and career counseling. She noted that most career counseling is localized and not equal across the University; thus, the goal is to make it more generally available.

Graduate Student Senate (GSS) President Kelly Swindlehurst provided her last report, as her term is coming to an end. She reported on GSS’s three major initiatives. The first initiative focuses on collaboration, inclusion and support. In this area, GSS has been working to evaluate how to serve graduate students more effectively; is encouraging research; has initiated efforts to help undergraduate students; and has supported the Dismantling Rape Culture Conference. GSS’s second major initiative focuses on professional and student development. For this initiative, GSS has collaborated with career services; continued its professional development series; developed networking events for individual programs; and launched a pilot program to fund poster printing for the UVM Student Research Conference. Finally, updates for the third major initiative, in the area of student life, include organization of the annual GSS awards dinner; continuing the monthly coffee breaks series; and collaborating with the Indian Student Association. President Swindlehurst concluded her report by thanking the Board for its collaboration throughout her presidency. Chair Cioffi thanked President Swindlehurst for her service as President.

Staff Council President Catherine Symans began her report by expressing appreciation for the inclusion of staff in the Provost’s search process as well as in the recent external review of the President’s Commissions. In April, elections were successfully completed for Staff Council
Representatives. At its May meeting, the Council received a presentation, from the Student Climate Culture (SCC), of a proposal that the University divest from fossil fuels. Following the presentation, the Council voted to support continued investigation and appropriate action on the proposal and sent a copy of its letter of support to senior leaders. The Staff Council also recently made a formal recommendation to upgrade the current nursing mothers’ facility in the Waterman Building as well as to further nursing outreach and education, while encouraging the expansion and designation of designated rooms on campus. President Symans concluded by reporting that Council leadership recently met with President Sullivan to discuss concern in areas of accountability and expectations with regard to supervisory training and performance appraisals. President Sullivan asked that the Council make a formal recommendation on these issues. A draft recommendation has been created and is expected to be presented in the coming weeks.

**Action Items**

Vice President for Finance and Administration Richard Cate presented a resolution approving a contract with Dell Corporation. The purpose of the contract is for the purchase of computers bought annually and is for three years with the option for two one-year renewals.

Trustee McAneny asked if we underwrite these computers. Vice President Cate replied that the University only buys the amount it needs.

Trustee Sarah Buxton asked if the University provides other computer brand options for sale. President Cate replied that Apple products are also offered.

The following resolution was presented for approval:

**Resolution Approving Contract with Dell Corporation**

BE IT RESOLVED, that the Vice President for Finance and Administration, or his successor or designee, is hereby authorized to execute a contract with Dell Corporation for the purchase of computer equipment, which will be resold, for a period of three years with the option of two one-year renewals, in an amount not to exceed $2.5 million per year.

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

Vice President Cate presented a resolution authorizing a lease renewal agreement with Fortieth Burlington, LLC for Office Space at 128 Lake Avenue. He explained that this location is occupied by College of Medicine and UVM Foundation staff.

Trustee Rob Brennan asked if we share the cost of renting this space with the Foundation. Vice President Cate affirmed that the cost is shared.
The following resolution was presented for approval:

**Resolution Authorizing Lease Renewal Agreement with Fortieth Burlington, LLC, for Office Space at 128 Lakeside Avenue**

BE IT RESOLVED, that the Vice President for Finance and Administration, or his successor, is hereby authorized to negotiate a five-year renewal of our existing lease with Fortieth Burlington, LLC, for Office Space at 128 Lakeside Avenue, at an aggregate rent not to exceed $800,000 (excluding certain potential increases in common area maintenance expenses beyond the Landlord’s control);

BE IT FURTHER RESOLVED, that the Secretary or Assistant Secretary will provide certificates of incumbency, as required, showing the names and signatures of those people appointed to any of the positions heretofore mentioned, and further, that any officer of this corporation is hereby authorized to certify this resolution to whom it may concern.

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

**Acknowledgement of Grants and Contracts Awards Report**


At 9:00 a.m., the Committee took a short break and resumed at 9:05 a.m.

**Academic Presentation**

Vice President for Research and Dean of Graduate Studies Domenico Grasso introduced the academic presentation which focused on the Integrative Graduate Education and Training (IGERT) Program. The program is the National Science Foundation’s flagship interdisciplinary training program, educating U.S. Ph.D. scientists and engineers by building on the foundations of their disciplinary knowledge with interdisciplinary training.

Vice President Grasso invited Dr. Jeffrey Marshall, Professor in the School of Engineering and project principal investigator, to begin the presentation. Dr. Marshall began by noting that Vermont will soon be the first state to have a state-wide smart grid. He highlighted the basic components of smart grids, noting that they use information technology to make power systems work cleaner, cheaper and more reliably. He went on to explain the four major reasons that smart grids are necessary. The first reason is that smart grids efficiently collect electricity usage data, and share these data with consumers. He next explained that smart grids reduce electricity cost and greenhouse gas emissions by reducing power peaks through mechanisms such as real-time pricing. Smart grids also assist in the avoidance of blackouts in the event of extreme weather, operator failure and attacks on the grid. Professor Marshall added that the annual cost from power outages in the United States range from approximately $22-135 billion. A final reason that smart grids are important is that they will be designed to handle large amounts of intermittency from wind and solar power sources.
Professor Marshall explained that, notwithstanding all of the potential benefits smart grids can offer, concerns have been expressed. Such concerns include effects on health from radio frequency radiation; privacy infringement; infrastructure expense; cybersecurity vulnerabilities; and stability and control of power systems with large amounts of distributed generation.

Professor Marshall next described the UVM IGERT Program by explaining that it is a Ph.D. training grant in a wide variety of programs, bridging the spires of Complex Systems and Neuroscience. The funding is for up to twenty-two Ph.D. trainees. These trainees will complete three special IGERT courses, the Graduate Certificate in Complex Systems and a summer internship at Sandia National Laboratories.

Professor Marshall noted that, at the time of this meeting, the five IGERT students whose work will be discussed are on their way to New Mexico for summer internships. As such, their advisors will present on their respective student’s research objective and approach.

Chair and Associate Professor in the Department of Computer Science Maggie Epstein presented Ph.D. student Mark Wagy’s project, noting that Mr. Wagy is also advised by Assistant Professor Paul Hines in the School of Engineering. Professor Epstein explained that Mr. Wagy’s research objective focuses on assessing and reducing blackout risks. His approach is to use a novel complex systems algorithm to rapidly identify transmission line outages; create grid-wide metrics that quantify risk of cascading blackouts; and devise new algorithms for contingency planning.

Professor Hines, along with Professor Josh Bongard, advises Ph.D. student Robert Swain. Professor Hines introduced Mr. Swain’s research objective, which focuses on using crowdsourcing to understand energy efficiency. Mr. Swain’s approach is to develop an energy efficiency social network; connect with the Burlington Smart Grid; allow participants to ask one another questions; use computer models to find data patterns; and communicate patterns to participants.

Associate Professor Chris Danforth in the Department of Mathematics & Statistics presented on behalf of Ph.D. student Emily Cody. Ms. Cody’s research objective involves learning how to infer human activity from social media. Her approach is to monitor millions of daily expressions of activity on Twitter to improve models used by energy companies.

Assistant Professor Asim Zia in the Department of Community Development & Applied Economics presented Ph.D. student Christopher Clement’s research objective, which is to utilize dynamic modeling of Vermont’s energy future. His approach is to build a system dynamics model calibrated for Vermont (1950-2050) and to design and test behavior-switching policy intervention scenarios with multiple stakeholder participation.

Professor Marshall presented on behalf of Ph.D. student D. Curtis Saunders. Mr. Saunders’ project objective is to create advanced wind turbine interaction models in an effort to develop improved wind farm control methods to reduce intermittency and turbine interaction damage and noise. His approach is to employ computational fluid dynamics codes and to create a wind farm control model.
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Professor Marshall concluded the presentation by highlighting the many connections that the IGERT program has allowed between the University and local and national companies, labs, and institutions.

Trustee Debbie McAneny inquired as to how the smart grid project came to be. Professor Marshall replied that the idea began when Senator Bernie Sanders visited Sandia several years ago. After his visit, the Senator decided that Vermont needed to be involved with Sandia. Senator Sanders then discussed the prospect with former UVM President Daniel Fogel and others, after which they asked Professor Marshall to work with Sandia on the project.

Trustee Lisa Ventriss encouraged communications regarding the project to the general public, as it is an important initiative. Professor Marshall replied that such outreach is a requirement of IGERT and that they will be working on broader communication in the future.

Interim Provost Bob Low observed how this project illustrates the importance of interdisciplinary collaboration as a competitive advantage.

Trustee Anne O’Brien asked how students are recruited to the program. She also noted that there is only one female student involved in the current project and asked if there were plans for more gender balance. Vice President Grasso explained that Sandia runs a competitive internship program with students from diverse backgrounds, from which the IGERT program hopes to more actively recruit.

President Sullivan publicly thanked Vice President Grasso for his excellent work at the University and wished him well as he leaves to become Provost at the University of Delaware. Chair Cioffi also extended heartfelt best wishes to Vice President Grasso.

The meeting recessed at 9:41 a.m.

The meeting reconvened at 1:34 p.m.

**Status Update on Comprehensive Campaign**

UVM Foundation Vice President and Chief Operating Office Shane Jacobson began the campaign update by explaining that the goals of the conversation is to provide the context of the current campaign, review provisional category structures, and open dialogue in an effort to receive the Board’s feedback.

Vice President Jacobson stated that, to achieve the campaign’s provisional goal of $500 million, the University will likely need to achieve 20% year-over-year growth. With a strategic and sophisticated approach, along with the required leadership gifts, he believes we can meet and exceed this goal.

Vice President Jacobson next highlighted the hallmarks of the campaign, emphasizing that it will be successful because it is strategic. Investments in campaign priorities are intended to advance UVM’s strategic action plan. He also commented that the inclusive nature of the campaign will lead to success. For example, the process encourages broad participation by donors, faculty, staff
and administration. All gifts to UVM will be considered part of the campaign. This campaign is also comprehensive, as it involves all colleges, schools, units and programs. Finally, the campaign will be a success because it is meaningful and has a purpose.

Vice President Jacobson moved on to discuss campus feedback in the campaign planning process. For example, last year, a call to campus for campaign-specific proposals resulted in over $1.5 billion dollars in proposals. These proposals went through a process where they were vetted and refined down to provisional priority categories whose sum aggregated $597 million. This amount was next broken down into the following four fund types (or “buckets”): 34% for student; 28% for faculty; 21% for programs; and a facility estimate of 17%. In addition to these ideas, the campaign will include President Sullivan’s big picture goals, as well as evolve to incorporate ideas that donors bring to the institution. He shared that the current leadership gifts phase of the campaign will inform Foundation and campus leadership about which provisional priorities donors are favorably supporting, and based on actual gifts and growing pipelines, they will begin a process to finalize and confirm the overall campaign goal and its categories.

Vice President Jacobson next illustrated the commitment and dedication that President Sullivan and his wife Leslie Sullivan have already demonstrated relative to the campaign. Since his term began last July, President Sullivan has visited all 14 Vermont counties, made more than 25 cross-country trips and has travelled as far as China, with focused efforts on the top 150 prospects. Vice President Jacobson characterized the Sullivans as outstanding fundraisers.

Vice President Jacobson indicated that details of the provisional campaign priorities were due to be finalized by Spring 2015. The campaign will then be publicly launched in October 2015 and will conclude in October 2019 with a campaign celebration. Current efforts are focused on engaging top donor prospects and securing leadership-level gifts.

President Sullivan continued the presentation by recalling that when he arrived at UVM, he looked at the $1.5 billion worth of proposals as well as the University’s mission and vision. Subsequently, he incorporated this information in his Installation remarks, followed by the Strategic Action Plan. He then summarized that this campaign is about investing in talent, which will elevate the institution’s quality, distinctiveness and reputation.

President Sullivan next highlighted some of the campaigns boldest concepts, which can be made possible through transformational gifts. For example, currently the University has 52 named professorships and chairs; the current provisional goal is to double this figure. Another concept is to endow deanships. At present, we have no endowed deanship. Other ideas include the naming of campus colleges, departments and programs, renovating key buildings and constructing a new multipurpose events center.

President Sullivan next identified four key goals in the campaign. The first goal is creating access to success for students by creating scholarships and graduate fellowships. Support and selectivity of students is a top priority and it needs to enhance the total student experience. The second goal is to recruit and retain the highest quality talent through more endowed deanships, chairs, professorships, directors, and staff positions such as coaches or program staff. The third goal involves the advancement of academic and programmatic excellence. The fourth goal focuses on
improvements in facilities, which must be made in order to provide the margin of excellence for teaching and research programs.

President Sullivan also commented that each philanthropic investment, aligned with campaign priorities, has the capacity to advance a multitude of institutional goals. He emphasized that it is paramount to leverage the teaching environment and classroom experience.

He next outlined that framing UVM’s campaign priorities can be accomplished in multiple ways. They can be discussed based on their direct connection to the University’s Vision and Mission Statements; described by their ability to advance priorities related to students, faculty, programs or facilities; by campus unit; and by strategic university initiatives.

President Sullivan concluded that the campaign’s success will be defined by the ability to invest in talent.

Trustee Carolyn Branagan asked for further specifics such as how much money has been raised so far and plans for the next two years. Vice President Jacobson indicated that the best practice and perfect moment for announcing the amount raised to date, is during the public launch of the campaign, which for this campaign is tentatively set for October 2015. President Sullivan added that, typically, at least 40-50% of funds must be pledged before an announcement. He stated the campaign is well on its way to meeting that mark.

Trustee Sarah Buxton asked what aspects of the campaign pitch donors are responding to the most at this point. President Sullivan replied that, everywhere they have visited, he has never experienced greater loyalty or fondness for a University as people do for UVM. He is also seeing a drive for making education affordable. Many donors know that the core of the University is faculty and talent, and are willing to support those areas. Vice President Jacobson added that they are often answering the question, “what is the return on investment” and he explained that donors are responding favorably to the return associated with an investment in people. He also noted that donors respond well to deans and often wish to hear from faculty, staff and students.

Trustee Botzow asked if, when interacting with donors, there have been any surprises in donor feedback in terms of their interests. President Sullivan answered that, so far, most donors want to support students and scholarships or faculty in endowed professorships. In his experience, facilities tend to be a distant goal in part because donors think we are public and the State should take that responsibility.

Trustee Debbie McAneny asked how this campaign compares to those of other universities in the Northeast. Vice President Jacobson answered that this campaign will be one of the substantial campaigns of its nature in comparison to other institutions in the Northeast. Currently, it’s likely to be the largest campaign of a public institution in New England.

Trustee Lisa Ventriss recalled from a previous campaign that local Vermonters were utilized engaged near the end of the campaign to assist in reaching the campaign goal and asked what lessons were learned. Vice President Jacobson answered that a Vermont-specific approach has not yet been considered largely because they aren’t using geography to define strategy. Rather, they are going wherever leadership and major gift donors live in Vermont and across the country.
President Sullivan added that there are about 100,000 UVM alumni and about 1/3 live in Vermont. He has visited every county in the state so far and plans to return to each area several more times before the campaign is over.

Trustee Anne O’Brien asked if consideration has been given to the future of higher education. President Sullivan replied that the University will undoubtedly look different in the future. He noted the news headlines that say the future of education is on-line and in distance education. He commented that on-line and distance education will certainly supplement traditional means and UVM is already strengthening its involvement in these areas. Vice President Jacobson added that this campaign must focus on the needs of today and the future of the university through 2019. Those with estate gifts may want to think about the future of the university beyond the campaign. He wants to ensure the campaign is relevant and project as sense of urgency.

Trustee Christopher Bray asked what UVM’s value proposition is to donors when asking them for contributions. President Sullivan replied that the value proposition is discovering what donors find special about the University and giving them the opportunity to give to such an opportunity.

Trustee Dale Rocheleau asked how best practices for the current campaign have evolved from those in the past. Vice President Jacobson replied that, other than the state of the economy or an individual’s capacity to give, he does not feel that practices have changed substantially, although establishing meaningful donor stewardship activities, likely because of the economy, are absolutely critical to retaining donors and building a major gifts program.

Chair Cioffi concluded the discussion by emphasizing the importance of all Trustees giving to the campaign regardless of the amount they can offer. He also stressed that Trustees have a role as ambassadors and the campaign can only be successful with the Board playing an active role.

**Capital Project Update**

President Sullivan began the capital project update by explaining that the information that will be presented ties into the discussion held earlier in the Budget, Finance and Investment Committee meeting regarding UVM’s debt capacity. The presentation’s focus is a conceptual program and plan for meeting the fundamental facility needs of STEM (Science, Technology, Engineering and Math). The multidisciplinary approach will include addressing laboratory, teaching and research requirements of Chemistry, Physics, Engineering, Mathematics and Statistics, and Psychology in a phased project approach. President Sullivan emphasized that, in order for UVM to be successful, its facilities must be competitive.

Director of Capital Planning and Management Bob Vaughan continued the presentation with an illustration of STEM models at the University of Connecticut and the University of Delaware. He then discussed the conceptual program components, which broke down gross square feet of labs, administrative and classrooms.

Director Vaughan next displayed a map that showed the area that encompasses the eight buildings involved with the STEM project. These buildings include Dewey Hall, Pearl House, Mansfield House, Angell Lecture Hall, Henry Lord House, Perkins Hall, Votey Hall, and the Cook Physical Science Building. There is a total of 300,000 sq. ft. of space in these facilities. There is also an
estimated $40 million in deferred maintenance costs, leading to inadequacies in many labs and classrooms.

Director Vaughan highlighted that the STEM conceptual plan is a phased approach. Phase I will include the demolition of Angell Lecture Hall. This demo will allow for a large building footprint that will accommodate the design and construction of a new STEM laboratory facility. The facility will likely be a four-story structure that will house chemistry, physics, psychology, general purpose classrooms, and utility spaces.

Phase II would be the relocating occupants currently in Cook Building to the new STEM laboratory building. Once vacated, Cook Building would be renovated to become a STEM classroom and administrative facility.

Director Vaughan moved on to Phase III, explaining that it would include a renovation of laboratories in Votey Hall in a phased sequence. Once renovated, it will likely be occupied by teaching and research elements.

Director Vaughan next outlined the proposed costs for the phases as follows: Phase I - $53,000,000; Phase II - $37,000,000; and Phase III - $9,000,000. The project total is estimated at $99,000,000.

Director Vaughan concluded the presentation by outlining next steps. He explained that, in two weeks, an RFP will be distributed for programming and full design services and award only programming and conceptual design phases. He hopes to return to the Board at its fall meeting with a proposal that would include specifics for programming and conceptual design. The entire project is slated to be completed in August of 2018.

Trustee Richard Gamelli asked if the net of new space will meet future needs with the design presented. Director Vaughan replied that the Phase I will include 112,000 sq. ft. of new space and will ultimately accommodate labs with growth in chemistry and psychology. He emphasized that these are preliminary projections and the numbers will certainly be adjusted. Trustee Gamelli next asked if shell space is incorporated in the design to allow for future space needs. Director Vaughan answered that shell spaces has not yet been discussed, but can be included in future conversations.

Trustee Bill Botzow asked why the proposed new building is only four stories. Director Vaughan re-stated that the plan is conceptual and will likely change. However, he added, there are zoning codes with height restrictions that will certainly affect the potential for the building design. He further noted that there is potential space available on the west side of the design that could accommodate more square footage. Trustee Botzow explained that he and Trustee Gamelli are suggesting that the design plans include the capacity for future needs in order to get the most return for the effort.

Trustee Dave Potter asked if the proposed plan will help attract more STEM students. President Sullivan indicated the design will certainly give the University an opportunity to expand enrollment of STEM students, noting that we are currently at capacity of those students with the current buildings.
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Trustee Robert Brennan inquired as to the financing of this project. President Sullivan replied that figures are tentative, but it is looking like $75 million in debt capacity would be used and the balance would be funds from fundraising.

Trustee Carolyn Branagan asked if the administration weighed the cost of building new rather than renovating some of the buildings as proposed in the plan. Director Vaughan replied that a feasibility study was conducted last year for the Cook Building. The results indicated that it would be more beneficial to perform a full renovation than to demolish, similar to the renovation of the Aiken Building. President Sullivan added that his preference is to restore buildings and return to their historical design but that, when it comes to science and lab buildings, it is often more efficient to build labs new. He added that new designs will be created in a way that coexists with the historical aspects of campus.

At 2:58 p.m., the Committee took a break and resumed at 3:17 p.m.

Executive Session

At 3:18 p.m., Chair Cioffi entertained a motion to enter into executive session to discuss contracts and the evaluation of a public officer. He noted that the session should last approximately two hours and that action was anticipated following the session. Interim Provost Low; Vice Presidents Bazluke, Cate, Gustafson and Derr; President and CEO of the University of Vermont Foundation Richard Bundy; and Dean of the College of Medicine Frederick Morin were invited to remain. All others in attendance were excused from the meeting.

Dr. Morin was excused after the first item. President and CEO of the Foundation Bundy was excused after the second item. All non-Trustees except for Vice President Derr and General Counsel Bazluke were excused for the last item.

At 5:09 p.m., the meeting was reopened to the public.

Other Business

Chair Cioffi presented the following resolutions for approval and offered an opportunity for discussion:

**Resolution Regarding Honorary Degrees**

RESOLVED, that the President is hereby authorized to offer and confer honorary degrees for Academic Year 2013-2014 to the individuals recommended by the Honorary Degree Advisory Committee.

There being no further discussion, a motion was made, seconded, and unanimously voted to accept the resolution as presented.
Resolution Authorizing Agreement with UVM Foundation Relative to Retiree Medical Benefits
RESOLVED, that the Board hereby authorizes the Vice President for Finance and Administration to enter into an agreement with the University of Vermont Foundation relative to retiree medical benefits on the material 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.

Resolution Approving Recognition of University Medical Education Associates, Inc. as an Affiliated Organization
RESOLVED, that the Board hereby authorizes the recognition of University Medical Education Associates, Inc. (UMEA) as an affiliated organization of the University, and authorizes the Vice President for Finance and Administration to negotiate and enter into an affiliation agreement with UMEA on terms consistent with the University Affiliated Organization Policy.

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

Resolution Authorizing Rental and Purchase of Certain Real Estate and Associated Buildings
RESOLVED, that the Board hereby authorizes the Vice President for Finance and Administration to engage in negotiations and enter into an agreement with respect to the rental and purchase of certain real estate and associated buildings on the material terms and conditions reported on this date.

There being no further discussion, a motion was made, seconded, and unanimously vote to approve the resolution as presented. Trustee Kesha Ram abstained from the vote.

At 5:12 p.m., Chair Cioffi recessed the Committee and noted it would reconvene tomorrow morning at 8:30 a.m.

The meeting was reconvened at 8:40 a.m. on Saturday, May 18, in the Livak Ballroom, Room 417-419 at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Robert Cioffi, Vice Chair Debbie McAneny, Secretary Joan Lenes, Bill Botzow, Carolyn Branagan, Christopher Bray, Robert Brennan, Sarah Buxton, Frank Cioffi, David Daigle, Carolyn Dwyer, Richard Gamelli, Anne O’Brien, Dennis Mahoney, David Potter, Kesha Ram, Tom Sullivan, Raj Thakrar, Lisa Ventriss, and Jeff Wilson

MEMBERS ABSENT: Samuel Bain, Dale Rocheleau, Bill Ruprecht, Governor Peter Shumlin and Mark Young
ALSO PARTICIPATING: Interim Senior Vice President and Provost Robert Low, Vice President for Legal Affairs and General Counsel Francine Bazluke, Vice President for Executive Operations Gary Derr, Vice President for University Relations and Campus Life Thomas Gustafson, Vice President of Finance and Administration Richard Cate, President and CEO of the University of Vermont Foundation Richard Bundy, and Dean of the College of Medicine Frederick Morin

At 8:41 a.m., Chair Cioffi entertained a motion to enter into executive session to discuss a contract. He noted that the session would be brief and that action was anticipated following. Interim Provost Low; Vice Presidents Bazluke, Cate, Gustafson and Derr; President and CEO of the University of Vermont Foundation Richard Bundy; and Dean of the College of Medicine Frederick Morin were invited to remain. All others in attendance were excused from the meeting.

At 8:46 a.m., the meeting was reopened to the public.

The following resolution was presented for approval:

**Resolution Authorizing the Naming of College of Medicine Facility**

RESOLVED, that the Board hereby authorizes the administration to implement the naming of a College of Medicine Facility for Dr. Robert and Helen Larner in recognition of their longstanding generosity as donors to the College, such facility to be designated by the Dean of the College.

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

**Adjournment**

There being no further business, the meeting was adjourned at 8:48 a.m.

Respectfully submitted,

Joan Lenes, Secretary
Good morning everyone, and welcome to our annual graduation week Board of Trustees meeting. This is of course a time for celebrating our graduates and our University. Our graduating students are a most impressive class, and we also have a wonderful group of honorary degree recipients this year, including our speaker, Wynton Marsalis, who is one of the world’s greatest musicians, and whose son, Simeon, is graduating on Sunday. This will be a memorable ceremony and I encourage everyone to come if you can!

Continuing on the theme of celebration, I want to celebrate the arrival of our new Trustees at their first official full Board meeting. Welcome to Sarah Buxton, Carolyn Dwyer, Anne O’Brien, Raj Thakrar, and Jeff Wilson. Thanks to all of you for agreeing to serve UVM in this critical role and for giving of your time to our University.

Let us also celebrate the end of the legislative session, and the fact that UVM’s appropriation increased by 3%, allowing us to hold tuition increases to Vermonters to zero. As well, we will be receiving a capital appropriation of $1.4 million per year over the next two years after foregoing our appropriation last year in the aftermath of Tropical Storm Irene. I am confident that our legislative colleagues are celebrating the completion of the session!

We celebrate a very successful year at UVM on many fronts: record levels of fundraising, numerous scholarly awards given to students and faculty including the awarding of a Truman Scholarship to Nursing major Jeanelle Achee, a UVM junior. She is one of 62 students nationally to win the highly competitive national award, which recognizes and provides resources to those who want to make a difference in public service. Of course, we also continue to celebrate the beauty of our campus, including a handsome new front landscape to the Waterman Building, and the many, many contributions to our success made every day by our students, staff, faculty, alumni, and friends.

I want to thank and celebrate our University leadership for all they have done to make this such a positive year, in particular Tom Sullivan upon nearing the completion of first year as President and Bob Low who has once again stepped forward to assist our University. And soon we will celebrate the arrival of a new Provost and a new Dean of Engineering and Mathematical Sciences.

On a personal note, I celebrate the careers of two of my mentors from when I was a student here. Professor Frank Bryan, John G. McCullough Professor of Political Science, is retiring and his powerful intellect, outstanding teaching, and interest in me as a student has always meant a great deal to me. I will quote well-known Conservative Vermonter John McLaughry in describing the Professor: “I am here to testify that Frank Bryan is not an arch political conservative, not that there’s anything wrong with that, as Jerry Seinfeld would say,” McLaughry said when he introduced Bryan for a speaking engagement in 2006. “He is a backwoods libertarian, populist decentralist, ox team logger, occasional deer jacker, junk car collector, great speaker, and full
time Real Vermonter.” We are grateful for Professor Frank Bryan’s time at UVM and wish him all the best as a Professor Emeritus.

Yesterday we celebrated someone who is not a “Real Vermonter,” but is a real leader. Lattie F. Coor was UVM President when I was a Student Trustee, and I had the privilege of speaking at the dedication of the newly-named Lattie F. Coor House on College Street. It was a real treat to have Lattie back on campus for this well-deserved honor. Although he is a child of Arizona, he is a treasure to all of us and I am thrilled that his legacy will live on thru the naming of this building.

And finally, I wish to report that I attended another celebration last week: The Rally Awards. Held downtown at the beautiful Flynn Theater, this event celebrates the accomplishments of our student-athletes – an incredible group of young people. It was a great night. And a highlight of the evening was an outstanding short film, made possible largely through the efforts of two of our students: Gretchen Powers, a Senior and member of the UVM Club Varsity Crew Team, and Kaleigh Wood a member of the UVM Cross Country Team and a graduating Senior. I would like to end my remarks by sharing this video with you.

Every time I watch this video, it just keeps getting better. Gretchen and Kaleigh, may I ask you to please stand. On behalf of the Board, and UVM, we thank you.