A meeting of the Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, October 25, 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, Samuel Bain, Bill Botzow, Carolyn Branagan, Christopher Bray***, Robert Brennan*, Sarah Buxton, Frank Cioffi**, David Daigle, Carolyn Dwyer***, Anne O’Brien, Dennis Mahoney, David Potter, Kesha Ram, Dale Rocheleau, Bill Ruprecht, Tom Sullivan, Raj Thakrar, Lisa Ventriss, Jeff Wilson, and Mark Young

MEMBERS ABSENT: Richard Gamelli and Governor Peter Shumlin

ALSO PARTICIPATING: Provost David Rosowsky, Alumni Association Representative Stewart Jensen (on behalf of President Kristina Pisanelli), Faculty Senate President Julie Roberts, Graduate Student Senate President Lane Manning, Staff Council President Catherine Symans, Student Government Association President Connor Daley, Vice President for Finance and University Treasurer Richard Cate, Vice Provost for Student Affairs Annie Stevens, Interim Vice President for Research John Evans, Director of Institutional Research John Ryan, Associate Provost for Curricular Affairs Brian Reed, Director of Community-University Partnerships & Service Learning (CUPS) Susan Munkres, Professor of Geography Pablo Bose, Undergraduate Student Sammie Ibrahim, Local Motion’s Director of Advocacy and Education and Interim Co-Executive Director Jason Van Driesche, Senior Vice President of Group Benefits at Hickok and Boardman Insurance Group Robert Crews, Vice President for University Relations and Administration Thomas Gustafson, Chief Risk Officer Al Turgeon, Vice President for Executive Operations Gary Derr, Vice President for Legal Affairs Francine Bazluke, and Special Assistant to the President and Director of State Relations Clarence Davis

*Joined via conference call (morning session only).
**Left the meeting at 4:35 p.m.
***Absent for the afternoon session.

Chair Robert Cioffi called the meeting to order at 8:10 a.m.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes of the May 17, 2013 meetings as presented.

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

President Sullivan began his report by referring to the Atlantic Magazine article referenced in Chair Cioffi’s report and noted that the article truly spoke to the character of UVM as a public ivy. He added that US News and World Report recently cited UVM in its top 14 of up-and-coming schools and that the University also jumped 10 places in their general college rankings.

President Sullivan next reported enrollment figures for the incoming class. The University received a historic high of nearly 23,000 applications of which 2,495 were enrolled. Of those enrolled, 24% are from Vermont. There are also 410 transfer students, of which the majority are Vermonters. Enrollment had another historic high in terms of diversity, with 14% of the total. First generation-first year students comprise of 18% of the class. Four-hundred international students enrolled and the Honors College enrolled its highest first-year class in the history of the college. President Sullivan noted that 22-25% of the incoming class are Pell-eligible.

President Sullivan recognized faculty for their continued remarkable accomplishments. To highlight such accomplishments, he cited Professor Stephen Higgins who received two national grants totaling $34 million dollars.

President Sullivan moved on to report that plans for the Science, Technology, Engineering & Mathematics (STEM) lab building continue to develop. Several weeks ago, the architect was selected and has begun initial planning. Robust collaborative conversations continue across campus in regards to the functionality and goals of the building.

President Sullivan was pleased to report that the University has received notice of a $2.75 million grant for the College of Engineering and Mathematical Science. The grant will be used for career training as well as certificate programs. Additional exciting news is that the Aiken Center received LEED platinum certificate which is the first platinum level of the award that the University has received.

President Sullivan underscored the opening of the Career + Experience Hub, which had a huge turnout. The Hub is symbolic of changes at UVM aimed at integrating career and academic counseling.

In reference to moving to the new Incentive Based Budget (IBB) model, President Sullivan reported that there are now eight subcommittees up and running for which over 170 nominations were received and 66 people were chosen. IBB will develop through a 2-year process.

President Sullivan moved on to announce that Homecoming & Reunion Weekend, held October 4-6, was highly successful and had the largest turnout in UVM’s history. The energy and pride felt amongst the alumni truly reflected the character of UVM.

This week, there was a national story concerning technical problems for student applications filed electronically. President Sullivan noted that UVM was one of the first universities to announce that in light of these issues, they would extend the application deadline by 10 days. Though the
University did not experience technical problems, they offered the extension to alleviate anxiety for students applying.

Moving on, President Sullivan stated that he has received many questions and concerns from people wondering how UVM has been impacted by recent government sequesters and the shutdown. He offered several highlighted numbers. For example, in the past two years, UVM has seen a drop of grants and contracts funded by the National Institute of Health (NIH) reduced from 21% to 19%, which has reduced the probability that an applicant will receive a NIH grant from 30% down to 20%. Also, with earmarks becoming a practice of the past, the University had in 2011 received $9 million from earmarks which have decreased to $706 thousand in FY 2013. This has affected the University’s indirect cost recovery significantly. In the last two years, UVM has lost $5 million in cost recovery.

The President concluded his report by stating that through continued collaborative discussions on campus, the University will see very transformative opportunities in the long term.

**Governance Leaders Reports**

Stewart Jensen, chair of the UVM Alumni Association Vermont Regional Board, reported on behalf of Alumni Association President Kristina Pisanelli. He stated that the Alumni Association continues to gain strength through their engagement and alignment with the University of Vermont Foundation. He reported that he and representatives from classes as early as 1942, participated in welcoming students at Convocation. Reunion & Homecoming weekend was successful with preliminary attendance figures of over 4,000 people engaged in the 17 events. Mr. Jensen also reported that the Association has seen a significant increase in social media activity, with a 102% increase in Facebook connections, and growth in activity on Twitter, LinkedIn and Flikr. Mr. Jensen concluded his report by encouraging all Board members to become sustained members of the Alumni Association.

Chair Cioffi inquired as to how many lifetime members the Association currently has. Mr. Jensen replied that membership is now at 69 members.

Faculty Senate President Julie Roberts called attention to several items included in her written report. The first was an update on the General Education initiative. She reported that the First-Year Writing and Information Literacy Program is being extended into the second through fourth undergraduate years. The pilot for the Writing and Information Literacy in the Disciplines (WILD) program will take place in fall 2013 and spring 2014. Two additional General Education Committees, one on Sustainability and the other on Diversity, will soon report to the Senate regarding their plans. President Roberts also reported that faculty have a presence on each of the IBB committees. She also noted that faculty continue to move more towards the use of technology. For example, Associate Provost Kerry Castano has spearheaded work in moving course change forms to be available online. Concluding her remarks, President Roberts announced that faculty have partnered with the Registrar’s Office to develop a program that will allow documentation of advising session notes, which will become part of student records.
Graduate Student Senate (GSS) President Lane Manning provided his first report to the Board. He began by noting that GSS has revamped their orientation sessions due to constructive feedback about the previous format. The new program is a two-part event. The first event was a collaboration with the Vermont Lake Monsters and involved hosting a large picnic for incoming graduate students and their families. Over 100 students and family members attended. The second event was an open information booth session that was held at the Davis Center. President Manning also announced that GSS is continuing their Professional Development series and plan to extend the series into the Spring semester. A major initiative that GSS is working on is to pursue an enhanced relationship with Career Services and the newly formed Career Center. He moved on to announce that graduate students are very excited about the planning and creation of the proposed STEM building. He concluded his report by noting the enthusiasm he has heard regarding the proposed new Housing Master Plan, specifically in regards to converting the Trinity Campus into graduate student housing.

Trustee Raj Thakrar asked if there are plans to enhance the relationship with Career Services specific to students in the College of Medicine. President Manning indicated he had recently discussed this and there is awareness of a need to keep medical and graduate students in conversations regarding career services.

Staff Council President Catherine Symans began her report by highlighting that the Council’s membership currently stands at 34 representatives with full representation of each department, the most representatives in the Council’s history. She acknowledged senior leadership for encouraging the process of representative appointments. She then moved on to discuss several concerns and suggestions from staff. First and foremost, the Council submitted a recommendation to President Sullivan on supervisory training and performance appraisals. President Sullivan has expressed his support for an improved process in both areas. He has asked Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant to lead efforts in addressing these recommendations. The second issue that the Council continues to work on is the need for more suitable lactation spaces for nursing mothers at UVM. Associate Vice President for Human Resources Barbara Johnson is assisting with this effort. One step that is already occurring is the designation of the faculty/staff lounge in Waterman Building as a dual purpose room that will also accommodate lactating mothers. President Symans ended her report by expressing appreciation for the administration’s continuing dedication to transparency and inclusiveness.

Student Government Association (SGA) President Connor Daley reported that SGA has welcomed several new first-year senators and now have 10 members who are first-time first year students. He next discussed the review and improvement of SGA’s current funding model. SGA has over 165 organizations to fund and allocates approximately $1.2 million annually to these groups. The allocation money is derived from the per-semester Student Activities Fee. These organizations are not guaranteed money and most fund their activities through extramural revenue. Currently, SGA’s Finance Committee allocates money through an incremental budget model which in a sense has organizations inflating their budgets in order to receive more funding. As the current model has been deemed undesirable, SGA’s Financial Reform Committee was charged with improving this process. The Committee returned in early September with proposed changes that are now in a campus-wide comment period. SGA hopes to have an entirely new budgeting process presented to the SGA Senate by Thanksgiving break.
Another initiative of focus is that SGA has communicated to many offices on campus processes that it sees as essential to allowing students to make an informed choice about courses, faculty, and academic quality in general at UVM. He concluded his report by welcoming Provost Rosowsky and thanking him, President Sullivan, Vice President Cate and Budget Director Alberto Citarella for their leadership in transitioning the University to an IBB model. He noted that students are excited about the IBB process and look forward to continuing being champions of the model.

Chair Cioffi asked how the new Career + Experience Hub is being received by students. President Daley replied that SGA has been present during the development and opening of the Hub and students are very excited about the opportunities it offers.

**Action Items**

President Sullivan presented for adoption the 2013 University Strategic Action Plan, included as Appendix B. He noted that the plan has been before the Board in the past, but is now being presented for acceptance. There have been several changes since it was first presented last year. The first is the addition of reference to the new Incentive Based Budget model (IBB). The second change is the inclusion of specific mention of the importance of promoting high quality professional development programs for staff. The third change is the addition of reference to the well-being of students. The fourth change is added reference to the campus master plan. Finally, the fifth change is that the existing reference to the integration of career and academic counseling has been underscored.

Trustee Botzow inquired as to the strategy for revisiting the plan to keep it active and thriving. President Sullivan said that the plan will be reviewed as outlined in the resolution presented below.

The following resolution was presented for approval:

**Resolution Recommending Adoption of the 2013 University Strategic Action Plan**

WHEREAS, the administration now presents to this Committee for review and approval the 2013 University Strategic Action Plan, appearing as Appendix B to this document; and

WHEREAS, the plan outlines four main goals and proposed actions designed to position the University strategically for the future;

NOW, THEREFORE BE IT RESOLVED, that the Committee hereby recommends Board approval and adoption of the Strategic Action Plan; and

BE IT FURTHER RESOLVED, that the Committee recommends that the Board request the President to report periodically on institutional progress toward the goals the Strategic Action Plan establishes; and
BE IT FINALLY RESOLVED, that the Committee recommends that the Board request the President to seek Board approval of modifications to the Strategic Action Plan as necessary or desirable in light of developments and experience gained.

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

Chair Cioffi presented a resolution approving assignments for the ad hoc Labor Advisory Group whom meet periodically to receive status reports on matters relating to University labor relations and associated collective bargaining agreements.

The following resolution was presented for approval:

**Resolution Approving Appointments to the ad hoc Labor Advisory Group**

BE IT RESOLVED, that the Committee recommends for Board approval the appointment of Trustee Robert Cioffi as Leader, and Trustees David Daigle, Carolyn Dwyer, Debbie McAneny and David Potter to serve as members of the ad hoc Labor Advisory Group, effective immediately.

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

Vice President for Finance and University Treasurer Richard Cate presented a resolution approving a contract with Mac-Gray Services, Inc. for washer and dryer rentals in residential halls. The contract is a five-year plus five-year renewal option with a start date of December 13, 2013 and with an average spending of $108,376.32 annually.

Trustee McAneny asked if this contract went out to bid and if it is more expensive than the contract with the prior vendor. Vice President Cate replied that the contract did go out to bid and is in a similar range as the prior contract, plus inflation.

The following resolution was presented for approval:

**Resolution Approving Contract with Mac-Gray Services, Inc.**

BE IT RESOLVED, that the Vice President for Finance and University Treasurer, or his successor or designee, is authorized to enter into contracts with Mac-Gray Services, Inc., for washer and dryer rentals in residential halls from December 13, 2013, through December 12, 2018, with the option of a five-year renewal, for an amount not to exceed $1.1 million over ten years.

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

Audit Committee Chair Mark Young presented a resolution approving revisions to the Audit Committee charge. He explained that at their September 9, 2013 meeting, the Audit Committee reviewed and endorsed proposed revisions to the charge with the intention to align it with the
Audit Committee’s responsibilities outlined in the Committee Charter. The proposed amendments are included as Appendix C.

The following resolution was presented for approval:

**Resolution Approving Audit Committee Charge Revisions**

WHEREAS, the Audit Committee has decided to ensure that its Charge is consistent with the Committee’s principal responsibilities;

BE IT RESOLVED, that the Board hereby approves the revisions to the Audit Committee Charge, appearing as Appendix C to this document.

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

Chair Cioffi read and presented the following resolution in memoriam of Rayburn V. Lavigne.

**Resolution in Memoriam for Rayburn V. Lavigne**

The University of Vermont Board of Trustees wishes to include in its official records a very special recognition in memory of Rayburn “Ray” Lavigne, beloved friend and colleague of many and devoted member of the University community for thirty-five years and who made a lasting and profound impact on the University of Vermont. The Board desires to convey to Mrs. Violet Lavigne and family its sincere and heartfelt condolences on the passing of a most dedicated member of the UVM community.

BE IT THEREFORE RESOLVED, that this expression of sympathy and recognition with respect to the late Rayburn V. Lavigne be entered into the minutes of the Board of Trustees of The University of Vermont.

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

Chair Cioffi read and presented the following resolution in memoriam of Hubert W. Vogelmann.

**Resolution in Memoriam for Hubert W. Vogelmann**

The University of Vermont Board of Trustees wishes to include in its official records a very special recognition in memory of Professor Hubert “Hub” Vogelmann, conservationist and educator, whose leadership, scholarship, good humor, and care for others and Vermont has made a lasting and profound impact on The University of Vermont. The Board desires to convey to Thomas Vogelmann and family its sincere and heartfelt condolences on the passing of a most distinguished member of the UVM community.
BE IT THEREFORE RESOLVED, that this expression of sympathy and recognition with respect to the late Dr. Hubert W. Vogelmann be entered into the minutes of the Board of Trustees of The University of Vermont.

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

Acknowledgement of Grants and Contracts Awards Report


Transdisciplinary Research Initiative Update

Provost David Rosowsky and Interim Vice President for Research John Evans offered an update on Transdisciplinary Research Initiative (TRI). They explained that three initiatives were identified in 2010, as a result of the TRI process (Complex Systems; Food Systems; and Neuroscience, Behavior and Health). Provost Rosowsky stated that while the three areas of TRI appear as research foci, they are closely related to educational programming. He also pointed out that the intention of these integrated areas is to engage the campus.

Vice President Evans introduced the directors of three TRI areas: Complex Systems Director Peter Dodds; Food Systems Director Doug Lantagne; and Neuroscience, Behavior, and Health Initiative Director Rae Nishi. He also recognized Senior Director of Research & Strategic Initiatives Melody Burkins and Assistant Provost Kerry Castano who have been champions of TRI since it began. He reiterated that the goal of TRI is to map the University’s emerging areas for distinction. He then highlighted the chronology of TRI from its conception to the present.

Vice President Evans next discussed TRI investments. He reported that, since FY 2011, the initiative has added over 50 faculty as TRI-core and aligned recruitments. The initiative has also created three new tenure-track “Tri-Core” faculty positions as well as annual program commitments to the three TRIs.

Trustee Bain asked if the TRI faculty hires were a net increase. Vice President Evans explained that several of the positions were new, but many were the replacement of existing positions through faculty turnover and alignment of positions with TRI.

Vice President Evans next discussed the impacts and achievements seen in the Complex Systems Initiative. Since FY 2011, over $38 million in grants have been identified as related to Complex Systems by UVM faculty. Several Complex Systems leaders have received international recognition and awards, including National Science Foundation’s (NSF) Early Faculty Development (CAREER) Program Award and a Presidential Early Career Award for Scientists and Engineers (PECASE). Global media has awarded visibility for Complex Systems leaders in publications that include the New York Times, CNN, Today Show, BBC, Wired, and more. The initiative has also garnered external partnership development with the State of Vermont, IBM and MITRE. He added that a student organized group called Student Complexity Research and Pizza Seminar (SCRAPS) has become a popular group in Complex Systems. As a highlight of
campus interest, Vice President Evans noted that the Complex Systems listserv includes over 350 faculty and staff.

Vice President Evans moved on to discuss impacts and achievements in the Food Systems Initiative. Since FY 2011, over $36 million in awarded grants have been identified in this Initiative. UVM Food Systems is leading co-sponsorship of national *Journal of Agriculture, Food Systems, and Community Development*. UVM has also become part of the Governor’s Higher Education Food System Council to establish Vermont as a food systems education destination. The annual UVM Food Systems Symposium and Breakthrough Leaders Summit brings Food System “luminaries” and student fellow to UVM from around the world. The Food Systems listserv includes over 290 participants.

Vice President Evans next discussed the impacts and achievements in the Neuroscience, Behavior and Health (NBH) Initiative. Since FY 2011, over $85 million has been awarded to NBH by UVM faculty and over $34 million in additional grants have recently been secured by UVM’s Center for Behavior and Health. In 2013, the NBH initiative has also secured $250,000 in a NSF Research Experience for Undergraduates (REU) grant. The 2013 UVM NBH Research Forum was attended by over 180 participants. The NBH listserv includes 175 UVM faculty.

Vice President Evans concluded that the TRI programs bring the University together, as well as reach out to the Vermont community and the community at large.

Provost Rosowsky concluded the presentation by highlighting the future of TRI. He noted that the University has had great success early out of the gate and now needs to turn attention to how to leverage this success. There will be consideration to the development of additional initiative areas over time.

Trustee Dale Rocheleau asked what Provost Rosowsky sees as the TRI’s greatest challenges. Provost Rosowsky replied that, with any program, the challenge is sustainability. The University must balance investing in and growing the initiative while facing the reduction in research dollars. He elaborated that industrial collaboration will likely aid in this challenge. Vice President Evans added that TRI will aid in positioning the University in receiving funding sources as many are looking for transdisciplinary types of grants.

Trustee Botzow inquired about the core faculty hires, noting that two out of three have occurred to date. He asked what the timeline is for hiring the third. Food Systems Director Doug Lantagne explained that the job description has been created and they are in the process of recruiting a chair for the position’s search committee. Trustee Botzow followed-up by asking if the hiring of these positions were purposely staggered, to which Director Lantagne replied that they were.

Trustee Botzow also asked if the strategy of TRI is providing support in the face of a 20% reduction of research dollars from the federal government. Provost Rosowsky replied that, nationally, TRI is the model being moved towards because it matches up with the desires of agencies granting the money.
Trustee Ruprecht encouraged the administration to get explicit as possible regarding outcomes they are after with TRI.

Trustee Christopher Bray asked if there is a specific area being investigated as the next TRI. Provost Rosowsky replied there are important areas that should be considered, but it is too early to discuss specifics. Vice President Evans commented that, although areas of TRI are important, the University should not lose sight of the large number of groups on campus that will not become a part of TRI. He emphasized the need to continue support them as they enrich the institution.

**Dashboard Indicators Annual Review**

President Sullivan and Director of Institutional Research John Ryan introduced the new dashboard indicators format and distributed hard-copies to the Committee at the meeting. In addition to the introduction of the new format, the dashboard was also being presented for the Committee’s annual review.

President Sullivan highlighted that the new format includes the introduction of new comparator institutions. There has also been a reduction in the number of indicators to 25, although the University tracks over 100 on a regular basis. President Sullivan further noted that the inclusion of the comparator schools to the dashboard permits the Board to see the University’s trend lines in comparison to others.

Director Ryan provided background on how the new dashboards were selected as well as how the comparator schools were derived. He noted that this extensive process combined art and science in arriving at reasonable comparators. He then walked through the dashboard format. He explained that the data points listed in the “Institutional Profile Data” section provide a backdrop and context for the indicators. The indicators were then listed under the following three categories: Input, Output and Financial. The data for each indicator tries to capture the last five years, although there is a lag of data availability for some of them. Director Ryan next highlighted how the indicators were organized.

Trustee Sam Bain asked why there were no comparator figures for the “general fund faculty student full-time equivalent (FTE) to student FTE taught ratio”. Director Ryan responded that this is an indicator that the University has used for years and it is focused on an instructional ratio specific to UVM.

Director Ryan next explained that, in the financial section, a new indicator is the “endowment assets (year-end) per student FTE”. This indicator is unique as it separates the public and private averages to give more insight into the value. The “total commitments” indicator is also new as of last year and is related to figures gained by the UVM Foundation. An additional new indicator is the “average net cost of attendance”.

Director Ryan pointed out that 37% of UVM students graduate without loan debt. Of the 63% who do have debt, the amount owed is typically around $26-27,000, similar to the national average.
President Sullivan concluded the discussion by noting that the array of data indicates the pride the University has in its value. However, sight is not being lost in the work that lies ahead.

**Executive Session**

At 10:10 a.m., Chair Cioffi entertained a motion to enter into executive session to consider contracts. Provost Rosowsky; Vice Presidents Bazlule, Cate, Gustafson and Derr; and Special Assistant to the President and Director of State Relations Clarence Davis were invited to remain. All others in attendance were excused from the meeting.

At 10:18 a.m., the meeting was reopened to the public.

The meeting recessed at 10:18 a.m.

The meeting reconvened at 2:38 p.m.

**Academic Presentation**

Associate Provost Brian Reed introduced the academic presentation by providing a brief overview of service-learning. He explained that the “service” of service-learning is a reciprocal partnership in which a need or interest is defined by a partner in the community and is then integrated with course content. The “learning” component is critical reflection to “harvest” learning from service experience. The credit, or assessment, is based on the demonstration of learning.

Associate Provost Reed introduced Susan Munkres, Director of Community-University Partnerships & Service Learning (CUPS). Director Munkres explained that service-learning makes UVM stand out. She noted that UVM students, by their senior year, engage in more service-learning than our peer institutions. She then highlighted the following three types of academic service-learning: direct service, projects, and community based research.

Director Munkres next described the collaboration between CUPS and the Office of Undergraduate Research to develop the Simon Family Community-Based Research Fellowship. The Simon Fellowship helps support five undergraduate students each summer, specifically for students pursuing community-based research initiatives with a community partner. As an example of a Simon Fellowship project, Director Munkres highlighted recipient Sammie Ibrahim’s participation in a project she completed this past summer. Ms. Ibrahim’s worked under the academic guidance of Professor of Geography Pablo Bose as a research assistant for the Chittenden County Sustainable Transportation Survey.

Director Munkres next introduced Jason Van Driesche, Local Motion’s Director of Advocacy and Education and Interim Co-Executive Director, who led the survey project. Director Van Driesche explained that Local Motion is a regional walk-bike advocacy nonprofit in Burlington. Ms. Ibrahim’s project was a collaboration with the Chittenden County Regional Planning Commission. He described that the goal of the Chittenden County Sustainable Transportation Survey project was to assess rates of use of sustainable modes of transportation and identify
barriers to increased use. Funding for the project was through a Transportation, Community and System Preservation grant from the Federal Highway Administration. Director Van Driesche noted that Ms. Ibrahim’s role was to help answer the question of what would be the best path forward to a sustainable transportation system.

Director Van Driesche invited Ms. Ibrahim to describe her involvement in the project. Ms. Ibrahim described the project as a great source of learning, beginning right away with the application process. Through her conversations with Director Van Driesche, she decided that the survey project was a good fit for her interests and for the Simon Scholarship. In beginning her work, she learned how to develop a memorandum of understanding (MOU). The research itself taught her about flexibility and was a very different learning environment from the standard classroom structure. She then highlighted several challenges she faced in trying to garner participation with the survey, such as torrential rains, and a lack of diversity in the secure bike parking area that was the original designated spot to solicit survey responses. With the assistance of Director Van Driesche and Professor Bose, Ms. Ibrahim was able to navigate these challenges. For example, she decided to target a larger population by surveying individuals at the Burlington Farmers Market and other events such as the Battery Park Free Concert Series.

Ms. Ibrahim described her surprise at how much of an impact the entire experience had for her both personally and academically. The experience allowed her to tie in her studies as a geography major with diversifying access to sustainable transportation, while also tying in her personal interests. She noted that, through her experience with the project, she has become much more adaptable in dealing with change. Also as a result of this experience, Ms. Ibrahim has been hired to work under the supervision of Professor Bose as a research assistant.

Professor Bose continued the presentation by providing a brief history of Ms. Ibrahim’s work and how she became involved in her hired role as his research assistant. He explained that he is a migration scholar and urban geographer, specifically focusing on refugee mobilities. He was very impressed with Ms. Ibrahim’s maturity and the response rate she received in working with the survey project. These factors gave him a great deal of confidence in her ability to do self-directed research. He then described his personal commitment to making his research available to partners and the community. As a result, he originated the idea of having a research portal and obtained funding for it. As his assistant, Ms. Ibrahim is helping him create the portal. He noted that the portal will also help provide support to the 2014 Master of Public Administration class members who are involved in case studies of refugee mobilities.

Trustee McAneny asked if the service-learning program results in credits towards a degree. Director Munkres replied that, in the case of the Simon Fellowship, it is a summer scholarship and therefore does not count as credit. If it were to have become a project that went into the Fall semester, it could become eligible for academic credit, but could not involve pay.

Trustee Ram asked if there are student populations who want to participate in service-learning, but do not have access. Director Munkres responded that she is not aware of students who cannot find these opportunities. However, depending on which school or college a student is enrolled, they might have more limited options. CUPS is interested in creating more opportunities, especially for first and second year students. Ms. Ibrahim added that students are able to create
their own experience options. Director Munkres followed up by noting that the new Career + Experience Hub has offered increased outreach and awareness of these opportunities to students.

Trustee Botzow asked how community partners can access service-learning opportunities. Director Munkres explained that CUPS is tasked with academic service-learning and is oriented to find long-term partnerships that match students and community partners. Director Van Driesche explained that, from a community partner perspective, he found a lot of potential partnerships through digging, but the process with CUPS was more systematic and streamlined.

Trustee Botzow asked what the volume of demands for service-learning opportunities are from the community and whether the University is able to meet these demands. Director Munkres explained that demand varies tremendously. For example, the Rubenstein School of Environment & Natural Resources has integrated service-learning as major part of their curriculum. Other departments go for smaller scale collaborations. For example, the Department of Romance Languages has approached her for ideas about connecting with organizations where students who speak other languages could apply their skills. Professor Bose said there are instances where service-learning opportunities are natural fits and, in other areas, they are not.

**Affordable Care Act**

At the May Budget, Finance & Investment Committee meeting, members requested a briefing on the impact that the federal Affordable Care Act (ACA) and Vermont Health Care Reform are having and will have on UVM. It was decided that, because this is such a far-reaching issue, the presentation should take place in the meeting of the Committee of the Whole. As a result, our independent health insurance consultant, Robert Crews, Senior Vice President of Group Benefits at Hickok and Boardman Insurance Group, provided an overview of these laws and their impact on the University and then responded to questions from the Board.

Mr. Crews began his presentation by highlighting several ACA notices and disclosures. He noted that each of these items adds incrementally to the cost to provide coverage. UVM is taking appropriate steps to comply. He also explained that the University has had a six-month reprieve from some of these costs, as UVM’s plan runs from July to July and many have a January 1st start date, therefore allowing the University to start when its next cycle begins.

Mr. Crews next described several ACA reporting requirements. He then highlighted ACA plan design and coverage requirements, several of which will have no impact to UVM. However, several will add additional costs. He noted that UVM has taken appropriate steps to comply in these areas.

Moving on to discuss ACA fees and assessments, he described estimated additional costs that UVM would incur. He also explained the employer shared responsibility mandate and related penalties for not offering coverage, noting that this has been delayed until January 2015.

Moving on to highlight areas of the Vermont Health Care Reform, he described recent mandate benefits, fees and assessments, noting that these have already been incorporated. In regard to health care exchanges, Vermont has been declared a ‘State-Based Exchange’. Beginning in 2014,
employers with 50 employees or less who sponsor a fully-insured health plan will be required to purchase coverage in the state-run Exchange. Off-exchange options will not be available. In 2016, the Exchange will expand to employers with 100 or fewer employees. The State hopes that the Exchange will serve as a bridge to Green Mountain Care (single payer system) in 2017. Mr. Crews explained that while the Exchanges do not have any direct impact on large employers, it is helpful to understand how they work.

Mr. Crews next described what is anticipated beyond 2016 for Vermont Healthcare Reform. The State’s goal is to establish the unified Green Mountain Care system in 2017 and to have all Vermonters covered. The financing mechanism for the system has yet to be developed. The unified system will also require a waiver from the Affordable Care Act. As a result, one of the large questions is, in the potential absence of a waiver, whether a unified Vermont system still possible. Design of Exchanges is such that they could morph into a single platform system. Another question is how would self-insured groups be affected by a unified system and would it be possible for the State to force or influence them to participate in the Exchange.

In conclusion, Mr. Crews noted that it is going to be important for politicians and employers to think these proposals through thoroughly before enacting them.

An opportunity for questions was offered and Mr. Crews answered several questions on the presentation figures.

Trustee Anne O’Brien asked if the changes highlighted in the presentation are what constitute the additional 10% increase in medical costs at UVM. Vice President Cate replied that 5% is connected and the rest is related to inflation and other factors. He offered to provide Trustees with a histogram of past increases.

Trustee David Potter asked if there is an impact on risk management if we move to self-insurance. Vice President Cate affirmed that there would be an impact, but there would be limits to the risk because the University would have insurance to cover significant claims liabilities.

Trustee Kesha Ram asked if the University is contemplating the affects that these changes will have on students. Vice Provost Stevens replied that the University is working on examining the student health perspective and how changes will affect students.

Trustee Ruprecht asked if there are any large institutions that are not self-insured. Mr. Crews replied that there are some who have hybrid plans such as the one currently in place at the University.

**Enterprise Risk Management Annual Report**

Vice President for University Relations and Administration Thomas Gustafson introduced Al Turgeon, Chief Risk Officer (CRO), who provided the annual Enterprise Risk Management (ERM) report. CRO Turgeon began by defining ERM as an enterprise-wide approach that considers the impact of all types of risks on the organization’s process, activities, stakeholders, products and services. ERM looks at both risk and opportunities and assesses them in the context
of UVM’s strategic objectives. It also enhances strategic planning and budgeting process and engages risk owners and subject matter experts to manage risks with consulting and support. He noted that ERM is gaining more acceptance in higher education. For example, through informal on-line research conducted in 2010, there were 30 college and universities that had or were working on an ERM program, and in 2013, there appeared to be 49.

CRO Turgeon next defined the purpose and goals of UVM’s ERM Program. The purpose of ERM is to enhance UVM’s ability to achieve its mission, vision, strategic goals; and strengthen its business model and competitive position by fostering an institution-wide culture of risk and opportunity awareness and by providing a structured, consistent, and continuous process for the early and proactive identification and reporting of material risks and opportunities to senior management and trustees. Goals include creating a culture of risk awareness; reducing operational surprises and losses; increasing capacity to identify and seize opportunities by facilitating greater transparency and openness regarding risk; enhancing institutional decision-making; and improving the efficiency and effectiveness of institutional risk management efforts. CRO Turgeon next discussed briefly the institutional risk philosophy.

Moving on, CRO Turgeon highlighted the two critical roles that Senior Management and the Board of Trustees perform in ERM. Senior Management is tasked with oversight of the development and implementation of the ERM program at UVM in a manner that continuously manages risks and opportunities across the institution. The Board’s role is to provide oversight to ensure management has implemented an effective process to manage risks and opportunities. CRO Turgeon shared his view that both groups are doing a great job in these roles. He noted that President Sullivan has been a strong proponent of ERM and has promoted the program amongst his senior team.

In describing UVM’s ERM framework and process, CRO Turgeon noted that it has been modeled around Emory University’s program. He then highlighted that institutional context informed the design of UVM’s risk assessment process. In determining management’s response to the risk and opportunities in UVM’s portfolio, he noted that there is a constant balancing act between risk appetite and resources in determining the right response.

CRO Turgeon highlighted the UVM Risk/Opportunity Heat Map and described the Board’s past oversight of the risks and opportunities in the portfolio and offered recommendations for oversight going forward. He indicated that he is working on a proposed schedule to incorporate risk opportunities in the appropriate Board committee’s work plan that have not yet been presented to the Board.

CRO Turgeon moved on to explain what the Board can expect from the ERM process. He said that the Committee of the Whole would receive an annual update on the institutional Risk/Opportunity Portfolio and the status of management response plans. There will also be an annual review of institutional risk philosophy, appetite, and tolerance statements. Active discussion of risks and opportunities at appropriate Board committees, as determined by their workplans, will occur throughout the year. Additionally, there will be regular updates on the ERM program at each Audit Committee meeting.
Concluding the presentation, CRO Turgeon detailed next steps for ERM at UVM. He explained that he will complete the development, coordination, and implementation of UVM’s Risk Appetite & Risk Tolerance Statements. He will also conduct a small number of targeted strategic risk assessments and work on a process of identifying emerging risks and opportunities. Finally, he will now focus more on ERM education and outreach.

Trustee Botzow stated that, in the future, he would like to see how UVM’s ERM program benchmarks against peer programs.

Trustee O’Brien inquired as to how UVM’s relationship with Fletcher Allen Health Care (FAHC) falls into a risk category rather than an opportunity category. Mr. Turgeon replied that the determination evolved from those who were interviewed and are familiar with this relationship. He further explained that the categorization process is complicated as many items have both opportunity and risk, but are classified by which is more prevalent.

Vice Chair of the Board Debbie McAneny asked CRO Turgeon to provide more detailed risk-opportunity statements in the future. She also stated that the slide on Board Oversight of UVM’s Risk-Opportunity Portfolio was a helpful tool she would use going forward and reminded the other Board members that the Board has significant risk management responsibility. CRO Turgeon stated that he would review the risk-opportunity statements and try to provide additional detail.

Vice Chair of the Audit Committee Dale Rocheleau and President Sullivan thanked Mr. Turgeon for his work on ERM and noted that the program has come a long way due to his leadership.

President Sullivan also thanked Audit Committee Chair Mark Young and Vice Chair Rocheleau for their leadership.

Other Business

At 4:37 p.m., Chair Cioffi entertained a motion to enter into executive session to consider contracts. He noted that there could be action after the session is over. Provost Rosowsky; Vice Presidents Bazluke, Cate, Gustafson and Derr; and Special Assistant to the President and Director of State Relations Clarence Davis were invited to remain. All others in attendance were excused from the meeting.

At 5:04 p.m., the meeting was reopened to the public.

The following resolution was presented for approval:

**Authorizing Resolution – Real Property**

RESOLVED, that the Board of Trustees hereby authorizes the Vice President for Finance and Treasurer to seek to acquire a property on the terms he reported on this date.

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 5:05 p.m.

Respectfully submitted,

Joan Lenes, Secretary
Good morning. Let me begin with a welcome and a note of thanks. The welcome is for David Rosowsky, our new Provost, to his first official meeting of the Board. David has been here less than three months and has already accomplished a great deal, and we are fortunate to have him in an important leadership role at UVM. Welcome to David and his wife, Michelle, and their two children.

And our sincere thanks to David’s predecessor, Interim Provost Bob Low, who volunteered to disrupt his civilized work in academe for the swirl of challenges inherent in the Provost’s position. We deeply appreciate all that Bob did for us, and sacrificed, over the past academic year. Many thanks, Bob and best of luck in your return to the faculty.

The academic year is well underway, and it’s hard to believe but the fall semester is already past its midpoint. We have managed to attract a very talented and bright class of students to UVM this fall, in a highly competitive higher education marketplace nationally.

I want to underscore the importance of this community’s commitment to academic excellence, an outstanding student experience, and high quality in our facilities, services, and activities, which will allow us to continue to compete successfully for such students in the future. I intentionally used the word compete here because we all must continue to remember that we are in competition with other colleges and universities for these students and we must continue to improve our offerings to these students if we are be successful.

A particular example of the kind of progress we are making is the start-up of the new Career + Experience Hub here in the Davis Center, which helps students explore their interests and passions, and enhance their personal and career development through:

- Internships
- Jobs
- Study Abroad
- Undergraduate Research
- Service Learning
- Fellowships
- Volunteering
- Leadership
- Campus Employment

I want to thank Dean Abu Rizvi, Annie Stevens, and Pamela Gardner for their hard work in making this idea a reality. I should also note that I have appointed an ad hoc Trustee Work Group to stay in touch with all we are doing on the career services and related fronts going forward. More and more (and rightly so) students and their parents are focused on outcomes and this Center will help to ensure better outcomes for our students.
The UVM Foundation had a very successful Board meeting and series of events during Reunion Weekend early this month. I want to very much thank our former colleague, John Hilton, for agreeing to Chair the Foundation Board, and look forward to much success in the future as we approach the upcoming fundraising campaign. John is the second Chair of the Board of our newly formed Foundation and has large shoes to fill in following Eugene Kalkin but he has shown that he is up to the task. In addition to the Board meeting, I attended the Alumni Awards Banquet, which was an exceptionally well done event, and I congratulate Rich Bundy and his staff for all they accomplished during a very hectic few days.

Moving on, let me applaud Tom Sullivan and his staff for the work that has been done on the Strategic Action Plan – not only in terms of developing it, but also in keeping the plan front and center in everyone’s mind as priorities are set and decisions are made that affect the future of the University. I will tell you that this Board is fully supportive of the plan’s priorities, and we are shaping the work we will do together to support and complement the Strategic Action Plan.

Over the summer the annual Presidential Review was completed, and I am pleased to report that President Tom Sullivan received an excellent performance review. Tom was offered the University salary pool increase of 2.9%, and he immediately designated the full amount as a donation to scholarships for deserving UVM students.

As always, we will be talking about a number of challenges at this Board meeting, not the least of which is an early look at the possible shape of the FY 2015 budget. We will get into the business at hand soon enough.

But I will take a moment to note a series of articles entitled the “American Futures” project that is appearing in The Atlantic Magazine, written primarily by its preeminent writer James Fallows, and including interviews with him on Marketplace Radio on NPR. This multi-year project has Fallows and his wife visiting various small American cities to write about what makes them resilient and successful. One of them is Burlington, and has resulted in a nice piece entitled, “How Did A ‘Public Ivy’ Take Root In Vermont?” I know that many of you have seen it, but if you haven’t make sure to check it out online.

Fallows writes about his visit to Burlington: “A principle of economic history that ran through many Burlington stories: the importance of college location, college friendships, college socialization, etc., in the formation of businesses.

Jan Blomstrann, the current head of NRG Systems, and her former husband,” David Blittersdorf, “had both been students at the University of Vermont -- in her case, for training as a nurse.

More times than not, when we asked a startup-founder, or his or her employees, why they were doing business in Vermont, the answer began, ‘We were up here for school … ‘ That was an even more frequent response than the one beginning, ‘My parents came here with IBM .. ‘or ‘My parents were looking to get away from the big cities.’ ”

In another Atlantic post about Burlington we read:
“…Even [a visitor] can see that there is a remarkable symbiosis that enriches the city and its colleges and infuses both with a strong sense of community (about which [Fallows] will be writing more soon). The dominant values of the townsfolk give the colleges a special vibe that gets magnified on campus and then shot back out through the larger community in various ways.”

It struck me as I read these observations: How absolutely central this University is to the identity and the success of this state and this community. How important the sense of place is.

And, not only is UVM a part of Vermont’s sense of place, but we also actively build it and shape it and improve it, through the people who come here, who stay here, and who are here! Not to mention our essential role in strengthening the economic vitality, cultural richness, and quality of life in this state and for its people.

And that’s the truth.

This ends my Chair’s remarks.
I. “Access to Success”: Promoting Affordability, Financial Access, and Academic Support

A. Focus on the “relationship” between tuition and scholarships and financial aid: What is the right balance to maximize prospects for student enrollment and retention and minimize student debt?

1. Moderate tuition growth and optimize financial support to achieve a tuition level that is financially sustainable for both students and the institution
2. Prioritize scholarships and financial aid in the upcoming Comprehensive Campaign

B. Ensure optimal academic support to achieve academic and career success

II. Promoting a culture of advancing academic excellence and cultivating talent

A. Create and nurture an atmosphere of raising expectations and aspirations focused on quality and excellence

B. Student focused

1. Implement a new Enrollment Management Plan that
   a. Reduces incrementally undergraduate enrollment to approximately 9,800 students
   b. Recruits and supports transfer students
   c. Increases international student undergraduate enrollment to approximately 5% to 7% (from the present 1%) by creating a new recruitment and “student preparation pathway” plan
   d. Continues to annually value and promote domestic student diversity
   e. Designs and offers graduate education programs in a way that ensures an optimal size, scale, and scope of the Graduate College consistent with and supportive of the “vision statement” of the University
f. Broadens student recruitment efforts outside the present, targeted geographic market to offset the effects of regional demographic trends.
g. Increases the number of applications, selectivity, and yield for a well-prepared, diverse entering class.
h. Rebalances the student-faculty ratio in order to enhance instruction and advising.

2. To improve the whole student campus life experience, (academic, cultural, developmental wellbeing and social), review the curriculum and advising to enhance:
   a. Retention of students from first to second year (from present 85% to 90%).
   b. Four-year graduation rates (from present 65% to 70%).
   c. Career advising and placement success at graduation.
   d. The optimal use of web-based education to supplement the curriculum and student experience.
   e. Educational standards, quality and vigor for an enriched student experience.

C. Faculty focused

1. Promote increased research and creative scholarship of the faculty that has high impact and recognition.
2. Increase the number of tenure-tenure track faculty in high quality programs that are aligned with UVM’s strategic priorities where there has been a substantial enrollment increase over targets in order to advance excellence in teaching and learning.

D. Staff focused

1. Promote high quality professional development programs.

III. Identifying necessary investments to ensure a bright future

A. New investments, along with cost efficiencies, are essential to enhance the quality, impact, and reputation of the University.

1. Investments in facilities, infrastructure, and information technologies are necessary to advance the educational and research responsibilities and opportunities of the University, particularly in engineering, sciences, and libraries.
2. Priorities should include:
   a. Completion of Billings Library restoration.
   b. Laboratory restoration or new laboratories for Engineering, Chemistry, Physics.
   c. Completion of the Alumni House restoration.
d. Design and construct a multi-purpose event center to house cultural, social, academic, wellness, and athletic events as well as additional fitness and recreation space primarily for student use
e. Completion of the Housing Master Plan

IV. **Instilling an institutional commitment to efficiency and effectiveness that optimizes the use of facilities, technology, assets, and shared services that**

A. Develop a new budget model and framework that includes at its core an incentive-based approach to budgeting (IBB)

B. Considers a three-semester curriculum that increases choices for students and faculty and supports timely degree completion

C. Examines a winter “J” term that broadens students opportunities for international experience, internships, co-op opportunities, and special curriculum offerings

D. Reduces administrative costs, redundancies and barriers that do not add value and/or effectiveness by implementing an administrative unit and budget review process similar to academic program review

E. Encourages joint initiatives with academic institutions that have different comparative advances and qualitative strengths

F. Uses benchmarks, metrics, timelines, relative comparisons and best practices to measure progress toward goals and aspirations

G. Engages in continuous strategic planning and implements well-devised actions designed to sustain, promote, and measure academic creativity, research breakthroughs, and impact

H. Plans and initiates a bold, creative Comprehensive Campaign to increase private support, grants, and endowments in order to support scholarships, faculty support, academic programs, and the restoration and construction of key facilities

I. Focuses and aligns resources, reallocations, and revenue with academic priorities by undertaking and completing the Strategic Value / Financial Strength Plan regarding academic programs

J. Encourages state officials to support and invest in direct, “special appropriations” that are closely aligned with state priorities and University goals in order to advance the public good within Vermont and the vibrancy of UVM

K. Provides transparent communications and open dialogue throughout the University in order to achieve outcomes collaboratively
L. Achieving the right balance in decision making among the following goals:

1. Promoting student affordability
2. Advancing institutional quality and value
3. Maintaining financial sustainability for the institution
   a. Focus on a reasonable, predictable cost of a high quality education experience for students
   b. Hire, retain, and reward top talent among faculty and staff to ensure a culture of excellence and progress.
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

BOARD OF TRUSTEES

AUDIT COMMITTEE

The Audit Committee is responsible for overseeing the quality and integrity of the University’s financial statements including the selection of, and effective interaction with, the independent auditor; ensuring institutional compliance with mandatory auditing standards, and evaluating institutional systems of risk assessment and internal controls and promoting the development and monitoring the effectiveness of institutional systems of risk management, internal controls, accounting procedures, and compliance with laws and regulations.

The Audit Committee has full authority over the internal audit function including the appointment, evaluation, and termination of the chief internal auditor.

The Committee will review and monitor progress on annual plans for audits and related services ensuring that the plans encompass significant and material aspects of University operations; select and interact with independent auditors; assess the quality and timeliness of management’s response to audit findings and investigations; and evaluate the quality and effectiveness of institutional accounting procedures, the internal audit function, and institutional systems of risk assessment, internal control, and reporting review and make recommendations to the Board regarding institutional policies relevant to the Committee’s charge, such as conflict of interest, fraudulent conduct, whistleblower protection, and documents retention.

A specification of Committee responsibilities shall be set forth in a Charter approved by the Board of Trustees. The Charter shall be revised from time to time in light of accounting industry and legal developments applicable to non-profit corporations and institutions of higher education.

The Audit Committee shall be comprised of no fewer than four Trustees. The Board of Trustees shall annually appoint at least 7 of its members to the Audit Committee. Its members shall be independent of management and the University including its component units and affiliated organizations. Pursuant to the University Bylaws, the President shall not serve as an ex officio member of this Committee.

Approved by the Board of Trustees: September 9, 2006
Revised by the Board of Trustees: October 26, 2013