EDUCATIONAL PROGRAMS AND INSTITUTIONAL RESOURCES COMMITTEE
BOARD OF TRUSTEES
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

A meeting of the Educational Programs and Institutional Resources Committee of the Board of Trustees of the University of Vermont and State Agricultural College was held on Thursday, July 26, 2007, at 8:30 a.m., in Memorial Lounge, 338 Waterman Building.

MEMBERS PRESENT: Chair Martha Heath, Co-Vice Chair Claire Ayer, James Betts (by phone AM only), Daniel Fogel, James Leddy, Donna Sweaney (AM only), and Jeanette White

REPRESENTATIVES PRESENT: Faculty Representatives Judy Cohen; Alumni Representative Larry Williams; Student Representative Christopher Shackett; Staff Representatives Donna Panko and Tatjana Salcedo

REPRESENTATIVES ABSENT: Faculty Representatives Walter Kuentzel, Cindy Forehand; Staff Representative DaVaughn Vincent-Bryan; and Alumni Representative Janet Terp

PERSONS ALSO PARTICIPATING: Paula Carlaccini, Director of Facilities Design and Construction; Sal Chiarelli, Director of Physical Plant; David Blatchly, Physical Plant Project Engineer; Michael Gower, Vice President for Finance and Administration; John M. Hughes, Senior Vice President and Provost; Rachel Johnson, Dean, College of Agriculture and Life Sciences; Michelle Mullarkey, Green Building Coordinator; Mara Saule, Dean of Libraries and Learning Resources; David Todd, Chief Information Officer; Robert Vaughan, Director of Capital Planning and Management; William A. Berry and Son, Inc. Representatives David Slomsky and Kevin Healey; Vermeulen Cost Consultants Representative James Vermeulen

Chair Martha Heath called the meeting to order at 8:36 a.m.

Acceptance of Minutes

A motion was made, seconded and voted to accept the May 18, 2007, minutes with an amendment requested to Dr. Wanda Heading-Grant’s Diversity report.

Update on Strategic Capital Plan

Provost John Hughes and Vice President Michael Gower briefed the Committee on the efforts for assessing impact and priorities for the Strategic Capital Plan (SCP). As noted at the Committee of the Whole meeting in May, the President has charged a small group (Provost Hughes, Vice President Gower, and Professor Thomas Visser) to advise him on capital priorities and the factors that influenced those priorities. To achieve this effort, they’ve enlisted the help of a project team, Geoff Robertson and Luke Dion, from the Business School’s MBA Strategic Planning class. Mr. Robertson presented a brief overview to the Committee of their process and the prioritization criteria that they will be using in order to best advise the President’s planning group. The planning group will then review the recommendations of the project team, and from there, tools for criteria will be created to finalize the scoring of the ratings.
Plant Science Facility Update

Following the May meeting, Rachel Johnson, Dean, College of Agriculture and Life Sciences, Vice President Gower, and Bob Vaughan, Director of Capital Planning and Management, discussed the final recommendations regarding the design and capacity of the Plant Science Facility. They responded to the following questions posed by the UVM Board of Trustees EPIR Committee regarding to the Plant Science Facility.

- **Does the current scope of this project meet the needs of these departments for the foreseeable future?**
- **Can a basement be included as part of this project, as may be prudent for any building erected in New England?**
- **What expansion space would be accommodated by inclusion of a basement as part of the Plant Science Facility project?**

The administration agreed with the Committee that a basement would provide a tremendous improvement to the programmatic space outlay by providing security for building mechanical areas, plant growth chambers, and teaching laboratory equipment. The basement would also isolate dirty and noisy areas to remote space and reduce mechanical vibration. Such space would provide much needed expansion space for projected growth in the instructional and research activities of these two departments with one additional teaching lab, teaching prep room and a 32-student classroom. Such space would also provide eight additional research laboratory bays and allow for expansion of extramurally-funded programs. It is a prudent component of any building of this scale constructed in New England.

The administration endorsed the option of the addition of a basement floor for the Plant Science Facility. The recommendation was discussed with President Fogel and has received his approval to expand the project scope to incorporate a basement level. The following revised resolution to this affect was presented for approval:

**Plant Science Facility (Step I – Project Preview)**

WHEREAS, on May 18, 2007, the Board of Trustees’ Educational Policy and Institutional Resources Committee (“EPIR”) reviewed the program, scope, and preliminary estimate of $50,000,000 for the proposed Plant Science Facility (“proposed Facility”); and

WHEREAS, on that date EPIR found the proposed Facility to be an institutional priority, consistent with the Strategic Capital Plan, and worthy of further review; and

WHEREAS, EPIR thus endorsed the proposed Facility and remitted it to the Budget, Finance, and Investment Committee for financial review and approval at its September meeting; and
WHEREAS, on this date, July 26, 2007, the administration updated EPIR on the status of planning for the proposed Facility; and

WHEREAS, EPIR has accordingly received an updated preliminary estimate of $55,700,000 for the proposed Facility and continues to find it an institutional priority, consistent with the Strategic Capital Plan, and worthy of further review;

THEREFORE, BE IT RESOLVED, that the Educational Policy and Institutional Resources Committee hereby again endorses the project and again remits it to the Budget, Finance, and Investment Committee for financial review and approval at their September meeting.

A motion was made, seconded and the resolution was approved as presented (6-0).

Updating the UVM IT Master Plan

Chief Information Officer David Todd provided an overview of IT master planning indicating that the current master plan was completed in May of 2005. IT’s intention is to develop an updated Master Plan early in the 2007-08 academic year using an expedited process, and then to routinely assess and update the Master Plan annually. As updating of the IT Master Plan begins, one of the goals will be to promote a sense of direct relationship between the work that is done every day, and the academic mission of the University. The goals in resuming the planning process will be to:

- Ensure alignment of investments in technology and technology services with University priorities and make that alignment obvious;
- Collect and disseminate knowledge about information technology needs and constraints for the UVM community at large;
- Use discussions about technology support needs as an opportunity to build relationships with key stakeholders and decision-makers;
- Link the value of technology investments in advancing the strategic priorities of the University to the financial costs of those investments in order to make the business case for IT investments;
- Monitor the leading edge of technology developments so that UVM can leverage its technology investment most effectively – avoiding both expensive leading edge and outdated trailing edge technologies.

The planning model to be employed is described and promoted by Karen Goldstein, Chief Financial Officer at Davidson College. In an information technology context, this model uses the institution’s strategic vision, mission and goals as a starting point for a relatively small team of technology staff to develop a core IT vision, mission and set of high-level goals. The core plan is then vetted in increasingly larger circles of institutional leadership (i.e., faculty, student, administrative and staff groups). The process is then repeated annually, with a review of accomplishments toward the prior year’s goals and an updating of the plan for the following year.
Capital Projects Costs

Bob Vaughan, and Paula Carlaccini, Director of Facilities Design and Construction, led a presentation on the processes for developing cost estimates for capital projects. The different objectives involved in Capital Project costs were also described to the Committee: providing an understanding of how and what is estimated and who develops the estimate; defining the components of the estimate; defining the process of developing and reconciling an estimate; reviewing the status of the construction market; and providing multiple benchmark projects. Ms. Carlaccini explained the differences between hard and soft costs. Representatives David Slomsky and Kevin Healey from William A. Berry and Son, Inc., construction manager for the Davis Center, and James Vermeulen from Vermeulens Cost Consultants spoke about the methodology used when evaluating a project, indicating that the key factor is to ascertain the scope of any project. They also gave a brief overview of the construction market over the past four years.

The Green Building Program at the University of Vermont

Michelle Mullarkey, Green Building Coordinator, reviewed the progress towards “green construction” at UVM. She provided the Committee with background and referred to the Environmental Design and New Buildings Policy co-authored by Gioia Thompson; a description of the US Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) rating system and how it relates to building policy; and she provided a definition of what Green Building means, and the positive environmental reasoning for building green. She also discussed the facilities and stakeholders on campus that are already involved in building green, i.e., the President and Provost; the Division of Finance & Enterprise Services which encompasses Physical Plant and Transportation & Parking Services; and Capital Planning & Management which encompasses UVM’s Green Building Coordinator, Facilities Design and Construction (formerly Architectural & Engineering Services), and Campus Planning Services. She further related how Green Building fits in at UVM, how it manifests through environmental academics, culture, campus (buildings) and accountability. The next steps at UVM will include: a Green Building Program; implementation of a Construction & Demolition Waste Management Program; LEED EB: Leadership in Energy and Environmental Design for Existing Buildings; and an ENVS 295 course on Environmental and Management Systems (EMS) on documenting the continuous improvement in operations. In conclusion, Ms. Mullarkey described the different levels of the LEED rating system (i.e., certified, silver, gold, and platinum) and mentioned that UVM has already achieved a silver certified building (the Joseph E. Carrigan Wing) as well as a gold certified building (the Student Residential Learning Complex).

Utility Infrastructure Results

Sal Chiarelli, Director of Physical Plant, gave a presentation to the Committee on the new Central Chiller system installation at UVM. He indicated that as part of a strategic initiative in the University vision, it was imperative to keep the campus as vital in the summer months as it is during the academic year. He went on to say that historically at UVM, most buildings have been cooled on a building-to-building basis. However, today with large campus facilities, it is cost
prohibitive to keep on generating cooling with small, decentralized equipment. Centralized systems typically provide larger cooling capabilities creating greater energy efficiency. The concept of using the steam from the Central Heating Plant boilers to drive the cooling system is considered to be the most advanced in alternative-fuel for making cold water (chilled water). UVM’s chillers are the only two of their kind in the State of Vermont. In 2004, the Physical Plant Department developed conceptual plans for a centralized cooling plant to replace the decentralized cooling systems on the main campus. Partnering with Facilities Design and Construction in 2005, the project was made a reality and completed in 11 months. Today the facility is cooling the Bailey/Howe Library, Old Mill/Lafayette, the Royall Tyler Theatre, and the Davis Center. Future sites will include Marsh Life Science, Aiken, the future Plant Science Building, Cook Physical Science building, and the Given/HSRF medical complex. David Blatchly, Physical Plant Project Engineer, gave a pictorial presentation of the structural aerial views of the process involved in laying 4,200 lineal feet of new piping, and the construction of the new chiller facility. The new facility was dedicated in the afternoon portion of the meeting.

Other Business

Chair Martha Heath gave a brief preview of the next Trustees’ meeting agenda.

Adjournment

There being no further business, the meeting adjourned for lunch at 11:18 a.m., at the Simpson Dining Hall facility. Following lunch, there was a Capital Projects Tour of the Given Courtyard, the Marsh Life Science/Carrigan Wing, Aiken Building, Dudley H. Davis Center, with a final stop at a dedication ceremony for the Central Chiller Plant.

Respectfully Submitted,

Martha Heath, Chair