MINUTES


MEMBERS ABSENT: Akol Aguek, Theresa Goddard, Michelle Smith (Vice President), and Susan Williford.

ALSO PARTICIPATING: Jeff Bukowski (Ex-Officio), Staff Council Administrator Diane Trono (Secretary), Staff Council Office Coordinator

GUESTS: Rich Bundy, VP for Development and Alumni Relations Gary Derr, VP for Executive Operations Bronson Harvey, Staff Council Office Student Intern Cindy Lee, Process Coordinator, Office of the VP for Finance and Enterprise Services Alan Ryea, Associate VP for Development and Alumni Relations Jennifer Sheridan, Audit Services & Sr. Planner Eric Stadlin, Staff Council Office Student Intern Corinne Thompson, Coordinator, UVM’s Board of Trustees

Council President Ida Russin called the meeting to order at 12:10 pm

ACCEPTANCE OF MINUTES

The October 4, 2011 minutes were approved as written.

THE UVM FOUNDATION PRESENTATION

- Rich Bundy, Vice President for Development and Alumni Relations;
President and CEO, The UVM Foundation

Vice President Rich Bundy provided an overview (Attachment 1) of the UVM Foundation, its mission and vision. The current Development and Alumni Relations division will transition on January 1, 2012 into the UVM Foundation with a UVM Alumni Association. This new model will allow the Foundation and its board to involve and engage a larger number of donors, have greater focus toward increasing private support, and provide leadership continuity around UVM’s long-term fundraising efforts. Rich emphasized that the Foundation is dedicated to supporting the University of Vermont and the fundraising priorities for the Foundation are set by UVM. For more information, the UVM Foundation now has a website www.alumni.uvm.edu/foundation.
THE STRATEGIC INITIATIVES PROJECT PRESENTATION
- Gary Derr, Vice President for Executive Operations

Vice President for Executive Operations Gary Derr provided Staff Council with a presentation on The Strategic Initiatives Project (SIP). Gary began by explaining that SIP addresses many of the concerns expressed by Staff Council over the last several years, by developing a plan for a long-term sustainable budget. The SIP is focused on, “Positioning the University of Vermont to thrive and excel in challenging times.”

The SIP is a five-year project based on UVM’s Five Strategic Goals as well as several financial imperatives. The financial imperatives are driven by the desire for a sustainable budget that takes into account: declining demographics; increased aid needs due to the lingering recession; restrained tuition increases (3.5% or less); and increased competition for external funding. The combination of strategic plan goals and the financial imperatives resulted in the Strategic Initiatives Project (SIP) and the development of five teams that have been working over the last six months to identify what UVM needs to do to be successful. These teams include:

1. Diversity & Internationalization (Invest)
2. TRI & Research (Invest)
3. Student Success & Satisfaction/Gen Ed (Invest)
4. Net Revenue Enhancement (Find new ways to generate revenue for Investment)
5. Cost Structure & Productivity Improvement (Liberate revenue for Investment)

The Net Revenue Enhancement team is charged with identifying opportunities to generate revenue, with a target of $12M.

The Cost Structure and Productivity Improvement team’s purpose statement charges them with analyzing our cost structure, recommending reductions (a target of $24M in cost savings over a 5-year period), and developing criteria and metrics that will allow for evaluating these recommendations. This team reviewed each department on campus and assigned them to one of four planning centers or rings. The center ring, representing UVM’s core mission, is the Academic Experience. The outer rings all support UVM’s core mission. The second ring is Direct Support of the Academic Experience, the third ring is Co-Curricular Experience, and the fourth (or outer ring) is Business Operations (general administration, facilities & grounds, finance & accounting, etc.)

Gary addressed concerns voiced by some, prior to today’s presentation on SIP, asking why ‘staff’ are not included among the criteria to be used in assessing a department or program’s strategic value as it pertains to the center ring, Academic Experience. He said staff are critical to the success of the Academic Experience; however, it is faculty and their research that speak to a program’s value and recognition. He emphasized that this does not diminish the value of staff at UVM and said, as criteria are developed for assessing the programs identified in the outer rings there will be much greater reference to staff as there are a limited number of faculty in departments that fall under Co-Curricular Experience and Business Operations.

The teams will complete their work by December 2011 and present their recommendations regarding revenue generation and strategic investments. In spring of 2012, the Cost Structure and Productivity Enhancement team will recommend prioritized opportunities for cost savings. Spring 2012 will provide opportunity for campus engagement. More information on SIP is available online at www.uvm.edu/provost/strategicinitiatives.
COUNCIL PRESIDENT'S UPDATE

Staff Council President Ida Russin reported that she attended the recent Board of Trustees’ (BOT) Executive Board Meeting on Friday, October 21, 2011. Her report to the BOT and the Staff Representatives’ reports appeared in the November issue of Staffline. Ida’s report highlighted the outcomes of the Staff Council Survey results from last April as well as the top five issues that are of concern to staff. She thanked the Board for recognizing the Staff Council’s 40th Anniversary, but closed by saying the Staff Council remains concerned about salary increases for non-represented staff at UVM.

Ida reported participating in a meeting of the BOT Annual Review Sub-Committee where they discussed trends in Presidential/Executive Compensation. These trends included simplicity around compensation language, performance based awards, the ability to address the candidate’s concerns around family, and monitoring other commitments the future president or candidates may have (outside of UVM) in addition to their responsibilities at UVM.

Ida thanked Staff Council Vice President Michelle Smith for her tireless efforts and passion around serving on UVM’s Irene Recovery Planning Committee, where they have met weekly in an effort to plan and help coordinate UVM’s response to the needs of Vermonters still struggling to recover from the devastation that Tropical Storm Irene caused.

ANNOUNCEMENTS

The Staff Council Executive Board has been asked to interview the final candidates for the position of UVM President in January. While the Executive Board will represent Staff Council and the concerns of staff, the Open Forum Presentations and Receptions afterwards are open to the entire University Community. There are plans to communicate to the entire University community the Open Forum Presentation dates, once the final number of candidates coming to UVM is determined.

Two additional volunteer days have been scheduled as part of UVM’s Irene Recovery Effort: Saturday, November 12th and Wednesday, November 16th. Volunteers will leave at 8 a.m. and return to campus by 5 p.m. Transportation will be provided for pre-determined relief areas affected by the storm. Space is limited and you must register online by November 8th.

The Staff Council’s Holiday Bazaar will take place Thursday, December 1, 2011 in the Davis Center’s Grand Maple Ballroom. We need volunteers to donate baked goods and help with the event throughout the day. Staff Council members were asked to help promote the online volunteer sign-up form that was included in Staffline on November 1st. The link is: http://www.signupgenius.com/go/holiday1379.

OTHER BUSINESS

The next Staff Council meeting will take place in the Livak Ballrooms, 4th Floor Davis Center, Tuesday, December 6, 2011 at 12:05 p.m.
Attachment 1

The University of Vermont
FOUNDATION

Richard Bundy
President and CEO of the UVM Foundation

November 1, 2011
Richard Bundy
President and CEO of the UVM Foundation
Mission
The mission of the UVM Foundation is to secure and manage private support for the benefit of the University of Vermont.

Vision
The vision of the UVM Foundation is to provide meaningful engagement opportunities for donors that maximize their philanthropic investment in the University of Vermont toward the realization of the University’s aspiration to remain among the nation’s premier small research institutions.
Why have a Foundation?

Since the first institutionally-related fundraising foundation was established in 1891, thousands of American colleges and universities have adopted the foundation model to advance the teaching, research and outreach mission of their host institutions. The benefits to the University of Vermont include:

**Involve and Engage Key Donors**
- Engagement opportunity for influential and committed alumni and other donors
- Leverage the collective influence, experience, energy and intelligence to advance UVM

**Increase Private Support**
- Stronger and sustained focus on philanthropic mission by the Foundation board
- Board members will serve as extension of Foundation staff in fundraising efforts

**Control the Growth of Fundraising Expenses**
- Foundation will develop and implement self-funding mechanisms
- Burden of development expense will be shifted from the University’s General Fund

**Ensure Continuity and Stability for the Fundraising Enterprise**
- Volunteer boards provide a structure that transcends staff transitions
- Ensure continuity of message and focus
Frequently Asked Questions

How does the Foundation serve the University?
The UVM Foundation exists solely to benefit the University of Vermont, serving as the preferred conduit for all private contributions to all areas of the University.

What is the relationship with the UVM Board of Trustees?
The chair of the UVM Board of Trustees is an *ex officio* director of the UVM Foundation. In addition, two directors shall be appointed from currently sitting trustees of the University who meet the eligibility requirements for Foundation board membership. The President is also a trustee and sits *ex officio* on the UVM Foundation board.

How does the UVM Foundation work with the UVM Alumni Association?
The UVM Foundation and the UVM Alumni Association are partners in encouraging the full participation of alumni, parents, and friends in advancing the institution. The Alumni Association is a part of the UVM Foundation. The President of the Alumni Association is an *ex officio* member of the UVM Foundation board.
UVM Foundation Governance

**UVMF Board of Directors (24)**
The Board of Directors has full fiduciary responsibility for the UVM Foundation.

**UVM Foundation Leadership Council (125 max)**
Foundation Leadership Council members are volunteer leaders of the UVM Foundation.

To be eligible for consideration as a member of the UVM Foundation Leadership Council, you **must** be a member of the Ira Allen Society.

**Ira Allen Society Members**
All donors with lifetime commitments of $100k+ are members.
Executive Committee
Shall consist of no less than seven members, the Chair of which shall be *ex officio* the Chair of the Board. The members of the Executive Committee shall include the Board Chair, the Vice Chair, the Secretary of the Board, the Treasurer of the Board, and the *Ex Officio* Trustee Directors, the Foundation CEO, and such other Elected Director(s) as may be appointed by the Board.

Governance Committee
Evaluates the composition of the Board and Foundation Leadership Council to ensure new members fill current and anticipated needs of the organization. Makes recommendations to fill openings on the Board and Foundation Leadership Council and also recommends standing committee assignments. Will create policies and procedures that ensure good governance best practices and ensure the Bylaws are continually relevant and effective.

Finance and Investment Committee
Advises the full board on all aspects of the Foundation asset management, investment strategies, funding model, and budget. This committee will establish a gift acceptance policy and will help evaluate unusual gifts or gifts of risk.

Audit Committee
Initiate the annual audit and ensure we have internal controls in place to steward gifts appropriately. They will also approve our financial statements and state and federal reporting forms. A stewardship component may be added to help us review and create a best-in-class donor stewardship program.

Development Committee
Assist with identified fundraising initiatives, campaign planning and execution, and peer screening. Help open doors to new donors and participate in peer-to-peer cultivation and solicitation, when appropriate. They will serve as a sounding board for our staff in the major and principal gift arena and may be engaged from time to time to consider strategies in our annual fund.

Adhoc and Advisory Committees
As needed for defined purposes.
UVM Foundation Proposed Funding Model

**Funding Sources**
- Other
- Gift Fees
- Service Agreement With University

**Expense Categories**
- Program Expenses
- Benefits
- Salary

Resource Allocation
UVM Foundation Funding Sources

10-year perspective

The graph shows the UVM Foundation Budget from 2012 to 2021, with funding sources categorized into Other Sources, Foundation Funding Model, and General Fund.
UVM Foundation Commitment to Donors

Private philanthropy is essential for the long-term strength of the University of Vermont. To develop lifelong relationships with donors, the UVM Foundation pledges to be active stewards of their gifts and commits to sharing the impact of their philanthropy.

DONOR BILL OF RIGHTS

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, the UVM Foundation Board of Directors has unanimously endorsed the Donor Bill of Rights.

Details can be found on the UVM Foundation Website
Donor Bill of Rights

To be informed of the organization’s mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

To be informed of the identity of those serving on the organization’s governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.

To have access to the organization’s most recent financial statements.

To be assured their gifts will be used for the purposes for which they were given.

To receive appropriate acknowledgement and recognition.

To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.

To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.
All new gift activity will be processed and managed by the UVM Foundation beginning January 1, 2012.

**Current Use Funds**
- Gifts received and processed
- Deposited into gift accounts

**Endowed Funds**
- Gifts received and processed
- Invested with UVMF Endowment
- Endowment payout establishes a current use account

The University will maintain all systems for tracking and documenting expenditures on gift revenue.

**Current Use Funds**
- UVM expense accounts
- Actual expenditures recorded
- Monthly activity reporting

**Endowed Funds**
- Existing endowment is invested at the University
- Endowment payout establishes a current use account
How to access UVM Foundation:
- Visit alumni.uvm.edu/foundation
- From the Alumni Home Page
  - Follow links in “About Us”
- From the main UVM Page
  - Follow links to Alumni

Information available includes:
- Foundation bylaws
- Donor bill of rights
- Meeting minutes and agendas
- Staff Directory
- New site launch in December
Contact Information:

Grasse Mount, 411 Main Street
Burlington, VT 05401

Phone: 802-656-2010
Fax: 802-656-8678
Attachment 2

The Strategic Initiatives Project

*Positioning the University of Vermont to thrive and excel in challenging times.*

November 1, 2011
THE STRATEGIC INITIATIVES PROJECT

Positioning the University of Vermont to thrive and excel in challenging times.

November 1, 2011 Staff Council
The Vision for the University of Vermont

To be among the nation’s premier small research universities, preeminent in our comprehensive commitment to liberal education, environment, health, and public service.

The Mission of the University of Vermont

To create, evaluate, share, and apply knowledge and to prepare students to be accountable leaders who will bring to their work dedication to the global community, a grasp of complexity, effective problem-solving and communication skills, and an enduring commitment to learning and ethical conduct.
STRATEGIC PLAN GOALS
1. Diversity
   International Enrollment
2. Academic Programs
   Academic Program Review
3. Scholarship
   Transdisciplinary Research Initiative (TRI)
4. Student Experience
   General Education & Student Success & Satisfaction

FINANCIAL IMPERATIVES
• Desire for a Sustainable Budget
• Declining Demographics
• Increased Aid Needs and the Lingering Recession
• Restrained Tuition Increases
• Increased Competition for External Funding

STRATEGIC INITIATIVES PROJECT
1. Diversity & Internationalization (INVEST)
2. TRI & Research (INVEST)
3. Student Success & Satisfaction/Gen Ed (INVEST)
4. Net Revenue Enhancement (GENERATE REVENUE for INVESTMENT)
5. Cost Structure & Productivity Improvement (LIBERATE REVENUE for INVESTMENT)
Diversity and Internationalization
  analyzing current initiatives and future opportunities for furthering diversity and internationalization

TRI and Research
  identifying investment priorities within TRI and Research

Student Success and Satisfaction & General Education
  identifying investment priorities within S3 and General Education

Net Revenue Enhancement
  identifying opportunities to generate additional revenue (target of $12M)

Cost Structure and Productivity Improvement
  analyzing cost structure; recommending reductions (target of $24M); developing criteria & metrics by which to evaluate the strategic value & financial attractiveness of academic programs
"To provide a clear explanation of how money is spent and how we should spend money at UVM in order to develop a roadmap to guide current and future allocation of resources. Our goal is to use a strategic approach to reduce or avoid costs and improve productivity in a way that enhances the academic experience as fully as possible while ensuring UVM’s long-term financial viability."

How do we spend our money?
The Strategic Initiatives Project

How **should** we spend our money?

- Extensive analysis
- Examining growth, patterns, trends
- External benchmarking

Strategic Value Assessment
<table>
<thead>
<tr>
<th>Ring</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Experience</td>
<td>Costs associated with instruction, research, creative activity and public outreach that produce new knowledge and learning outcomes.</td>
</tr>
</tbody>
</table>

### Departments / Planning Centers Assigned

- **ACADEMIC MAJORS**
  - Animal Science
  - Botany & Agr Biochemistry
  - Com Dev & Applied Economics
  - Plant & Soil Science
  - Nutrition & Food Sciences
  - ALANA US Ethnic Studies
  - Anthropology
  - Global & Regional Studies
  - Art
  - Asian Studies
  - Biology
  - Canadian Studies
  - Chemistry
  - Classics
  - Communication Sci & Disorders
  - Economics
  - English
  - Geography
  - Geology
  - German & Russian
  - History
  - Historic Preservation
  - Mathematics & Statistics
  - Music
  - Philosophy
  - Physics
  - Political Science
  - Psychology
  - Religion
  - Romance Languages
  - Sociology
  - Theatre
  - Women's & Gender Studies
  - Asian Languages & Literature
  - Education

- **Leadership and Development Sci**
- **SOE Mechanical Engineering**
- **SOE Electrical & Computer Eng**
- **SOE Civil Engineering**
- **SOE Environmental Engineering**
- **Continuing Med Education**
- **Anatomy/Neurobiology**
- **Biochemistry**
- **COM Microbio & Molec Genetics**
- **Pharmacology**
- **Molecular Physy & Biophysics**
- **Anesthesiology**
- **Family Medicine**
- **Medicine**
- **Med-Dept Admin**
- **Med-Cardiology**
- **Med-Clin Pharmacology**
- **Med-Dermatology**
- **Med-Endocrinology**
- **Med-Gerontology Geriatrics**
- **Med-Gastroenterology**
- **Med-Gen Internal Med**
- **Med-Hematology Oncology**
- **Med-Infectious Disease**
- **Med-Immunobiology**
- **Med-Nephrology**
- **Med-Pulmonary**
- **Med-Rheumatology**
- **Med-Vascular Biology**
- **Mod-General**
- **Military Studies**
- **Neurology**
- **ObGyn-Gynecology & Reprod**
- **ObGyn-General**
- **ObGyn-Gynecologic Oncology**
- **ObGyn-Maternal Fetal**
- **ObGyn- Reprod Endocrin Infertill**
- **Orthopaedics & Rehabilitation**
- **Pathology**
- **Pathology - Anatomic**
- **Pathology - Clinical**
- **Pathology - General**
- **Pediatrics**
- **Peds-General**
- **Peds-Allergy Immunology**
- **Peds-Cardiology**
- **Peds-Endocrinology**
- **Peds-Gastroenterology**
- **Peds-Gynecetics**
- **Peds-Hematology Oncology**
- **Peds-Infectious Disease**
- **Peds-Neonatology**
- **Peds-Nephrology**
- **CALS MMG**
- **Peds-Pulmonary**
- **Psychiatry**
- **Radiology**
- **Radiation-Oncology**
- **Social Work**
- **Surgery**
- **Surg-General**
- **Surg-Emergency Med**
- **Environmental Program**
- **Surg-Neurosurgery**
- **Surg-Ophthalmology**
- **Surg-Otolaryngology**
- **Surg-Pediatric**
- **Surg-Plastic**
- **Surg-Thoracic Cardiovascular**
- **Surg-Transplant**
- **Surg-Urology**
- **Surg-Vascular**

- **RESEARCH INSTITUTES & PROGRAMS**
  - COM GCRC
  - Ctr Clinical & Translational Sci
  - Vermont Genetics
  - Transportation Research Center
  - Center On Aging
  - Integrated Biology
  - Center for Rural Studies
  - Center for Rsch on VT
  - Humanities Center
  - Miller Ctr for Holocaust Stdy
  - Ctr on Disability & Community
  - Vermont Cancer Center
  - Gund Institute
  - Ofc of Health Promo Research
  - Ext - Sustainable Agric Ctr

- **OTHER**
  - Sch of Business Administration*
  - Honors College*
  - Graduate College*
  - RESENR Dean's Ofc*
  - Ext - Programming & Fac Sup
  - Ext - Southern Region
  - Ext - Ctri & NNEast Region
  - Ext - NthWest Region
  - Ext - statewide 4-H
  - Ext - EFNEP
  - Ext - RAVR
  - Ext - SARE

* Secondary ring assignment = Direct Support of the Academic Experience
<table>
<thead>
<tr>
<th>Ring</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Support of the Academic Experience</td>
<td>Costs associated with programs and infrastructure that support and enhance the design, development and delivery of the academic experience</td>
</tr>
</tbody>
</table>

### Departments / Planning Centers Assigned

#### ADMINISTRATIVE SUPPORT
- CEM Dean's Office
- CESS Dean's Office
- EPSCoR
- Faculty Senate
- Academic Support Prg
- VP Research Admin Office
- Research Protections Office
- Sponsored Project Admin
- SOE Director's Ofc
- COM Office of the Dean
- COM Executive Office
- COM Ofc of Clin Trials Rsch
- COM Pnt Oriented Rsch
- COM Ofc of Primary Care
- CNHS Dean's Office
- Director Extension
- CALS Dean's Office
- A&S Dean’s Ofc**
- Ext - State Ofc Staff
- Ext - Operations & Staff Sup

#### LIBRARIES & LEARNING CENTERS
- Bailey Howe-Access & Tech Svcs
- Bailey Howe-Info & Instruction
- Bailey Howe-Research Collectns
- Bailey Howe-Collectn Mgmt Svcs
- Bailey Howe Library
- Dana Medical Library
- Ctr for Teaching & Learning Libraries - Deans Ofc
- Learning and Info Tech
- COM Ofc of Med Ed
- John Dewey Honors Program
- Language Resource Center

#### DIVERSITY
- Chief Diversity Office***
- Women's Center**
- Diversity & Equity**
- LGBTQA Center**
- ALANA Student Center**
- Cultural Pluralism**
- MultiCultural Affairs**

#### STUDENT SERVICES
- CESS Student Services
- CEM Student Services
- COM Student Affairs
- International Educational Svcs
- CNHS Student Services

#### OTHER
- CEM Computer Facility
- COM Educational Tools
- COM Med AV
- Radiation Safety
- College Computing Svcs
- Technology Commercialization
- Animal Care Management
- Academic Computing
- Plant & Animal Biology Fclty
- Medical Biostatistics
- Medical Photography
- Writing in the Disciplines
- Sponsored Programs
- VT Advanced Computing Ctr
- CUPS
- IMF/TSP
- Consulting Archaeology Program
- Regulatory Lab (Ag Testing Lab)
- Continuing Ed - Administration
- Employee Assistance Program

* Secondary ring assignment = Direct Support of the Academic Experience
* Secondary ring assignment = Co-Curricular Experience
* Secondary ring assignment = Business Operations
<table>
<thead>
<tr>
<th>Ring</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-Curricular Experience</td>
<td>Costs associated with programs, activities and infrastructure that enrich the university environment, but are not in and of themselves required for delivering the academic experience</td>
</tr>
</tbody>
</table>

## Departments / Planning Centers Assigned

### Residential
- Res Life - Res Education
- Residential Life
- Res Life - Facilities Ops
- Living & Learning Center
- Residential Learning Center

### Student Life
- Dean of Students Ofc
- Student Life
- Continuing Ed - Lane Series
- VP Student & Campus Life
- Student Govt Association
- Student & Community Relations

### Other
- Athletics (split between Rec and Collegiate)
- Fleming Museum*
- Off Campus Agencies
- Career Services
- Ctr for Stdnt Ethics & Stnrsds*
- Ctr for Health & Well Being*
<table>
<thead>
<tr>
<th>Ring</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Operations</td>
<td>Costs associated with the central and unit-specific administrative and</td>
</tr>
<tr>
<td></td>
<td>support functions required to run the university</td>
</tr>
</tbody>
</table>

### Departments / Planning Centers Assigned

**GENERAL ADMINISTRATION**
- General University
- Presidents Off
- Senior VP & Provost*
- VP of Enrollment Mgmt
- Admissions & Enrollment Mgmt
- COM Admissions
- Registrar
- Continuing Ed - Operations
- COM Operations
- COM Public Relations
- Human Resources
- COM General
- VP Legal Affairs & Gen Counsel
- GC - Compliance
- Ofc of Institutional Research
- VP State&Federal&Comm Ritns
- Staff Council

**SUPPORT SERVICES**
- University Communications
- Transportation & Parking Admin
- Transportation Services
- Parking Services
- Procurement Services
- AFS Auxiliary Svcs
- CatCard Service Center
- Conference & Event Services
- Police Services
- Print & Mail Center
- Print Services
- Mail Services
- UVM Bookstore
- Admin Business Service Ctr

**FINANCE & ACCOUNTING**
- Treasury Operations
- Audit Services
- Institutional Risk Assessment
- VP Finance & Enterprise Sys
- Financial Analysis & Budgeting
- Business Proc Re-Engnrng Team
- Controllers Office
- Fin Rptng & Acct Svcs
- Grant and Contract Acct Svcs
- Treasury and Tax Svcs
- Cost Accounting Svcs

**FACILITIES & GROUNDS**
- Admin & Facil Services
- Custodial Services
- Capital Planning & Mgmt
- Facilities Design & Constrctn
- Campus Planning
- Physical Plant Dept
- PPDC-Director
- PPDC-Automotive
- PPDC-Electrical
- PPDC-Grounds
- PPDC-HVP
- PPDC-Life Safety Systems
- PPDC-Materials Management
- PPDC-Med Complex Projects
- PPDC-Recycling & Solid Waste
- PPDC-Service Ops Support
- PPDC-Training & Compliance
- PPDC-Campus Projects Zone
- PPDC-Davis Zone
- PPDC-Medical Complex Zone
- PPDC-South Campus Zone
- PPDC-Trinity Zone
- PPDC-Utilities Zone

**IT / TECHNICAL**
- Enterprise Technology Services
- Computer Dept
- Systems Architecture & Admin
- ETS Client Services
- Telecom & Network Services
- COM Information Systems
- Continuing Ed - Technology
- Database Administration
- Enterprise Application Services
- Information Security Office
- AFS Information Systems
- Univ Web Development*

**OTHER**
- Davis Center**
- Student Financial Svcs
- Continuing Ed - Prog&Enrlm Mgt
- HRS Learning Services
- Risk Management and Safety
- Environmental Safety
- Office of Sustainability
- Affirm Action / Equal Opp
- COM Finance and HR

---

* Secondary ring assignment = Direct Support of the Academic Experience
** Secondary ring assignment = Co-Curricular Experience
*** Secondary ring assignment = Business Operations
2008-2010 General Fund Expenditures by Ring (prior to “Adjustments”)

<table>
<thead>
<tr>
<th>Ring</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Experience</td>
<td>$103</td>
<td>$109</td>
<td>$111</td>
<td>4.0%</td>
</tr>
<tr>
<td>Direct Support</td>
<td>$98</td>
<td>$107</td>
<td>$126</td>
<td>13.4%</td>
</tr>
<tr>
<td>Co-Curricular</td>
<td>$21</td>
<td>$22</td>
<td>$23</td>
<td>4.9%</td>
</tr>
<tr>
<td>Business Side</td>
<td>$104</td>
<td>$110</td>
<td>$104</td>
<td>(0.3%)</td>
</tr>
</tbody>
</table>

Source: UVM Peoplesoft financial transaction data, 2008-2010; RNW Analysis.
## The Strategic Value Criterion

<table>
<thead>
<tr>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
</tbody>
</table>
With SVFA assessment in hand, units/programs will be mapped to identify candidates for **disinvestment** (cost reduction/avoidance), **redesign** (FA improvement), and will guide decisions about **strategic investment** (enterprise-wide).
THE STRATEGIC INITIATIVES PROJECT

Timeline...
Fall 2011 – Teams continue work; engagement with governance groups, within Colleges/Schools/administrative units, and between teams and particular “constituent” groups

December 2011 - Four teams (Net Revenue Enhancement, Diversity & Internationalization, TRI & Research, and S3/General Education) complete work; present recommendations regarding revenue generation and strategic investments

Spring 2012 – Cost Structure and Productivity Enhancement team recommends prioritized opportunities for cost savings

Spring 2012 – Adoption of Strategic Value Criteria and metrics; conduct Strategic Value/Financial Attractiveness Assessment

Spring 2012 – Campus engagement around proposed cost savings and the results of the SVFA; implementation per governance procedures; implementation of strategic investments