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THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES MEETING SCHEDULE
May 20-21, 2016
Dudley H. Davis Center
590 Main Street, Burlington, Vermont

Friday, May 20, 2016
8:00 a.m. – 10:00 a.m. COMMITTEE OF THE WHOLE
Silver Maple Ballroom (401)

10:15 a.m. – 12:15 p.m. EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
Livak Ballroom (417-419)

10:15 a.m. – 12:15 p.m. BUDGET, FINANCE AND INVESTMENT COMMITTEE
Silver Maple Ballroom, (401)

12:30 p.m. – 1:30 p.m. LUNCH

3:00 p.m. – 5:00 p.m. COMMITTEE OF THE WHOLE
Silver Maple Ballroom (401)

Saturday, May 21, 2016
7:30 a.m. – 8:30 a.m. VERMONT AGRICULTURAL COLLEGE BOARD
Chittenden Bank Room (413)

7:30 a.m. – 8:30 a.m. UNIVERSITY OF VERMONT BOARD
Boulder Society Room (411)

8:30 a.m. – 11:00 a.m. BOARD OF TRUSTEES
Livak Ballroom (417-419)
From: Tom Sullivan, President

To: Board of Trustees

Re: Annual Board Meeting, May 20-21, 2016

I enclose materials related to next week’s Board of Trustees meeting. Standing Committees of the Board will meet throughout the day on Friday. Lunch will be hosted by the College of Medicine and the UVM Foundation at the Medical Education Center. At the luncheon, we will hear from the Dean of the College of Medicine about plans to advance medical education with the recently announced $19.7 million gift from Dr. Robert Larner and his wife Helen (the largest one-time gift in the 225 history of the University). Following lunch, we will tour the STEM Complex (please note closed toe shoes are required for the tour and no heels). The UVM and Vermont Agricultural College Boards will meet on Saturday, followed by the Full Board. All meetings will be held in the Dudley H. Davis Center.

Commencement activities begin Saturday evening with the Honorary Degree dinner and continue through lunch on Sunday following the main graduation ceremony. This year’s celebration will mark our 215th Commencement Exercise. I hope your schedule will permit you to attend as many events as possible.

Appended to this memo is a tabular summary that offers a succinct overview of all strategic action items coming before the Board. The summary, the individual committee meeting agendas, and accompanying memos provide an overview of key issues and decisions before the Board. Rather than review individual agendas, I draw your attention to several key University-wide strategic discussion and action items before the Board:

- The Committee of the Whole will meet two times (under a single agenda with recess at time certain). At the Friday morning session, in addition to routine reports from each of the Governance Leaders, the Committee will receive a report from UVM Foundation President and CEO Rich Bundy and conduct its annual review of dashboard indicators. The Committee will be asked to consider proposed revisions to the Resolution Regarding Delegation and Retention of Board Authority intended to enhance clarity and efficacy. Investment Subcommittee Chair Brennan will offer a brief report as a follow up to the investment holdings discussion at our last meeting. Our academic presentation will showcase UVM Rescue and feature two current and one UVM Rescue alumnus who will share their experiences including how/why they joined and how UVM Rescue has contributed to their academic experience and influenced their career choices.
The Committee will reconvene on Friday afternoon to receive an annual update on strategic capital planning, current priority projects and deferred maintenance. Additionally, an update on the cost of regulation, one of several factors affecting higher education will be offered. The afternoon session will conclude with an executive session to discuss contracts and the evaluation of a public officer. Action is anticipated following the executive session.

- The Educational Policy & Institutional Resources (EPIR) Committee will convene on Friday morning and be asked to consider proposals endorsed by the Faculty Senate, revisions to the provisions of the University Manual governing deans and officers of administration, a technical amendment to the Residency Policy and a restructuring proposal within the College of Engineering and Mathematical Sciences to return the School of Engineering to a departmental structure. The Committee will also review the conceptual scope of the Larner Learnings Common. Upon the Committee’s endorsement, the project will be referred to the Budget, Finance & Investment Committee for financing review and approval in October. The Committee will receive a presentation on Academic Excellence Goal #6 which calls for increasing research and scholarship in areas that generate high impact, recognition and visibility. Time will be reserved to address questions pertaining to the Provost’s report and annual reports on Research, Graduate Education and Academic Advising. The Committee will receive an update on the administration’s continued work with the firm 160over90 to create consistent and distinct messaging about the University of Vermont.

- The Budget, Finance & Investment (BFI) Committee will convene on Friday morning to review and discuss the administration’s recommended FY 2017 budget, including tuition and student fees and room and meal rates. Included as attachment 5 in the Committee section of the meeting materials is a detailed memorandum outlining the budget proposal. The Committee will be asked to approve the financing plan for the UVM Rescue Facility Project and to approve the execution of refunding of bonds issued last year to finance the STEM project in order to take advantage of lower interest rates. Vice President for Finance and Treasurer Richard Cate will offer updates on the capital project pre-funding account, net tuition stabilization fund, and the capital projects’ sources and uses. The Committee will receive a report from the Investment Subcommittee and an update on fundraising efforts for capital projects.

- The UVM Board and Vermont Agricultural College Board will convene on Saturday morning and elect their officers for the year.

- At the Full Board meeting on Saturday morning, an opportunity for public comment will be offered followed by committee reports from meetings held the previous day as well as from meetings held off-cycle. The Full Board will act on the consent agenda of recommended action items.

- Lastly, I would like to call to your attention each of the reports provided in the last section of the Board book.

Chair David Daigle, Leslie and I will host a cocktail reception on Friday night at the Waterman Manor, at which senior leaders, deans and committee liaisons have been invited to join us. We look forward to seeing everyone next week.
NOTE: “Strategic” in this context is defined as a matter that has significant strategic, fiduciary, or policy implications for UVM.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>COMMITTEE</th>
<th>EXECUTIVE SUMMARY</th>
<th>STRATEGIC, POLICY OR FIDUCIARY IMPLICATIONS</th>
<th>RELATED MATERIALS</th>
<th>PRESENTER(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolution Regarding Board Delegation and Retention of Authority</td>
<td>Committee of the Whole</td>
<td>As recommended by the Board Governance Committee adoption of revisions intended to enhance clarity and efficacy</td>
<td>Fiduciary; Policy</td>
<td>Attachments 7 &amp; 8; Appendix A</td>
<td>Board Governance Vice Chair Lumbra</td>
</tr>
<tr>
<td>Presidential Evaluation</td>
<td>Committee of the Whole</td>
<td>Annual performance and compensation review</td>
<td>Fiduciary, Strategic</td>
<td>Attachment 7</td>
<td>Board Chair Daigle</td>
</tr>
<tr>
<td>Larner Learning Commons</td>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Resolution approving project scope and concept for referral to BFI Committee for financial review</td>
<td>Strategic; Fiduciary</td>
<td>Attachments 2 &amp; 3</td>
<td>Dir. Capital Plng &amp; Mngmt. Vaughan</td>
</tr>
<tr>
<td>College of Engineering &amp; Mathematical Sciences Restructuring Proposal</td>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Resolution approving proposal to return the School of Engineering to a departmental structure</td>
<td>Strategic; Policy</td>
<td>Attachments 2 &amp; 4</td>
<td>Provost Rosowsky</td>
</tr>
<tr>
<td>University Officers’ Manual</td>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Resolution adopting revisions updating and clarifying provisions governing deans &amp; officers of administration</td>
<td>Policy</td>
<td>Attachment 2; Appendix A &amp; Attachment 5</td>
<td>Vice President Derr</td>
</tr>
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*Executive Session items not included except for annual presidential evaluation
## TABULAR SUMMARY OF STRATEGIC ACTION ITEMS
Board of Trustees, May 20-21, 2016

NOTE: “Strategic” in this context is defined as a matter that has significant strategic, fiduciary, or policy implications for UVM.

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<th>ITEM</th>
<th>COMMITTEE</th>
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<th>RELATED MATERIALS</th>
<th>PRESENTER(S)</th>
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<tr>
<td>Residency Policy</td>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Resolution accepting technical corrections to comply with Section 702 of the federal Veterans Access, Choice, and Accountability Act of 2014.</td>
<td>Policy</td>
<td>Attachment 2</td>
<td>Vice President Kostell</td>
</tr>
<tr>
<td>UVM Rescue Facility Project</td>
<td>Budget, Finance &amp; Investment</td>
<td>Endorsed and referred by EPIR in February. Resolution approving expenditure of $1,625,000 from Rescue Reserves, President’s Strategic Initiative, and General Funds for project costs with repayment over 10yr period via annual payments of $70,000</td>
<td>Strategic; Financial</td>
<td>Attachments 3 &amp; 4</td>
<td>Dir. Capital Plng &amp; Mngmt. Vaughan</td>
</tr>
<tr>
<td>FY 2016 General Fund Budget; Tuition, Fees</td>
<td>Budget, Finance &amp; Investment</td>
<td>Resolutions seeking approval of General Fund budget and proposed tuition, room and board, and fees</td>
<td>Strategic; Fiduciary</td>
<td>Attachments 3 &amp; 5; Appendices A-F</td>
<td>Provost Rosowsky; Vice President Cate; Budget Director Citarella</td>
</tr>
<tr>
<td>Bond Refunding</td>
<td>Budget, Finance &amp; Investment</td>
<td>Resolution approving execution of refunding of bonds issued last year to finance STEM project, to take advantage of lower interest rates</td>
<td>Strategic; Financial</td>
<td>Separate Distribution</td>
<td>Vice President Cate</td>
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UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES
May 20-21, 2016
The Dudley H. Davis Center
590 Main Street
Burlington, Vermont

Friday, May 20, 2016
8:00 a.m. – 10:00 a.m.

COMMITTEE OF THE WHOLE
Silver Maple Ballroom, 401 Dudley H. Davis Center

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<td>Call to Order</td>
<td></td>
<td>8:00 a.m.</td>
</tr>
<tr>
<td>Approval of the February 5, 2016 meeting minutes</td>
<td>David Daigle</td>
<td>8:00-8:02</td>
</tr>
<tr>
<td>Chair’s Report</td>
<td>David Daigle</td>
<td>8:02-8:07</td>
</tr>
<tr>
<td>President’s Report</td>
<td>Thomas Sullivan</td>
<td>8:07-8:12</td>
</tr>
<tr>
<td>Foundation CEO &amp; President’s Report</td>
<td>Rich Bundy</td>
<td>8:12-8:22</td>
</tr>
<tr>
<td>Student Government Association President’s Report</td>
<td>Jason Maulucci</td>
<td>8:22-8:27</td>
</tr>
<tr>
<td>Staff Council President’s Report</td>
<td>Renee Berteau</td>
<td>8:27-8:32</td>
</tr>
<tr>
<td>Graduate Student Senate President’s Report</td>
<td>Devin Champagne</td>
<td>8:32-8:37</td>
</tr>
<tr>
<td>Faculty Senate President’s Report</td>
<td>Cathy Paris</td>
<td>8:37-8:42</td>
</tr>
<tr>
<td>Alumni Association President’s Report</td>
<td>Kristina Pisanelli</td>
<td>8:42-8:47</td>
</tr>
<tr>
<td>Acknowledgement of Grant and Contract Awards Report</td>
<td>David Daigle</td>
<td>8:47-8:50</td>
</tr>
<tr>
<td>Action Items</td>
<td></td>
<td>8:50-9:00</td>
</tr>
<tr>
<td>• Resolution Approving Multipurpose Events Center Work Group Charge and Appointments As recommended by the Board Governance Committee:</td>
<td>David Daigle</td>
<td>8:50-9:00</td>
</tr>
<tr>
<td>• Resolution Approving Revisions to the Resolution Regarding Delegation and Retention of Authority</td>
<td>Ron Lumbra</td>
<td>8:50-9:00</td>
</tr>
<tr>
<td>Dashboard Indicators Annual Review</td>
<td>David Rosowsky</td>
<td>9:00-9:15</td>
</tr>
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<td>ISC Chair Report</td>
<td>Rob Brennan</td>
<td>9:15-9:30</td>
</tr>
<tr>
<td>Academic Presentation [UVM Rescue]</td>
<td>Bill Ballard; Mike Barnum; Olivia Snyder; Joe Lahey</td>
<td>9:30-10:00</td>
</tr>
<tr>
<td>Recess</td>
<td></td>
<td>10:00 a.m.</td>
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10:15 a.m. – 12:15 p.m. EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
Livak Ballroom, 417-419 Dudley H. Davis Center

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</tr>
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<tbody>
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<td>Call to Order</td>
<td></td>
<td>10:15 a.m.</td>
</tr>
<tr>
<td>Approval of March 14, 2016 meeting minutes</td>
<td>Bill Botzow</td>
<td>10:15-10:20</td>
</tr>
<tr>
<td>Provost’s Report Q&amp;A Routine and Annual Reports</td>
<td></td>
<td>10:20</td>
</tr>
<tr>
<td>• Annual Research Report</td>
<td>David Rosowsky</td>
<td>10:20-10:40</td>
</tr>
<tr>
<td>• Annual Graduate Education Report</td>
<td>Richard Galbraith</td>
<td>10:20-10:40</td>
</tr>
<tr>
<td>• Annual Academic Advising Report</td>
<td>Cindy Forehand</td>
<td>10:20-10:40</td>
</tr>
<tr>
<td>• Capital Projects Progress Report</td>
<td>Brian Reed; Annie Stevens &amp; Jason Maulucci</td>
<td>10:20-10:40</td>
</tr>
<tr>
<td></td>
<td>Bob Vaughan</td>
<td>10:20-10:40</td>
</tr>
<tr>
<td>Resolution Approving Larner Learning Commons Project</td>
<td>Bob Vaughan</td>
<td>10:40-10:50</td>
</tr>
<tr>
<td>Resolution Approving College of Engineering and Mathematical Sciences Restructuring Proposal</td>
<td>David Rosowsky</td>
<td>10:50-11:00</td>
</tr>
</tbody>
</table>
Resolution Approving Revisions to the Provisions of the University Manual Governing Deans and Officers of Administration

Report by the Faculty Senate Curricular Affairs Committee Chair

Action Items
- Resolution Approving the Creation of a B.S. in Food Systems in the College of Agriculture and Life Sciences
- Resolution Approving the Creation of a B.S. in Economics in the College of Arts & Sciences
- Resolution Approving the Creation of a M.S. in Medical Laboratory Science in the Graduate College
- Resolution Approving the Creation of a Certificate of Graduate Study in Epidemiology in the Graduate College
- Resolution Approving the Creation of a Minor in Writing the College of Arts & Sciences
- Resolution Approving the Creation of a Minor in Jewish Studies in the College of Arts & Sciences
- Resolution Approving Revision to the Residency Policy

Academic Excellence Goal #6
Increase Research & Scholarship in areas that generate high impact, recognition and visibility

Shaping the University of Vermont Narrative

Career Advisory Board Update

Other Business**
- Review of Workplan

Adjourn

* Executive Session as needed.

10:15 a.m. – 12:15 p.m.

BUDGET, FINANCE AND INVESTMENT COMMITTEE
Silver Maple Ballroom, 401 Dudley H. Davis Center

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td>10:15 a.m.</td>
</tr>
<tr>
<td>Approval of the April 13, 2016 meeting minutes</td>
<td>Don McCree</td>
<td>10:15-10:20</td>
</tr>
<tr>
<td>Report of the Investment Subcommittee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Endowment Performance Update</td>
<td>Robert Brennan</td>
<td>10:20-10:35</td>
</tr>
<tr>
<td>- Asset Allocation Update</td>
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<tr>
<td>Vice President’s Report</td>
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</tr>
<tr>
<td>- Capital Project Pre-Funding Account</td>
<td>Richard Cate</td>
<td>10:35-10:50</td>
</tr>
<tr>
<td>- Net Tuition Stabilization Fund</td>
<td>Alberto Citarella</td>
<td></td>
</tr>
<tr>
<td>- Sources and Uses Update for Capital Projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Third Quarter General Fund Budget to Actuals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising Update on Capital Projects</td>
<td>Rich Bundy</td>
<td>10:50-11:00</td>
</tr>
<tr>
<td>Capital Projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Resolution Approving UVM Rescue Facility Project</td>
<td>Richard Cate</td>
<td>11:00-11:15</td>
</tr>
<tr>
<td></td>
<td>Bob Vaughan</td>
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<tr>
<td>FY 2017 Budget</td>
<td></td>
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</tr>
<tr>
<td>- Overview of Total Operating Budget</td>
<td>David Rosowsky</td>
<td>11:15-11:45</td>
</tr>
<tr>
<td>- FY 2017 General Fund Budget Proposal</td>
<td>Richard Cate</td>
<td></td>
</tr>
<tr>
<td>- Resolutions Approving:</td>
<td>Alberto Citarella</td>
<td></td>
</tr>
<tr>
<td>- FY 2017 Tuition Rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- FY 2017 Room/Meal Rates</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
FY 2017 Student Fees
General Fund Budget

Resolution Approving Execution of Bond Refunding Richard Cate 11:45-12:00
Other Business* Review of Work Plan Don McCree 12:00-12:15
Adjourn  12:15 p.m.

*Executive Session as needed.

LUNCH/STEM TOUR

COMMITTEE OF THE WHOLE
Silver Maple Ballroom, 401 Dudley H. Davis Center

<table>
<thead>
<tr>
<th>Item</th>
<th>Discussion Leader</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Reconvne</td>
<td></td>
<td>3:00 p.m.</td>
</tr>
<tr>
<td>Annual Strategic Capital Planning &amp; Current Priority Projects Update</td>
<td>Tom Gustafson Bob Vaughan</td>
<td>3:00-3:15</td>
</tr>
<tr>
<td>Annual Deferred Maintenance Report</td>
<td>Tom Gustafson Bob Vaughan Jon King, Sightlines</td>
<td>3:15-3:45</td>
</tr>
<tr>
<td>Factors Affecting Higher Education</td>
<td>Tom Sullivan Richard Cate Emily Stebbins-Wheelock</td>
<td>3:45-4:15</td>
</tr>
<tr>
<td>• Cost of Regulation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Session*</td>
<td>David Daigle</td>
<td>4:15-4:45</td>
</tr>
<tr>
<td>Other Business</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resolution Regarding Presidential Evaluation and FY 2017 Compensation</td>
<td>David Daigle</td>
<td>4:45-5:00</td>
</tr>
<tr>
<td>Adjourn</td>
<td></td>
<td>5:00 p.m.</td>
</tr>
</tbody>
</table>

* The Chair will entertain a motion to enter into Executive Session for the purpose of discussing the evaluation of a public officer. Action is anticipated following the Executive Session.

Saturday, May 21, 2016

7:30 a.m. – 8:30 a.m.

VERMONT AGRICULTURAL COLLEGE BOARD
Chittenden Bank Room, 413 Dudley H. Davis Center

<table>
<thead>
<tr>
<th>Item</th>
<th>Discussion Leader</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td>7:30 a.m.</td>
</tr>
<tr>
<td>Approval of February 6, 2016 Meeting Minutes</td>
<td>Kesha Ram</td>
<td>7:30-7:35</td>
</tr>
<tr>
<td>Election of Officers – Chair, Vice Chair and Secretary</td>
<td>Kesha Ram</td>
<td>7:35-7:45</td>
</tr>
<tr>
<td>Review of the Legislative Session and Plans for Next Year</td>
<td>Wendy Koenig</td>
<td>7:45-8:15</td>
</tr>
<tr>
<td>Legislative Summit Update</td>
<td>Anne O’Brien</td>
<td>8:15-8:25</td>
</tr>
<tr>
<td>Other Business*</td>
<td>Kesha Ram</td>
<td>8:25-8:30</td>
</tr>
<tr>
<td>Adjourn</td>
<td></td>
<td>8:30 a.m.</td>
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</table>

*Executive Session as needed.
7:30 a.m. – 8:30 a.m.

**UNIVERSITY OF VERMONT BOARD**

Boulder Society Room, 411 Dudley H. Davis Center

<table>
<thead>
<tr>
<th>Item</th>
<th>Discussion Leader</th>
<th>Time</th>
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<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td>7:30 a.m.</td>
</tr>
<tr>
<td>Approval of February 6, 2016 meeting minutes</td>
<td>Lisa Ventriss</td>
<td>7:30-7:32</td>
</tr>
<tr>
<td>Wilbur Trust Update</td>
<td>Lisa Ventriss</td>
<td>7:32-7:35</td>
</tr>
<tr>
<td>Executive Session*</td>
<td>Lisa Ventriss</td>
<td>7:35-8:20</td>
</tr>
<tr>
<td>Election of Officers – Chair, Vice Chair and Secretary</td>
<td>Lisa Ventriss</td>
<td>8:20-8:25</td>
</tr>
<tr>
<td>Other Business</td>
<td>Lisa Ventriss</td>
<td>8:25-8:30</td>
</tr>
<tr>
<td>Adjourn</td>
<td></td>
<td>8:30 a.m.</td>
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</tbody>
</table>

* The Chair will entertain a motion to enter into Executive Session to discuss the evaluation and appointment of public officers. Action is anticipated following the Executive Session.

8:30 a.m. – 11:00 a.m.

**FULL BOARD**

Livak Ballroom, 417-419 Dudley H. Davis Center

<table>
<thead>
<tr>
<th>Item</th>
<th>Discussion Leader</th>
<th>Time</th>
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<tbody>
<tr>
<td>Call to Order</td>
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<td>8:30 a.m.</td>
</tr>
<tr>
<td>Approval of March 14, 2016 meeting minutes</td>
<td>David Daigle</td>
<td>8:30-8:35</td>
</tr>
<tr>
<td>Public Comment</td>
<td>David Daigle</td>
<td>8:35-8:50</td>
</tr>
<tr>
<td>Committee Reports</td>
<td></td>
<td>8:50-9:20</td>
</tr>
<tr>
<td>Audit</td>
<td>Bernie Juskiwicz</td>
<td></td>
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<tr>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Bill Botzow</td>
<td></td>
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<tr>
<td>Budget, Finance &amp; Investment</td>
<td>Don McCree</td>
<td></td>
</tr>
<tr>
<td>Board Governance Committee</td>
<td>Frank Cioffi</td>
<td></td>
</tr>
<tr>
<td>VT Agricultural College Board</td>
<td>Kesha Ram</td>
<td>9:20-9:25</td>
</tr>
<tr>
<td>UVM Board</td>
<td>Lisa Ventriss</td>
<td>9:25-9:30</td>
</tr>
<tr>
<td>Approval of Consent Agenda</td>
<td>David Daigle</td>
<td>9:30-9:40</td>
</tr>
<tr>
<td>Executive Session*</td>
<td>David Daigle</td>
<td>9:40-10:10</td>
</tr>
<tr>
<td>Other Business</td>
<td>David Daigle</td>
<td>10:10-11:00</td>
</tr>
<tr>
<td>Adjourn</td>
<td></td>
<td>11:00 a.m.</td>
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</table>

*The Chair will entertain a motion to enter into Executive Session for the purpose of discussing contracts. No action is anticipated following the Executive Session.
Chair David Daigle, Vice Chair Ron Lumbra, Secretary Joan Lenes, Briar Alpert, David Aronoff, Cynthia Barnhart, Bill Botzow, David Brandt, Robert Brennan, Frank Cioffi, Carolyn Dwyer, Richard Gamelli, Bernie Juskiewicz, Curt McCormack, Donald McCree, Anne O’Brien, Ed Pagano, Kesha Ram, Governor Peter Shumlin, President Thomas Sullivan, Donna Sweaney, Soraiya Thura, Tristan Toleno, Lisa Ventriss, and Jeff Wilson

Friday, May 20, 2016
8:00 a.m. – 10:00 a.m.
3:00 p.m. – 5:00 p.m.
Silver Maple Ballroom, (401) Dudley H. Davis Center

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
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<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td></td>
<td><em>8:00 a.m.</em></td>
</tr>
<tr>
<td>1. Approval of the February 5, 2016 meeting minutes</td>
<td>Attachment 1</td>
<td>David Daigle</td>
<td>8:00-8:02</td>
</tr>
<tr>
<td>2. Chair’s Report</td>
<td></td>
<td>David Daigle</td>
<td>8:02-8:07</td>
</tr>
<tr>
<td>3. President’s Report</td>
<td></td>
<td>Thomas Sullivan</td>
<td>8:07-8:12</td>
</tr>
<tr>
<td>4. Foundation CEO &amp; President’s Report</td>
<td></td>
<td>Rich Bundy</td>
<td>8:12-8:22</td>
</tr>
<tr>
<td>5. Student Government Association President’s Report</td>
<td>Attachment 2</td>
<td>Jason Maulucci</td>
<td>8:22-8:27</td>
</tr>
<tr>
<td>6. Staff Council President’s Report</td>
<td>Attachment 3</td>
<td>Renee Berteau</td>
<td>8:27-8:32</td>
</tr>
<tr>
<td>7. Graduate Student Senate President’s Report</td>
<td>Attachment 4</td>
<td>Devin Champagne</td>
<td>8:32-8:37</td>
</tr>
<tr>
<td>8. Faculty Senate President’s Report</td>
<td>Attachment 5</td>
<td>Cathy Paris</td>
<td>8:37-8:42</td>
</tr>
<tr>
<td>9. Alumni Association President’s Report</td>
<td>Attachment 6</td>
<td>Kristina Pisanelli</td>
<td>8:42-8:47</td>
</tr>
<tr>
<td>11. Action Items</td>
<td></td>
<td></td>
<td>8:50-9:00</td>
</tr>
<tr>
<td>• Resolution Approving Multipurpose Events Center Work Group Charge and Appointments</td>
<td>Attachment 8; Appendix A</td>
<td>David Daigle</td>
<td></td>
</tr>
<tr>
<td>As recommended by the Board Governance Committee:</td>
<td>Attachment 7</td>
<td>Ron Lumbra</td>
<td></td>
</tr>
<tr>
<td>• Resolution Approving Revisions to the Resolution Regarding Delegation and Retention of Authority</td>
<td>Attachment 8; Appendix B</td>
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*Times are approximate.*
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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>12.</td>
<td>Dashboard Indicators Annual Review</td>
<td>Handout</td>
<td>David Rosowsky</td>
</tr>
<tr>
<td>13.</td>
<td>ISC Chair Report</td>
<td>Attachment 9a-c</td>
<td>Rob Brennan</td>
</tr>
<tr>
<td>14.</td>
<td>Academic Presentation [UVM Rescue]</td>
<td>Bill Ballard, Mike Barnum, Olivia Snyder, Joe Lahey</td>
<td>9:30-10:00</td>
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<tr>
<td>Recess</td>
<td></td>
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<td><em>10:00 a.m.</em></td>
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<tr>
<td>Reconvene</td>
<td></td>
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<td><em>3:00 p.m.</em></td>
</tr>
<tr>
<td>15.</td>
<td>Annual Strategic Capital Planning &amp; Current Priority Projects Update</td>
<td>Attachment 10</td>
<td>Tom Gustafson, Bob Vaughan</td>
</tr>
<tr>
<td>17.</td>
<td>Factors Affecting Higher Education</td>
<td>Tom Sullivan, Richard Cate, Emily Stebbins-Wheelock</td>
<td>3:45-4:15</td>
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<tr>
<td></td>
<td>• Cost of Regulation</td>
<td></td>
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<tr>
<td>18.</td>
<td>Executive Session</td>
<td></td>
<td>David Daigle</td>
</tr>
<tr>
<td><strong>Motion</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Motion to Go Out of Executive Session</strong></td>
<td></td>
<td></td>
<td>David Daigle</td>
</tr>
<tr>
<td>19.</td>
<td>Other Business</td>
<td>Attachment 8</td>
<td>David Daigle</td>
</tr>
<tr>
<td></td>
<td>Resolution Regarding Presidential Evaluation and FY 2017 Compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Motion to Adjourn</strong></td>
<td></td>
<td></td>
<td>5:00 p.m.</td>
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</tbody>
</table>

*Times are approximate.

**The Chair will entertain a motion to enter into Executive Session for the purpose of discussing the evaluation of a public officer. Action is anticipated following the Executive Session.*
Committee of the Whole - Executive Summary
Friday, May 20, 2016

Prepared by – David Daigle, Chair

Our meeting will begin on Friday morning with routine reports from the Chair and the President and a report by the UVM Foundation President and CEO. Following these reports, an opportunity for Trustees to ask questions of the Governance Leaders in response to their written reports will be offered. The Committee will be asked to consider action items as outlined below and conduct its annual review of dashboard indicators. A brief report as a follow up to the investing holdings discussion at the last meeting will be offered. The academic presentation will feature UVM Rescue. The Committee will reconvene on Friday afternoon to receive annual updates on strategic capital planning, current priority projects, and deferred maintenance. Additionally, an update on the cost of regulation, one of several factors affecting higher education will be offered. The afternoon session will conclude with an executive session to discuss contracts and the evaluation of a public officer. Action is anticipated following the executive session.

ACTION ITEMS

Approval of Previous Meeting Minutes
The minutes from the February 5, 2016 meeting are included as Attachment 1.

Action: Motion to approve the minutes.

Resolution Approving Multipurpose Events Center Work Group Charge and Appointments
I will seek approval of the appointments of Trustees Ed Pagano (leader), David Brandt, Joan Lenes and Lisa Ventris to the Multipurpose Events Center Work Group and the charge appearing as Appendix A to the consent agenda.

Action: Resolution approving the appointments to, and charge of, the Multipurpose Events Center Work Group. Attachment 8; Appendix A

Resolution Approving Revisions to the Resolution Regarding Delegation and Retention of Board Authority
On March 28, 2016, the Board Governance Committee convened to review proposed revisions to the Resolution Regarding Delegation and Retention of Board Authority intended to enhance clarity and efficacy. Upon review and discussion of the materials included as Attachment 7 in the meeting materials, the Committee unanimously endorsed the proposed revisions for referral to the full Board for approval.

Action: Resolution approving revisions to the Resolution Regarding Delegation and Retention of Board Authority. Attachment 8; Appendix B
STATUS UPDATES

Dashboard Indicators Annual Review – Provost and Senior Vice President David Rosowsky will facilitate the Committee’s annual review of the dashboard indicators that will be distributed at the meeting.

Investment Subcommittee (ISC) Chair Report – As a follow up to the discussion at the February Board meeting, ISC Chair Rob Brennan will present investment holdings information compiled by our investment advisors Cambridge Associates, including a comparison of UVM’s long term pool investments in separate accounts vs. commingles funds vs. similar sized institutions. Trustee Brennan will also review the results of the universities proxy voting for calendar years 2013, 2014 and 2015 and the procedures in place for voting on proxy’s. Attachment 9a-c.

Annual Strategic Capital Planning and Current Priority Projects Update – Included as Attachment 10 in the meeting materials is an annual report on strategic capital planning. At the meeting, Vice President for University Relations and Administration Tom Gustafson and Director of Capital Planning & Management Bob Vaughan will review logistics and schedules of capital projects and offer a status update on current priority projects. Information and live webcams showing up-to-the-minute progress of the major projects underway on main campus are available on the Building UVM - Investing in Quality website.

Annual Deferred Maintenance Report – Vice President Gustafson and Director Vaughan will be joined by Jon King, Associate Director of Member Services at Sightlines, Inc., to present the annual update of the Deferred Maintenance (DM) Report included as Attachment 11 in the meeting materials. In addition to the standard forecast of the next three years for the DM backlog projection, Mr. King will provide an overview of the factors currently impacting the DM at the University of Vermont and our peer institutions, and provide an approach for managing it in the future.

Factors Affecting Higher Education – President Sullivan will offer an update on certain restrictions on decision making and will discuss the cost of federal and state regulation to higher education and give a brief presentation on a recent study that estimated UVM’s cost of federal and state regulatory compliance for Fiscal Year 2015. President Sullivan will be assisted in the presentation by Richard Cate, Vice President for Finance, and Emily Stebbins-Wheelock, Director of Operational Excellence.

PRESENTATIONS

Academic Presentation
UVM Rescue, founded in 1972, is a Student Government Association recognized club composed of about 25 undergraduate and alumni volunteers. UVM Rescue provides Advanced Life Support Ambulance Service 24 hours a day/7 days a week/365 days a year. They are primary responders to the UVM campus, and greater Chittenden County and are secondary responders to multiple surrounding cities. UVM Rescue provides additional coverage at athletic events and concerts on campus.
At our meeting, following brief introductions by Faculty Advisor Bill Ballard, two current students and one UVM Rescue alumnus, will share their experience working with UVM Rescue including how/why they joined and how UVM Rescue has contributed to their academic experience and influenced career choices. Joining Mr. Ballard will be Mike Barnum, Microbiology major, Director of Operations (Class of 2016); Olivia Snyder, Nursing major, Training Officer (Class of 2016); and Joe Lahey, UVM Rescue alumnus and UVM medical student.

OTHER BUSINESS

Executive session time is reserved at the end of the Friday afternoon session to discuss contracts and the evaluation of a public officer after which the Committee will be asked to approve a resolution regarding Presidential evaluation and FY 2017 compensation. Attachment 8

ROUTINE REPORTS

Student Government Association President’s Report - Attachment 2
Staff Council President’s Report - Attachment 3
Graduate Student Senate President’s Report - Attachment 4
Faculty Senate President’s Report - Attachment 5
Alumni Association President’s Report - Attachment 6
Grants and Contract Awards Report - Report A
COMMITTEE OF THE WHOLE
BOARD OF TRUSTEES
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

A meeting of the Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, February 5, 2016, at 8:00 a.m., in the Silver Maple Ballroom, Room 401 at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Debbie McAneny, Vice Chair David Daigle, Secretary Joan Lenes, Cynthia Barnhart, Bill Botzow, David Brandt, Robert Brennan, Frank Cioffi, Carolyn Dwyer, Richard Gamelli, Bernie Juskiewicz, Samantha Lucas, Ron Lumbra, Don McCree, Curt McCormack*, Anne O’Brien, Ed Pagano, Kesha Ram, Dale Rocheleau, Tom Sullivan, Donna Sweeney, Tristan Toleno, Lisa Ventriss, and Jeff Wilson

MEMBERS ABSENT: Governor Peter Shumlin

ALSO PARTICIPATING: Provost David Rosowsky, Alumni Association Board of Directors Member Afi Ahmadi (for Alumni Association President Kristina Pisanelli), Immediate-Past Faculty Senate President Lisa Aultman-Hall, Faculty Senate President Cathy Paris, Graduate Student Senate President Devin Champagne, Staff Council President Renee Berteau, Student Government Association President Devin Champagne, Staff Council President Renee Berteau, Student Government Association President Lisa Schnell, Linguistics & French double-major Claudia Garber (Class of 2018), Political Science & Economics double-major Luke Dodge (Class of 2016), Biochemistry B.S. Hira Haq (Class of 2015), Doctoral Student at Vanderbilt University (and Class of 2015) Nicolas Strayer, Cambridge Associates Managing Director LaRoy Brantley, University Controller Claire Burlingham, Special Advisor to the President and Provost John Evans, Incoming Trustees Briar Alpert and Soraiya Thura (Terms to begin March 1, 2016), Vice President for Finance and Treasurer Richard Cate, Vice President for University Relations and Administration Tom Gustafson, Vice President for Legal Affairs & General Counsel Francine Bazluke, Vice President for Executive Operations Gary Derr, Vice Provost for Student Affairs Annie Stevens, Chief of Staff & Senior Counsel to the President Sharon Reich Paulsen, Dean of the College of Medicine Frederick Morin, Dean of the College of Nursing and Health Sciences Patty Prelock, Chief Risk Officer & Assistant to the Vice President for University Relations & Administration Al Turgeon, Director for Center for Health & Wellbeing Jon Porter, Assistant Dean of Students Patience Whitworth, UVM College of Medicine Pediatric Neuropsychiatrist Dr. Jim Hudziak, Cait Fitzgerald (Class of 2015), Remy Castella (Class of 2015), Caroline Duksta (Class of 2015), Cal Rawlings (Class of 2015), UVM Foundation CEO & President Rich Bundy, and Director of Capital Planning and Management Robert Vaughan

*Arrived at 8:58 a.m.

Chair Debbie McAneny called the meeting to order at 8:09 a.m.

Approval of Minutes

Chair McAneny presented the October 2 & 3, 2015, minutes for approval. A motion was made, seconded and voted to approve the minutes as presented.
Chair’s Report (see full report appended to minutes, beginning on page 22)

President’s Report

President Sullivan reported that, since the October launch of the Comprehensive Campaign, much progress has been made. The Board will receive a more detailed campaign report later in the meeting.

President Sullivan recognized retiring Trustees Samantha Lucas, Dale Rocheleau and Debbie McAneny. On behalf of the University, he expressed much gratitude for their dedicated service.

President Sullivan then reported that he spent a full day at the Vermont State Legislature last week. He said that he met with the House Education and House Institutions Committees, and also with the Senate Education and Senate Appropriations Committees. With each Committee, he shared data regarding the impact that UVM has in Vermont both in terms of return on investment and output performance measures. For example, he stated, UVM provides a $1 billion-per-year impact on the economy, as well as a return of investment of $25 per every $1. President Sullivan also spoke about the impact UVM makes, such by means of first-rate teaching, learning and scholarship; research; and the service and engagement we provide in our community and across Vermont.

President Sullivan next introduced a new publication, Real World, which focuses on stories of service learning and community engagement by UVM faculty and students. A copy of the publication was distributed to Trustees. President Sullivan highlighted the following:

- Students in the College of Education and Social Services helping Burlington’s newest Americans to prepare for their U.S. citizenship test.
- First-year College of Medicine students working with Burlington-area agencies to address public health issues in our community since the program was established, over 39,000 hours of work have been completed.
- Faculty and students in the College of Engineering and Mathematical Sciences designing a plan to address traffic flow issues at a busy intersection in Essex Junction.
- Vermont Senator Richard Sears, Class of 1969, who played football while at UVM, working with faculty in the College of Nursing and Health Sciences, in particular the Athletic Training program, to shape one of the most comprehensive concussion laws in the country.
- Faculty in UVM Extension assisting Vermont farmers on the viability of growing wheat in Vermont, an important part of our efforts to expand the local food movement.
- In October 2015, faculty in the Spatial Analysis Laboratory in the Rubenstein School of Environment and Natural Resources being contacted by the Vermont Agency of Transportation to provide overhead pictures using a drone of the Amtrak Train derailment in eastern Vermont.
- Students in the College of Arts and Sciences interviewing 379 inmates at 7 Vermont correctional facilities to explore issues surrounding the families and children of prisoners and how they are impacted by incarceration of their loved ones.
Faculty and students in the College of Agriculture and Life Sciences working with the US Department of Agriculture to address the issue of what is referred to as “food deserts” – areas with largely low-income populations and few places to buy affordable, healthy food.

The Grossman School of Business aiding small family businesses to assure their sustained success.

President Sullivan also announced that, in 2015, the Carnegie Foundation for the Advancement of Teaching renewed the University of Vermont’s Community Engagement Classification. UVM was one of just 76 schools in the United States to receive designations for both academic engagement and community participation.

President Sullivan summarized that Real World is a great tool to inform interested parties what the University does for Vermont. He added that, not only does UVM educate and graduate Vermont college students (approximately 1,000 per year), but the University engages in applied research that drives the Vermont economy.

In conclusion, President Sullivan expressed his pride in all that UVM does to improve our community in Burlington, across Vermont, and around the country and the world.

Governance Leaders Reports

Alumni Association Board of Directors Member Afi Ahmadi reported on behalf of Alumni Association President Kristina Pisanelli. He focused on the Alumni House and announced that, in less than six months, the doors will officially open, and the grand opening will take place during Alumni Weekend in September. Mr. Ahmadi described several ways that the University has influenced the project, such as timber harvested from the UVM Research Forest in Jericho; the student-developed landscape plan for the property grounds; and historic UVM artifacts that will anchor the display cases. He also explained that program and sales plans are taking shape. The Association is asking all published alumni to send in their publications for inclusion in a new alumni book collection that will be featured in the Newton Library at the Alumni House.

Mr. Ahmadi moved on to say that the Association continues to focus on engaging more alumni, building stronger alumni/student networks, and leveraging the strength of the alumni community to advance institutional priorities. In the first quarter of this year, the Association is partnering with UVM Admissions to offer more than fifteen (15) regional events to help enroll the strongest class in UVM’s history. He also noted that a robust digital engagement strategy and new web functionality is planned of for a March launch. Mr. Ahmadi concluded his remarks by thanking Chair McAneny for her leadership and commitment to UVM, and also thanked and acknowledged retiring Trustees Rocheleau and Lucas for their service.

Immediate Past Faculty Senate President Lisa Aultman-Hall reported that she needed to step down from her duties as President due to personal circumstances. She introduced Cathy Paris as the new Faculty Senate President.

Chair McAneny thanked Immediate Past President Aultman-Hall for her service.
President Paris thanked Immediate Past President Aultman-Hall for her services and Faculty Senate Vice President Jan Carney for her role in taking over the duties of Acting President as the transition was taking place. President Paris highlighted recent structural changes to Senate Committees, including the support structure for General Education (GE) programs. The Senate also added a six-credit diversity requirement as part of the GE portfolio. The Professional Standards Committee, and then the Senate, approved a new faculty pathway rank of Faculty Scientist in the College of Medicine. The Faculty Senate Curricular Affairs Committee is noticing an increase in proposals for new programs, several of which are in response to IBB. President Paris noted, that due to the recent special election for the Faculty Senate President, the Senate discovered that an amendment was needed to its Constitution and Bylaws to clarify the process. The amendment was approved by UVM faculty in December 2015. Going forward, the Senate plans to further review its Constitution and Bylaws; increase the efficiency of Senate committees; plan a faculty forum on IBB; schedule a University-wide faculty meeting to inform faculty on the challenges facing students; and explore computer and technology needs for faculty. Finally, President Paris thanked retiring trustees.

Trustee Bill Botzow stated that he is impressed with the quantity, quality and spirit of work coming forward from the Faculty Senate.

Trustee David Daigle voiced his appreciation for Immediate Past Faculty Senate President Aultman-Hall’s attitude and approach during her short tenure, especially in terms of her focus on the University being “One UVM”.

Graduate Student Senate (GSS) President Devin Champagne began by expressing gratitude for follow-up that was completed in response to issues he reported in October regarding graduate student support. He recalled that graduate students were upset by the sale of Fort Ethan Allen. President Champagne explained that, through the efforts of the Graduate College and in collaboration with other Deans, stipends for all funded graduate students will be increasing in FY17 and for doctoral students in FY18. The University will also increase the support for student health insurance costs from 75% to 100% for all funded students choosing the student health insurance policy. President Champagne explained that these significant investments will allow graduate students to focus more on their studies, research, and teaching roles. Although great strides have been made, he articulated that there is still more work needed to improve the lives of graduate students, noting that they are disproportionately affected by mental health issues. He also reported that GSS is working to combat this issue by increasing social activities. President Champagne concluded by stating that the University has great resources for mental health, but he feels that students need to be more encouraged to ask for help.

Staff Council President Renee Berteau began her report by expressing appreciation for Chair McAneny’s service to UVM and for her strong and graceful leadership. She moved on to report that Staff Council recently approved their first Vision Statement. President Berteau recognized Tara Messier, of Professional Development and Training, for taking the lead on facilitating the development of the Statement, which reads as follows:

Staff Council is a representative resource and advocate for positive change for staff at UVM through engagement, communication and collaboration with university leadership.
We strive to build an empowered community and a positive and equitable work environment.

President Berteau next reported that the electronic performance appraisal system, slated to launch this spring, will be delayed until at least the next academic year. Efforts continue towards updating the paper form and developing supervisory training for its use. She noted that it remains difficult to determine if supervisors are meeting President Sullivan’s expectation that all staff receive routine, thoughtful and skillful performance appraisals as there is no means to assess who is, or is not, receiving them. President Berteau concluded by announcing that in March, Staff Council will recognize and commemorate its 45th anniversary.

Student Government Association (SGA) President Jason Maulucci announced that Soraiya Thura, of the College of Medicine, will be replacing retiring Trustee Samantha Lucas as the next student trustee. President Maulucci then provided an update on SGA’s peer advising initiative. Recruitment processes have begun for the initiative’s pilot year in both the Grossman School of Business and the College of Arts and Sciences. Additionally, the prospect of creating a central advising center is being reconsidered. Another developing project is the Safe Ride Home Initiative, which provides free and safe transportation for students during the weekends. President Maulucci echoed GSS President Champagne’s mental health concerns for students, adding that universities are finding that far more students in the current generation suffer from mental health conditions than students even one or two generations ago. In response to this issue, SGA will sponsor a mental health awareness week, later this month, aimed to help dismantle stigmas that surround mental illness, educate students as to available resources, and provide fun events. Also relative to the mental health issue, SGA intends to create a special activities fund of $20,000 that will be available to clubs and organizations that wish to sponsor large, healthy and safe events on dates that are identified as being high-risk for misuse or abuse of substances.

President Maulucci moved on to acknowledge that SGA has attempted over the last decade to address the lack of information provided about courses available to students when registering. Although progress has been made, she said, this issue still needs to be addressed. Lastly, she advised that SGA’s 160+ clubs and organizations are currently submitting their FY 17 budgets for review. After implementing their own version of IBB, SGA was able to raise their allocation rate from 36% of club requests to 60%. Furthermore, SGA intends to be the first SGA in more than 25 years to ensure that not a single club or organization passes along debt to next year’s leadership.

Chair McAneny acknowledged the importance of the initiatives that President Maulucci outlined, and thanked SGA for working on them.

Academic Presentation

Dean of the Honors College (HCOL) Lisa Schnell began the academic presentation by providing historical context for HCOL, noting that the first class was admitted in 2004. At the time, there was one staff person and 91 students. Since then, HCOL has grown significantly and currently has a staff of seven, a student population of 771, and has awarded approximately 900 students with the designation, at graduation, of Honors College. Dean Schnell explained that there are two ways a student can enter HCOL -- either through an invitation extended to a high school student based
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upon academic performance, or through a student’s application after the first year. The goal for founding HCOL was to create a community of scholars characterized by academic excellence. Dean Schnell explained that the rest of the presentation would be provided by two current students and two alums, who will highlight aspects of their HCOL experiences.

Claudia Garber ‘18 (College of Arts & Sciences, Linguistics/French major) was the first to speak. Ms. Garber was invited to be a part of HCOL as a senior in high school. As she explored her options for college, she finalized UVM as her choice after attending an admitted student visit day. Ms. Garber outlined HCOL program requirements and stated that it has helped to create a basis upon which to build her experience. She added that, by living in the HCOL community, she appreciates that she can continue learning outside of the classroom and has immediate access of support.

Luke Dodge ‘16 (College of Arts & Sciences, Political Science/Economics major) continued the presentation by highlighting his experience of joining HCOL as a sophomore at UVM. He explained that he had a difficult first year and was feeling unsure as to whether he should stay at UVM. Ultimately, he decided to apply to HCOL and was accepted. Through the influence of one of his HCOL advisors, he was encouraged to develop his ability to be a leader. As a result, Mr. Dodge is now a member of the Lawrence Debate Union and he also became inspired to begin the Vermont Prison Debate initiative. He is conducting his own research to seek to expand access to education to communities who are under-served. He cited the Honors College as a major influence on the success of his efforts to improve the community.

Hira Haq ‘15 (College of Agriculture & Life Sciences, Biochemical major) discussed her perspective as a recent graduate of the Honors College. Ms. Haq is a native of Essex, Vermont, who never thought she would attend UVM because it was too close to home. However, she decided to accept an invitation to be a part of HCOL and cites it as one of the best decisions she has made. As a pre-med student, she became involved with a clinical nutrition study that compared how full-fat dairy and low-fat dairy affect gut bacteria. Ms. Haq credits her status as a HCOL student for being chosen to be an investigator on the study. She was pleased to be allowed the freedom to design and conduct many important aspects of the study and stated that it was the first of its kind. She has recently been accepted into UVM’s College of Medicine and credits HCOL for changing her from being student to being a scholar.

Nick Strayer ‘15 (College of Engineering & Mathematics, Statistics/Math major and current graduate student in Biostatistics at Vanderbilt University) recalled that his first-year Honors College seminar provided him with his first glimpse into the power of narrative. He drew on his experience from other HCOL classes as well and applied these skills to his thesis research, which focused on the use of narrative visualization for data pertaining to climate change. Mr. Strayer’s work was recognized by The New York Times, which has since hired him as a reporter, citing the empathy that resonates in his work. He credits the education he received as an HCOL student for preparing him for his success.

Trustee Kesha Ram, also a former HCOL student, asked how HCOL has been able to reach out to alumni as resources. Dean Schnell replied that they hear from alums frequently, and also find
ways to engage them such as inviting them to participate in panels at Homecoming. They also use LinkedIn as a tool to remain engaged with alums.

Trustee Ron Lumbra asked how our Honors College compares to those at other universities. Mr. Strayer answered that he had toured other honors colleges, but felt that many of them encourage students to be distinguished as “different” from the rest of the student population. UVM did not encourage their HCOL students to be separate, which he respected. He added that he does not feel any other University could have offered him a better experience.

Trustee Curt McCormack asked Mr. Strayer what the specific subject was in his climate work. Mr. Strayer replied that he focused on data that showed how different policy implementations, if put in place, could lower the rate at which climate temperatures are rising.

Trustee Bill Botzow asked the student panel what UVM can do better. Mr. Dodge stated that everyone should be a global student and that UVM can expand ways in which students can engage in critical thought. Mr. Strayer referenced the many campus transformations currently taking place, and urged the University to honor its historical character, which he feels should be amplified and not moved in another direction.

Chair McAneny expressed thanks to the presenters. She noticed there was a common theme, being that each student had a transformative experience encouraged by faculty. She asked that Dean Schnell pass on to faculty her thanks for an outstanding job.

**Investment Subcommittee (ISC) Chair Socially Responsible Investing Report**

ISC Chair Robert Brennan reported ISC’s decision in response to the Socially Responsible Investing Advisory Council’s (SRIAC) recommendation to divest from companies that invest in coal. Prior to making its decision, ISC researched the history of Socially Responsible Investing (SRI) at UVM, as to which ISC Chair Brennan provided a brief summary. He explained that SRI conversations have been occurring for 38 years and that the Board established its first ad hoc Investment Advisory Committee in 1978. Approximately 10 years later, a standing Committee on Socially Responsible Investment (CSRI) was established. By 2006, the Statement of Investment Policies and Objectives was amended to allow for the consideration of moral, ethical and social criteria in determining which companies to invest. In 2008, CSRI was dissolved and the Socially Responsible Investing Work Group (SRIWG) was established. Over the next several years, it became clear that SRI-related recommendations from the community, vetted through the SRIWG, were placing the Board in direct conflict with its primary role as a fiduciary. As a result, the SRIWG was dissolved and the Socially Responsible Investing Advisory Council (SRIAC) was established under the supervision of the Vice President for Finance (VPF).

By placing SRIAC under the administration, rather than the Board, the idea was that there would be more continuity and that the Council would be in a better position to understand and consider SRI-related requests. ISC Chair Brennan further explained that, if SRIAC decides that a request has merit, it passes on the request to the VPF in an advisory capacity. The VPF then makes the final recommendation to the ISC. If the ISC chooses to move the recommendation forward, it is
Historically, he said, SRI focus had been on shareholder advocacy and proxy voting. However, in recent years, focus has shifted to divestment. Divestment proposals have been approved four times in the past 38 years, three of which occurred in the last fifteen. In 2013, a request was made that the University divest from fossil fuel, which was denied. In the spring of 2015, concerns were raised by a Board member regarding monitoring and compliance with divestment resolutions and the need to clarify the intent of those resolutions. The ISC committed to research past resolutions and compliance therewith, and then report back to the Board. A significant amount of research into these issues ensued and the ISC arrived at several conclusions, the first being that divestment activities were limited to the University’s direct, or separately managed, accounts and not its commingled funds. The second conclusion is that the endowment management has been compliant with that mandate.

ISC Chair Brennan invited Cambridge Associates Managing Director LaRoy Brantley to highlight the differences between direct investments and commingled funds. Mr. Brantley first said that he has been working with UVM for 13 years. Moving on, he explained that commingled funds are funds where investors pool their capital with an investment manager, who typically has the discretion to make investments. In this scenario, investors own shares or interests in the fund, or vehicle, not the underlying assets, and have no ability to control strategy, liquidity expenses or securities lending. Commingled funds have minimum account sizes and fees vary. For direct investments, investors own shares of the company or underlying assets and the manager most often has discretion, and specific companies or industries can be negatively screened. For direct funds, there is typically higher minimum account size ($10 million-$100 million) and lower fees. As of December 2015, UVM’s portfolio comprises 19.3% direct funds and 80.7% commingled. He added that many of the best managers do not have separate accounts and focus on commingled funds. He also explained that a notable portion of the 19.3% direct funds of the University’s program emerged to accommodate SRI mandates. He also clarified that there is no way to accommodate SRI mandates for hedge funds.

ISC Chair Brennan asked Mr. Brantley if larger endowments frequently choose to purchase commingled funds. Mr. Brantley replied that, although large endowments have more freedom in what they can afford, they often choose to purchase commingled funds due to benefits such as access to the best managers.

ISC Chair Brennan next provided the definition of a fiduciary, and also of fiduciary duty. He emphasized that a fiduciary’s duty is to avoid any conflicts of interest between themselves and their principals, or between their principals and the fiduciaries’ other clients. He urged that the Board remain mindful of unintended consequences of divestment. Using tobacco as an example, he recalled that the Board approved divestment from tobacco-related funds in May of 2000. Since that time, tobacco stocks have remained a profitable investment: if UVM had invested 10% of the 2000 endowment in tobacco, it would be worth $100 million more than it is today. ISC Chair Brennan also stated that his personal opinion is that tobacco is terrible, but that he has to separate his feelings so that he can maintain his fiduciary responsibility. He also reminded the Board that
endowment contains money left to the University for a specific purpose and under the expectation that the highest fiduciary care would be given.

Trustee Jeff Wilson handed out a recent article from *Trusteeship*, titled “Fiduciary Duties and ESG Investing”, which covers a 21st century approach to endowments and pension funds. He noted that the article specifically states that SRI can co-exist with being a prudent investor. Trustee Wilson queried whether the University should be doing more in terms of SRI. He cited tobacco companies as an example, acknowledging their profitability, but stating that it is at the expense of the health of vulnerable populations. He explained that he understands the challenges, but advised that it would be prudent to look deeper into alternative possibilities.

Trustee David Daigle explained that, although tobacco companies can be seen as offensive, so can many other types of companies for numerous reasons. He expressed that he cannot reconcile divestment with his fiduciary duties to maximize returns on the endowment.

Trustee Anne O’Brien expressed her surprise that, while the Board had approved divestment in tobacco, it can only be applied to direct funds. She agreed that the Board needs to look deeper into this issue.

ISC Chair Brennan reiterated that, if the University wants to continue to take advantage of commingled funds, it is not able to dictate to managers what they buy or sell. He added that, in response to a previous divestment request, the ISC attempted to push managers to comply with UVM’s desire to divest from funds involved with a specific issue; either the managers did not reply, or they replied that they were unable to honor the request and that the University was welcome to remove its money from the funds.

Trustee Daigle added that, with commingled funds, one does not know how the fund composition will change at any given time. The only real way to participate in SRI, in terms of commingled fund options, he added, is to invest in specific SRI vehicles.

Trustee Carolyn Dwyer stated that she is dealing with this issue in several groups in which she is involved, including higher education, philanthropic, and public policy-related entities. She finds that it always becomes a debate of morals versus financial gain. She urged that the Board think consciously about the process and requested that it be further educated on the criteria for our investment decisions.

Trustee Ed Pagano stated that it would be helpful to learn more about the history of the University’s allocation in commingled versus direct funds.

Mr. Brantley replied that, when he began to work with the University, direct funds comprised approximately 15% more of the portfolio than they do currently. He explained that he sees several issues related to opportunity costs, and also commingled fund exemptions. In terms of the University’s tobacco divestment policy, he understands that there is a false sense of transparency. He used hedge funds as an example, stating that legally they are not required to disclose short positions, but that they are required to disclose their long positions. He also explained that, when you start practicing divestment, it becomes a slippery slope.
Trustee Ron Lumbra referenced the University’s 80/20 ratio in terms of commingled versus direct funds, and asked if this ratio is best practice.

Mr. Brantley replied that, in terms of direct funds, if it makes sense to invest in them to meet SRI requirements, they do so. If markets go up and the endowment strengthens, then direct funds could be tapped more frequently. Trustee Daigle added that the ISC has never arrived at an investment decision based on commingled versus direct; rather, it always looks at the best blended-risk adjusted scenario for returns. He further explained that right now is a low-return environment, and it might be for an extended amount of time, which presents many challenges, stating that divestment would complicate these challenges even more.

Trustee Wilson stated that, relative to the University’s current SRI-related policies, the intent may have been for direct investments only; however, the SRI-related resolutions did not make this clear. He advised of his intention to offer an amendment when the clarifying resolution is presented later today to the Budget, Finance & Investment Committee. Trustee Wilson reiterated that he feels the Board should look more deeply into the issue, not only in terms of divestiture, but also to examine ways to consider environmental, corporate governance, and social factors. ISC Chair Brennan and Chair McAneny both replied that proxy voting is a great vehicle to address these concerns and that such voting is being paid attention to by company directors.

Trustee Donna Sweaney stated that she is dealing with SRI-related discussions at the Legislature and that it is a conversation occurring broadly.

Trustee Bill Botzow opined that this discussion is an exercise in conscience and wonders if the role of SRI at UVM should be a reactive or proactive one. He agreed that proxy voting can be a powerful tool and asked for more information regarding the University’s proxy voting procedures. He also acknowledged that it appears that the investment world is moving slowly in terms of becoming more SRI-focused, and he asked if there are ways that UVM can incent that response to allow us to invest in ways we want, specifically in commingled funds.

Mr. Brantley replied that there is definitely more of a demand for SRI funds and that there are commingled funds emerging to address it, adding that the problem now is that there is no track record on how these products will perform. He advised that his team does not typically invest in a product that does not have at least a three-year track record.

Trustee David Daigle asked what challenges exist in terms of generating risk-adjusted returns if one removes a targeted sector from the investible universe percent of investible money. Mr. Brantley replied that it can be expensive because one decreases the latitude of investment opportunity.

University Controller Claire Burlingham was asked to provide information regarding how many proxies the University votes. She reported that UVM receives approximately 75-125 statements annually and votes them based upon guidelines that were established by the ISC. For example, UVM has screens that include livable wage, tobacco, and human rights. She explained that proxies can only be voted for direct funds. Trustee Ed Pagano requested that these proxy guidelines be shared with the Board.
Trustee Cynthia Barnhart observed that this topic hits at the heart of the University. She opined that, in many ways, excellence is related to available funds. At the same time, the University community is proud to be socially progressive and responsible citizens. However, she feels the conversation is narrowly focused and encouraged broader conversation regarding other mechanisms for maintaining excellence while moving forward with a socially responsible agenda.

Trustee Dale Rocheleau observed that it was his understanding that according to Vermont state law, for profit entities could take into consideration moral, social and ethical issues when trying to maximize shareholder returns. Trustee Rocheleau stated that he believed not for profit entities could not consider SRI issues when exercising their fiduciary duties.

Trustee Samantha Lucas asked if there have been donors that have expressed concerns about our investment policies. CEO & President of the UVM Foundation Rich Bundy answered that, in general, he has not heard that our policies are of concern; however, he added that a Green Fund was established in response to one donor who had concerns regarding investing in funds that support fossil fuels.

ISC Chair Brennan next provided information on the request from the SRIAC to divest from coal. He explained that the SRIAC had received the request from the community. The SRIAC next recommended the request to Vice President for Finance and University Treasurer Richard Cate, who in turn advanced the request to the ISC. ISC Chair Brennan stated that the exact wording of the SRIAC recommendation is that “the University commit to removing current and all future investments in the University’s holdings, that are actively managed, in coal companies.”

ISC Chair Brennan stated that the ISC declined action on this recommendation. He noted that the UVM endowment does not currently have direct investments in coal and do not currently intend to so invest; however, the ISC is not comfortable with committing never to invest in coal in the future.

He further explained that a driving factor for the request being declined is that the ISC is required to comply with the University’s Statement of Investment Policies and Objectives (SIPO), which mandates that the endowment be optimally invested in a manner consistent with prudent investment principles. Commingled funds are used by the ISC in order to meet return, diversification, liquidity, and expense objectives in compliance with the SIPO. A move away from the use of commingled funds to meet divestment objectives would be financially imprudent, he stated, as it would burden the endowment with substantial costs. He added that, excluding commingled funds from potential investment opportunities would have adverse consequences on the long-term return and diversification profile of the endowment fund, would increase the risk of volatility in the investment portfolio, and would be inconsistent with the investment policy objectives outlined in the SIPO. ISC Chair Brennan handed out the official statement that the ISC has issued in response to the request for divestment from coal. He finally noted that included as Appendix A of the handout is a list of accomplishments UVM has made in terms of environmental stewardship.
Chair McAneny emphasized the importance of understanding the University’s SRI history and recommended that it be included in new trustee orientation. She also stated that, in her 12 years as a trustee, there is no doubt in her mind that the Board understood that the divestment requests that they approved were intended to relate only to direct funds.

**Other Business**

Special Advisor to the President and Provost John Evans reported that the University has completed the sale of property at Fort Ethan Allen for $3.9 million. The Champlain Housing Trust (CHT) is now fully responsible for the buildings, grounds and tenants. He explained that CHT will renew all UVM student leases thru June 30, 2017. Additionally, 12 of 31 units will remain as rental units and UVM affiliates will receive preference through 2018. Nineteen units will progressively be converted to homeownership and there will be a direct marketing campaign to UVM affiliates for such homeownership opportunities. The transition has only been in place for few weeks and is going smoothly. Special Advisor Evans thanked the staff of Residential Life and Campus Planning for all of their work on the project.

**Executive Session**

At 10:55 a.m., Chair McAneny entertained a motion to enter into executive session to consider contracts, as to which premature general public knowledge would clearly place the University at a substantial disadvantage. She noted that action was anticipated following and that the session was anticipated to last approximately 30 minutes. Everyone was excused from the meeting with the exception of incoming Trustees Briar Alpert and Soraiya Thura, Provost David Rosowsky, Vice President for Finance and Treasurer Richard Cate, Vice President for University Relations and Administration Tom Gustafson, Vice President for Legal Affairs & General Counsel Francine Bazluke, Vice President for Executive Operations Gary Derr, Chief of Staff & Senior Counsel to the President Sharon Reich Paulsen, Special Advisor to the President and Provost John Evans, and Vice Provost for Student Affairs Annie Stevens.

Special Advisor Evans and Vice Provost Stevens were excused after the first item.

Dean of the College of Medicine Frederick Morin, Dean of the College of Nursing and Health Sciences Patty Prelock, and Chief Risk Officer & Assistant to the Vice President for University Relations & Administration Al Turgeon were invited to join for the second item.

The meeting re-opened to the public at 11:34 a.m.

The following resolutions were presented for approval with opportunity for discussion:

**Resolution Authorizing Amendment to Ground Lease**

RESOLVED, that the Board hereby authorizes the Vice President for Finance to negotiate and execute a Second Amendment to the Ground Lease Agreement between the University and Vermont ETV, Inc., dated December 31, 1989, on the material terms and conditions reported on this date.
Resolution Authorizing Negotiations and Execution of the Sale of Certain Fort Ethan Allen Property (County Apartments)

WHEREAS, the University owns certain property at Fort Ethan Allen known as County Apartments (“the Property”) and

WHEREAS, the administration advised this Board previously of its intent to sell the Property; and

WHEREAS, the administration has now briefed the Board on the proposed material terms and conditions of the sale;

BE IT RESOLVED, that the Board hereby authorizes the Vice President for Finance to enter into negotiations and conclude the sale of the Property subject to the material terms and conditions reported on this date.

Resolution Authorizing Approval of Revisions to the Bylaws of the University of Vermont Medical Group

WHEREAS, this Board previously authorized the University to enter into an Affiliation Agreement (“the Agreement”) with Fletcher Allen Health Care, Inc. (FAHC), University of Vermont Medical Group (UVMMG), Inc., and Fletcher Allen Partners, Inc.; and

WHEREAS, under the Agreement, the University recognizes UVMMG as the organization through which UVM College of Medicine faculty-physicians will engage in the clinical practice of medicine during the term of the Agreement; and

WHEREAS, under the Agreement, FAHC and UVMMG agreed that, as a material inducement to UVM to enter into the Agreement, neither FAHC nor UVMMG would seek to, nor shall UVMMG, adopt or implement subsequent changes to the governance, composition, or major organizational characteristics of UVMMG unless UVM approves such changes in accordance with the UVMMG Bylaws which, pursuant to Article 10.3, require prior approval of the changes by UVM; and

WHEREAS, UVMMG now has under active review proposed changes to its Bylaws; and

WHEREAS, the UVM administration has briefed the Board Work Group on Medical, Nursing and Health Sciences Education and Research regarding the proposed changes; and

WHEREAS, the Work Group convener, with the administration, has reported to this Board on the material proposed changes;

BE IT RESOLVED, that the Board hereby authorizes the administration to approve the proposed material changes, provided that such changes are, and will remain upon adoption of the Bylaws, consistent with this report.
Trustee Lisa Ventriss disclosed that she would be recusing from voting on the first resolution (amending the ground lease agreement).

Referencing the last resolution (approving revisions to UVMMG bylaws), Trustee Dale Rocheleau asked who the convener of the Work Group on Medical Nursing and Health Sciences Education and Research is. Chair McAneny replied that the convener is Trustee Dr. Richard Gamelli.


The vote was unanimous to approve the resolutions as presented.

At 11:37 a.m., the meeting was recessed.

The Committee reconvened at 3:19 p.m.

**Alcohol, Marijuana & Other Drugs (AMOD) Update**

Vice Provost for Student Affairs Annie Stevens, Director for the Center for Health & Wellbeing Jon Porter, and Assistant Dean of Students Patience Whitworth, provided information regarding historic and current trends of alcohol, marijuana, and other drug use at the University of Vermont and discussed the misuse of drugs as national public health issue that is incompatible with the core mission of higher education.

Vice Provost Stevens stated that, from her viewpoint, this challenge is the primary obstacle for student success. She further explained that the topic is often glossed over, because it has become normalized, but she added that progress is being made in combatting the issue on campus, which makes her optimistic.

Dr. Porter continued the presentation by examining how UVM, whose mission includes optimizing the intellectual and social development of students, has arrived at a place where 1,800 undergraduate students have not been able to recall activities from the night before at least once in the previous month, and where 3,200 undergraduate students report the use of marijuana in the last 30 days, with 1,600 of them reporting use at least 20 out of the last 30 days. He acknowledged that these issues are not unique to UVM, as roughly 2,400 other four-year institutions face identical issues. He next stated that, in order to reverse the status quo, the University community must name it, understand it and approach it as a systems problem, while also understanding it will take time to see results.
Dr. Porter next described efforts being made to design and implement a sophisticated assessment matrix that measures student behavior related to AMOD, as well as the impact of this behavior. These metrics have allowed his team to identify which times of the academic semester are characterized by higher rates of alcohol-related adverse outcomes than the mean. The Department of Student Life has responded by providing augmented social programming, which offers students non-alcoholic alternatives, giving them a healthy option as they decide how to spend their time.

Dr. Porter then highlighted several other initiatives, such as evidence-based sanctions for AMOD violations and universal screening for AMOD, and also for depression, in Student Health Services. He also spoke about the need for engagement. He noted that several student groups have been involved in efforts to mitigate AMOD impacts. Efforts have also been made to engage parents to combat the issue. For example, parents of first-year students receive correspondence from Vice Provost Stevens beginning in the summer before their children’s arrival and preceding high risk weekends. These now continue through the students’ second year. Faculty engagement is also important, he stated. Last year, the Faculty Senate approved changes in the academic calendar, going into effect for academic year ‘16-17, which provides for a fall semester recess and situates the exam period within a five-day time frame. This was responsive to a concern that students were not fully engaged at the end of the semester, as was visible in the high-risk weekend assessment. Additional faculty engagement includes an initiative taken this past fall, where a number of Deans sent letters to their students prior to the naked bike ride encouraging them to make decisions that would result in a healthy and successful conclusion to their semester. This spring, the Center for Health & Wellbeing will work with faculty on best practices on how to engage students on this issue. Finally, community engagement is important; Dr. Porter said that for the last three years, the University has engaged with Burlington authorities to map calls for service related to complaints tied to alcohol misuse. The information has enabled the University to identify problem properties and neighborhoods, and to contact the residents and landlords of these properties, which has resulted in 20% decrease in calls for service in the last three years.

Assistant Dean of Students Whitworth reported that high-risk drinking has decreased in last few years due to many of the efforts that Dr. Porter covered. Referencing the evidence-based sanctions for AMOD violations, the Center for Student Ethics and Standards performed a comprehensive review of its sanctioning approach, and found that, since 2012, UVM has seen reductions in self-reported, high risk drinking; declining recidivism rate in AOD conduct; and improved quality of life in local neighborhoods.

Dr. Porter next addressed marijuana use. He explained that potency has increased significantly since the 1970’s. At the same time, young people are increasingly viewing marijuana as a non-risk. He stated that there is proof that marijuana affects the morphology of the brain, resulting in decreased function, anxiety, psychosis, and use disorder. Other outcomes are lower rates of academic success and staying in college.

Dr. Porter added that additional challenges include the non-medical use of prescription drugs, engagement of men, and the need for long-term funding. He concluded the presentation by stating, that ultimately, we all benefit in approaches like the Wellness Environment, which will be the focus of the next presentation of this meeting.
Trustee Rob Brennan referenced changing attitudes, and asked the presenters how they view the potential legalization of marijuana. Dr. Porter replied that, in his personal opinion, it sends a powerful message of normalization. He cautioned how it might impact young adults and emphasized the need for it to be thoroughly vetted. Vice Provost Stevens added that, in her personal opinion, whether legalization passes or not, it is in direct conflict with the academic goals of the University.

Trustee Dale Rocheleau asked if the University has been in talks with state colleagues regarding this issue. Dr. Porter replied that such talks have occurred, and that there is a shared concern regarding the increase of substance use by young people.

Trustee Lisa Ventriss asked if peer-advising would be included in the conversation. Vice Provost Stevens responded that the SGA-led peer advising initiative is at the discretion of the students, but that her team will work with them to encourage that the topic be included. Dr. Porter added that mentoring is a pillar of the Wellness Environment and feels that it is an important way to transmit information and expectations.

Trustee Kesha Ram asked if the University helps students navigate insurance as they seek access to long-term treatment for substance abuse. Director Porter replied that the University does work with students regarding their insurance policies. He added that wait-lists for treatment are already long, and a concern about the legalization of marijuana is that it would place further demand on already sparse resources.

Trustee Bill Botzow asked if the connection between substance abuse and other behaviors on campus is well-tracked. Vice Provost Stevens replied that 90% of student disciplinary cases are related to alcohol or drugs. Residence hall staff work hard to combat this issue, she noted. Assistant Dean Whitworth added that, five years ago, Residential Life started restorative programs where residence hall floors would get together to talk about the impact of bad behavior.

Trustee Samantha Lucas asked if the University tracks differences between age groups in terms of alcohol use. Assistant Dean Whitworth said that information is gathered from the monthly survey of high-risk drinking and that distinct patterns have emerged. For example, she explained, first-year student drinking is at its highest in the fall and that, for junior and seniors, it is highest in the spring.

Chair McAneny thanked the presenters for the important information that they shared.

**Presentation on the Wellness Environment**

In follow up to the update on alcohol, marijuana and other drug use on campus presentation, Dr. James Hudziak, a pediatric neuropsychiatrist in the College of Medicine, provided a presentation on the Wellness Environment (WE). The WE, he explained, is a neuroscience inspired substance-free residential community for first-year students that aims to create a campus wide behavior change towards health promotion. This movement is powered by providing students with scientific understanding and resources to engage in healthy decision making.
Dr. Hudziak stated that the premise for the program began when he was looking for colleges with his own daughter. He said that, when they were conducting an online search for UVM substance-free housing, they found many entries that were concerning, and highlighted exactly the opposite type of information that they were hoping to find. This exercise drove him to create the idea of behavioral change from within the community to develop a healthier campus. To make this idea a reality, he worked on a proposal to redesign the application process and to provide resources and University commitments to build a wellness environment. Within nine months, the proposal has come to fruition, with 120 students living in Patterson Hall with multitude of resources to create healthy decision making and living, as well as a launch of WE courses for a proposed curriculum.

Dr. Hudziak next explained the science behind wellness. He began by stating that what we do changes gene expression through epigenetic modification and influences the plasticity of our brain structure and function, and, ultimately, how we think, feel and behave. He next commented on emotion regulation and the brain, which houses a cognitive network and an emotion network. He described that stress, trauma and adversity diminish the cognitive network and allow the emotional regions of the brain to become larger. From the ages of 14-22, adolescents have heightened emotionality, risk-taking behaviors, the emergence of substance abuse, the development of close interpersonal ties outside of the family environment, puberty, and a drive for increasing autonomy. All of these factors combined make an adolescent brain similar to a supercharged car with poor breaks, as there is a mismatch between regulatory behaviors and risk behaviors.

Dr. Hudziak next described ways to mitigate the challenges that the adolescent brain poses for college-aged students. He explained that the single best treatment for cognitive problems is daily exercise, adding that fewer than 12% of Americans exercise daily. For WE students, the program offers incentives to for them to exercise and also encourages them to participate in mindfulness. Dr. Hudziak added that science proves that mindfulness helps with emotion regulation.

Dr. Hudziak moved on to highlighted the WE curricular program, which includes a recently proposed College of Medicine Behavior Change minor. WE is also building outside support and the program hosts many new events that offer healthy options for students.

Looking to the future, Dr. Hudziak announced that, in 2016-2017, the WE program will include two residence halls for first-year students and two for second-year students, with a total amount of 492 students enrolled next year. Also, coming in Fall 2016, WEventure will begin, which is an initiative where students who sign up for WE will come to campus three days early to get acquainted and to help build the community. He also announced that UVM Dining has committed to collaborating on a series of events for WE students; is promoting healthy options with WE insignia in UVM dining halls; and is exploring options for hydration stations in each WE Residence Hall. UVM Dining is also making changes to the environment in McAuley dining hall and will offer the following: WE menu options that focus on nutrition; a ‘My Zone’ that is nut, dairy and gluten free; and convertible dining space for WE activities.

He concluded his presentation by noting that Tulane University is currently cloning the UVM WE program. He then introduced four Wellness Environment students, all of the Class of 2015: Cait Fitzgerald, Caroline Duksta, Cal Rawlings, and Remy Castella.
Trustee Samantha Lucas asked the students about their WE experience. Ms. Fitzgerald answered that she was looking for an accepting community and found it via the WE. She added that some people who are not part of WE tend to think of the group as strict about working out, but she said that is not necessarily true and that each member practices wellness in their own way. Ms. Duksta stated that she appreciates that the WE allows her to come home to a peaceful environment. Mr. Rawlings replied that he appreciates that the WE is a place where students can nurture themselves and establish healthy habits. Mr. Castella stated that he receives great reactions from people who are not part of WE, and that they are often interested to learn about the program. Dr. Hudziak added that, of the 120 WE current residents, 100 have signed up to live in WE next year. He also said that of 35 athletes were required to participate in the program, 17 decided to continue next year without being required to do so.

Trustee Kesha Ram asked what the gender balance is in WE. Dr. Hudziak replied that the composition follows the same composition guidelines that other UVM dorms follow.

Trustee David Daigle asked what role faculty can play in this success of WE. Dr. Hudziak replied that, in the Honors College, faculty will soon be required to learn the science of mindfulness, nutrition, and exercise. He stated that awareness and the ability to talk about wellness in a scientific way are key.

Trustee Ron Lumbra asked if the WE program is restrained in terms of available space and if there needs to be thought in terms of physical infrastructure. Dr. Hudziak replied that space is definitely an issue, and that the campus does not currently have adequate facilities to host a broad movement of the WE program.

Trustee David Brandt asked about the composition of WE students across the colleges. Dr. Hudziak replied that this year was the experiment year and that most students were from the College of Arts and Sciences.

Move Mountains: The Campaign for the University of Vermont Update

UVM Foundation CEO & President Rich Bundy offered a brief campaign update on progress since the launch in October during the last Board meeting. He explained that over $22 million was raised in the last quarter and that, as a result, the campaign is at $269 million against the $500 million goal (54% of the goal with 56% of time elapsed – right on schedule.) He added that the UVM Medical Center is at about 50% of its goal within the total campaign. CEO & President Bundy further reported that the campaign has already received 62% of funds that have been committed, with another $42.7 million in pledges pending. He added that the maximum amount of time allotted for pledges is five years. He explained that there are $59.4 million in bequest intentions, which can be somewhat unpredictable in terms of the timing of their receipt; however, when the receipts and pledges pending amounts are combined, they represent 80% of funds committed during the campaign to date, far outpacing national averages for receipts during campaigns.

In December, the campaign passed the 100 mark for endowed faculty, which places the total just four shy of the original goal to double the number of endowed faculty from 52 at the start of the
campaign to 104 by the campaign’s conclusion. At this rate, Bundy projects that the endowed faculty goal will be met by the by end of this fiscal year, which would leave three years remaining in the campaign to add onto that total.

CEO & President Bundy next reported on the campaign progress by purpose, focusing on the program support category, which has nearly reached 100% of the dollar goal for these types of gifts. It includes $137 million in new gifts, which breaks down to include $25.6 million in research support, $38.9 million in unrestricted gifts to the respective units, and $14.8 million that is completely unrestricted.

CEO & President Bundy also presented the campaign progress by unit. He noted that Libraries and the College of Education and Social Services have already exceeded their dollar goals, but still have specific campaign priorities within their portfolio for which they still need to secure gifts. He stated that he and his team plan to work with units who are further behind their dollar goals than expected at this time to accelerate their fundraising activity.

CEO & President Bundy concluded that, for the first time in this campaign, the University has documented a pipeline of donors that exceeds what is needed to meet the overall fundraising goal of $500 million. He realizes that not all of the potential gifts in that pipeline will happen, but said that, right now, his team is able to see the light at the end of the tunnel that ends in 2019.

Trustee Ron Lumbra asked whether market volatility has impacted donor conversations. CEO & President Bundy replied that he has not seen a consistent response to this concern. He was particularly worried donors would begin to make it an issue after January’s volatility, but found that donors remained committed. As far as he knows, his team has not had a cancellation or restructuring of a major donor commitment as a result of market concerns.

Trustee Bill Botzow asked if the campaign has yielded any surprises. CEO & President Bundy answered that he found that changing culture is harder than he thought it would be, and that he and others find that they still have interactions with donors who do not understand the importance of private philanthropic investment in the University. However, he said, he feels that as more conversations occur between prospective donors and campus leaders, more understanding arises.

CEO & President Bundy next presented Chair McAneny with a gift on behalf of the Foundation, in honor of her service. Chair McAneny expressed her gratitude in working with the Foundation and watching its success.

**Capital Projects Update**

Director of Capital Planning & Management Bob Vaughan provided an update on progress made on the construction of the Science, Technology, Engineering & Mathematics (STEM) Complex, the new First Year Residence Hall, and the UVM Medical Center’s new Patient Care Facility since the last meeting.
Director Vaughan stated that he was pleased to report that all three projects remain on schedule. He then highlighted the progress made for each of them with a series of pictures and views from the live webcams, which are available on the Building UVM - Investing in Quality website. He stated that the warm winter has worked to the University’s advantage in moving these projects forward.

Chair McAneny asked if the projects remain on budget. Director Vaughan replied that STEM is on budget. He also confirmed that the housing project is on budget at this point, but that it only has 40% of bids in hand.

President Sullivan recalled that, several meetings ago, there was concern about ability of Director Vaughan’s team to manage all of the vehicular and pedestrian traffic on campus during the construction phase. He is happy to report that and that he has yet to hear a complaint and congratulated Director Vaughan for a job well-done.

Trustee Rob Brennan asked what was the decision was on the exact number of floors in the residence hall. Director Vaughan replied that they are still waiting on estimates, before a decision can be made.

### Annual Deferred Maintenance Report

Due to time constraints, the annual deferred maintenance report was deferred until the next meeting.

### Action Items

Audit Committee Chair Dale Rocheleau reported that the Audit Committee reviewed the FY 2015 Audited Financial Statements at their November 9, 2015 meeting. Opinion showed no material weakness or significant deficiencies.

The following resolution was presented for approval:

**Acceptance of Fiscal Year 2015 Audited Financial Statements**

WHEREAS, the financial Statements of the University of Vermont and State Agricultural College for the Fiscal Year ended June 30, 2015, have been audited by Grant Thornton LLP, Certified Public Accountants, in accordance with 16 V.S.A. Section 2281(a);

BE IT RESOLVED, that the Board hereby accepts the FY 2015 Audited Financial Statements as recommended by the Audit Committee and presented today and acknowledges receipt of the FY 2015 Financial Report.

A motion was made, seconded and the following roll-call vote was taken to approve the resolution as presented: Cynthia Barnhart – Yes, Bill Botzow – Yes, David Brandt – Yes, Robert Brennan – Yes, Frank Cioffi – Yes, David Daigle – Yes, Carolyn Dwyer – Yes, Richard Gamelli – Yes, Joan Lenes – Yes, Bernie Juskiewicz – Yes, Samantha Lucas – Yes, Ron Lumbra – Yes, Debbie McAneny – Yes, Curt McCormack – Yes, Don McCree – Yes, Anne O’Brien – Yes, Ed

The vote was unanimous to approve the resolution as presented.

Chair McAneny next asked for approval of the Board meeting and retreat dates for 2017 as proposed in Attachment 9 of the meeting materials.

A motion was made, seconded and voted to approve the 2017 meeting and retreat dates as presented.

**Acknowledgement of Grants and Contracts Awards Report**


**Other Business**

There being no further business, the meeting was adjourned at 5:00 p.m.

Respectfully submitted,

Debbie McAneny, Chair
Deborah H. McAneny  
Board of Trustees, Chair’s Report  
February 5, 2016

This is my final Board meeting, and not surprisingly, I have spent a lot of time over the last few weeks reflecting on my twelve years on this board. My conclusion, it has been a thrilling ride. We have enjoyed more than our share of successes: the physical transformation of the campus, a thriving honors college, a highly successful Foundation, international expansion, record applications, and national recognition on a variety of fronts, to name just a few. And we have faced our share of challenges including navigating the biggest recession of our lifetime, presidential transition, significant budget challenges, and the list goes on and on. While it was fun and easy to wallow in nostalgia, I eventually found myself looking to the future.

Most of you probably don’t know this, but I come from a long line of politicians. My mother, father and grandfather served for many years in the state legislature in Rhode Island. Given the recent death of Mayor Buddy Cianci, now may be a good time to reassure you that these three Rhode Island state politicians were never accused of corruption.

I learned over the years that determining whether we are on the right track or the wrong track is an important first step in polling and a critical element to a successful governance transition.

So, in anticipation of the upcoming passing of the gavel, I asked myself the question: Is UVM on the right track or the wrong track? Ideally I would survey all of you, but I hope you will humor me with the results of this survey of one. After much thought and contemplation, I submit to you that UVM is very much on the right track and its future is bright. There is ample evidence to support my conclusion but let me just highlight a few things:

Our national reputation continues to grow as evidenced by the record number of applications we receive and the increasing quality of the applicant pool. More importantly, we need only look at the important scholarly contributions of our faculty and the outstanding achievements of our students to have a palpable sense of the growing excitement and energy on this campus.

We have not only established a thriving foundation but we have publicly launched the largest capital campaign in the history of the University. With $267M of campaign commitments as of year-end 2015, we are well on our way to achieving our $500M goal. Rich Bundy will be here this afternoon to give us an update on the Move Mountains Campaign, but I would like to highlight one important achievement. As a result of this campaign, we now have over 100 endowed faculty positions. I highlight this because growth in the endowment is a critical element to our plan for financial sustainability, and a topic near and dear to all of us.

Our significant and historic commitment to STEM this past year is critical to the long-term success of UVM. But it also demonstrates the university’s dedication to our land grant mission and UVM’s increasing importance to the economic development of the broader community and the State of Vermont.
Very importantly, we have the right leaders in place across the University and a widely held appreciation for and commitment to our shared governance model that will serve us very well into the future. Working together, under Tom and David’s leadership, the Senior Leadership Team, Deans and the leadership of the Faculty Senate, Staff Council and Student Government Association have not only kept us on track but are partners in propelling us to an even brighter future. Please join me in congratulating and thanking this impressive team, many of who are here with us today, for the tremendous job they have done advancing our exceptional university.

Speaking of the right leaders, last but not least, I turn to the members of this board. This is by far the most unique board I have ever served on in so many ways. Its structure and composition is, to put it mildly, distinctive. And yet somehow it works.

The job of trustee in such a complex institution is challenging. But, let’s face it, if this was easy the University would not need us. Over the years, I have been incredibly proud that this group of 25 trustees, from disparate backgrounds, leave their baggage at the door, and time and time again, demonstrate their commitment to doing the right thing for this great university. I am proud of your willingness to ask the tough questions, embrace controversy, remain open to new information and perspectives and sustain your resolve to unite in support of this essential enterprise. It is because of you, Tom, and all of the University leaders in place today that I feel so confident in the future and comfortable in passing the gavel in the next several weeks. Thank you for your selfless and tireless service. It has truly been a privilege working with you and I thank you all for the opportunity to serve as your Chair.

I can’t let this day go by without saying a special word of thanks to Corinne and Erin for all the time, effort and hard work they put into keeping this board and its Chairperson on track. I can assure you it is a constant challenge and they do a tremendous job. Please join me in expressing our gratitude to Corinne and Erin.

I would also like to take an opportunity to thank our hardworking, talented and committed faculty and staff for all you do to make UVM an exceptional place. You are absolutely essential to our success. Our university is better and stronger because of you.

And of course, our wonderful students, engaged, active, hard-working, and a great source of pride for each and every one of us. They are a powerful force for progress and academic achievement, and in so many ways the lifeblood of our institution. Indeed, our students are why we are all here.

Let me also take a moment to publicly recognize our other outgoing Trustees, Dale Rocheleau and Samantha Lucas. We will have time this evening to recognize you for your individual accomplishments but I want to extend our thanks to each of you for your outstanding service to our University.

And finally I would like to introduce our new student trustee Soraiya Thura. Soraiya is originally from Falls Church, Virginia and is currently a student in the Class of 2018 at the College of Medicine, pursuing her M.D. degree. She graduated magna cum laude with University Honors from Virginia Commonwealth University. Welcome, Soraiya.
We also have here with us today, Briar Alpert, whose nomination to the board is expected to be approved by the UVM Board on Saturday morning. Briar Alpert is CEO and President of BioTek Instruments, Inc., a leader in the creation of microplate instruments and software used in the advancement of life sciences research and to facilitate the drug discovery process. Briar is a 1983 graduate of UVM, with a bachelor’s degree in mechanical engineering. He earned a MBA from UVM in ’92. Briar is also on the Board at the Vermont Center for Emerging Technologies. I hope you will all take a moment to introduce yourself to Soraiya and Briar.

Also joining the Board, but not with us today, will be David Aronoff. David is a General Partner at Flybridge Capital Partners. His investment interests and experience include the semiconductor, internet & mobile infrastructure and digital media sectors. He holds a BS in Computer Science from the University of Vermont, an MS in Computer Engineering from the University of Southern California, and an MBA from Harvard Business School.

In closing, let me say again: It has been the privilege of a lifetime to serve on this Board, with Trustees present and past. I will always cherish this experience and the time we have spent together to move our beloved UVM forward.

Thanks to all of you.

This concludes my remarks.
The upcoming academic year will mark the 75th anniversary of the establishment of the Student Government Association. In late March, the student body honored Tyler Davis and I by reelecting us to a second term as SGA Vice President and President, respectively. Looking back at the accomplishments that the organization has had, and the vast number of student’s lives that have been improved because of its work over the last 75 years, it is truly an honor to have the opportunity to serve and lead such an impactful organization.

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Peer Advising Program

- The final phases of recruitment and selection are underway for the pilot year of our Peer Advising Program. Peer Advising Interns for the new Advising Center, set to open in August, have been selected from an extraordinarily qualified and capable pool of applicants. Furthermore, for SGA’s branch of the program in the Grossman School of Business, we received over 150 faculty nominations, and finally narrowed the pool down to 20 exemplary students. Joining Grossman for the program’s inaugural year are MATH/STATS in the College of Engineering and Mathematical Sciences, and the Department of Biology in the College of Arts and Sciences. The search process to hire a full time coordinator for the program has begun, already garnering well over 70 applications.

- Discussions have already begun to plan the expansion of the program over the next several years. By 2019, the SGA will have created over 150 student jobs, and every first-year will have a peer mentor of their same major or concentration. They will be responsible for providing first-years with needed information, invaluable perspectives, and connect them with the many resources available to students that lead to outstanding student experiences and successful transitions into the University community.
Innovation Incubator and Professional Development Fund

- The SGA has begun exploring the establishment of an innovation fund that will be available for students to receive grants in order to pursue business, non-profit or other research ideas that would have a positive impact on the State of Vermont.
- The SGA already maintains a professional development fund, and would work to restructure and re-appropriate those resources towards this project. Additionally, discussions have begun with the hopes of partnering with the state, city, and local businesses to grow our efforts.
- The University of Vermont provides its students with invaluable skills and tools that we believe a project like this could help harness, and unleash student potential outside of the classroom.

Safe Ride Home Initiative

- Through the leadership of SGA Vice President Tyler Davis, the Student Government is preparing to launch a Safe Ride Home initiative that will be operated by students with the purpose of providing free and safe transportation for students on weekends who feel uncomfortable with their surroundings or unsafe.
- The Student Government currently owns 8 twelve-passenger vans that are used primarily for club sports and other organizations to travel to games and events. The program will designate one of the eight, or a new additional van, to be on call and available for students to secure safe and direct transportation home under certain circumstances.
- A comprehensive report is currently being compiled using statistics and data from other universities that have similar programs that will assist the SGA's decisions as to the exact structure of the program.

Greek Housing Tax

- Beginning next year, fraternity and sorority housing's tax-exempt status will be removed by the State of Vermont. A significant lobbying effort including students, alumni and other community members has begun at the Statehouse in order to reinstate the tax-exemption on Greek properties.
- The Student Government passed a resolution unanimously urging Montpelier to reinstate the tax-exemption. UVM's Greek community raises hundreds of thousands of dollars each year to support local and international charities, and perform over 20,000 hours of community service annually, right here in Burlington.
- Fraternity and sorority housing is a virtual extension of University housing, and provides a community for students to grow personally, professionally and excel academically.
Mental Health

• In February, the SGA hosted its first Mental Health Awareness Week aimed at relieving student stress, raising awareness about the resources available to students, and ending the stigmas that can accompany mental illness.
• Mental health concerns remain a serious issue for students across the country, and we all must come together to promote healthy minds.

Sexual Violence Awareness Month

• This April the SGA sponsored its second annual Sexual Violence Awareness Month, intending to inform students of the resources available to them, and raise awareness about this nation-wide crisis on college campuses.

Club Budgets and the SGA Finance Office

• In our final year of implementing our Responsibility Centered Budget Model, club budget allocation rates remained at a record high of nearly 60%.
• RCM has made the way in which the SGA manages its funds more efficient, transparent, and it incentivizes organizations to fundraise independently, allowing them to impact and engage even more students.

Course Information

• As discussed in my February report to the Board, the lack of information that students are provided before course registration continues to be a serious frustration of the student body. Students and their families make tremendous sacrifices in order to afford the privilege of attending UVM, and we feel that we deserve to know exactly what a course will be before we pay to take it.
• Since that time, the SGA has engaged Provost Rosowsky, the Council of Deans and the Faculty Senate, and it is our expectation that students will finally be given the information we deserve at the next registration period.
• In addition to expanded section descriptions and course syllabi, the student body feels that we have the right to access course and faculty evaluations that students complete, in order to make more informed decisions.

Committee on the Environment

• The student body firmly believes that we must act to save the one planet we’ve got from the effects of climate change. Therefore, reaffirming our commitment to this value, the SGA has established a committee on the environment that will explore ways in which students can reduce our carbon footprint.

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Although this is nowhere near an exhaustive list of the issues that the SGA is working on, I hope it provides an accurate snapshot of the level of involvement and commitment that we have to the University of Vermont. I look forward to seeing you all over the next year.

Warm Regards,

[Signature]

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Jason D. Maulucci
President
Student Government Association
University of Vermont
As I write this report mid-April, Staff Council leadership has just sent a recommendation to President Tom Sullivan, Vice President Wanda Heading-Grant, Vice President Richard Cate, and Vice President Gary Derr regarding the FY17 Non-Represented staff salary increases announced March 24 in a memo from Vice President Heading-Grant. Regretfully, Staff Council was not included in the development of the notice, so when it was distributed on March 24, staff reaction was strong and concerned.

The notice outlined that 1.0% was the increase ATB, and that the remainder of increase would be 1.5% for merit for salaries under $50,000, 1.25% merit for salaries between $50,000 and $99,999, and 1.0% merit for salaries over $100,000. Non-represented staff response expressed concern over the lack of parity with represented staff or faculty, as well as the amount of increase tied to merit without clear guidance over how it should be tied to performance appraisals. Finally, non-represented staff did not understand how 1% could be an inflationary rate, when cost of living is rising for many of them by far greater than 1% of their income. No justification or explanation was provided regarding how 1% was arrived at for the ATB increase, leaving staff—many of whom are still hoping to recover from years of low increases—-with a range of questions and concerns. We hope to update you on the response to our recommendation in our verbal report to the Board.

Staff Council has just closed the 4th Staff Council Survey. An impressive 48% of all non-represented University staff responded. Preliminary data analysis indicates that salary increases indeed continue to be a top item of concern for 60% of staff. Many staff also made their voices heard in asking for the Council to continue pushing for short-term disability coverage or more comprehensive parental leave that is not tied exclusively to existing sick and vacation time.

We are also developing our Staff Council Annual Update, summarizing the work of our committees, progress we’ve seen, and continued areas needing improvement. Our recent efforts have been focused on bringing forward initiatives developed out of our 2015 Staff Outreach Effort. Many of these are concerns that affect all staff at the University, including increasing supervisory competencies, ensuring that staff have access to position descriptions, and examining feasibility of increasing the availability of professional development funds for all staff members. These initiatives, as well as new ones, will continue as we build and strengthen cooperative partnerships at the University to improve the working life for all of our staff.
Members of the Board,

Throughout this academic year, the Graduate Student Senate made significant progress towards our goal of enhancing the bonds of community as well as the lines of communication and networking among graduate students. To this end, we volunteered for several community service organizations, held many events for graduate students and their families, and worked with the UVM administration to improve investments and policies for graduate education.

Our volunteer efforts were coordinated through the Grads Give Back program, which aims to strengthen connections between graduate students and our local communities. We participated in helping many different organizations in and around Burlington including Local Motion, Habitat for Humanity, Special Olympics Vermont, and the Vermont Food Bank. Local Motion hosted their Open Streets event to promote outdoor activities, exercise, and community involvement. We served as “Intersection Superheroes” and helped to keep participants safe. For Habitat for Humanity, we helped ReStore organize their storefront and donated inventory, sales of which funded home building projects in Vermont. The Penguin Plunge is the largest fundraiser for Special Olympics Vermont, and we aided in the setup and breakdown of the event grounds, cheered on participants, and even served as the penguin mascot. Finally, we were part of the “Block Patrol” for the Magic Hat Mardi Gras parade, which supports the Vermont Food Bank.

To bring graduate students together, we held many events that ranged from social to academic. Apple picking at Shelburne Farms, ice skating at Leddy Area, and our popular “coffee breaks” in the GSS Office serve graduate students in a social capacity and also allow for networking across many different programs and areas of study. In partnership with the Graduate College, we hosted the Winter Hooding Ceremony to honor those who graduated in October or January. Since there is no longer a winter commencement, and many are unable to return for the Spring ceremonies, this event allows for formal recognition of the graduates and was attended by their families, mentors, and friends. We are very appreciative of the faculty and staff who participated in the Hooding Ceremony and helped make it a very memorable event.

Like the University, the Graduate Student Senate has evolved significantly over the years. In recognition of these developments, our Constitution and By-Laws were recently updated. Two of the most significant changes were the replacement of the Programs and Outreach Coordinator with a Communications Director and transferring Senate management responsibilities from the President to Vice President. The Communications Director will be responsible for maintaining our email and social media accounts and keeping graduate students informed of GSS activities. The Vice President will now chair Senate meetings, which will allow the President to take a more active role as liaison to the UVM administration. Overall, the changes will allow for more effective representation and support for graduate students.

Looking forward to the next academic year, the Graduate Student Senate is hopeful that UVM continues on the path of the previous ones and further progresses toward the goal of being a premier small research institution. And as always, it is our hope that the University continues to hear and quickly respond to the needs of all students, not just graduates, as they arise.
The February meeting of the Board of Trustees saw the Senate President’s gavel pass from Lisa Aultman-Hall to Cathy Paris, a transition that proceeded smoothly thanks to the capable support of Senate Vice-President Jan Carney.

The Faculty Senate is responsible for the effective management of the academic affairs of the University, responsibility it shares with the administration. Currently, the Faculty Senate Leadership is:

- Planning a faculty-led forum on the IBB budget model, to be held during a regularly scheduled Senate meeting in the fall of 2016. This event, presented by faculty for faculty, will be designed to foster a rich campus-wide conversation about IBB, its implications and opportunities for our educational and scholarly missions.

- Participating in the work of the Educational Stewardship Committee (ESC), a joint endeavor of the Senate, the Provost’s Office, Student Affairs, and the Associate Deans’ Group. The ESC was established to ensure good stewardship and coordination of the University’s educational mission. The ESC is monitoring the impact of the new budget model on curricular matters, academic initiatives and educational priorities.

- Supporting the further development of the UVM General Education curriculum and coordinating the activities of the current General Education curriculum committees.

- Collaborating with the Council of Deans and the Student Government Association to promote the universal adoption of Expanded Section Descriptions, a Banner-integrated tool permitting students to access detailed information about courses for which they are planning to register.

- Working with the Curricular Affairs Committee to increase the efficient movement of curriculum proposals through the review and approval process, an effort prompted by the growing volume of new program proposals being developed in response to IBB.
A subcommittee of the Senate Executive Council reviewed and supported a proposal to restructure the College of Engineering and Mathematical Sciences. A joint committee comprising Senate leadership, the Provost’s Office, and the Graduate College is developing a process and policy to guide the review of future proposals for unit restructure.

Faculty Senate Committees

Curricular Affairs

The Curricular Affairs Committee (CAC) is responding to the increased number of curriculum proposals coming to them for review. Since the February Board of Trustees meeting, the CAC approved four new minors, a B.S. degree in Food Systems (CALS), a B.S. in Economics (CAS), a Certificate of Graduate Study in Epidemiology (COM, GC, and CDE), and a new M.S. degree in Medical Laboratory Science (CNHS). They also approved significant revisions to existing programs in English and Spanish. All of these actions are detailed in the CAC Chair’s report to the EPIR Committee.

Student Affairs

The Student Affairs Committee (SAC) is participating, together with the Provost’s Office and Student Affairs, in the planning of a campus-wide faculty meeting on the needs and challenges of the 21st century student. Recently the SAC collaborated with the Registrar’s Office and the SGA to bring about a satisfactory resolution to student concerns about the loss of reading days as a result of recent calendar changes. By rearranging the five-day final exam week schedule, a reading day was established in the middle of exam week. This solution addressed student concerns while preserving the many positive attributes of the new calendar, including the addition of an instructional day to the fall semester, the reinstatement of the mid-October recess day, and the preservation of a week-long Thanksgiving break.

Educational and Research Technologies

The Educational and Research Technologies Committee is formulating a policy proposed to guide the periodic replacement of faculty computers across campus.

Financial and Physical Planning

The Financial and Physical Planning Committee is interviewing Deans of both cost- and responsibility centers about their perceptions of IBB and its impact on UVM’s schools and colleges.

Research, Scholarship, and Creative Arts

The Research, Scholarship, and Creative Arts Committee is developing plans to highlight faculty accomplishments more broadly than existing awards such as the University Scholars program do at present.
The UVM Alumni Association is pleased to present this report reflecting third quarter accomplishments and current focus areas. More than 18 events and activities took place during the quarter engaging over 1,250 alumni and students in eight different regional markets and on the UVM campus. These events ranged from career centered programming for students and young alumni, to admissions yield events for the applicant class of 2020, to affinity and social engagement around the country and beyond.

**Strategic Priority Updates and Program Highlights**

**UVM Discovery Travel**
The Alumni Association is pleased to announce the launch of an educational travel program with trips beginning in 2017. The program will reinforce the Association’s commitment to lifelong learning through global travel excursions. Our travel partner, Thomas P. Gohagan Company, is an industry leader that delivers programs with more than 35 alumni associations and the Smithsonian Museum.

The 2017 trips will include:

**Passage Through the Panama Canal and Costa Rica**
January 27 to February 4, 2017

**River Life Along the Waterways of Holland and Belgium**
April 26 to May 4, 2017

Additional trips will be announced in the coming months with an inaugural year target of three excursions. Visit the Alumni Association website at alumni.uvm.edu for detailed itinerary information and new trip announcements.

**Awards and Recognition**
The Alumni Association Awards Committee reviewed a record number of 180 nominations (a 20% increase over last year) for the four categories of awards recognition. We are pleased to announce the 2016 recipients of these prestigious awards. These recipients will be recognized during the Commencement activities (Kidder only) and at the UVM Foundation’s Celebrating Excellence Awards program in September.

**George V. Kidder Outstanding Faculty Award:**
Bob Pepperman Taylor from the College of Arts and Sciences

**Distinguished Service Award:**
Sam Bain ’68 and Ted Madden ’92

**Alumni Achievement Award:**
David Blittersdorf ’81, Kathy Giusti ’80 and William Ruprecht ’80

**Outstanding Young Alumni Award:**
Matthew Mues ’08
Student Engagement
Engaging students with the alumni community continues to be a focus of the Alumni Association, led by the Student Alumni Association, a group of more than 35 students representing each undergraduate class. More than 1,400 students have participated or plan to participate in events this Spring including the Winter Ball, the Catamount Color Run and Senior Week 2016. While developing a stronger class and community identity, the events also highlight the importance of philanthropy, raising critical funds for several key campus programs.

Regional and Digital Engagement
Event participation in regional markets is tracking 6% ahead of FY’15 results with over 7,000 participants since last summer. The most successful events were holiday gatherings in our five regional board markets (Boston, New York, San Francisco, Vermont, and Washington, DC), which collectively saw attendee growth of more than 10%, with nearly 15% of the participants attending their first UVM Alumni Association event.

Alumni House
The Alumni House project continues to move forward on schedule and on budget with a scheduled opening this summer. Fundraising has topped the $7.2M mark; over 1,100 donors investing in the project. Alumni House operations planning is taking shape with newly branded materials and the hiring of staffing to support the sales and building management functions of the property

Project Schedule:
- June 2016 – Main House completion
- July 2016 – Events Pavilion completion
- July 2016 – Staff relocation to Alumni House

Save the Date — Alumni House Dedication/Opening - September 22, 2016

On the Horizon
The Alumni Association remains focused on a number of activities that will shape our work and areas of focus in the coming months.
- Penrose Jackson ’70 will assume a three-year leadership term as President of the Alumni Association following the May board meeting. She is the Director of Community Health Improvement for the UVM Medical Center and has served the University on over a dozen committees in more than three decades of service to her alma mater.
- Planning is well underway for Alumni Weekend 2016 with more than 50 volunteers recruited to serve on their reunion committees.
- “Welcome to the City” social networking gatherings will take place this summer to welcome members of the Class of 2016 to the UVM alumni family in larger metro markets.

The UVM Alumni Association thanks all University Trustees for your ongoing commitment to our alma mater and for your support of the UVM Alumni Association as we strive to engage and connect more alumni to the University.
To: Committee of the Whole  
From: Fran Bazlueke, Vice President & General Counsel  
Re: Board Reserved Rights and Delegation of Authority Resolution  
Date: May 11, 2016  

We ask the Committee to consider revisions to the Board Reserved Rights and Delegation of Authority Resolution. The first rationale is one of clarity: as the administration works the resolution, ambiguities emerge, and certain changes are recommended for both clarity and readability. The second rationale is one of efficacy: changes are suggested to facilitate Board action only on matters of strategic, fiduciary, or material financial consequence, while obligating the administration to report promptly on significant developments that do not require Board action.

Although I reviewed similar resolutions and policies at universities elsewhere, they tend to be customized to their specific statutory, governance and political environments. Of greater influence has been consultation with the Vice President for Finance; the Vice President for Administration and University Relations; the Chief Internal Auditor, and Compliance Services Director; Office of the Board Coordinator staff; the President; and the current and immediate past Board Chairs. On March 28, 2016, the Board Governance Committee unanimously approved a favorable recommendation on these proposed revisions.

To assist you in your consideration, appended are (a) a matrix that differentiates between changes that are substantive and those intended for clarification; (b) a tracked-changes version of the current resolution (which does not include housekeeping revisions, such as re-numbering); and (c) the current resolution.

We look forward to reviewing this proposal with you.
<table>
<thead>
<tr>
<th>NEW</th>
<th>OLD</th>
<th>TOPIC</th>
<th>EXISTING</th>
<th>PROPOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>6</td>
<td>CLINICAL PRACTICE PLANS</td>
<td>Requires BOT approval of faculty medical or other clinical practice plans</td>
<td>Broadens category to require approval of all faculty clinical practice plans</td>
</tr>
<tr>
<td>15</td>
<td>10</td>
<td>ANNUAL BUDGET APPROVAL</td>
<td>BOT approves institutional annual budget</td>
<td>“Institutional annual budget” replaced with “General Fund”</td>
</tr>
<tr>
<td>18</td>
<td>12</td>
<td>REAL PROPERTY INTEREST TRANSFERS</td>
<td>BOT approval if value &gt; $500,000</td>
<td>BOT approval if value &gt; $1,000,000, but the administration reports at least once annually on transfers valued at $500,000-$1,000,000</td>
</tr>
<tr>
<td>26</td>
<td>15</td>
<td>PROCUREMENT OF LOANS, LINES OF CREDIT, OTHER FINANCING AND PERFORMANCE AS SURETY IN AMTS OR AT VALUE &gt; $1M</td>
<td>BOT approves</td>
<td>Adds “or entry into any financial derivative contract with a notional value(^1) of &gt; $1m”</td>
</tr>
</tbody>
</table>

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1 “Notional value” is the total value of a leveraged position’s assets.
<table>
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<tr>
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<tbody>
<tr>
<td>27</td>
<td>16</td>
<td>CAPITAL PROJECTS</td>
<td>Complex addressing multiple issues, including construction or renovation contracts at aggregate cost of $1m</td>
<td>BOT authorization required of capital project program design (EPIR) and to proceed with a capital project at an aggregate cost of &gt; $2m at a specified not-to-exceed cost (BFI); the administration reports on capital projects with aggregate cost of $1m-$2m as such plans are developed and before these projects are initiated</td>
</tr>
<tr>
<td>28</td>
<td>16</td>
<td>GOODS, EQUIPMENT AND SERVICES CONTRACTS</td>
<td>Complex ¶ addressing multiple issues, including purchase or sale of goods, equipment or services at aggregate cost of &gt; $1m</td>
<td>BOT approval of a contract with a vendor at an aggregate cost of &gt; $1m when such costs were not authorized previously through the capital projects approval process</td>
</tr>
<tr>
<td>29</td>
<td>16</td>
<td>PROFESSIONAL SERVICES CONTRACTS</td>
<td>BOT approval of consulting contracts whose aggregate value is &gt; $250K</td>
<td>BOT approval of contracts at an aggregate cost of &gt; $250K when such costs were not authorized previously through the capital project approval process</td>
</tr>
<tr>
<td>30</td>
<td>N/A</td>
<td>REVENUE-GENERATING CONTRACTS</td>
<td>Not expressly addressed</td>
<td>BOT approval of contracts for services rendered by a UVM program or unit whose value over the term of the agreement exceeds $1M</td>
</tr>
<tr>
<td>36</td>
<td>22</td>
<td>CONTRACT OR LEASE WHOSE DURATION DOES OR MAY BE &gt; 5 YEARS</td>
<td>BOT approves</td>
<td>Duration, including potential or proposed renewals, exceeds 5 years</td>
</tr>
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</tr>
<tr>
<td>3</td>
<td>3</td>
<td>AFFILIATED ORGANIZATIONS</td>
<td>BOT approves establishment and dissolution of UVM-affiliated corporations and foundations</td>
<td>Adds BOT approval requirement for material changes to related affiliation agreements</td>
</tr>
<tr>
<td>8</td>
<td>6</td>
<td>CREATION OR DISSOLUTION OF ACADEMIC UNIT, CURRICULUM, RESEARCH OR SERVICE ENDEAVOR</td>
<td>BOT approves</td>
<td>Adds “or substantial revisions of” as required by Faculty Senate protocols; deletes explicit reference to Faculty Senate protocols</td>
</tr>
<tr>
<td>11</td>
<td>8</td>
<td>NAMING AND DE-NAMING BUILDINGS AND ACADEMIC PROGRAMS</td>
<td>BOT approves</td>
<td>Adds “academic units” per UVM Gift Policy</td>
</tr>
<tr>
<td>23</td>
<td>13</td>
<td>PAYMENTS IN LIEU OF TAXES</td>
<td>BOT approves</td>
<td>Clarifies that this para. covers both PILOT and fees-for-services that UVM is not legally obligated to pay</td>
</tr>
<tr>
<td>35</td>
<td>19</td>
<td>SETTLEMENT OF CERTAIN CLAIMS AND LAWSUITS</td>
<td>BOT approves</td>
<td>Add when dispute involves a trustee ex officio to situation where BOT approval required</td>
</tr>
<tr>
<td>38</td>
<td>21</td>
<td>REVISIONS TO UNIV. BYLAWS; UNIV. MANUAL; AND POLICIES AS BOT IS LEGALLY REQUIRED TO ACT</td>
<td>BOT approves</td>
<td>Adds “material” relative to “revisions” and covers the College of Medicine Faculty Handbook as well as the University Manual</td>
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UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

BOARD OF TRUSTEES

Resolution Regarding Delegation and Retention of Board Authority

WHEREAS, this Board has, in its Bylaws and through such policies and resolutions as it may issue from time to time, delegated to the President and other officers of the University certain authority and responsibility for the management of the University and its programs, activities and operations; and

WHEREAS, this Board recognizes the need for prompt and timely management decisions made by qualified University personnel, and thus, through such delegations, authorizes officers of the University to negotiate and enter into contracts and other arrangements to facilitate the objectives of University programs and activities and to conduct related operations; and

WHEREAS, in making such delegation, the Board also assigns to such officer’s responsibility to make informed and prudent decisions in the best interests of the University and to maintain accountability to the Board through prompt and accurate reports on University programs, activities and operations, including their financial status and impact;

NOW, THEREFORE, BE IT RESOLVED that, subject to its retained authority and responsibility for the general oversight of the University, and reserving to itself the power to act on its own initiative as necessary to the fulfillment of its own fiduciary and legal duties, the Board hereby delegates to the President and the officers of the University authority and responsibility to negotiate and enter into contracts and other arrangements to facilitate the objectives of University programs and activities and to conduct related operations, and hereby also recognizes the authority the Board delegates to the Faculty Senate as expressed in the Faculty Senate Constitution and Bylaws, except for the following, which shall require Board approval:

1. Statements of institutional mission, principles and values;
2. The institutional strategic plan and associated goals, and related strategic financial plans and goals, and all material revisions thereto;
3. The establishment and dissolution of University-affiliated corporations and foundations, and material revisions to those affiliation agreements;

1. For the purpose of Board review and approval housekeeping edits have been eliminated and notes added that refer back to the original resolution. A copy of the original resolution tracking all changes made will be retained for record keeping purposes.
NOTE: #4 previously part of #3

(3)(4) University membership in other corporate entities (but not institutional memberships in professional associations);

(4)(5) The appointment of University Trustees to the boards of other corporate entities or public bodies in their capacity as University Trustees;

(5)(6) The appointment and employment of the President, election of the other officers of the Board and the University in accordance with the University Bylaws;

NOTE: #7 previously part of #6

(6)(7) and authorization of Employment severance payments in excess of the standard amount University policy specifies for officials who report to the President;

(7)(8) The creation, or elimination or substantial revisions of, an academic unit, curriculum, research or service endeavor; as defined in Faculty Senate protocols

NOTE: #9 previously part of #8

(8)(9) and approval of the establishment of faculty medical or other clinical practice plans;

(9)(10) Matters the Faculty Senate may appeal to the Board under the Senate Constitution and Bylaws;

(10)(11) The naming of, and name removal from, academic units, buildings and academic programs;

(12) Through its the Investment Subcommittee of the Budget, Finance and Investment Committee (“Investment Subcommittee”), the selection, retention and termination of investment advisors and managers for the Long-Term Investment Pool; provided that: the Board must itself approve policies for the Long-Term Investment Pool and the Limited Term Asset Pool;

NOTE: #13 & 14 previously part of #12

(13) The endowment spending rate, and the endowment management fee;

(14)(15) Declaration of financial exigency, and the dissolution, merger or the sale or pledge or transfer of all or substantially all of the University’s assets;

(15) The General Fund budget, institutional annual budget and
NOTE: #16 previously part of #15
(42)(16) Acceptance of the annual audited financial statements;

(13)(17) Tuition, room and board rates, student fees, and in-state status regulations for purposes of determining tuition;

(18) The purchase, sale, exchange, or transfer (“transfer”) of complete or partial UVM interests in real property, regardless of location, at a valued greater than that equals or exceeds $1,000,000 500,000 provided that the administration shall report at least once annually on transfer of such interests at a value greater than $500,000 and less than or equal to $1,000,000;

NOTE: #19-22 previously part of #18
(14)(19) - authorization of University acceptance of compensation in eminent domain proceedings;

(15)(20) The lease or sublease of property with annual or aggregate rental value that equals or exceeds $500,000, and renewals thereof;

(21) The pursuit or acceptance of historic preservation designation for University property;

(16)(22) and adoption of, and material revisions to, The Campus Master Plan, and material revisions thereto;

(17)(23) Payments in lieu of taxes to a government entity or payment of fees for municipal services rendered by or through a government entity and, in either instance, voluntarily;

(24) Issuance of bonds;

NOTE: #25 previously part of #24
(18)(25) and approval of the Institutional debt policy;

(19)(26) The procurement of loans, lines or credit, or other financing, and performance as surety, in amounts or at a value that equals or exceeds greater than $1,000,000; or entry into any financial derivative contract with a notional value greater than $1,000,000;

(20)(27) contracts for facilities construction or renovation and the purchase or sale of goods, equipment or services The program design of a capital project and authorization to proceed with a capital project at an aggregate cost of $4,000,000, at a specified not-to-exceed cost, including increases in project costs for previously-approved projects whose value in aggregate equals or exceeds $1,000,000; provided that (and subject to the
provisions of (18) below), the Board administration shall report on capital projects with an aggregate cost of greater than $1,000,000 and less than or equal to $2,000,000 as plans are developed and before the projects are initiated, the Board shall approve all contracts for consulting services whose aggregate value equals or exceeds $250,000, and the Board shall also authorize, through its Investment Subcommittee, the selection and retention of all investment advisors regardless of contract cost;

NOTE: #28-29 previously part of #27

(21)(28) A contract with a vendor for purchase of goods or equipment or the procurement of services, at an aggregate cost of greater than $1,000,000, when such costs were not authorized previously through the customary capital projects approval process;

(22)(29) A contract with a vendor for professional services at an aggregate cost of greater than $250,000 when such costs were not authorized previously through the customary capital projects approval process, and if the type of contact is not otherwise addressed in this resolution;

NOTE: 30 is a NEW reserved right

(23)(30) Revenue-generating contracts for services provided, or goods or equipment generated, by a unit or program of the University at a cost to the contractee of more than $1,000,000 over the term of contract;

(31) The selection and retention of independent audit firm to conduct the annual audit of financial statements and/or compliance audits, regardless of contract cost;

NOTE: #32 previously part of #31

(24)(32) Contracts at an aggregate cost of $10,000 or more for non-audit consulting services with the audit firm that is conducting the annual audit of financial statements at an aggregate cost greater than $10,000;

(25)(33) The material terms of collective bargaining agreements and, within the context of approval of the annual budget preparation and approval, the annual salary pool for non-union-represented employees;

(34) The settlement of legal claims and/or lawsuits at a cost that equals or exceeds greater than $250,000, regardless of insurance coverage;
NOTE: #35 previously part of #34

(26) Authorization to file and or settle lawsuits in which the Board, or a Trustee or an Officer of the University is a named party (and, in the latter two instances, ex officio), or a Board-approved policy is in dispute;

(36) A contract or lease whose aggregate-term, including potential or proposed renewals, does or may exceed five (5) years, regardless of contract value or amount; but provided Board approval is not required for extensions of existing contracts or leases for up to one year if the contract or lease term would not have otherwise required Board approval; licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar agreement that are developed arrangements administered by the University’s Office of Technology Commercialization; program and that typically run for the life of the intellectual property-value (usually the term of the patent).

NOTE: #37 was reordered (former #20)

(27) All self-governance matters reserved to the Board in the University Bylaws, including without limitation the election of Board officers, approval of Board Committee appointments, or as otherwise required or permitted by law;

NOTE: #38-39 are reordered (former #21) and separated out

(38) Material revisions to the University Manual or to the College of Medicine Faculty Handbook; revisions to University Bylaws; matters required by law, Bylaws, and/or contract; revisions to the University Manual and institutional policies and such other authority as the Board is required to exercise without delegation as a matter of law, or that, in the future and prospectively, it wishes to retain or retrieve in the exercise of its fiduciary duties and sole discretion; and

(28) Institutional policies, including material revisions thereto, and such other authority as the Board is required to exercise without delegation as a matter of law or that, in the future and prospectively, authority that is wishes to retain or resume in the exercise of its fiduciary duties and its sole discretion;

NOTE: #40 was re-ordered and is now #36

(29) Contracts or leases whose aggregate term does or may exceed five (5) years, regardless of contract value or amount; but Board approval is not required for extensions of existing contracts or leases for up to one year if the contract or lease term would not have otherwise required Board approval, licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar agreement that are developed by the University’s Office of Technology Commercialization program
and that typically run for the life of the intellectual property value (usually the term of the patent).

AND BE IT FURTHER RESOLVED, that notwithstanding such delegations, through the President or his designees, the administration shall report periodically on matters of institutional management and operations as the Board may direct and/or as may be appropriate and desirable, including without limitation periodic reporting on gifts and grants; and

BE IT FINALLY RESOLVED, that this resolution shall supersede all preexisting resolutions regarding delegation and retention of Board authority, delegations prospectively.

Adopted by the Board of Trustees: September 11, 2004
Approved as revised by the Executive Committee: March 14, 2005
Approved as revised by the Board of Trustees: May 19, 2007
Approved as revised by the Board of Trustees: May 17, 2008
Approved as revised by the Board of Trustees: September 5, 2008
Approved as revised by the Board of Trustees: February 7, 2009
Approved as revised by the Board of Trustees: February 6, 2010
Approved as revised by the Board of Trustees: March 8, 2010
Approved as revised by the Board of Trustees: February 5, 2011
Approved as revised by the Board of Trustees: March 14, 2011
Approved as revised by the Board of Trustees: May 19, 2012
Approved as revised by the Board of Trustees: November 8, 2012
Approved as revised by the Board of Trustees: March 11, 2013
Approved as revised by the Board of Trustees: September 15, 2014
Approved as revised by the Board of Trustees: March 16, 2015

Approved as revised by the Board of Trustees:
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

Resolution Regarding Delegation and Retention of Board Authority

WHEREAS, this Board has, in its Bylaws and through such policies and resolutions as it may issue from time to time, delegated to the President and other officers of the University certain authority and responsibility for the management of the University and its programs, activities and operations; and

WHEREAS, this Board recognizes the need for prompt and timely management decisions made by qualified University personnel, and thus, through such delegations, authorizes officers of the University to negotiate and enter into contracts and other arrangements to facilitate the objectives of University programs and activities and to conduct related operations; and

WHEREAS, in making such delegation, the Board also assigns to such officers responsibility to make informed and prudent decisions in the best interests of the University and to maintain accountability to the Board through prompt and accurate reports on University programs, activities and operations, including their financial status and impact;

NOW, THEREFORE, BE IT RESOLVED that, subject to its retained authority and responsibility for the general oversight of the University, and reserving to itself the power to act on its own initiative as necessary to the fulfillment of its own fiduciary and legal duties, the Board hereby delegates to the President and the officers of the University authority and responsibility to negotiate and enter into contracts and other arrangements to facilitate the objectives of University programs and activities and to conduct related operations, and hereby also recognizes the authority the Board delegates to the Faculty Senate as expressed in the Faculty Senate Constitution and Bylaws, except for the following, which shall require Board approval:

1. statements of institutional mission, principles and values;
2. the institutional strategic plan and associated goals, and related strategic financial plans and goals, and all material revisions thereto;
3. the establishment and dissolution of University-affiliated corporations and foundations, and University membership in other corporate entities (but not institutional memberships in professional associations);
(4) the appointment of University Trustees to the boards of other
corporate entities or public bodies in their capacity as University
Trustees;

(5) the appointment and employment of the President, election of the
other officers of the Board and the University in accordance with
the University Bylaws, and authorization of severance payments in
excess of the standard amount University policy specifies for
officials who report to the President;

(6) the creation or elimination of an academic unit, curriculum,
research or service endeavor as defined in Faculty Senate
protocols; and approval of faculty medical or other clinical practice
plans;

(7) matters the Faculty Senate may appeal to the Board under the
Senate Constitution and Bylaws;

(8) the naming, and name removal, of buildings and academic
programs;

(9) through its Investment Subcommittee of the Budget, Finance and
Investment Committee (“Investment Subcommittee”), the
selection, retention and termination of investment advisors and
managers for the Long-Term Investment Pool; provided that: the
Board must itself approve policies for the Long-Term Investment
Pool and the Limited Term Asset Pool, the endowment spending
rate, the endowment management fee, declaration of financial
exigency, and the dissolution, merger or the sale or pledge or
transfer of all or substantially all of the University’s assets;

(10) the institutional annual budget and acceptance of the annual
audited financial statements;

(11) tuition, room and board rates, student fees, and in-state status
regulations for purposes of determining tuition;

(12) the purchase, sale, exchange, or transfer of complete or partial
interests in real property, regardless of location, at a value that
equals or exceeds $500,000; authorization of acceptance of
compensation in eminent domain proceedings; the lease or
sublease of property with annual or aggregate rental value that
equals or exceeds $500,000, and renewals thereof; the pursuit or
acceptance of historic preservation designation for University
property; and adoption of, and material revisions to, a Campus
Master Plan;

(13) payments in lieu of taxes;
the issuance of bonds and approval of the institutional debt policy;

the procurement of loans, lines or credit, or other financing, and performance as surety, in amounts or at a value that equals or exceeds $1,000,000;

contracts for facilities construction or renovation and the purchase or sale of goods, equipment or services at an aggregate cost of ≥ $1,000,000, including increases in project costs for previously approved projects whose value in aggregate equals or exceeds $1,000,000; provided that (and subject to the provisions of (18) below), the Board shall approve all contracts for consulting services whose aggregate value equals or exceeds $250,000, and the Board shall also authorize, through its Investment Subcommittee, the selection and retention of all investment advisors regardless of contract cost;

the selection and retention of independent audit firm to conduct the annual audit of financial statements and/or compliance audits, regardless of contract cost; contracts at an aggregate cost of $10,000 or more for non-audit consulting services with the audit firm that is conducting the annual audit of financial statements;

the material terms of collective bargaining agreements and, within the context of annual budget preparation and approval, the annual salary pool for non-union-represented employees;

the settlement of claims and/or lawsuits at a cost that equals or exceeds $250,000, regardless of insurance coverage; and authorization to file and/or settle lawsuits in which the Board or a University officer is a named party or a Board-approved policy is in dispute;

all self-governance matters reserved to the Board in the University Bylaws, including without limitation the election of Board officers, approval of Board Committee appointments, or as otherwise required or permitted by law;

revisions to University Bylaws; matters required by law, Bylaws, and/or contract; revisions to the University Manual and institutional policies and such other authority as the Board is required to exercise without delegation as a matter of law, or that, in the future and prospectively, it wishes to retain or retrieve in the exercise of its fiduciary duties and sole discretion; and

contracts or leases whose aggregate term does or may exceed five years, regardless of contract value or amount; but Board approval is not required for extensions of existing contracts or leases for up to one year if the contract or lease term would not have otherwise
required Board approval, licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar agreement that are developed by the University’s Office of Technology Commercialization program and that typically run for the life of the intellectual property value (usually the term of the patent).

AND BE IT FURTHER RESOLVED, that notwithstanding such delegations, through the President or his designees, the administration shall report periodically on matters of institutional management and operations as the Board may direct and/or as may be appropriate and desirable, including without limitation periodic reporting on gifts and grants; and

BE IT FINALLY RESOLVED, that this resolution shall supersede all preexisting delegations prospectively.

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COMMITTEE OF THE WHOLE

May 20, 2016

Resolution Approving Multipurpose Events Center Work Group Appointments and Charge

RESOLVED, that the Board hereby approves the appointment of Trustee Ed Pagano (leader), David Brandt, Joan Lenes and Lisa Ventris to the Multipurpose Events Center Work Group and the charge as set forth in Appendix A to this document.

Resolution Approving Revisions to the Resolution Regarding Delegation and Retention of Board Authority

WHEREAS, the Board Governance Committee endorsed revisions to the Resolution Regarding Delegation and Retention of Board Authority on March 28, 2016;

BE IT RESOLVED, that the Board of Trustees hereby adopts revisions to its Resolution Regarding Delegation and Retention of Board Authority as set forth in Appendix B to this document.

Resolution Regarding Presidential Evaluation and FY 2017 Compensation

WHEREAS, on this date the annual review subcommittee (“the subcommittee”) has reported on the status of its work to this Board;

BE IT RESOLVED, that the Board of Trustees hereby authorizes the Board Chair to finalize the President’s annual performance evaluation and compensation for FY 2017 following such additional consultation with the subcommittee as he deems necessary or desirable; and

BE IT FURTHER RESOLVED, that the Board Chair shall report his final actions to the Board in due course.
Multipurpose Events Center Work Group Charge

The Multipurpose Event Center Trustee Work Group will be informed about, and have opportunities to discuss, options, terms and conditions related to emerging scenarios for a Multipurpose Events Center, as proposed by the cities of Burlington and/or South Burlington. Work Group members will be asked to share with the full Board pertinent issues, such as financing, facility scope and design, location, economic impact, advantages and disadvantages of the proposal(s), and projected timetables, in preparation for consideration of, and action on, the proposals.

Vice President for University Relations and Administration Thomas Gustafson will serve as Liaison to the Work Group and assist Work Group leader Ed Pagano is convening appropriate meetings.
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

BOARD OF TRUSTEES

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WHEREAS, this Board recognizes the need for prompt and timely management decisions made by qualified University personnel, and thus, through such delegations, authorizes officers of the University to negotiate and enter into contracts and other arrangements to facilitate the objectives of University programs and activities and to conduct related operations; and

WHEREAS, in making such delegation, the Board also assigns to such officer’s responsibility to make informed and prudent decisions in the best interests of the University and to maintain accountability to the Board through prompt and accurate reports on University programs, activities and operations, including their financial status and impact;

NOW, THEREFORE, BE IT RESOLVED that, subject to its retained authority and responsibility for the general oversight of the University, and reserving to itself the power to act on its own initiative as necessary to the fulfillment of its own fiduciary and legal duties, the Board hereby delegates to the President and the officers of the University authority and responsibility to negotiate and enter into contracts and other arrangements to facilitate the objectives of University programs and activities and to conduct related operations, and hereby also recognizes the authority the Board delegates to the Faculty Senate as expressed in the Faculty Senate Constitution and Bylaws, except for the following, which shall require Board approval:

(1) Statements of institutional mission, principles and values;

(2) The institutional strategic plan and associated goals, and related strategic financial plans and goals, and all material revisions thereto;

(3) The establishment and dissolution of University-affiliated corporations and foundations, and material revisions to those affiliation agreements;

1. For the purpose of Board review and approval housekeeping edits have been eliminated and notes added that refer back to the original resolution. A copy of the original resolution tracking all changes made will be retained for record keeping purposes.
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(3)(4) University membership in other corporate entities (but not institutional memberships in professional associations);

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(5)(6) The appointment and employment of the President, election of the other officers of the Board and the University in accordance with the University Bylaws;

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(6)(7) and authorization of Employment severance payments in excess of the standard amount University policy specifies for officials who report to the President;

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(8)(9) and approval The establishment of faculty medical or other clinical practice plans;

(9)(10) Matters the Faculty Senate may appeal to the Board under the Senate Constitution and Bylaws;

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NOTE: #13 & 14 previously part of #12

(13) The endowment spending rate, and the endowment management fee;

(14)(15) Declaration of financial exigency, and the dissolution, merger or the sale or pledge or transfer of all or substantially all of the University’s assets;

(15) The General Fund budget; institutional annual budget and
NOTE: #16 previously part of #15
(42)(16) Acceptance of the annual audited financial statements;

(13)(17) Tuition, room and board rates, student fees, and in-state status regulations for purposes of determining tuition;

(18) The purchase, sale, exchange, or transfer ("transfer") of complete or partial UVM interests in real property, regardless of location, at a valued greater than that equals or exceeds $1,000,000 500,000 provided that the administration shall report at least once annually on transfer of such interests at a value greater than $500,000 and less than or equal to $1,000,000;

NOTE: #19-22 previously part of #18
(14)(19) The authorization of University acceptance of compensation in eminent domain proceedings;

(15)(20) The lease or sublease of property with annual or aggregate rental value that equals or exceeds $500,000, and renewals thereof;

(21) The pursuit or acceptance of historic preservation designation for University property;

(16)(22) and adoption of, and material revisions to, a The Campus Master Plan, and material revisions thereto;

(17)(23) Payments in lieu of taxes to a government entity or payment of fees for municipal services rendered by or through a government entity and, in either instance, voluntarily;

(24) Issuance of bonds;

NOTE: #25 previously part of #24
(18)(25) and approval of the Institutional debt policy;

(19)(26) The procurement of loans, lines or credit, or other financing, and performance as surety, in amounts or at a value that equals or exceeds greater than $1,000,000 or entry into any financial derivative contract with a notional value greater than $1,000,000;

(20)(27) contracts for facilities construction or renovation and the purchase or sale of goods, equipment or services The program design of a capital project and authorization to proceed with a capital project at an aggregate cost of greater than $42,000,000, at a specified not-to-exceed cost including increases in project costs for previously approved projects whose value in aggregate equals or exceeds $1,000,000; provided that (and subject to the...
provisions of (18) below), the Board administration shall report on capital projects with an aggregate cost of greater than $1,000,000 and less than or equal to $2,000,000 as plans are developed and before the projects are initiated; the Board shall approve all contracts for consulting services whose aggregate value equals or exceeds $250,000, and the Board shall also authorize, through its Investment Subcommittee, the selection and retention of all investment advisors regardless of contract cost;

NOTE: #28-29 previously part of #27
(24)(28) approve all—A contract with a vendor for purchase of goods or equipment or the procurement of services, at an aggregate cost of greater than $1,000,000, when such costs were not authorized previously through the customary capital projects approval process;

(22)(29) A contract with a vendor for professional services at an aggregate cost of greater than $250,000 when such costs were not authorized previously through the customary capital projects approval process, and if the type of contact is not otherwise addressed in this resolution;

NOTE: 30 is a NEW reserved right
(23)(30) Revenue-generating contracts for services provided, or goods or equipment generated, by a unit or program of the University at a cost to the contractor of more than $1,000,000 over the term of contract;

(31) The selection and retention of independent audit firm to conduct the annual audit of financial statements and/or compliance audits, regardless of contract cost;

NOTE: #32 previously part of #31
(24)(32) Contracts at an aggregate cost of $10,000 or more for non-audit consulting services with the audit firm that is conducting the annual audit of financial statements at an aggregate cost greater than $10,000;

(25)(33) The material terms of collective bargaining agreements and, within the context of approval of the annual budget preparation and approval, the annual salary pool for non-union-represented employees;

(34) The settlement of legal claims and/or lawsuits at a cost that equals or exceeds greater than $250,000, regardless of insurance coverage;
NOTE: #35 previously part of #34
(26)(35) Authorization to file and settle lawsuits in which the Board, or a 
Trustee or an University Officer of the University is a named party (and, in the latter two instances, ex officio), or a 
Board-approved policy is in dispute;

(36) A contract or lease whose aggregate term, including potential or proposed renewals, does or may exceed five (5) years, regardless of contract value or amount, but provided that Board approval is not required for extensions of existing contracts or leases for up to one year if the contract or lease term would not have otherwise required Board approval; licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar agreement that are developed arrangements administered by the University’s Office of Technology Commercialization; program and that typically run for the life of the intellectual property value (usually the term of the patent).

NOTE: #37 was reordered (former #20)
(27)(37) All self-governance matters reserved to the Board in the 
University Bylaws, including without limitation the election of 
Board officers, approval of Board Committee appointments, or as otherwise required or permitted by law;

NOTE: #38-39 are reordered (former #21) and separated out
(38) Material revisions to the University Manual or to the College of 
Medicine Faculty Handbook; revisions to University Bylaws; 
matters required by law, Bylaws, and/or contract; revisions to the 
University Manual and institutional policies and such other 
authority as the Board is required to exercise without delegation as 
a matter of law, or that, in the future and prospectively, it wishes to retain or retrieve in the exercise of its fiduciary duties and sole discretion; and

(28)(39) Institutional policies, including material revisions thereto, 
and such other authority as the Board is required to exercise 
without delegation as a matter of law or that, in the future and prospectively, authority that is wishes to retain or resume in the exercise of its fiduciary duties and its sole discretion;

NOTE: #40 was re-ordered and is now #36
(29)(40) Contracts or leases whose aggregate term does or may 
exceed five years, regardless of contract value or amount; but 
Board approval is not required for extensions of existing contracts or leases for up to one year if the contract or lease term would not have otherwise required Board approval, licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar agreement that are developed by the University’s Office of Technology Commercialization program

5
and that typically run for the life of the intellectual property value (usually the term of the patent).

AND BE IT FURTHER RESOLVED, that notwithstanding such delegations, through the President or his designees the administration shall report periodically on matters of institutional management and operations as the Board may direct and/or as may be appropriate and desirable, including without limitation periodic reporting on gifts and grants; and

BE IT FINALLY RESOLVED, that this resolution shall supersede all preexisting resolutions regarding delegation and retention of Board authority, delegations prospectively.

Adopted by the Board of Trustees: September 11, 2004
Approved as revised by the Executive Committee: March 14, 2005
Approved as revised by the Board of Trustees: May 19, 2007
Approved as revised by the Board of Trustees: May 17, 2008
Approved as revised by the Board of Trustees: September 5, 2008
Approved as revised by the Board of Trustees: February 7, 2009
Approved as revised by the Board of Trustees: February 6, 2010
Approved as revised by the Board of Trustees: March 8, 2010
Approved as revised by the Board of Trustees: February 5, 2011
Approved as revised by the Board of Trustees: March 14, 2011
Approved as revised by the Board of Trustees: May 19, 2012
Approved as revised by the Board of Trustees: November 8, 2012
Approved as revised by the Board of Trustees: March 11, 2013
Approved as revised by the Board of Trustees: September 15, 2014
Approved as revised by the Board of Trustees: March 16, 2015

Approved as revised by the Board of Trustees:
At the February BFI Meeting, C|A presented an analysis regarding the use of commingled funds and separate accounts in the LTIP.

As a reminder, in a commingled fund, the investor owns shares or units of the fund and has no control over the fund’s strategy. In a separate account, the client has direct ownership of the securities and thus has greater control over which securities are held. Separate accounts typically have a higher minimum investment than commingled funds and make it easier to implement SRI mandates.

UVM has three investments via separate accounts: Rhumbline ($30.1mm, 7.1%), DSM ($26.4mm, 6.2%), and Iridian ($26.5mm, 6.2%). These investments total $83.0mm and account for 19.5% of total assets.

For comparison, we looked at a peer universe of 11 colleges and universities with total AUM of $400-$600mm. Within this peer group, there was an average of 2.4 investments in separate accounts. The AUM allocated to separate accounts averaged 7.6%.

UVM’s number of separate accounts is in line with the peer universe, but UVM had the most assets on a percentage basis allocated to separate accounts.
## UVM Vehicle Analysis

### As of December 31, 2015

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Manager Name</th>
<th>Market Value ($mm)</th>
<th>% of Total Assets</th>
<th>Currently Invested: Separate Account or Commingled</th>
<th>Separate Account Available?</th>
<th>$ Minimum Account</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Equity</td>
<td>Rhumbline S&amp;P 100 Index</td>
<td>30.1</td>
<td>7.1%</td>
<td>Separate Accounts</td>
<td>Y</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>U.S. Equity</td>
<td>Iridian</td>
<td>26.5</td>
<td>6.2%</td>
<td>Separate Accounts</td>
<td>Y</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>U.S. Equity</td>
<td>DSM</td>
<td>26.4</td>
<td>6.2%</td>
<td>Separate Accounts</td>
<td>Y</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Developed Equity</td>
<td>Mondrian</td>
<td>30.5</td>
<td>7.2%</td>
<td>Commingled Account</td>
<td>Y</td>
<td>100M</td>
</tr>
<tr>
<td>Developed Equity</td>
<td>Cap Int'l EuroPacific Growth</td>
<td>30.8</td>
<td>7.3%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Developed Equity</td>
<td>Acadian BM</td>
<td>19.7</td>
<td>4.6%</td>
<td>Commingled Account</td>
<td>Y</td>
<td>25M</td>
</tr>
<tr>
<td>Developed Equity</td>
<td>Neon Liberty</td>
<td>10.6</td>
<td>2.5%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Developed Equity</td>
<td>ESG Domestic Opportunities Fund</td>
<td>9.2</td>
<td>2.2%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Developed Equity</td>
<td>Polunin</td>
<td>7.7</td>
<td>1.8%</td>
<td>Commingled Account</td>
<td>Y</td>
<td>100M</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Davidson Kempner</td>
<td>9.0</td>
<td>2.1%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Varde Partners</td>
<td>8.9</td>
<td>2.1%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Centerbridge</td>
<td>2.9</td>
<td>0.7%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>OZ Overseas Fund</td>
<td>8.1</td>
<td>1.9%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>HBK Offshore</td>
<td>5.3</td>
<td>1.2%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Fir Tree Int'l Value</td>
<td>7.5</td>
<td>1.8%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Canyon</td>
<td>7.7</td>
<td>1.8%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Ow I Creek</td>
<td>6.7</td>
<td>1.6%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Discovery</td>
<td>7.5</td>
<td>1.8%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Standard Life GARS</td>
<td>12.7</td>
<td>3.0%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>Forester</td>
<td>14.1</td>
<td>3.3%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Private Investments</td>
<td>Total Private Investments</td>
<td>78.3</td>
<td></td>
<td></td>
<td></td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Real Assets</td>
<td>Gresham TAP</td>
<td>6.4</td>
<td>1.5%</td>
<td>Commingled Account</td>
<td>Y</td>
<td>50M</td>
</tr>
<tr>
<td>Real Assets</td>
<td>Vanguard Energy</td>
<td>5.5</td>
<td>1.3%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Real Assets</td>
<td>SailingStone (RS) Global Natural Resources</td>
<td>6.8</td>
<td>1.6%</td>
<td>Commingled Account</td>
<td>Y</td>
<td>30M</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>Vanguard Short Term Bond Index Fund</td>
<td>13.8</td>
<td>3.3%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>Vanguard Long Term Treasury Fund</td>
<td>21.9</td>
<td>5.2%</td>
<td>Commingled Account</td>
<td>N</td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>MacKay Shields HY Active Core Fund</td>
<td>7.2</td>
<td>1.7%</td>
<td>Commingled Account</td>
<td>Y</td>
<td>75M</td>
</tr>
<tr>
<td>Cash</td>
<td>Cash</td>
<td>3.0</td>
<td>0.7%</td>
<td>Commingled Account</td>
<td></td>
<td>$ Minimum Account</td>
</tr>
<tr>
<td><strong>TOTAL Assets in Separate Accounts</strong></td>
<td></td>
<td>83.0</td>
<td>19.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL Assets in Commingled Funds</strong></td>
<td></td>
<td>342.1</td>
<td>80.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
UNIVERSITY OF VERMONT
PROCEDURES FOR PROXY VOTING

1. Authorization to vote proxies is granted by Board of Trustees (BOT). See appended resolution.

2. UVM votes proxies for all investments in which it has separate accounts.

3. For investments made through commingled funds, proxies are voted through that fund.

4. Proxy “season” generally occurs April through June. In 2015, we received 148 proxies with shareholder proposals.

5. Notices of Annual Meetings of Shareholders with proxy forms are received via mail.

6. The University votes only proxies that include shareholder resolutions.

7. All shareholder resolutions are reviewed for applicability to UVM specific guidelines established by BOT resolution.

8. In the matter of routine corporate business, we vote for management. (Election of Directors, Ratification of Public Accounting Firm, and Amended and Restated Articles of Incorporation).

9. Guidelines with respect to proxy votes include the following resolutions:
   Proxy Voting in Favor of Climate Change Action
   Divestment from Sudan
   Tobacco: Restrict the use of advertisements for the sale of tobacco
   Discrimination in Employment
   Landmines: Reduce or eliminate antipersonnel landmines

10. In the absence of these specific guidelines, an abstaining vote is cast for the shareholder (stockholder) proposals.

11. If a shareholder proposal is unclear and relates to one of the resolutions, UVM General Counsel is consulted for an opinion before voting the proxy.

12. The original proxy vote is returned to proxy services and copies are maintained with Notices of Annual Meetings of Shareholders in permanent files.

13. A listing is maintained for every proxy voted and is provided on request to any member of the University community. Requests can be made through Controller’s Office.
Signatory Authority - Proxy Votes on Shareholder Resolutions
Approved February 8, 2014

BE IT RESOLVED, that, when offered shareholder resolutions, the Vice President for Finance and Treasurer, Controller, Senior Accountant, or Endowment Accountant of the University shall commit the proxy votes of the University in accord with specific guidelines approved by the Investment Subcommittee of the Budget, Finance, and Investment Committee of the Board of Trustees.

BE IT RESOLVED, that, in the absence of such specific guidelines, except for matters of routine corporate business, the Vice President for Finance and Treasurer, Controller, Senior Accountant, or Endowment Accountant shall cast an abstaining vote.

BE IT FURTHER RESOLVED, that, in any instance when such specific guidelines do not exist, the Socially Responsible Investing Advisory Council may study the issue and develop a recommendation for the Vice President for Finance and Treasurer.

BE IT FINALLY RESOLVED, that all decisions by the Investment Subcommittee concerning proxy voting will be published on the Socially Responsible Investing Advisory Council webpage, as updated on an annual basis.

This resolution supersedes all previous authorizations.
CALENDAR YEAR 2013 PROXY VOTING RESULTS

Prepared by Marie Tiemann, Endowment Accountant

59 Proxies did not have any shareholder proposals. No votes submitted for proxies without shareholder proposals

70 Proxies had shareholder proposals that were not relevant to the SRI adopted policies. The vote on these proposals is ABSTAIN.

Many of the shareholder proposals in this category related to issues of Board of Directors classification, Political Contribution reports, voting for an independent director, cumulative or majority voting, executive compensation, international human rights. Abbot Laboratories and E.I. DuPont had proposals relating to genetically modified ingredients/seed. Home Depot had a proposal relating to diversity vs. discrimination.

13 Proxies had shareholder proposals that I voted on which related to the SRI policies.

NOTE: The number of proxies decreased significantly in 2013 due to the exit from the RhumbLine S&P 500 investment account in September 2012 which held many of the stocks. The current stocks which are actively traded are held with 3 investment managers: Iridian, DSM and Rhumbline S&P 100.

**Antipersonnel Landmines - 05/1/98**

*JP Morgan Chase & Co – May 21, 2013*

Shareholders request that the Board institute transparent procedures to avoid holding or recommending investments in companies that, in management’s judgment, substantially contribute to *genocide* or crimes against humanity…. FOR

Require separation of chairman and CEO – ABSTAIN

Require executives to retain significant stock until reaching normal retirement age- ABSTAIN

Disclose firm payments used directly or indirectly for lobbying including specific amounts and recipients’ names – ABSTAIN

**Tobacco - 05/22/04** - None

**Discrimination in Employment - 05/22/04** - None

**Resolution Regarding Proxy Voting in Favor of Climate Change Action 05/17/08**

*AT&T Inc.- April 26, 2013*

Shareholders request the Board of Directors report to shareholders, by November 1, 2013, on options for policies and practices AT&T can adopt to reduce the occupational and community health hazards from manufacturing and recycling lead batteries in the company’s supply chain. – FOR

Political Contributions Report – FOR *(in error)*

Compensation Packages – ABSTAIN

Independent Board Chairman - ABSTAIN
Berkshire Hathaway – May 4, 2013
Shareholder proposal that Berkshire Hathaway establish reasonable, quantitative goals for reduction of greenhouse gas and other air emissions at its energy-generating holdings; and that Berkshire publish a report to shareholders by September 30, 2013 (at reasonable cost and omitting proprietary information) on how it will achieve these goals – including plans to retrofit or retire existing coal-burning plants at Berkshire-held companies. - FOR

Chevron Corporation – May 29, 2013
Shareholders request that the Board of Directors report to shareholders by October 30, 2013, via quantitative indicators, the results of company policies, procedures and practices above and beyond regulatory requirements, to minimize the adverse environmental and community impacts from the company’s shale energy operations. Such a report would be prepared at a reasonable cost and omitting confidential information such as proprietary or legally prejudicial data. – FOR

The Shareholders recommend preparation and delivery to all shareholders a report that includes: a) The numbers of all offshore oil wells (exploratory, production and out-of-production) that Chevron Corporation owns or has partnership in; b) Current and projected expenditures for remedial maintenance and inspection of out-of-production wells; c) Cost of research to find effective containment and reclamation following marine oil spills. - FOR

Chevron Shareholders request that a committee of independent members of the Board of Directors review the exposure and vulnerability of our company’s facilities and operations to climate risk and issue a report to shareholders (at a reasonable cost and omitting proprietary information) that reviews and estimates the costs of the disaster risk management and adaptation steps the company is taking, and plans to take, to reduce exposure and vulnerability to climate change and to increase resilience to the potential adverse impacts of climate extremes. – FOR

Lobbying Disclosure – ABSTAIN
Cessation of use of corporate funds for political purposes – ABSTAIN
Cumulative Voting – ABSTAIN
Special Meetings - ABSTAIN
Independent Director with environmental expertise – ABSTAIN
Country Selection Guidelines - ABSTAIN

Conoco Phillips – March 15, 2013
Shareholders request that the Board of Directors adopt quantitative goals, based on current technologies, for reducing total greenhouse gas emissions from the Company’s products and operations; and that the Company report (omitting proprietary information and prepared at reasonable cost) to shareholders by September 30, 2013, on its plan to achieve these goals. - FOR

Shareholders request that ConocoPhillips amend its written equal employment opportunity policy to explicitly prohibit discrimination based on gender identity or expression and substantially implement the policy. – FOR
Report on grassroots lobbying expenditures - ABSTAIN
Emerson Electric Company – February 5, 2013
Stockholder requesting the issuance of a sustainability report – None, reviewed too late to vote; (similar to the LY which voted FOR)

Exxon Mobil Corporation – April 4, 2013
Shareholders request that ExxonMobil amend its written EEO policy to explicitly prohibit discrimination based on sexual orientation and gender identity and to substantially implement the policy – FOR (repeat of LY)

Stockholder request report by October 30, 2013 and annually thereafter, using multiple quantitative indicators, the results of company procedures and practices, above company’s natural gas extraction operations associated with shale formations. Such reports should be prepared at reasonable cost and omit confidential information. – FOR
Stockholder request BOD adopt quantitative goals by November 30, 2013 for reducing greenhouse gas emissions from the company’s products and operations and plans on how to achieve the goals – FOR
Stockholder Proposal – Independent Chairman – ABSTAIN
Stockholder Proposal regarding majority vote required for election of directors – ABSTAIN
Limited Directorships – ABSTAIN
Report on Lobbying - ABSTAIN
Stockholder Proposal regarding a report on political contributions – ABSTAIN

Home Depot – May 23, 2013
Shareholders request the Board establish a written Stormwater Management policy, applicable to all locations, including warehouses which will: Identify all sources of operations for which Home Depot may generate contaminated stormwater, including trucking operations, lawn and garden chemicals, tool rental and other storage of all vulnerable chemical products, and Prepare & publish a stormwater management status report by September 2013, from all Home Depot locations addressing (the aforementioned) and then, Implement Best Management Practices or comparable preventative practices for all potential materials and operational sources of contaminated stormwater ... - FOR
Shareholders request that Home Depot prepare a diversity report, at reasonable cost and omitting confidential information, available to investors by September 2013, including the following: 1. A chart identifying employees according to their gender and race in each of the nine major EEOC-defined job categories for the last three years; 2. A summary description of any affirmative action policies and programs to improve performance, including job categories where women and minorities are underutilized; 3. A description of policies and programs oriented toward increasing diversity in the workplace. - ABSTAIN

Mondelez International – May 21, 2013
Shareowners request that the board of directors issue a report (at reasonable cost and omitting proprietary information) by Sept 1, 2013 assessing the feasibility of adopting a policy of Extended Producer Responsibility for post-consumer product packaging as a means of increasing rates of packaging recycling, and reducing carbon emissions and air and water pollution resulting from the company’s business practices. – FOR
Shareholders request that the Board of Directors cause the Company to publish by November 1, 2013, and on
and annual basis thereafter, a sustainability report focused on matters of gender equality across the
Company’s supply chain. – FOR (probably should have Abstained on this one does not really relate to
discrimination)

Motorola Solutions Inc. – May 6, 2013
Shareholders request that the board of Directors take the steps necessary to require to Company’s significant
suppliers to each publish an annual, independently verifiable, sustainability report that the Company makes
available to its shareholders. – ABSTAIN

Target Corporation – June 12, 2013
Board of Directors prepare a report, reasonable cost, etc., on policy options, above and beyond legal
compliance, to minimize the environmental impacts of its electronics recycling activities by providing
mechanisms for the take back of all electronics sold, promoting reuse of working equipment and preventing
export to non-OECD countries of hazardous e-waste and untested or non-working equipment or components.
- For
CALENDAR YEAR 2014 PROXY VOTING RESULTS

Prepared by Marie Tiemann, Endowment Accountant

52 Proxies did not have any shareholder proposals. No votes submitted for proxies without shareholder proposals.

77 Proxies had shareholder proposals that were not relevant to the SRI adopted policies. The vote on these proposals is ABSTAIN.

Many of the shareholder proposals in this category related to issues of Board of Directors classification, Political Contribution reports, voting for an independent director, cumulative or majority voting, executive compensation, proxy access and resolutions relating to human rights.

NOTE: Freeport-McMoran Copper & Gold Inc. – proposal to select a candidate with environmental expertise to be recommended for the election to the BOD; Monsanto Company – proposal requesting a report related to food labeling of food produced with genetic engineering; a report on matters related to GMO products.

13 Proxies had shareholder proposals that I voted on which related to the SRI policies.

**Antipersonnel Landmines - 05/1/98** - None

**Tobacco - 05/22/04** - None

** Discrimination in Employment - 05/22/04**

*Exxon Mobil Corporation – May, 28 2014*

Shareholders request that ExxonMobil amend its written EEO policy to explicitly prohibit discrimination based on sexual orientation and gender identity and to substantially implement the policy – FOR (repeat of LY)

*Target Corporation – June 11, 2014*

Shareholders request the Board of Directors to institute the following policy: There shall be no discrimination against or discrimination for persons based on race, religion, gender, or sexual orientation in hiring, vendor contracts or customer relations, except where required by law. – FOR

To eliminate perquisites – ABSTAIN

Adopt a policy for an independent chairman - ABSTAIN

**Resolution Regarding Proxy Voting in Favor of Climate Change Action 05/17/08**

*Anadarko Petroleum Corporation – May 13, 2014*

Shareholders request Anadarko to prepare a report by September 2014, on the company’s goals and plans to address global concerns regarding fossil fuels and their contribution to climate change, including analysis of long and short term financial and operational risks to the company. - FOR

Regarding Political Contributions – ABSTAIN
Bank of America – May 7, 2014
Given the broader societal implications of climate change, shareowners request that the Board of Directors report to shareholders by September 2014, Bank of America’s assessment of the greenhouse gas emissions resulting from its financing portfolio and its exposure to climate change risk in its lending, investing, and financing activities. – FOR
Cumulative Voting in Director Elections – ABSTAIN
Proxy Access – ABSTAIN
Lobbying Report - ABSTAIN

Berkshire Hathaway Inc. – May 3, 2014
That Berkshire Hathaway Inc. establish reasonable, quantitative goals for reduction of greenhouse gas and other air emissions at its energy-generating holdings; and that Berkshire publish a report to shareholders by January 3, 2015 on how it will achieve these goals – including possible plans to retrofit or retire existing coal-burning plants at Berkshire-held companies. – FOR
Regarding Dividends – ABSTAIN

Chevron Corporation – May 28, 2014
Shareholders request that the Board of Directors report to shareholders by September 30, 2014, and annually thereafter, the results of company policies and practices, above and beyond regulatory requirements, to minimize the adverse water resource and community impact from the company’s hydraulic fracturing operations associated with shale formations. - FOR
Contributions Disclosure – ABSTAIN
Lobbying Disclosure – ABSTAIN
Independent Chairman – ABSTAIN
Special Meetings - ABSTAIN
Independent Director with environmental expertise – ABSTAIN
Country Selection Guidelines - ABSTAIN

Conoco Phillips – May 13, 2014
Shareholders request that the Board of Directors adopt quantitative goals, based on current technologies, for reducing total greenhouse gas emissions from the Company’s operations; and that the Company report (omitting proprietary information and prepared at reasonable cost) to shareholders by September 30, 2014, on its plan to achieve these goals. - FOR
Report on Lobbying Expenditures - ABSTAIN

Devon Energy Corporation – June 4, 2014
Stockholder request that Devon prepare a report by October 2014 on the company’s goals and plans to address global concerns regarding the contribution of fossil fuel use to climate change, including analysis of long and short term financial and operational risks to the company. - FOR
Lobbying Policy and Activity – ABSTAIN
Lobbying Activities related to energy policy and climate change - ABSTAIN
Emerson Electric Co. – February 4, 2014
Shareholders request that Emerson Electric issue a sustainability report describing the company’s environments, social and governance (ESG) performance, including greenhouse gas (GHG) reduction targets and goals. The report should be available on the company website by September 1, 2014. – FOR
Political Contributions Report – ABSTAIN
Lobbying Report - ABSTAIN

Exxon Mobil Corporation – May, 28 2014
Stockholder request that the Board of Directors adopt quantitative goals, based on current technologies, for reducing total greenhouse gas emissions from the Company’s products and operations; and that the Company report to shareholders by November 30, 2014, on its plans to achieve these goals. – FOR
Majority Vote for Directors – ABSTAIN
Limit Directorships – ABSTAIN
Report on Lobbying - ABSTAIN

Facebook Inc. – May 22, 2014
Shareholders request Facebook issue an annual sustainability report describing the company’s short and long-term responses to ESG-related issues by October 2014. - FOR
Regarding change in stockholder voting – ABSTAIN
Lobbying Expenditures – ABSTAIN
Political Contributions - ABSTAIN
Regarding childhood obesity and food marketing to youth - ABSTAIN

Mondelez International – May 21, 2014
Shareowners request that the board of directors issue a report (at reasonable cost and omitting proprietary information) by October 1, 2014 assessing the environmental impacts of continuing to use non-recyclable brand packaging. - FOR

Occidental Petroleum Corporation – May 2, 2014
Shareholders request the Board of Director to report to shareholders by October 30, 2014, and annually thereafter, using quantitative indicators, the results of company procedures and practices, above and beyond regulatory requirements, to minimize any adverse environmental and community impacts from the company’s hydraulic fracturing operations associated with shale formations. – FOR
Shareholders request that Occidental issue a report by October 2014 for investors that reviews the Company’s policies, actions, and plans to measure, disclose, mitigate, and set quantitative reduction targets for methane emissions and flaring resulting from all operations under the company’s financial or operational control. - FOR
Executives to Retain Significant Stock – ABSTAIN
Review Lobbying at federal, state, local levels - ABSTAIN
Shareholders request the board of directors issue a report at reasonable cost, omitting confidential information, assessing the environmental impacts of continuing to use unrecyclable brand packaging. – FOR
Report on alignment between corporate values and Political Contributions – ABSTAIN
CALENDAR YEAR 2015 PROXY VOTING RESULTS

Prepared by Marie Tiemann, Endowment Accountant

47 Proxies did not have any shareholder proposals. No votes submitted for proxies without shareholder proposals

76 Proxies had shareholder proposals that were not relevant to the SRI adopted policies. The vote on these proposals is ABSTAIN.

Many of the shareholder proposals in this category related to issues of Board of Directors classification, Political Contribution reports, voting for an independent director, cumulative or majority voting, executive compensation, proxy access and resolutions relating to EEO.

Note: Abbott Laboratories – proposal related to GMO products, request that the Board publish within six months, a report on genetically engineered ingredients contained in nutritional products sold by Abbott.

21 Proxies had shareholder proposals that I voted on which related to the SRI policies.

**Antipersonnel Landmines - 05/1/98** - None

**Tobacco - 05/22/04**

*Time Warner Inc. – June 19, 2015*

In support of the Surgeon General’s report, thirty-eight state Attorneys General wrote to the major studios urging elimination of tobacco depictions in youth-rated movies, stating “Each time the industry releases another movie that depicts smoking, it does so with the full knowledge of the harm it will bring children who watch it.” Request that the Board amend the Nominating and Governance Committee Charter to include: Providing oversight and public reporting concerning the formulation and implementation of policies and standard to determine transparent criteria on which company products continue to be distributed….. - FOR

**Discrimination in Employment - 05/22/04**

*Target Corporation – June 10, 2016*

Request Board to institute a policy regarding no discrimination against or discrimination for persons based on race, religion, gender, or sexual orientation in hiring, vendor contracts or customer relations, except where required by law. – FOR

Adopt a policy for independent chairman – ABSTAIN

**Resolution Regarding Proxy Voting in Favor of Climate Change Action - 05/17/08**

*Actavis PLC*

Shareholders request the Board of Directors report to shareholders, by November 2015, on sustainability, describing the Company’s ESG performance including GHG reduction targets and goals. – FOR

Adopt policy regarding executive stock retention – ABSTAIN
Amazon.com, Inc. – June 10, 2015
Shareholder proposal that Amazon.com issue a sustainability report describing the company’s environmental, social and governance (ESG) performance and goals, including greenhouse gas (GHG) reduction goals by May 2016. – FOR
Proxy access for shareholders – ABSTAIN
Report concerning political contributions – ABSTAIN
Report concerning human rights risks - ABSTAIN

Anadarko Petroleum Corporation – May 12, 2015
Shareholders request Anadarko to prepare a scenario analysis report by September 2015, omitting proprietary information, on the company’s strategy to address the risk of stranded assets presented by global climate change and associated demand reduction of oil and gas, including analysis of long and short term financial and operational risks to the company. – FOR
The report to include an evaluation of the range of low-carbon, low-demand scenarios, including a scenario in which two thirds of reserves cannot be monetized; provide an assessment of different capital allocation strategies for the low-demand scenarios including diversifying capital investment or returning capital to shareholders; provide information on carbon price and crude oil price assumptions used in each scenario. Proxy access for shareholders – ABSTAIN

Apple, Inc. – March 10, 2015
Shareholders request that the Board of Directors authorize the preparation of a report, to be issued by December 2015, at a reasonable cost and excluding proprietary information, disclosing the risk to the company posed by possible changes in federal, state or local government policies in the United States relating to climate change and/or renewable energy. – Against (in error – all voting is online) Proxy Access for shareholders - ABSTAIN

Bank of America – May 6, 2015
Stockholder requesting that the Board of Directors report to shareholders by September 2015, at reasonable cost and omitting proprietary information, Bank of America’s assessment of the greenhouse gas emissions resulting from its financing portfolio and its exposure to climate change risk in its lending, investing, and financing activities – FOR
Lobbying Report – ABSTAIN
Action by written consent - ABSTAIN

Chevron Corporation – May 27, 2015
Shareholders request that the Board of Directors adopt long-term, quantitative, company-wide targets for reducing greenhouse gas emissions in products and operations that take into consideration the global commitment (as embodied in the Copenhagen Accord) to limit warming to 2 degrees C and issue a report by November 30, 2015, at reasonable cost and omitting proprietary information on its plans to achieve these targets – FOR
Shareholders request the Board of Directors to report to shareholders via quantitative indicators on all shale plays where it is operating, by September 30, 2015, and annually thereafter, the results of company policies and practices, above and beyond regulatory requirements, to minimize the adverse water resource and community impacts from the company’s hydraulic fracturing operations associated with shale formations. - FOR

Disclose Charitable Contributions of $5,000 or more – AGAINST (in error – should be ABSTAIN)
Report on Lobbying – ABSTAIN
Cease using corporate funds for political purposes – ABSTAIN
Adopt dividend policy – ABSTAIN
Proxy Access bylaw – ABSTAIN
Policy for Independent board chairman - ABSTAIN
Recommend independent director with environment expertise – ABSTAIN
Set meeting thresholds at 10% – ABSTAIN

Devon Energy Corporation - June 3, 2015

Shareholders request that Devon prepare a report by October 2015, on the company’s goals and plans to address global concerns regarding the contribution of fossil fuel use to climate change, including analysis of long and short term financial and operational risks to the company- FOR
Proxy Access bylaw – ABSTAIN
Report on lobbying activities related to energy policy and climate change – ABSTAIN
Report disclosing lobbying policy and activity – ABSTAIN  (request that the Board commission a comprehensive review of Devon’s positions, oversight and processes related to public policy advocacy on energy policy and climate change. This would include an analysis of political advocacy and lobbying activities, including indirect support through trade associations, think tanks and other nonprofit organizations.) Since this proposals relates to the political activity it does not fall under the proxy voting guidelines as outlined by UVM.

Exxon Mobil Corporation – May 27, 2015

Shareowners request that the board of directors adopt quantitative goals for reducing total greenhouse gas emissions form the Company’s products and operations; and that the Company report to shareholders by November 30, 2015, on its plan to achieve these goals.- FOR
Shareholders request the Board of Directors report to shareholders using quantitative indicators, by December 31, 2015, and annually thereafter, the results of company policies and practices, above and beyond regulatory requirements, to minimize the adverse environmental and community impacts form the company’s hydraulic fracturing operations associated with shale formations. – FOR
Independent Chairman – ABSTAIN
Proxy Access bylaw – ABSTAIN
Climate Expert on Board – ABSTAIN
Board quota for women – ABSTAIN
Report on compensation for women – ABSTAIN
Report on Lobbying – ABSTAIN
Gilead Sciences, Inc. – May 6, 2015
Shareholders request that the board of Directors issue an annual sustainability report by June 2015 to address relevant ESG policies and practices; and should include quantitative and time-bound goals on topics such as, GHG emissions, water use managements, waste minimization, energy efficiency, and other relevant environmental and social impacts. – FOR (use the GRI guidelines)
Stockholder action by written consent – ABSTAIN
Independent Board Director chair – ABSTAIN
Report on certain risks to Gilead from rising pressure to contain U.S. specialty drug prices. - ABSTAIN

Google Inc. – June 13, 2015
Request the Company prepare a report, by December 2015, estimating the total investment in renewable sources of electricity in 4/kW and the average cost per kilowatt-hour through 2013 and the projected costs over the life of the existing renewable sources. Report to include estimate of subsidies obtained from governments at all levels - For
Equal shareholder voting – ABSTAIN
Lobbying report – ABSTAIN
Adopt majority voting standard for election of Directors – ABSTAIN

Mondelez International, Inc. – May 20, 2015
Request the board to issue a report, by October 1, 2015, assessing the environmental impacts of continuing to use non-recyclable brand packaging. – FOR

Occidental Petroleum Corporation – May 1, 2015
Request Occidental Petroleum to issue a report by September 2015, reviewing the Company’s policies, actions, and plans to measure, disclose, mitigate, and set quantitative reduction targets for methane emissions and flaring resulting from all operations under the company’s financial or operational control – FOR
Recovery of unearned management bonuses – ABSTAIN
Proxy Access – ABSTAIN
Review, lobbying at federal, state, local levels – ABSTAIN

Oracle – November 18, 2015
Request Oracle Corporation senior management, with oversight from the Board of Directors, set company-wide quantitative targets by March 2015 to increase renewable energy sourcing and/or production – FOR
Regarding Proxy Access – ABSTAIN
Regarding Quantitative Performance Metrics – ABSTAIN
Amendment of Governance Guidelines – ABSTAIN
Vote Tabulation – ABSTAIN
Lobbying Report – ABSTAIN
Pepsico, Inc. – May 6, 2015
Request the Board of Directors establish a new Committee on Sustainability to more appropriately oversee the company’s vision and responses to important matters of public policy and sustainability. Such committee could engage in ongoing review of corporate policies, above and beyond matters of legal compliance, to assess the Corporation’s response to changing conditions and knowledge of the natural environment, including but not limited to, waste creation and disposal, natural resource limitations, energy use, waste usage and climate change. – FOR
Request that by September 1, 2015, the Board publish a report, at reasonable expense and omitting proprietary information that discusses the Company’s options for policies, above and beyond legal compliance, to minimize impacts of neonic's in its supply chain. – FOR
Policy regarding limit on accelerated vesting of equity awards – ABSTAIN

Phillips 66 – May 6, 2015
Request that the Board of Directors adopt quantitative goals, based on current technologies, for reducing total greenhouse gas emissions from the Company’s operations; and that the Company report to shareholders by September 30, 2015, on its plan to achieve these goals. – FOR

The Southern Company – May 27, 2015
Request that Southern Company adopt absolute, quantitative time-bound goals for reducing total greenhouse gas (GHG) emissions from operations and report to shareholders by November 1, 2015 on its plans to achieve these goals. – FOR
Regarding Proxy Access – ABSTAIN

Starbucks Corporation – March 18, 2015
To authorize and encourage the Board to appoint a Board Committee on Sustainability. Such committee could engage in ongoing review of corporate policies, above and beyond matters of legal compliance, to assess the Corporation’s response to changing conditions and knowledge of the natural environment, including but not limited to, waste creation and disposal, natural resource limitations, energy use, waste usage, and climate change. – FOR
Require an independent board chairman – ABSTAIN

Time Warner Inc. – June 19, 2015
Request Time Warner Inc. to adopt a company-wide, time-bound target for reducing absolute greenhouse gas (GHG) emissions, taking into consideration the most recent Intergovernmental Panel on Climate Change scientific guidance for reducing total GHG emissions and issue a report no later than 6 months after the company’s annual meeting on its plan to achieve these goals. – FOR
Proposal on right to act by written consent. – ABSTAIN

Wal-Mart Stores, Inc. – June 5, 2015
Report on Greenhouse Gas Emissions from International Marine Shipping – FOR
Request for annual report on recoupment of executive pay – ABSTAIN
Regarding Proxy Access – ABSTAIN
Request of Annual Report regarding incentive compensation plans – ABSTAIN
Independent Chairman Policy - ABSTAIN
STRATEGIC CAPITAL PLANNING ANNUAL UPDATE

Board of Trustees – Committee of the Whole
May 20, 2016

Prepared By
Thomas Gustafson, Vice President for University Relations & Administration

Bob Vaughan, Director of Capital Planning & Management, and I will offer a brief presentation and lead a discussion of the following topics:

- Overview of UVM’s internal process for evaluating and prioritizing capital projects and Protocol for Board approval and oversight
- Highlight the STEM Project in relation to the Process
- Update on current priority projects: STEM, First-Year Residence Hall & Dining, Chiller Plant Expansion, and UVM Medical Center Inpatient Facility

INTERNAL PROCESS FOR EVALUATING CAPITAL PROJECTS

Generation of Proposals

A) Major Capital Projects (greater than $5.0 million and usually requiring some University funding, including debt, non-debt, or both)

1) All capital projects initiated with a Capital Project Request Form from Dean/VP to the President. In some cases, the President will initiate a project. Form designates:
   - Statement of compelling need
   - Description of program and scope definition
   - Description of proposed Funding
   - Description of time frame and any other issues

2) Criteria are applied against list of proposed capital projects to identify priorities.
3) President elects to undertake feasibility study or present to Board of Trustees.
4) President elects to present highest priority projects to BOT for consideration vis. strategic plan and programmatic need (EPIR). BFI approves funding for preliminary design to commence and approval to proceed with fundraising.
5) Update of major capital projects priority list presented annually to BOT, usually in February.

B) Small Capital Projects (usually between $1 million and $5.0 million, and generally from non-debt funding sources)

1) Small capital projects initiated with a Capital Project Request Form from Dean/VP to President. Form designates:
   - Statement of compelling need
   - Description of program and scope definition
   - Description of proposed funding
   - Description of time frame and any other issues

2) If feasible funding plan is identified, President determines if/when to bring to BOT
Process for Internal Project Assessment

1) **Primary Type of Project** (Check all that apply)
   - Instructional
   - Research
   - Academic support
   - Constituent Service
   - Athletic/Recreation/Wellness
   - Residential
   - Multipurpose function/event
   - Infrastructure
   - Administrative
   - Landscape/beautification
   - Other

2) **Evaluation Criteria** (Note: These are the “Decision-making Criteria and Principles” from Strategic Action Plan approved by the Board of Trustees in October, 2013)

   A) Impact of Project on Strategic Goals (Rate each that applies, 1 to 5. 1=Low   5=High)
      - Advances quality and excellence
      - Reflects centrality to mission, vision, and focus
      - Fosters comparative advantage and multiple strengths
      - Effects a positive and transformative impact
      - Increases academic synergy and interdisciplinarity
      - Satisfies cost, benefit, risk assessment and “unintended consequence” analysis, including actual and projected supply and demand
      - Promotes distinctiveness/uniqueness of the University
      - Builds competencies and capacity
      - Leverages multiple initiatives and resolves multiple issues
      - Builds community and develops talent among faculty, staff, and students

   B) Compelling Need (Rate urgency/importance of those that apply, 1 to 5. 1=Low   5=High)
      - Life Safety/Code/ADA
      - Lack of space for existing function
      - Instructional requirements
      - Deferred maintenance
      - New program
      - Expanded/improved research capacity
      - Enhancing student experience
      - Infrastructure improvement
      - Other

   C) Financial model, funding source(s), and feasibility. (NOTE: Projects deemed to have met evaluation criteria and are fully funded from non-debt sources will be brought to the Board on an expedited basis for consideration)
PROTOCOL FOR BOARD APPROVAL AND OVERSIGHT

Major Capital Projects (over $5 million)

Step 1
- Administration submits capital project to EPIR for programmatic review and approval of initial project concept.
- Administration brings priority capital project to BFI for authorization of expenditure for preliminary project planning and design, and authorization for the UVM Foundation to commence fundraising. Preliminary funding plan reviewed.

Step 2
- Administration brings final funding plan to BFI for review, and authorization of expenditures for program completion, schematic design, and detailed cost estimating. Fundraising progress to date will be reported to BFI.
- Project expenditures for Steps 1 and 2 will come from the newly established capital prefunding account (which Richard Cate and David Daigle will introduce and briefly discuss at this point, with further discussion/resolution slated for BFI).

Step 3
- Administration presents project design completion estimates to BFI for approval and authorization of expenditures for completion of final project design, construction documents, etc. Updated fundraising progress will be reported, with expectation that a substantial majority of non-debt funding has been committed (e.g. at least 60%). Approval is conditional on having all non-debt funding committed, inclusive of any internal loans from the capital prefunding account.
- If appropriate, BFI authorizes issuance of bonds.

Small Capital Projects

1) Administration brings forward project for EPIR review and approval of project in light of strategic and operational need.
2) BFI reviews and approves project expenditures after evaluating acceptable funding plan.

UPDATES ON CURRENT PRIORITY PROJECTS

- STEM
- First-Year Residence Hall & Dining
- Chiller Plant Expansion
- UVM Medical Center Inpatient Building
Annual Deferred Maintenance Report

Board of Trustees – Committee of the Whole
May 20, 2016

Prepared By
Tom Gustafson/Vice President for University Relations and Administration
To: Board of Trustees, Committee of the Whole
From: Thomas J. Gustafson, Vice President for University Relations and Administration
Subject: Deferred Maintenance (DM) Report 2015

Introduction
Deferred Maintenance (DM) is a challenge for every non-profit organization including UVM and continues to be an on-going conversation with the Board with discussions occurring at the September 2015 retreat and February 2015 Educational Policy and Institutional Resources Committee meeting. As of December 2015, UVM has an estimated $351M DM backlog in facilities and related infrastructure according to Sightlines, the consultant, which assists us in analyzing our DM data. It is projected to grow to $376.3M by the end of FY 18 when an estimated 2.8% inflation and 5.6% annual DM backlog are added and UVM’s planned DM contributions and capital and renewal projects are subtracted, see Figure 1 on page 4. This estimate does not include allowances for functional obsolescence or technology replacement.

DM Backlog Summary
- For over two hundred years, UVM built facilities to meet its programmatic needs without considering lifecycle costs. Unlike our for-profit cousins, we have not funded depreciation. Only in the last 25 years, as we build or renovate major academic/administrative facilities, has UVM put aside funds for the future. UVM’s total current facilities repair and replacement reserve balance is approximately $42M (book value).
- The annual allocation from the operating budget to deferred maintenance is approximately $7M while our booked (but unfunded) depreciation is almost $27M a year, with a total accumulated depreciation as of June 30, 2015 of over $448M. The annual allocation to the facilities reserve account was $1.9M in FY 2016. These annually accumulated facilities reserve funds are used to help fund the life cycle needs of buildings constructed or renovated since 1991.
- The current campus facilities age profile is made up of older and higher risk space than our peers which drives higher operational and capital investment demands to maintain them.
- Recently, UVM has done well in bringing high quality newer spaces on-line, but less so in addressing critical DM backlog in existing facilities.
- Due to continued reductions in annual maintenance and improvement funds, the inability to grow DM allocations and aging UVM facilities, the backlog of DM is growing at a faster pace each year.
- Buildings with significant DM (NOTE: These estimates need to be updated and are likely low):
  - PFG Complex: Athletic facilities $42.3M
  - Given Building: Medical College $33.8M
  - Waterman Building: Academic and admin facility $26.6M
  - Bailey/Howe Library: Main library $13.7M
  - Dewey Hall: Academic facility $5.8M
Current Facilities Renewal Reserves:

- General Fund Academic/Administrative: $27.2M book value
- Residential Hall: $14.5M book value
- Totals: $41.7M book value

Programmatic Impact of Large DM Backlog

- Poor curb appeal and outdated, uncomfortable learning and working environments will directly impact the ability to recruit and retain faculty, students, and staff.
- Deteriorating structures and systems could disrupt normal academic, living and business operations, resulting in productivity, environmental health, life safety and liability issues and increased spending on insurance, worker’s comp, legal, relocation, emergency maintenance services, etc.

Addressing the DM Backlog

Current plan ---

- The highest priority for investing DM dollars is to health and life safety.
- Increase the deferred maintenance allocation in the general fund budget by $1M to the DM budget each year for the next five years
  - **Downside:** UVM falls further behind its peers and the difference between the newer facilities and the older ones become more pronounced. Additionally, the backlog will continue to grow above the current $351M at a faster pace each year.
- Continue the practice of funding facilities reserves for new and renovated buildings.
- Residential Life currently allocates $2M a year for deferred maintenance.

Alternative plan for consideration and discussion ---

- Continue the practice of funding facilities reserves for new and renovated buildings; and keep investing our DM dollars on our highest priority, health and life safety.
- Increase, over the next ten years, the deferred maintenance allocation in the Residential Life budget to at least $6M/year. Primary source: room rate increase.
- Increase the deferred maintenance allocation in the general fund budget by $2M each year over the next 10 years to slow further growth of UVM’s DM backlog.
  - **Downside:** Resources may not be available without new revenue (e.g., higher tuition) or further budget cuts beyond those already planned.
- Sell or demolish older facilities to eliminate some of the backlog.
  - **Downside:** Without a reduction in faculty and staff, or significant office sharing, there is no place to put the employees moved out of the buildings being demolished or sold.
- Depending on debt capacity, borrow additional funds to address highest priority partial renovations to the buildings with significant accumulated DM.
  - **Downside:** Will add to the debt load and the operating budget (for debt service).
**Projected Deferred Maintenance (DM) Backlog, updated: 05/02/2016**

*(in mls)*

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<th>FY15</th>
<th>Actuals</th>
<th>FY16</th>
<th>Projected</th>
<th>FY17</th>
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<td><strong>Starting DM backlog (note 1)</strong></td>
<td>$331.6</td>
<td><strong>$350.7</strong></td>
<td>$357.2</td>
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<td><strong>Increases</strong></td>
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<td>Blended Inflation 2.8%</td>
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<td>5.6% annual growth (Sightlines Target)</td>
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<td><strong>Total increases</strong></td>
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<td><strong>Decreases</strong></td>
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<td>Sale of UVM property</td>
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<td><strong>Commitments</strong></td>
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<td><strong>Total Commitments (Sightlines Data)</strong></td>
<td><strong>10.4</strong></td>
<td><strong>6.9</strong></td>
<td><strong>8.6</strong></td>
<td><strong>9.6</strong></td>
<td></td>
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**Net change to DM**

|                   |      | **19.1** |      | **6.5** |      | **25.4** |      | **(6.4)** |

**Net DM backlog**

|                   | $350.7 | **$357.2** | **$382.7** | **$376.3** |

**Notes:**

1. Starting DM backlog based on calculation in the Sightlines' June 2015 presentation to the President and Provost
2. Votey $4M DM investments included in FY17 - FY20 Gen Fund figures at $1M a year
3. Other sources of funds include green revolving energy fund, buildings reserves, other department funds, misc bond funds, clean energy fund and gifts
THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES
COMMITTEE

Chair Bill Botzow, Vice Chair Donna Sweaney, President Thomas Sullivan, Briar Alpert, Cynthia Barnhart, Frank Cioffi, Carolyn Dwyer, Richard Gamelli, Ron Lumbra, Curt McCormack, Anne O’Brien, Kesha Ram, Soraiya Thura, Tristan Toleno, Faculty Representatives Chris Burns, Laura Almstead, and Jan Carney, Staff Representatives Bryan McKinney and Amanda McIntire, Alumni Representative Afi Ahmadi, Foundation Representative Wolfgang Mieder, Student Representatives Alyssa Johnson and Tyler Davis, and Graduate Student Representatives Devin Champagne and Kelsey Hudson

Friday, May 20, 2016
10:15 a.m. – 12:15 p.m.
Livak Ballroom, 417-419 Dudley H. Davis Center

AGENDA

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure</th>
<th>Discussion Leader</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Call to Order</strong></td>
<td></td>
<td></td>
<td><strong>10:15 a.m.</strong></td>
</tr>
<tr>
<td>1. Approval of March 14, 2016 meeting minutes</td>
<td>Attachment 1</td>
<td>Bill Botzow</td>
<td>10:15-10:20</td>
</tr>
<tr>
<td>• Annual Research Report</td>
<td>Report C</td>
<td>Richard Galbraith Cindy Forehand</td>
<td></td>
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<tr>
<td>• Annual Graduate Education Report</td>
<td>Report D</td>
<td>Brian Reed; Annie Stevens &amp; Jason Maulucci</td>
<td></td>
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<tr>
<td>• Annual Academic Advising Report</td>
<td>Report E</td>
<td>Bob Vaughan</td>
<td></td>
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<tr>
<td>• Capital Projects Progress Report</td>
<td>Report F</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Resolution Approving Larner Learning Commons Project</td>
<td>Attachments 2 &amp; 3</td>
<td>Bob Vaughan</td>
<td>10:40-10:50</td>
</tr>
<tr>
<td>4. Resolution Approving College of Engineering and Mathematical Sciences Restructuring Proposal</td>
<td>Attachments 2 &amp; 4</td>
<td>David Rosowsky</td>
<td>10:50-11:00</td>
</tr>
<tr>
<td>5. Resolution Approving Revisions to the Provisions of the University Manual Governing Deans and Officers of Administration</td>
<td>Attachment 2; Appendix A &amp; Attachment 5</td>
<td>Gary Derr</td>
<td>11:00-11:05</td>
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<tr>
<td>Item</td>
<td>Enclosure</td>
<td>Discussion Leader</td>
<td>Time</td>
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<tr>
<td>7.</td>
<td>Attachment 2</td>
<td>Laura Almstead</td>
<td>11:15-11:25</td>
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<td>8.</td>
<td>Attachment 6</td>
<td>Richard Galbraith</td>
<td>11:25-11:45</td>
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<tr>
<td>9.</td>
<td>Stacey Kostell Tom Gustafson</td>
<td>11:45-12:05</td>
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<tr>
<td>10.</td>
<td>Carolyn Dwyer</td>
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<td>12:05-12:10</td>
</tr>
<tr>
<td>11.</td>
<td>Attachment 7</td>
<td>Bill Botzow</td>
<td>12:10-12:15</td>
</tr>
</tbody>
</table>

*Times are approximate. **Executive Session as needed.*
At this meeting, the Committee will receive status updates and continue discussions on Provost’s Office initiatives. Time will be reserved following my report to allow an opportunity for authors of routine and annual reports (see list at end of memo) to briefly highlight a topic of strategic importance and for Committee members to ask questions. The Committee will be asked to consider action items outlined below.

**ACTION ITEMS**

**Approval of Previous Meeting Minutes**
The minutes for the March 14, 2016 meeting are included as Attachment 1.

*Action:* Motion to approve the minutes.

**Resolution Approving Larner Learning Commons Project**
Included as Attachment 3 in the materials is an overview of the strategic goals and project specifications for the Larner Learning Commons Project. Upon the Committee’s approval of the conceptual scope, the project will be referred to the Budget, Finance & Investment Committee for financial review and approval at the next Board meeting. The estimated budget is $2,000,000 and will be entirely supported by gift funds.

*Action:* Resolution approving the Larner Learning Commons Project for referral to the Budget, Finance & Investment Committee. Attachment 2

**Resolution Approving College of Engineering and Mathematical Sciences Restructuring Proposal**
Included as Attachment 4 in the meeting materials is a memo providing background and the rationale for a restructuring within the College of Engineering and Mathematical Sciences to return the School of Engineering to the departmental structure that was in place until 2005.

*Action:* Resolution approving College of Engineering and Mathematical Sciences Restructuring Proposal. Attachment 2

**Resolution Approving Revisions to the Provisions of the University Manual Governing Deans and Officers of Administration**
Revisions were made to sections of the University Manual pertaining to appointments, performance review and termination of deans and officers of administration. The revisions were based on recommendations resulting from a review of dean and officers of administration performance reviews,
appointments and termination issues. These recommendations have been reviewed by the Faculty Senate. Included as attachment 5 in the meeting materials is a tracked changed version of the revised sections of the *University Manual* along with a clean copy with the changes accepted. Vice President for Operations Gary Derr will highlight material changes at the meeting.

**Action:** Resolution approving revisions to sections 301 and 404 of the University Manual as appearing in Attachment 2; Appendix A

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**Faculty Senate Recommendation**
The Report of the Curricular Affairs Committee of the Faculty Senate is included as Report G in the meeting materials. Included in the report are details for the following proposals for Committee consideration:

- Proposal to create a B.S. in Food Systems in the College of Agriculture & Life Sciences
- Proposal to create a B.S. in Economics in the College of Arts & Sciences
- Proposal to create a M.S. in Medical Laboratory Science in the Graduate College
- Proposal to create a Certificate of Graduate Study in Epidemiology in the Graduate College
- Proposal to create a Minor in Writing in the College of Arts & Sciences
- Proposal to create a Minor in Jewish Studies in the College of Arts & Sciences

**Action:** Six resolutions approving Faculty Senate recommendations as approved by the President and Provost. Attachment 2

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**Resolution Approving Revision to the Residency Policy**
The University of Vermont amended its Residency Policy in April and July of 2015 to come into compliance with Section 702 of the federal Veterans Access, Choice, and Accountability Act of 2014. All changes were made pursuant to communications with the Department of Veterans Affairs Central Office (VACO). VACO has since provided the University with a clarification to Policy language regarding continuous enrollment. This change is technical in nature, and does not substantively change how the Policy is being implemented at UVM. The approval of this change will provide greater clarity to Post 9/11 and Montgomery GI Bill beneficiaries going forward. Vice President for Enrollment Management Stacey Kostell will present the revised policy for Committee approval.

**Action:** Resolution approving revision to the Residency Policy appearing in Attachment 2; Appendix B

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**STATUS UPDATES**

**Provost’s Report** – Included as Report B is my regular report taking the form of the April 2016 “Across the Green” memo that I periodically issue to camps providing updates on current initiatives and information on topics of interest to the broader academic community.

**Academic Excellence Goal #6** – Richard Galbraith, Vice President for Research, will discuss progress made since the last report to the Committee in October 2014, on Academic Excellence Goal #6 which
calls for increasing research and scholarship in areas that generate high impact, recognition and visibility. **Attachment 6**

**Shaping the University of Vermont Narrative** – The administration continues to work with the firm 160over90 to create consistent and distinct messaging about the University of Vermont. The resulting work will assist in meeting our ambitious enrollment goals and help elevate UVM’s academic reputation and visibility. Stacey Kostell, Vice President for Enrollment Management, and Tom Gustafson, Vice President for University Relations & Administration, will offer an update on current projects, the new creative concept, and plans for campus implementation.

**Career Advisory Board Update** – Trustee Carolyn Dwyer will offer a brief update on the Career Advisory Board meeting held since the last Board meeting.

**DISCUSSION ITEMS**

**Review of Committee Work Plan** – Time has been reserved at the end of the meeting to review the draft work plan for the next year. Following our meeting Trustees will be issued an assessment survey and asked to evaluate the Committee’s work over the last year. **Attachment 7**

**ROUTINE REPORTS**

Provost’s Report - Report B  
Annual Research Report - Report C  
Annual Graduate Education Report - Report D  
Annual Academic Advising Report - Report E  
Capital Projects Progress Report - Report F  
Report by the Faculty Senate Curricular Affairs Committee Chair - Report G
A meeting of the Educational Policy and Institutional Resources Committee of the Board of Trustees of the University of Vermont and State Agricultural College was held on Monday, March 14, 2016 at 11:00 a.m., in the President’s Conference Room, 351 Waterman Building.

MEMBERS PRESENT: Chair Bill Botzow*, Vice Chair Donna Sweaney*, Cynthia Barnhart*, Frank Cioffi*, Carolyn Dwyer*, Ron Lumbra*, Curt McCormack, and Tristan Toleno*

TRUSTEES ABSENT: David Brandt, Richard Gamelli, Anne O’Brien, Kesha Ram and President Thomas Sullivan

REPRESENTATIVES PRESENT: Faculty Representatives Chris Burns and Laura Almstead, Staff Representative Amanda McIntire, Alumni Representative Afi Ahmadi*, and Foundation Representative Wolfgang Mieder

REPRESENTATIVES ABSENT: Faculty Representative Jan Carney, Staff Representative Cathy Rahill, Student Representatives Jonathan Cares and Tyler Davis, and Graduate Student Representatives Devin Champagne and Kelsey Hudson

PERSONS ALSO PARTICIPATING: Provost and Senior Vice President David Rosowsky

*via conference call

Chair Bill Botzow called the meeting to order at 11:05 a.m. He welcomed new Faculty Representative Laura Almstead to her first meeting.

Approval of Minutes

The minutes from the previous meeting, held on February 5, 2016, were presented for approval. A motion was made, seconded and voted to approve the minutes as presented.

Action Items

Chair Botzow explained that the purpose of this meeting was to vote on two action items to be forwarded to the full Board in order to have them ready for this coming fall. He also informed the Committee that the resolutions will be introduced one at a time with an opportunity for questions followed by a vote on both resolutions as a consent agenda.

Faculty Representative Laura Almstead provided a brief overview of each of the academic program proposals:

- The proposal for a new minor in Neuroscience in the College of Arts and Sciences (CAS) is a collaboration between faculty in a number of departments. The proposed 18-credit minor is
built on established courses balanced between the behavioral and biological sciences. A particular strength of the curriculum is that it was designed such that students from multiple colleges should be able to complete the minor. The new minor has received strong support from the CAS Dean and the Dean of the College of Nursing and Health Sciences. The proposed Neuroscience is a cross-college and department collaboration that fills a student need, does not compete with other minors, and requires no new resources. The curriculum is well structured to provide students in the minor a broad foundation in neuroscience.

- A new minor in Behavioral Change Health Studies is being proposed by Dr. James Hudziak and team at the Vermont Center for Children, Youth, and Families in the College of Medicine. With special emphasis on pathways to wellness, the minor is intended to serve as one of three pillars, along with a residential life program and a social media program, of the UVM Wellness Environment program proposed by Dr. Hudziak. Material covered in the minor may be found in numerous fields of study at UVM, among them biology, psychology, exercise science, nursing, and nutrition.

The following resolutions were presented and an opportunity for discussion was offered:

**Resolution Approving the Creation of a New Minor in Neuroscience in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a new minor in Neuroscience in the College of Arts & Sciences, as approved and advanced by the Provost on February 18, 2016, and the President on February 19, 2016.

**Resolution Approving the Creation of a New Minor in Behavioral Change Health Studies in the College of Medicine**

RESOLVED, that the Board of Trustees approves the creation of a new minor in Behavioral Change Health Studies in the College of Medicine, as approved and advanced by the Provost on February 18, 2016, and the President on February 19, 2016.

There being no further discussion, a motion was made, seconded and the Trustees voted on the two resolutions as follows: Bill Botzow – Yes, Donna Sweaney – Yes, Cynthia Barnhart – Yes, Frank Cioffi – Yes, Carolyn Dwyer – Yes, Ron Lumbraga – Yes, Curt McCormack – Yes, and Tristan Toleno – Yes.

The resolutions were approved as presented.

**Update on Academic Success Center**

Provost David Rosowsky reported that over the past few months a group of leaders from across the campus have been focusing on coalescing programs related to student learning and student affairs which come under the Office of the Provost but also operate independently. Through opportunities afforded through retirements, some appointment titles have been changed to create the academic success center which will be “a hand in glove” relationship between the Vice
Provost for Student Affairs Annie Stevens and the Associate Provost for Teaching and Learning Brian Reed. This initiative brings the curricular enterprise and the student affairs enterprise much closer together under the rubric of academic student success. There will be an Academic Success Center and a search will take place for a faculty fellow that will be appointed to work closely with the center director. The center will include existing orientation programs, a new first year experience program, and a centralized advising center as well as a learning co-op program.

Chair Botzow asked about the physical location of the center. Provost Rosowsky responded that a lot of the student success and learning offices will be moving closer together on campus and be centrally located with the other student success initiatives.

**Adjournment**

There being no further business, the meeting adjourned at 11:20 a.m.

Respectfully submitted,

Bill Botzow, Chair
EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE

May 20, 2016

Resolution Approving Larner Learning Commons Project

WHEREAS, the administration today reported on the strategic and operational need for the Larner Learning Commons Project and the associated program scope;

THEREFORE, BE IT RESOLVED, that the Committee hereby approves the conceptual scope that the administration presented on this date and refers the Project to the Budget, Finance & Investment Committee for financial review and approval.

Resolution Approving College of Engineering and Mathematical Sciences Restructuring Proposal

RESOLVED, that the Board of Trustees approves the restructuring of the College of Engineering and Mathematical Sciences (College) as proposed by College, reported to the Faculty Senate on April 11, 2016, and approved by the Provost and President on April 29, 2016.

Resolution Approving Revisions to the Provisions of the University Manual Governing Deans and Officers of Administration

RESOLVED, that the Board hereby authorizes the revision of Sections 301 and 404 of the University and University Officers’ Manual as set forth in Appendix A.

Resolution Approving B.S. in Food Systems in the College of Agriculture and Life Sciences

RESOLVED, that the Board of Trustees approves the creation of a Bachelor of Science in Food Systems in the College of Agriculture and Life Sciences, as approved and advanced by the Provost and President on March 18, 2016.

Resolution Approving the Creation of a B.S. in Economics in the College of Arts & Sciences

RESOLVED, that the Board of Trustees approves the creation of a Bachelor of Science in Economics in the College of Arts & Sciences, as approved and advanced by the Provost and President on April 29, 2016.

Resolution Approving the Creation of a M.S. in Medical Laboratory Science in the Graduate College

RESOLVED, that the Board of Trustees approves the creation of a Master of Science in Medical Laboratory Science in the Graduate College, as approved and advanced by the Provost and President on March 18, 2016.
Resolution Approving the Creation of a Certificate of Graduate Study in Epidemiology in the Graduate College

RESOLVED, that the Board of Trustees approves the creation of a Certificate of Graduate Study in Epidemiology in the Graduate College, as approved and advanced by the Provost and President on March 18, 2016.

Resolution Approving the Creation of a Minor in Writing in the College of Arts & Sciences

RESOLVED, that the Board of Trustees approves the creation of a Minor in Writing in the College of Arts & Sciences, as approved and advanced by the Provost and President on March 18, 2016.

Resolution Approving the Creation of a Minor in Jewish Studies in the College of Arts & Sciences

RESOLVED, that the Board of Trustees approves the creation of a Minor in Jewish Studies in the College of Arts & Sciences, as approved and advanced by the Provost and President on March 18, 2016.

Resolution Approving Revisions to Residency Policy

RESOLVED, that the Board of Trustees hereby accepts technical corrections to the Residency Policy, including those required by the U.S. Department of Veterans Affairs to comply with Section 702 of the federal Veterans Access, Choice, and Accountability Act of 2014, as set forth in Appendix B to this resolution.
301 Deans

301.4 Performance Review.

301.4.1 Annual Review.

The Provost shall conduct an annual performance review of each Dean. The Provost will meet with each Dean individually to discuss the results of the performance review and, following consultation with the President, to convey a reappointment decision and the salary upon reappointment.

301.4.2 Third Year Review.

The Provost shall conduct a formative review of a Dean’s performance during the spring fall semester of the initial third year of appointment. The primary objective of the evaluation is to facilitate continued improvement of the academic leadership and management of the College or School. For Schools and Colleges with academic departments, input will be sought from every Department Chairperson and, separately, from the faculty and staff. For Schools and Colleges without Departments, the faculty and staff shall be given an opportunity to provide input into the third year performance review. Such input will be based upon the Dean’s performance of the responsibilities set forth in section 301.3 and as otherwise defined by the University through proper channels. The Office of the Provost will distribute and administer standardized evaluation forms in electronic format, so that confidentiality may be assured. The standardized form shall have the following characteristics: 1) the form will use a combination of descriptive criteria upon which the Dean shall be ranked and opportunities for narrative comments to justify the ranks assigned; 2) respondents may reveal their identity but are not required to do so; and 3) the identities of the participants will not be revealed to the Dean under review. The Provost shall prepare a written report on the Dean’s performance, which shall include a summary of the Chairpersons’ evaluations (when applicable) as well as faculty and staff evaluations. The Provost shall share this written report with the Dean, who shall have the right to submit a written response. The Provost will maintain a record of the performance appraisals, the individual evaluation forms, and any responses from the Dean.

301.4.3 Periodic Comprehensive Review.

A Dean shall undergo a comprehensive summative performance review at intervals of no longer than five years. The primary objective of the review is to provide advice to the President as he/she determines, in consultation with the Provost, whether the Dean will be reappointed following the appointment year in progress. Such a review may be commenced at an earlier point by the President at his/her own initiation, or upon request of the Provost, the Dean, a majority of the Chairpersons of the academic unit, or one-third of the faculty of the academic unit eligible to vote under the bylaws of the College or School.

The Provost shall appoint a committee of nine faculty members to review the Dean, such appointments to be made during the spring fall semester of the review year. Three faculty members will be elected representatives from the academic unit, three will be appointed by the Faculty Senate Executive Council, and three will be appointed by the Provost, including
the committee chairperson, who must come from outside the academic unit. The review committee shall conduct its work in an expeditious manner. It will begin its work with a thorough review of the third-year evaluation documents. It shall consult with Chairpersons (if there is a departmental structure), faculty, staff, and students from the academic unit, and others deemed appropriate from within or outside the University. The committee shall submit a written report to the Provost no later than MayFebruary 1 of the academic year in which the review commences. The Provost shall present the full report of the review committee to the Dean, with a copy to the President, and shall distribute an accurate summary of the findings of the report to every faculty and staff member of the academic unit.

The Executive Council of the Faculty Senate shall monitor the Deans’ review process and shall report to the Senate no less often than once every three years as to the adequacy of its operation.

301.5 Appointment Termination

Decanal appointments terminate through resignation, non-reappointment, or termination for cause.

301.5.1 Resignation

Resignation by a Dean must be made in writing to the President, with a copy to the Provost. The resignation shall become effective on a date and terms memorialized in writing and mutually agreed by the Dean and the President and memorialized in writing.

301.5.2 Notice of Non-reappointment.

AThe Dean will be considered for re-appointment annuallyis subject to annual reappointment consideration after the initial appointment. Following The President, following consultation with the Provost, the President may also give a Dean notice of non-reappointment for the following year at any time during prior to the expiration of an appointment (fiscal) year in progress relative to the following (fiscal) year. The provided that a non-reappointment may decision must be based upon job performance quality or reasonably derived strategic, programmatic, administrative, or budgetary financial reasons. Notice of non-reappointment shall be given in writing with a statement of reasons. Severance shall be made available as stated below.

301.5.3 Severance

If An appointment terminated through notice of non-reappointment shall become effective at the close of business on the date that notice of non-reappointment is given, there are six (6) months or more remaining in the appointment/last day of the fiscal year in progress, the
Dean will - Deans who have served the University as such for at least three years shall receive notice of non-reappointment in lieu of any six months’ severance payment unless, in the Provost’s discretion, the Provost elects to provide, including a customary retirement contribution, payable within thirty days following the date of termination at the salary rate in effect at the time of notice of non-reappointment. Deans who have served for less than three years shall receive three months’ severance in lieu of continuation of the Dean’s appointment for all, or a portion of, the remainder of the year in progress. If, on the pay, including a customary retirement contribution, payable within thirty days following the date that of termination at the salary rate in effect at the time of notice of non-reappointment is given, there are fewer than six (6) months remaining in the appointment year in progress, the Dean will receive a combination of notice and - Vacation time does not accrue relative to a severance, such that the combined period of notice and the severance payment represents a time period equivalent to six (6) months. Any accrued but unused vacation will be paid at the time of severance payment or within thirty (30) days accumulated but unused as of the date of termination shall be paid at the time of severance payment of the last day of service as Dean, except in cases where the Dean assumes or resumes a twelve-month University appointment in which vacation accrues, in which case vacation## will be carried over.

The Provost can President may enlarge the amount of severance only upon favorable recommendation of the Provost and following consultation with the Board of Trustees.

Severance shall not be awarded if a Dean assumes or resumes a faculty appointment as set forth in section 301.5.4 or in the case of termination for cause as described in the preceding paragraph only with the advance consent of the President-section 301.5.5. Severance shall not be provided if the Dean accepts another administrative appointment at the University following the effective date of non-reappointment as Dean.

301.5.4 Assumption or Resumption of Faculty Appointment.

A Dean who receives notice of non-reappointment or who resigns the deanship, and who has a preexisting tenure or contract right to assume or resume a faculty appointment, may do so after following termination of the decanal deanship appointment ends. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair Department Chairperson, within thirty (30) calendar days of issuance of the notice of non-reappointment or the Dean’s submission of a notice of resignation.

A. In lieu of severance, a Dean who elects to assume or resume a faculty appointment shall be granted offered a six (6)-month one-semester administrative leave of absence to prepare for the assumption or resumption of duties as a faculty member. During the administrative leave, the Dean will be compensated at the salary at the salary and benefits level applicable to the upcoming decanal appointment through the period in which severance payment is to be paid, if any, in accordance with Section 301.5.3. The balance of the administrative leave period will be compensated at the salary and benefits level applicable to the faculty appointment, effective at the time of issuance of the notice of non-reappointment. A leave
implemented under this provision will customarily begin on the first day of the new fiscal year, the faculty appointment to commence during spring semester of such year.

The faculty salary of a Dean assuming or resuming a faculty appointment shall be determined by the Provost in accordance with established procedures, consultation with the successor Dean of the unit, who in turn will consult with the Chair. Any administrative supplement or other compensation associated with the deanship shall end as of the effective date of termination of the decanal appointment; however, the faculty salary may reflect consideration of administrative experience gained as well as factors such as the salary range of faculty of the same rank in the academic unit, academic experience and expertise, standing in the academic discipline, and faculty or other duties to be performed.

A recipient of a leave of absence to prepare for the assumption or resumption of duties as a faculty member will be required to return to the University and serve at least one (1) full academic semester following the administrative leave. Failure to fulfill this obligation shall require the full and immediate repayment of salary and benefits received from the University while on administrative leave, unless the faculty member, Dean/Director and Provost agree on alternative arrangements.

301.5.5 Termination for Cause.

A Dean may be terminated for cause for conduct constituting serious malfeasance or nonfeasance, including without limitation violations of University policy or law relevant to fitness as Dean, gross-insubordination, falsification of records, or grossly negligent acts or omissions in the performance of duties. Any allegations of serious malfeasance or nonfeasance shall be referred to, or initiated by, the Provost. If, after consulting with the President, the Provost concludes that the alleged conduct, if proven, would constitute a basis for termination, the procedures below will apply.

Notice of Charges. The Provost will promptly issue the Dean written notice of charges and a summary of the preliminary supporting evidence, and provide the Dean with an opportunity to respond within a specified time to the charges in a meeting and in writing. If the Provost determines that it would be in the best interests of the University and/or the College or School for the Dean to be placed on paid administrative leave pending the results of an investigation, in the absence of extenuating circumstances the leave will be instituted with written notice to the Dean immediately following provision of the opportunity to respond to the charges.

Investigation. The Provost will promptly commence an investigation responsive in nature and scope to the pending charges. If an investigative procedure otherwise relevant to the charges applies (such as those relating to investigative audits or discrimination complaints), the Provost will request initiation of such process and await its findings and recommendations. The investigation will be completed within twenty business days except in extenuating circumstances, in which latter case the Provost will advise the Dean in writing of the delay and the revised date for completion of the investigation.
a. Notice of Decision. Promptly after the investigation is complete, the Provost will in writing convey its results to the Dean, who will be given an opportunity to respond to the Provost in writing within ten business days. The Provost will issue a final written decision within twenty business days of receipt of the Dean’s written response to the investigative report or within twenty business days following expiration of the response period if no response is submitted. The Provost’s decision shall include a reiteration of the charges; a ruling on the charges, including a summary of the supporting evidence and statement of rationale for the decision; if the decision is to terminate the appointment, the effective date of termination; and the appeal process, including the filing deadline.

b. Appeal of decision: final decision. The Dean may appeal to the President within ten business days following issuance of the Provost’s decision. The appeal is made by the Dean filing a notice of appeal and an explanation of the basis for the appeal. If an appeal is filed, the President will issue a final written decision within twenty business days of receipt of the appeal, a copy of which will be sent to the Provost. If the Dean does not appeal within the required time frame, or does not obtain from the President an extension of time within which to appeal for reasonable cause shown, the decision of the Provost shall be final. Compensation associated with the decanal appointment shall end as of the effective date of termination.

c. Faculty appointment. A Dean who is terminated for cause and who has a preexisting tenure or contract right to assume or resume a decanal faculty appointment, may do so after shall retain the decanal appointment ends notwithstanding a termination for cause of the deanship, unless the faculty status is itself affected under procedures applicable to faculty appointments. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair, within thirty (30) calendar days of notice of termination for cause. Duties associated with the faculty appointment shall resume as soon as feasible in light of Department needs as reasonably determined by the Chair in consultation with the successor Dean, but ordinarily no later than the first full semester following termination of the decanal appointment. A dean who is terminated for cause and is returning to the faculty will not receive a paid administrative leave prior to assuming or resuming their faculty duties, but may be on unpaid leave from the effective date of termination as dean until the date the faculty position commences.

PART 400 UNIVERSITY OFFICERS; VICE PRESIDENTS AND OTHER OFFICERS OF ADMINISTRATION

404 Appointment Termination.

Except as provided in the University Bylaws, Officer of Administration appointments terminate through resignation, non-reappointment, or termination for cause, as stated below.
404.1 Resignation

Resignation must be made in writing to the President (and to the supervising senior officer if the individual’s supervisor is not the President). The resignation shall take effect upon a date and terms memorialized in writing and mutually agreed by the Officer of Administration and the supervising senior officer.

404.2 Notice of Non-reappointment

An A supervising senior officer may give an Officer of Administration (“Officer”) will be considered for re-appointment annually after the initial appointment. The official to whom the Officer reports (“supervisor”) may give the Officer notice of non-reappointment at any time during before the expiration of an appointment (fiscal) year in progress relative to the following (fiscal) year. The non-reappointment may be based upon job performance or reasonably derived strategic, programmatic, administrative, or budgetary financial reasons. Notice of non-reappointment The notice shall be given in writing.

404.2.1 Severance.

If, on the date that notice with a statement of non-reappointment is given, there are six (6) months or more remaining in the appointment year in progress, the Officer will receive reasons. The applicable severance award shall be granted as stated in section 404.2.1.

404.2.1 Severance.

An appointment terminated through notice of non-reappointment in lieu of any severance payment unless, in the supervisor’s sole discretion, the supervisor elects to provide severance for all, or a portion shall become effective at the close of business of, the remainder fiscal year in progress. Officers of Administration who have served the year University in progress in lieu of continuation that capacity for at least three years shall receive a combination of six months’ severance pay payable within thirty days after expiration of the Officer’s appointment for all, or a portion of, at the salary rate in effect at the year in progress. If, on the date that time of notice of non-reappointment is given, there are fewer- Officers of Administration who have served for less than six (6) months remaining in the appointment year in progress, the Officer will receive in lieu of any severance period of notice and the severance payment represents a time period equivalent to six months. Any accrued vacation will be paid at the time of the severance payment or within thirty (30) days of the last day of service; except in cases where the Office of Administration assumes or resumes
another University appointment in which vacation accrues, in which case vacation will be carried over to the new appointment.

The supervisor can enlarge the amount of severance described in the preceding paragraph only with advance consent of the President, who in turn must confer with the Chair of the Board of Trustees.

Severance shall not be provided if the Officer accepts another appointment at the University following the effective date of non-reappointment as an Officer.

404.2.2 Assumption or Resumption of Faculty Appointment.

An Officer of Administration, who receives notice of non-reappointment, or who resigns the appointment, and who has a preexisting tenure or contract-right to assume or resume a faculty appointment, may do so after following termination of the Officer’s administrative appointment ends. This election must be made in writing to the Office of the Provost, with a copy to the Dean and academic department Chair where and the appropriate Dean and Chair within thirty (30) calendar days following the date of issuance of the notice of non-reappointment or submission. In lieu of a notice of resignation, An Officer the severance for which section 404.2.1 provides, individuals who elect to assume or resume a faculty appointment shall be granted a six-month administrative leave of absence to prepare for the faculty salary and benefits level to be effective as of the date of assumption or resumption of duties as a faculty member. During the administrative leave, the Officer will be compensated at the salary and benefits level applicable to the Officer appointment through the period in which severance payment is to be paid, if any, in accordance with Section 404.2.1. The balance of the administrative leave period will be compensated at the salary and benefits level applicable to the upcoming active faculty appointment. The faculty salary of an Officer assuming or resuming a faculty appointment shall be determined by the Provost in a manner consistent with applicable procedures.

A recipient of a leave of absence to prepare for the assumption or resumption of duties as a faculty member will be required to return to the University and serve at least one (1) full academic year following the administrative leave. Failure to fulfill this obligation shall require the full and immediate repayment of salary and benefits received from the University while on administrative leave, unless the faculty member, Dean/Director and Provost agree on alternative arrangements.

The salary of an officer of administration assuming or resuming a faculty appointment shall be determined by the supervising senior officer in consultation with the Dean of the College or School, who also will consult with the Department Chair or equivalent. Any compensation, whether salary or benefits, associated with the Officer of Administration appointment shall end as of its effective date of termination. The faculty salary may include appropriate consideration of administrative experience gained as well as factors including
the salary range of faculty of the same rank in the academic unit, academic experience and expertise, standing in the academic discipline, and duties to be performed.

404.3 Termination for Cause.
An Officer of Administration may be terminated for serious nonfeasance or malfeasance, including without limitation violations of University policy or law relevant to fitness as an Officer of Administration, gross insubordination, falsification of records, or grossly negligent acts or omissions in the performance of duties. Any allegations of serious malfeasance or nonfeasance shall be referred to, or initiated by, the senior supervising officer. For purposes of this provision, the Senior Vice President shall be the senior supervising officer relative to Vice Presidents. If, after consideration of the nature of the charges and any preliminary supporting evidence, the senior supervising officer concludes that the conduct, if proved, would constitute a basis for termination, the procedures below will apply.

404.3.1 Notice of Charges.
The senior supervising officer will promptly issue the Officer of Administration written notice of charges and a summary of the preliminary supporting evidence, and provide the Officer of Administration with an opportunity to respond within a specified time to the charges in a meeting and in writing. If the senior supervising officer determines that it would be in the best interests of the University for the Officer of Administration to be placed on paid administrative leave pending the results of an investigation, in the absence of extenuating circumstances the leave will be instituted with written notice to the Officer of Administration immediately following provision of the opportunity to respond to the charges.

404.3.2 Investigation.
The senior supervising officer will promptly commence an investigation responsive in nature and scope to the pending charges. If an investigatory procedure otherwise relevant to the charges applies (such as those relating to investigative audits or discrimination complaints), the senior supervising officer will request initiation of such process and await its findings and recommendations. The investigation will be completed within twenty business days except in extenuating circumstances, in which latter case the senior supervising officer will advise the Officer of Administration in writing of the delay and the revised date for completion of the investigation.

404.3.3 Notice of Decision.
After the investigation is complete, the senior supervising officer will in writing convey its results to the Officer of Administration, who will be given an opportunity to respond to the senior supervising officer in writing within ten business days. The senior supervising officer will issue a final written decision within twenty business days of receipt of the written response to the investigative report or within twenty business days following expiration of the response period if no response is submitted. The senior supervising officer’s decision
shall include a reiteration of the charges; a ruling on the charges, including a summary of the supporting evidence and statement of rationale for the decision; if the decision is to terminate the appointment, the effective date of termination; and the appeal process, including the filing deadline.

404.3.4 Appeal of Decision; Final Decision.
The Officer of Administration may appeal to the President within ten business days following issuance of the senior supervising officer’s decision. The appeal is made by the Officer of Administration filing with the President a notice of appeal and an explanation of the basis for the appeal. If an appeal is filed, the President will issue a final written decision within twenty business days of receipt of the appeal, a copy of which will be sent to the senior supervising officer. If the Officer of Administration does not appeal within the required time frame, or does not obtain from the President an extension of time within which to appeal for reasonable cause shown, the decision of the senior supervising officer shall be final. Compensation associated with the Officer of Administration appointment shall end as of the effective date of termination. Termination of the administrative appointment does not affect secondary faculty appointment status unless such status is suspended or terminated under procedures otherwise applicable to faculty appointments.

404.3.5 Faculty appointment.
An Officer of Administration who is terminated for cause and who has a preexisting right to assume or resume a faculty appointment, may do so after the appointment ends notwithstanding a termination for cause, unless the faculty status is itself affected under procedures applicable to faculty appointments. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair, within thirty (30) calendar days of notice of termination for cause. Duties associated with the faculty appointment shall resume as soon as feasible in light of Department needs as reasonably determined by the Chair in consultation with the Dean, but ordinarily no later than the first full semester following termination of the Officer of Administration appointment. An Officer of Administration who is terminated for cause and is returning to the faculty will not receive a paid administrative leave prior to assuming or resuming their faculty duties, but may be on unpaid leave from the effective date of termination as an Officer of Administration until the date the faculty position commences.
Residency

Policy Statement

The Vermont Legislature has established a lower rate of tuition for students who are Vermont residents. These regulations define eligibility requirements for in-state status classification. All students at The University of Vermont and State Agricultural College (UVM) shall be assigned an in-state or out-of-state status classification consistent with these regulations. The establishment of domicile in Vermont is necessary, but not sufficient, for a student to qualify for in-state status.

Reason for the Policy

To define criteria for in-state residency status of students in accordance with Vermont Statute (Title 16, Chapter 75, section 2282).

Applicability of the Policy

This policy applies to all University of Vermont students.

Policy Elaboration

In-State Classification Rules

1. Domicile shall mean a person's true, fixed, and permanent home. It is the place at which one intends to remain indefinitely and to which one intends to return when absent.
2. In addition to establishing domicile, an in-state status applicant must reside in Vermont continuously for one full year prior to the semester for which in-state status is sought.
3. A residence or domicile established for the purpose of attending UVM shall not qualify a student for in-state status.
4. An in-state status applicant who applies for admission or registers for class within one year of first moving to the state shall have created a rebuttable presumption that residency in Vermont is for the purpose of attending UVM and/or acquiring in-state status for tuition purposes.
5. A domicile or residency classification assigned by a public or private authority other than UVM neither qualifies nor disqualifies a student for UVM in-state status. Such classification may be taken into consideration, however, in determining the student's status at UVM.

6. It shall be presumed that a student who has not reached the age of majority (18) holds the domicile of his/her parents or legal guardian(s).

7. Receipt of financial support by a student from his/her family shall create a rebuttable presumption that the student's domicile is with his/her family, regardless of whether the student has reached the age of 18.

8. A student who has not reached the age of 18 whose parents are legally separated or divorced shall be rebuttably presumed to hold the domicile of the parent with legal custody.

9. A student of parents legally separated or divorced may be granted in-state status if a noncustodial or joint custodial parent is domiciled in Vermont and has contributed more than 50 percent of financial support for at least one year prior to the semester for which in-state status is sought.

10. The burden of proof as to eligibility for in-state status rests with the student. Eligibility must be established by clear and convincing evidence.

Residency Rules for Members of the Armed Forces and Their Family Members - In compliance with the Higher Education Opportunity Act, the following rules and definitions apply for members of the armed forces, their spouses and dependent children:

1. A member of the armed forces who is on active duty for a period of more than 30 days and whose domicile or permanent duty station is in Vermont, or his or her spouse or dependent children, will be charged tuition at the in-state rate.

2. The member of the armed forces or his or her family member eligible for in-state tuition under this paragraph will continue to be eligible for in-state tuition as long as the individual is continuously enrolled, even if there is a subsequent change in the permanent duty station of the member to a location outside of the State of Vermont.

3. For purposes of this Rule for members of the armed forces the following definitions apply:
   a. “Armed Forces” means the Army, Navy, Air Force, Marine Corps, and Coast Guard.
   b. “Active duty for a period of more than 30 days” means active duty under a call or order that does not specify a period of 30 days or less.
   c. “Active duty” means full-time duty in the active military service of the United States and includes full-time training duty, annual training duty, and attendance, while in the active military service, at a school designated as a service school by law or by the Secretary of the military department concerned. Such term does not include full-time National Guard duty.

Residency Rules for V. A. Beneficiaries – In compliance with section 702 of the Veterans Access, Choice, and Accountability Act of 2014, individuals will be charged tuition at the in-state rate if the individual:
1. is a veteran using educational assistance under either chapter 30 (Montgomery G.I. Bill – Active Duty Program) or chapter 33 (Post-9/11 G.I. Bill), of title 38 United States Code, who lives in Vermont and enrolls in the University within three years of discharge from a period of active duty service of ninety days or more;
2. is anyone using a veteran’s transferred Post-9/11 GI Bill benefits (38 U.S.C. § 3319), who lives in Vermont and enrolls in the University within three years of the transferor veteran’s discharge from a period of active duty service of ninety days or more; or
3. is anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b)(9)), who lives in Vermont and enrolls in the University within three years of the Service Member’s death in the line of duty following a period of active duty service of ninety days or more.

After the expiration of the three year period following discharge or death as described in 38 U.S.C. § 3679(c), a student who initially qualifies under this subsection will continue to be charged tuition at the in-state rate as long as he or she remains continuously enrolled (other than during regularly scheduled breaks between courses, semesters or terms) at an institution the University, even if he/she enrolls in multiple programs.

**Definitions**

**In-state status:** eligible for Vermont resident tuition rate

**Procedures**

**In-State Status Classification Documentation:**

1. The student must submit with the Application for In-State Status all relevant information.
2. The classification decision shall be made by the Residency Officer based upon information furnished by the student, information requested of the student, and other relevant information available consistent with University policies and procedures and legal guidelines.
3. Additional documents and/or verification may be requested.
4. The student's failure to produce information requested may adversely affect the decision for in-state status.
5. A student or others furnishing information may request the deletion of irrelevant private data from documents.
6. A determination of in-state status is valid only if a student actually enrolls for the semester in question. If a student does not enroll, they must submit a new and timely Application for In-State Status for subsequent semesters.

**Appeal of In-State Status Classification:**

The decision of the Residency Officer must be appealed in writing to the Residency Appellate Officer within thirty calendar days of the date of the Residency Officer's written decision. Appeal to the Residency Appellate Officer is the final internal appeal at UVM.
In-State Status Reclassification:

1. A student who does not qualify for in-state status classification may reapply for such classification once each semester by submitting the Application for In-State Status to the Residency Officer.

2. In-state status reclassification becomes effective for the semester for which the successful application was made, provided that the Application for In-State Status was received on or before the last day to add/drop classes for that semester. An application may be submitted as early as 75 days in advance of the first day of classes for a semester or as requested by the Residency Officer. Approved residency reclassification will not be applied retroactively to previous terms.

Re-Examination of Classification Status:

Classification status may be re-examined upon the initiative of the Residency Officer in the exercise of sound discretion. Circumstances such as periodic enrollment may be cause for re-examination. An in-state student who leaves Vermont may be required to re-apply and re-establish residency upon returning.

Forms

Application for In-State Status
http://www.uvm.edu/~rgweb/forms/download/app_in_state.pdf

Contacts

Questions related to the daily operational interpretation of this policy should be directed to:

Residency Officer
Registrar@uvm.edu
(802) 656-8515

Residency Appellate Officer
Residency.Appeals@uvm.edu
(802) 656-2045

The Vice President for Enrollment Management is the official responsible for the interpretation and administration of this policy.

Related Documents/Policies

None
Effective Date

Approved by the Board of Trustees on May 21, 2016

July 9, 2015
Programmatic Review Phase

Strategic Goals

The renovation project to create the Larner Learning Commons addresses the Strategic Action Plan goal of “Identifying necessary investments to ensure a bright future” through investments in facilities, infrastructure, and information technologies, necessary to advance the educational and research responsibilities and opportunities of the University.

Project Concept

The Larner Learning Commons, will be a physical space where the power of information science is leveraged for faculty and students to transform the entire medical curriculum to active learning. The didactic curriculum will be transformed into specialized video presentations, exercises and learning materials that will focus on out-of-classroom knowledge acquisition. The curriculum will then be stored and accessed as needed in the curriculum in preparation for classroom active learning exercises. Faculty development in active learning techniques will be enhanced by the Teaching Academy, and the curation of the online material will be handled by the Dana Library faculty and College of Medicine information technology staff. This will require equipment, space and expertise, all housed together to foster interaction. Many traditional aspects of the Library will remain, such as the management of the online and physical collections, the provision of information and research services, and the availability of student study space.

This integrated learning common will include:

- The Dana Medical Library
- Space for students to study and prepare for active learning exercises
- An administrative home for the Teaching Academy with alignment of the space and staff with Library education, technology and learning object curation faculty and staff
- Conference and active learning/teaching space
- Alignment of the COM Information services team and physical space with the space and staff of the Dana Medical Library
- Learning studios for the preparation of online audiovisuals and asynchronous learning objects to replace lectures
- Learning laboratory space for advanced anatomical and medical imaging and modelling

Up to 7000 square feet of existing space in the Larner Medical Education Center will be renovated with the following elements: Library space, Quiet study space, Offices, Production and learning studios, Conference and active learning space.

The stated educational goal of the College of Medicine is to be "second to none" in educational program quality. Our curriculum and growing educational reputation is attracting the highest quality students to our program despite a growing pool of imitators. We continue to develop our commitment to active learning methods due to the growing body of evidence that shows that active learning produces superior outcomes compared to lecture-based learning. These methods improve learning for all learners, but
women, underserved and minority populations appear to particularly benefit from this mode of instruction.

Previous progress in this transformation has been the creation of physical classroom space to facilitate active learning in a large group setting; the founding of the COM Teaching Academy to foster innovative teaching and learning; the technology infrastructure to accomplish synchronous and asynchronous learning on and off campus; and, the creation of the UVM Simulation Laboratory. Active learning and resources to support it are essential throughout the continuum of medical and health sciences clinical education and research.

First, this proposal will support faculty development in effective teaching methods and the scholarship of teaching, which are requirements delineated in our faculty standards and guidelines. Second, active learning methods will be applied to the teaching of graduate students, which will enhance the quality of student education and the education and research outcomes that they produce. Since active learning methods produce superior outcomes, our newly trained students will be more prepared for their continued service to the state, nation and world. UVM's viability is supported through ensuring the medical school continues to lead in the areas of education methods, technology and scholarship and continues to meet the standards of the LCME and continues to have the reputation of a cutting edge institution, attracting the best students and faculty from Vermont and the nation.

**Affirmation of Financial Viability**

The estimated budget is $2,000,000 which will be entirely supported by gift funds.
To: Educational Policy and Institutional Resources Committee
From: David V. Rosowsky, Provost and Senior Vice President
Date: April 14, 2016
Subject: College of Engineering and Mathematical Sciences Restructuring Proposal

At your May meeting, you will be asked to consider a restructuring proposal in the College of Engineering and Mathematical Sciences (CEMS). The proposal has my support, the support of the ad hoc Faculty Senate Committee charged with its review, and the support of a majority of the engineering faculty. The following information may be helpful to the Committee in preparation for our discussion of the proposal.

Background

In 2005, the then stand-alone engineering departments (Civil and Environmental Engineering, Mechanical Engineering, and Electrical Engineering) located in the College of Engineering and Mathematical Sciences were reorganized into programs within a new School of Engineering within the College of Engineering and Mathematical Sciences.

As part of the reorganization, department chair positions were eliminated, program director positions were created, as was the position of director of the School of Engineering.

The goals of the 2005 reorganization:
- to promote interdisciplinary teaching and research,
- to give the engineering programs a stronger and more unified focus, and,
- to better position the College to attract students and faculty.

In 2015, Dean Luis Garcia sought faculty input on the effectiveness of the school structure on a number of occasions, including three meetings and two separate surveys over a period of more than six months. A majority of the faculty favor the return to a departmental structure, including the following three departments: Mechanical Engineering; Civil and Environmental Engineering; and Electrical and Biomedical Engineering.

The return to a departmental structure is proposed for the following reasons:
- Having program director report to a school director who reports to the dean has resulted in some inefficiencies.
- Program directors lack the authority and clearly defined responsibilities attributed to department chairpersons, which is necessary for accreditation, resource management and the supervision and mentorship of faculty.
- The school-within-a-college structure is an anomaly among universities; the goals of the 2005 restructuring can be achieved within a more typical structure.
301 Deans

301.4 Performance Review.

301.4.1 Annual Review.

The Provost shall conduct an annual performance review of each Dean. The Provost will meet with each Dean individually to discuss the results of the performance review and, following consultation with the President, to convey a reappointment decision and the salary upon reappointment.

301.4.2 Third Year Review.

The Provost shall conduct a formative review of a Dean’s performance during the springfall semester of the initial third year of appointment. The primary objective of the evaluation is to facilitate continued improvement of the academic leadership and management of the College or School. For Schools and Colleges with academic departments, input will be sought from every Department Chairperson and, separately, from the faculty and staff. For Schools and Colleges without Departments, the faculty and staff shall be given an opportunity to provide input into the third year performance review. Such input will be based upon the Dean’s performance of the responsibilities set forth in section 301.3 and as otherwise defined by the University through proper channels. The Office of the Provost will distribute and administer standardized evaluation forms in electronic format, so that confidentiality may be assured. The standardized form shall have the following characteristics: 1) the form will use a combination of descriptive criteria upon which the Dean shall be ranked and opportunities for narrative comments to justify the ranks assigned; 2) respondents may reveal their identity but are not required to do so; and 3) the identities of the participants will not be revealed to the Dean under review. The Provost shall prepare a written report on the Dean’s performance, which shall include a summary of the Chairpersons’ evaluations (when applicable) as well as faculty and staff evaluations. The Provost shall share this written report with the Dean, who shall have the right to submit a written response. The Provost will maintain a record of the performance appraisals, the individual evaluation forms, and any responses from the Dean.

301.4.3 Periodic Comprehensive Review.

A Dean shall undergo a comprehensive summative performance review at intervals of no longer than five years. The primary objective of the review is to provide advice to the President as he/she determines, in consultation with the Provost, whether the Dean will be reappointed following the appointment year in progress. Such a review may be commenced at an earlier point by the President at his/her own initiative, or upon request of the Provost, the Dean, a majority of the Chairpersons of the academic unit, or one-third of the faculty of the academic unit eligible to vote under the bylaws of the College or School.

The Provost shall appoint a committee of nine faculty members to review the Dean, such appointments to be made during the springfall semester of the review year. Three faculty members will be elected representatives from the academic unit, three will be appointed by the Faculty Senate Executive Council, and three will be appointed by the Provost, including
the committee chairperson, who must come from outside the academic unit. The review committee shall conduct its work in an expeditious manner. It will begin its work with a thorough review of the third-year evaluation documents. It shall consult with Chairpersons (if there is a departmental structure), faculty, staff, and students from the academic unit, and others deemed appropriate from within or outside the University. The committee shall submit a written report to the Provost no later than MayFebruary 1 of the academic year in which the review commences. The Provost shall present the full report of the review committee to the Dean, with a copy to the President, and shall distribute an accurate summary of the findings of the report to every faculty and staff member of the academic unit.

The Executive Council of the Faculty Senate shall monitor the Deans’ review process and shall report to the Senate no less often than once every three years as to the adequacy of its operation.

301.5 Appointment Termination

Decanal appointments terminate through resignation, non-reappointment, or termination for cause.

301.5.1 Resignation

Resignation by a Dean must be made in writing to the President, with a copy to the Provost. The resignation shall become effective on a date and terms memorialized in writing and mutually agreed by the Dean and the President and memorialized in writing.

301.5.2 Notice of Non-reappointment.

The Dean will be considered for re-appointment annually is subject to annual reappointment consideration after the initial appointment. Following The President, following consultation with the Provost, the President may also give a Dean notice of non-reappointment for the following year at any time during prior to the expiration of an appointment (fiscal) year in progress relative to the following (fiscal) year. The provided that a non-reappointment may decision must be based upon job performance quality or reasonably derived strategic, programmatic, administrative, or budgetary financial reasons. Notice of non-reappointment shall be given in writing, with a statement of reasons. Severance shall be made available as stated below.

301.5.3 Severance

If an appointment terminated through notice of non reappointment shall become effective at the close of business on the date that notice of non-reappointment is given, there are six (6) months or more remaining in the appointment, or last day of the fiscal year in progress, the
Dean will. Deans who have served the University as such for at least three years shall receive notice of non-reappointment in lieu of any six months’ severance payment unless, in the Provost’s discretion, the Provost elects to provide, including a customary retirement contribution, payable within thirty days following the date of termination at the salary rate in effect at the time of notice of non-reappointment. Deans who have served for less than three years shall receive three months’ severance in lieu of continuation of the Dean’s appointment for all, or a portion of, the remainder of the year in progress. If, on the pay, including a customary retirement contribution, payable within thirty days following the date that of termination at the salary rate in effect at the time of notice of non-reappointment is given, there are fewer than six (6) months remaining in the appointment year in progress, the Dean will receive a combination of notice and . Vacation time does not accrue relative to a severance, such that the combined period of notice and the severance payment represents a time period equivalent to six (6) months. Any accrued but unused vacation will be paid at the time of severance payment or within thirty (30) days accumulated but unused as of the date of termination shall be paid at the time of severance payment of the last day of service as Dean, except in cases where the Dean assumes or resumes a twelve month University appointment in which vacation accrues, in which case vacation will be carried over.

The Provost can President may enlarge the amount of severance only upon favorable recommendation of the Provost and following consultation with the Board of Trustees.

Severance shall not be awarded if a Dean assumes or resumes a faculty appointment as set forth in section 301.5.4 or in the case of termination for cause as described in the preceding paragraph only with the advance consent of the President section 301.5.5. Severance shall not be provided if the Dean accepts another administrative appointment at the University following the effective date of non-reappointment as Dean.

301.5.4 Assumption or Resumption of Faculty Appointment.

A Dean who receives notice of non-reappointment or who resigns the deanship, and who has a preexisting tenured contract right to assume or resume a faculty appointment, may do so after following termination of the decanal deanship appointment ends. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair, within thirty (30) calendar days of issuance of the notice of non-reappointment or the Dean’s submission of a notice of resignation.

A. In lieu of severance, a Dean who elects to assume or resume a faculty appointment shall be granted offered a six (6)-monhow one semester administrative leave of absence to prepare for the assumption or resumption of duties as a faculty member. During the administrative leave, the Dean will be compensated at the salary at the salary and benefits level applicable to the upcoming decanal appointment through the period in which severance payment is to be paid, if any, in accordance with Section 301.5.3. The balance of the administrative leave period will be compensated at the salary and benefits level applicable to the faculty appointment, effective at the time of issuance of the notice of non-reappointment. A leave
implemented under this provision will customarily begin on the first day of the new fiscal year, the faculty appointment to commence during spring semester of such year.

The faculty salary of a Dean assuming or resuming a faculty appointment shall be determined by the Provost in accordance with established procedures, consultation with the successor Dean of the unit, who in turn will consult with the Chair. Any administrative supplement or other compensation associated with the deanship shall end as of the effective date of termination of the decanal appointment; however, the faculty salary may reflect consideration of administrative experience gained as well as factors such as the salary range of faculty of the same rank in the academic unit, academic experience and expertise, standing in the academic discipline, and faculty or other duties to be performed.

A recipient of a leave of absence to prepare for the assumption or resumption of duties as a faculty member will be required to return to the University and serve at least one (1) full academic semester following the administrative leave. Failure to fulfill this obligation shall require the full and immediate repayment of salary and benefits received from the University while on administrative leave, unless the faculty member, Dean/Director and Provost agree on alternative arrangements.

301.5.5 Termination for Cause.

A Dean may be terminated for cause for conduct constituting serious malfeasance or nonfeasance, including without limitation violations of University policy or law relevant to fitness as Dean, gross-insubordination, falsification of records, or grossly negligent acts or omissions in the performance of duties. Any allegations of serious malfeasance or nonfeasance shall be referred to, or initiated by, the Provost. If, after consulting with the President, the Provost concludes that the alleged conduct, if proven, would constitute a basis for termination, the procedures below will apply.

Notice of Charges. The Provost will promptly issue the Dean written notice of charges and a summary of the preliminary supporting evidence, and provide the Dean with an opportunity to respond within a specified time to the charges in a meeting and in writing. If the Provost determines that it would be in the best interests of the University and/or the College or School for the Dean to be placed on paid administrative leave pending the results of an investigation, in the absence of extenuating circumstances the leave will be instituted with written notice to the Dean immediately following provision of the opportunity to respond to the charges.

Investigation. The Provost will promptly commence an investigation responsive in nature and scope to the pending charges. If an investigative procedure otherwise relevant to the charges applies (such as those relating to investigative audits or discrimination complaints), the Provost will request initiation of such process and await its findings and recommendations. The investigation will be completed within twenty business days except in extenuating circumstances, in which latter case the Provost will advise the Dean in writing of the delay and the revised date for completion of the investigation.
a. **Notice of Decision.** Promptly after the investigation is complete, the Provost will in writing convey its results to the Dean, who will be given an opportunity to respond to the Provost in writing within ten business days. The Provost will issue a final written decision within twenty business days of receipt of the Dean’s written response to the investigative report or within twenty business days following expiration of the response period if no response is submitted. The Provost’s decision shall include a reiteration of the charges; a ruling on the charges, including a summary of the supporting evidence and statement of rationale for the decision; if the decision is to terminate the appointment, the effective date of termination; and the appeal process, including the filing deadline.

b. **Appeal of decision; final decision.** The Dean may appeal to the President within ten business days following issuance of the Provost’s decision. The appeal is made by the Dean filing with the President a notice of appeal and an explanation of the basis for the appeal. If an appeal is filed, the President will issue a final written decision within twenty business days of receipt of the appeal, a copy of which will be sent to the Provost. If the Dean does not appeal within the required time frame, or does not obtain from the President an extension of time within which to appeal for reasonable cause shown, the decision of the Provost shall be final. Compensation associated with the decanal appointment shall end as of the effective date of termination.

c. **Faculty appointment.** A Dean who is terminated for cause and who has a preexisting tenure or contract right to assume or resume an academic department chair, within thirty (30) calendar days of notice of termination for cause. Duties associated with the faculty appointment shall resume as soon as feasible in light of Department needs as reasonably determined by the Chair in consultation with the successor Dean, but ordinarily no later than the first full semester following termination of the decanal appointment. A dean who is terminated for cause and is returning to the faculty will not receive a paid administrative leave prior to assuming or resuming their faculty duties, but may be on unpaid leave from the effective date of termination as dean until the date the faculty position commences.

**PART 400 UNIVERSITY OFFICERS; VICE PRESIDENTS AND OTHER OFFICERS OF ADMINISTRATION**

**404 Appointment Termination.**

Except as provided in the University Bylaws, Officer of Administration appointments terminate through resignation, non-reappointment, or termination for cause, as stated below.
404.1 Resignation

Resignation must be made in writing to the President (and to the supervising senior officer if the individual’s supervisor is not the President). The resignation shall take effect upon a date and terms memorialized in writing and mutually agreed by the Officer of Administration and the supervising senior officer.

404.2 Notice of Non-reappointment.

An A supervising senior officer may give an Officer of Administration (“Officer”) will be considered for re-appointment annually after the initial appointment. The official to whom the Officer reports (“supervisor”) may give the Officer notice of non-reappointment at any time during before the expiration of an appointment (fiscal) year in progress relative to the following (fiscal) year. The non-reappointment may shall be based upon job performance or reasonably derived strategic, programmatic, administrative, or budgetary financial reasons. Notice of non-reappointment The notice shall be given in writing.

404.2.1 Severance.

If, on the date that notice with a statement of non-reappointment is given, there are six (6) months or more remaining in the appointment year in progress, the Officer will receive reasons. The applicable severance award shall be granted as stated in section 404.2.1.

404.2.1 Severance.

An appointment terminated through notice of non-reappointment in lieu of any severance payment unless, in the supervisor’s sole discretion, the supervisor elects to provide severance for all, or a portion shall become effective at the close of business on, the remainder fiscal year in progress. Officers of Administration who have served the year University in progress in lieu of continuation that capacity for at least three years shall receive six months’ severance pay payable within thirty days after expiration of the Officer’s appointment for all, or a portion of, the year and in the event of a salary rate in effect at the year in progress. If, on the date that notice of non-reappointment is given, there are fewer Officers of Administration who have served for less than six (6) months remaining in the appointment year in progress, the Officer will receive a combination of severance notice and severance. The severance pay payable within thirty days after expiration of the appointment at the salary rate in effect at the time of notice of non-reappointment. A severance award in excess of that the combined set forth in this section may be granted only with the prior approval of the President. When the proposed severance award relates to an Officer of Administration who reports to the President, the President must first consult with the Board of Trustees.

Vacation time does not accumulate relative to any severance period of notice and the severance payment represents a time period equivalent to six months. Any accrued vacation shall also be paid at the time of the severance payment or within thirty (30) days of the last day of service, except in cases where the Officer of Administration assumes or resumes
another University appointment in which vacation accrues, in which case vacation will be carried over to the new appointment.

The supervisor can enlarge the amount of severance described in the preceding paragraph only with advance consent of the President, who in turn must confer with the Chair of the Board of Trustees.

Severance shall not be provided if the Officer accepts another appointment at the University following the effective date of non-reappointment as an Officer.

404.2.2 Assumption or Resumption of Faculty Appointment.

An Officer of Administration who receives notice of non-reappointment, or who resigns the appointment, and who has a preexisting tenure or contract right to assume or resume a faculty appointment, may do so after termination of the Officer’s administrative appointment ends. The election must be made in writing to the Office of the Provost, with a copy to the Dean and academic department Chair where, and the appropriate Dean and Chair within thirty (30) calendar days following the date of issuance of the notice of non-reappointment or submission. In lieu of a notice of resignation.

An Officer the severance for which section 404.2.1 provides, individuals who elect to assume or resume a faculty appointment shall be granted a six-month administrative offered a one-semester leave of absence to prepare for the faculty salary and benefits level to be effective as of the date of assumption or resumption of duties as a faculty member. During the administrative leave, the Officer will be compensated at the salary and benefits level applicable to the Officer appointment through the period in which severance payment is to be paid, if any, in accordance with Section 404.2.1. The balance of the administrative leave period will be compensated at the salary and benefits level applicable to the upcoming active faculty appointment. The faculty salary of an Officer assuming or resuming a faculty appointment shall be determined by the Provost in a manner consistent with applicable procedures.

A recipient of a leave of absence to prepare for the assumption or resumption of duties as a faculty member will be required to return to the University and serve at least one (1) full academic year following the administrative leave. Failure to fulfill this obligation shall require the full and immediate repayment of salary and benefits received from the University while on administrative leave, unless the faculty member, Dean/Director and Provost agree on alternative arrangements.

The salary of an Officer of administration assuming or resuming a faculty appointment shall be determined by the supervising senior officer in consultation with the Dean of the College or School, who also will consult with the Department Chair or equivalent. Any compensation, whether salary or benefits, associated with the Officer of Administration appointment shall end as of its effective date of termination. The faculty salary may include appropriate consideration of administrative experience gained as well as factors including...
the salary range of faculty of the same rank in the academic unit, academic experience and expertise, standing in the academic discipline, and duties to be performed.

404.3 Termination for Cause.
An Officer of Administration may be terminated for serious nonfeasance or malfeasance, including without limitation violations of University policy or law relevant to fitness as an Officer of Administration, gross insubordination, falsification of records, or grossly negligent acts or omissions in the performance of duties. Any allegations of serious malfeasance or nonfeasance shall be referred to, or initiated by, the senior supervising officer. For purposes of this provision, the Senior Vice President shall be the senior supervising officer relative to Vice Presidents. If, after consideration of the nature of the charges and any preliminary supporting evidence, the senior supervising officer concludes that the conduct, if proved, would constitute a basis for termination, the procedures below will apply.

404.3.1 Notice of Charges.
The senior supervising officer will promptly issue the Officer of Administration written notice of charges and a summary of the preliminary supporting evidence, and provide the Officer of Administration with an opportunity to respond within a specified time to the charges in a meeting and in writing. If the senior supervising officer determines that it would be in the best interests of the University for the Officer of Administration to be placed on paid administrative leave pending the results of an investigation, in the absence of extenuating circumstances the leave will be instituted with written notice to the Officer of Administration immediately following provision of the opportunity to respond to the charges.

404.3.2 Investigation.
The senior supervising officer will promptly commence an investigation responsive in nature and scope to the pending charges. If an investigative procedure otherwise relevant to the charges applies (such as those relating to investigative audits or discrimination complaints), the senior supervising officer will request initiation of such process and await its findings and recommendations. The investigation will be completed within twenty business days except in extenuating circumstances, in which latter case the senior supervising officer will advise the Officer of Administration in writing of the delay and the revised date for completion of the investigation.

404.3.3 Notice of Decision.
After the investigation is complete, the senior supervising officer will in writing convey its results to the Officer of Administration, who will be given an opportunity to respond to the senior supervising officer in writing within ten business days. The senior supervising officer will issue a final written decision within twenty business days of receipt of the written response to the investigative report or within twenty business days following expiration of the response period if no response is submitted. The senior supervising officer’s decision
shall include a reiteration of the charges; a ruling on the charges, including a summary of the supporting evidence and statement of rationale for the decision; if the decision is to terminate the appointment, the effective date of termination; and the appeal process, including the filing deadline.

404.3.4 Appeal of Decision; Final Decision.
The Officer of Administration may appeal to the President within ten business days following issuance of the senior supervising officer’s decision. The appeal is made by the Officer of Administration filing with the President a notice of appeal and an explanation of the basis for the appeal. If an appeal is filed, the President will issue a final written decision within twenty business days of receipt of the appeal, a copy of which will be sent to the senior supervising officer. If the Officer of Administration does not appeal within the required time frame, or does not obtain from the President an extension of time within which to appeal for reasonable cause shown, the decision of the senior supervising officer shall be final. Compensation associated with the Officer of Administration appointment shall end as of the effective date of termination. Termination of the administrative appointment does not affect secondary faculty appointment status unless such status is suspended or terminated under procedures otherwise applicable to faculty appointments.

404.3.5 Faculty appointment.
An Officer of Administration who is terminated for cause and who has a preexisting right to assume or resume a faculty appointment, may do so after the appointment ends notwithstanding a termination for cause, unless the faculty status is itself affected under procedures applicable to faculty appointments. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair, within thirty (30) calendar days of notice of termination for cause. Duties associated with the faculty appointment shall resume as soon as feasible in light of Department needs as reasonably determined by the Chair in consultation with the Dean, but ordinarily no later than the first full semester following termination of the Officer of Administration appointment. An Officer of Administration who is terminated for cause and is returning to the faculty will not receive a paid administrative leave prior to assuming or resuming their faculty duties, but may be on unpaid leave from the effective date of termination as an Officer of Administration until the date the faculty position commences.
301 Deans

301.4 Performance Review.

301.4.1 Annual Review.

The Provost shall conduct an annual performance review of each Dean. The Provost will meet with each Dean individually to discuss the results of the performance review and, following consultation with the President, to convey a reappointment decision and the salary upon reappointment.

301.4.2 Third Year Review.

The Provost shall conduct a review of a Dean’s performance during the spring semester of the initial third year of appointment. The primary objective of the evaluation is to facilitate continued improvement of the academic leadership and management of the College or School. For Schools and Colleges with academic departments, input will be sought from every Department Chairperson and, separately, from the faculty and staff. For Schools and Colleges without Departments, the faculty and staff shall be given an opportunity to provide input into the third year performance review. Such input will be based upon the Dean’s performance of the responsibilities set forth in section 301.3 and as otherwise defined by the University through proper channels. The Office of the Provost will distribute and administer standardized evaluation forms in electronic format, so that confidentiality may be assured. The standardized form shall have the following characteristics: 1) the form will use a combination of descriptive criteria upon which the Dean shall be ranked and opportunities for narrative comments to justify the ranks assigned; 2) respondents may reveal their identity but are not required to do so; and 3) the identities of the participants will not be revealed to the Dean under review. The Provost shall prepare a written report on the Dean’s performance, which shall include a summary of the Chairpersons’ evaluations (when applicable) as well as faculty and staff evaluations. The Provost shall share this written report with the Dean, who shall have the right to submit a written response. The Provost will maintain a record of the performance appraisals, the individual evaluation forms, and any responses from the Dean.

301.4.3 Periodic Comprehensive Review.

A Dean shall undergo a comprehensive performance review at intervals of no longer than five years. The primary objective of the review is to provide advice to the President as he/she determines, in consultation with the Provost, whether the Dean will be reappointed following the appointment year in progress. Such a review may be commenced at an earlier point by the President at his/her own initiation, or upon request of the Provost, the Dean, a majority of the Chairpersons of the academic unit, or one-third of the faculty of the academic unit eligible to vote under the bylaws of the College or School.

The Provost shall appoint a committee of nine faculty members to review the Dean, such appointments to be made during the spring semester of the review year. Three faculty
members will be elected representatives from the academic unit, three will be appointed by the Faculty Senate Executive Council, and three will be appointed by the Provost, including the committee chairperson, who must come from outside the academic unit. The review committee shall conduct its work in an expeditious manner. It will begin its work with a thorough review of the third-year evaluation documents. It shall consult with Chairpersons (if there is a departmental structure), faculty, staff, and students from the academic unit, and others deemed appropriate from within or outside the University. The committee shall submit a written report to the Provost no later than May 1 of the academic year in which the review commences. The Provost shall present the full report of the review committee to the Dean, with a copy to the President, and shall distribute an accurate summary of the findings of the report to every faculty and staff member of the academic unit.

The Executive Council of the Faculty Senate shall monitor the Deans’ review process and shall report to the Senate no less often than once every three years as to the adequacy of its operation.

301.5 Appointment Termination.

Decanal appointments terminate through resignation, non-reappointment, or termination for cause.

301.5.1 Resignation.

Resignation by a Dean must be made in writing to the President, with a copy to the Provost. The resignation shall become effective on a date and terms mutually agreed by the Dean and the President and memorialized in writing.

301.5.2 Notice of Non-reappointment.

A Dean will be considered for re-appointment annually after the initial appointment. Following consultation with the Provost, the President may give a Dean notice of non-reappointment at any time during an appointment (fiscal) year in progress relative to the following (fiscal) year. The non-reappointment may be based upon job performance or reasonably derived strategic, programmatic, administrative, or budgetary reasons. Notice of non-reappointment shall be given in writing.

301.5.3 Severance.

If, on the date that notice of non-reappointment is given, there are six (6) months or more remaining in the appointment year in progress, the Dean will receive notice of non-reappointment in lieu of any severance payment unless, in the Provost’s discretion, the Provost elects to provide severance in lieu of continuation of the Dean’s appointment for all, or a portion of, the remainder of the year in progress. If, on the date that notice of non-
reappointment is given, there are fewer than six (6) months remaining in the appointment year in progress, the Dean will receive a combination of notice and severance, such that the combined period of notice and the severance payment represents a time period equivalent to six (6) months. Any accrued but unused vacation will be paid at the time of severance payment or within thirty (30) days of the last day of service as Dean except in cases where the Dean assumes or resumes a University appointment in which vacation accrues, in which case vacation will be carried over.

The Provost can enlarge the amount of severance described in the preceding paragraph only with the advance consent of the President. Severance shall not be provided if the Dean accepts another administrative appointment at the University following the effective date of non-reappointment as Dean.

301.5.4 Assumption or Resumption of Faculty Appointment.

A Dean who receives notice of non-reappointment or who resigns the deanship, and who has a preexisting right to assume or resume a faculty appointment, may do so after the decanal appointment ends. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair, within thirty (30) calendar days of issuance of the notice of non-reappointment or the Dean’s submission of a notice of resignation.

A Dean who elects to assume or resume a faculty appointment shall be granted a six (6)-month administrative leave of absence to prepare for the assumption or resumption of duties as a faculty member. During the administrative leave, the Dean will be compensated at the salary and benefits level applicable to the upcoming decanal appointment through the period in which severance payment is to be paid, if any, in accordance with Section 301.5.3. The balance of the administrative leave period will be compensated at the salary and benefits level applicable to the faculty appointment. The faculty salary of a Dean assuming or resuming a faculty appointment shall be determined by the Provost in accordance with established procedures.

A recipient of a leave of absence to prepare for the assumption or resumption of duties as a faculty member will be required to return to the University and serve at least one (1) full academic semester following the administrative leave. Failure to fulfill this obligation shall require the full and immediate repayment of salary and benefits received from the University while on administrative leave, unless the faculty member, Dean/Director and Provost agree on alternative arrangements.

301.5.5 Termination for Cause.

A Dean may be terminated for cause for conduct constituting serious malfeasance or nonfeasance, including without limitation violations of University policy or law relevant to fitness as Dean, insubordination, falsification of records, or grossly negligent acts or omissions in the performance of duties. Any allegations of serious malfeasance or
nonfeasance shall be referred to, or initiated by, the Provost. If, after consulting with the President, the Provost concludes that the alleged conduct, if proven, would constitute a basis for termination, the procedures below will apply.

Notice of Charges. The Provost will promptly issue the Dean written notice of charges and a summary of the preliminary supporting evidence, and provide the Dean with an opportunity to respond within a specified time to the charges in a meeting and in writing. If the Provost determines that it would be in the best interests of the University and/or the College or School for the Dean to be placed on paid administrative leave pending the results of an investigation, in the absence of extenuating circumstances the leave will be instituted with written notice to the Dean immediately following provision of the opportunity to respond to the charges.

Investigation. The Provost will promptly commence an investigation responsive in nature and scope to the pending charges. If an investigative procedure otherwise relevant to the charges applies (such as those relating to investigative audits or discrimination complaints), the Provost will request initiation of such process and await its findings and recommendations. The investigation will be completed within twenty business days except in extenuating circumstances, in which latter case the Provost will advise the Dean in writing of the delay and the revised date for completion of the investigation.

a. Notice of Decision. Promptly after the investigation is complete, the Provost will in writing convey its results to the Dean, who will be given an opportunity to respond to the Provost in writing within ten business days. The Provost will issue a final written decision within twenty business days of receipt of the Dean’s written response to the investigative report or within twenty business days following expiration of the response period if no response is submitted. The Provost’s decision shall include a reiteration of the charges; a ruling on the charges, including a summary of the supporting evidence and statement of rationale for the decision; if the decision is to terminate the appointment, the effective date of termination; and the appeal process, including the filing deadline.

b. Appeal of decision; final decision. The Dean may appeal to the President within ten business days following issuance of the Provost’s decision. The appeal is made by the Dean filing with the President a notice of appeal and an explanation of the basis for the appeal. If an appeal is filed, the President will issue a final written decision within twenty business days of receipt of the appeal, a copy of which will be sent to the Provost. If the Dean does not appeal within the required time frame, or does not obtain from the President an extension of time within which to appeal for reasonable cause shown, the decision of the Provost shall be final. Compensation associated with the decanal appointment shall end as of the effective date of termination.

c. Faculty appointment. A Dean who is terminated for cause and who has a preexisting right to assume or resume a faculty appointment, may do so after the decanal appointment ends notwithstanding a termination for cause of the deanship, unless the faculty status is itself affected under procedures applicable to faculty appointments. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair,
within thirty (30) calendar days of notice of termination for cause. Duties associated with the faculty appointment shall resume as soon as feasible in light of Department needs as reasonably determined by the Chair in consultation with the successor Dean, but ordinarily no later than the first full semester following termination of the decanal appointment. A dean who is terminated for cause and is returning to the faculty will not receive a paid administrative leave prior to assuming or resuming their faculty duties, but may be on unpaid leave from the effective date of termination as dean until the date the faculty position commences.

PART 400 UNIVERSITY OFFICERS; VICE PRESIDENTS AND OTHER OFFICERS OF ADMINISTRATION

404 Appointment Termination.

Except as provided in the University Bylaws, Officer of Administration appointments terminate through resignation, non-reappointment, or termination for cause, as stated below.

404.1 Resignation.

Resignation must be made in writing to the President (and to the supervising senior officer if the individual’s supervisor is not the President). The resignation shall take effect upon a date and terms memorialized in writing and mutually agreed by the Officer of Administration and the supervising senior officer.

404.2 Notice of Non-reappointment.

An Officer of Administration (“Officer”) will be considered for re-appointment annually after the initial appointment. The official to whom the Officer reports (“supervisor”) may give the Officer notice of non-reappointment at any time during an appointment (fiscal) year in progress relative to the following (fiscal) year. The non-reappointment may be based upon job performance or reasonably derived strategic, programmatic, administrative, or budgetary reasons. Notice of non-reappointment shall be given in writing.

404.2.1 Severance.

If, on the date that notice of non-reappointment is given, there are six (6) months or more remaining in the appointment year in progress, the Officer will receive notice of non-reappointment in lieu of any severance payment unless, in the supervisor’s sole discretion, the supervisor elects to provide severance for all, or a portion of, the remainder of the year in progress in lieu of continuation of the Officer’s appointment for all, or a portion of, the remainder of the year in progress. If, on the date that notice of non-reappointment is given, there are fewer than six (6) months remaining in the appointment year in progress, the Officer will receive a combination of notice and severance, such that the combined period
of notice and the severance payment represents a time period equivalent to six months. Any accrued vacation will be paid at the time of the severance payment or within thirty (30) days of the last day of service except in cases where the Officer assumes or resumes another University appointment in which vacation accrues, in which case vacation will be carried over to the new appointment.

The supervisor can enlarge the amount of severance described in the preceding paragraph only with advance consent of the President, who in turn must confer with the Chair of the Board of Trustees.

Severance shall not be provided if the Officer accepts another appointment at the University following the effective date of non-reappointment as an Officer.

404.2.2 Assumption or Resumption of Faculty Appointment.

An Officer who receives notice of non-reappointment, or who resigns the appointment, and who has a preexisting right to assume or resume a faculty appointment, may do so after the Officer’s appointment ends. This election must be made in writing to the Provost, with a copy to the Dean and academic department Chair where appropriate, within thirty (30) calendar days of issuance of the notice of non-reappointment or submission of a notice of resignation.

An Officer who elects to assume or resume a faculty appointment shall be granted a six-month administrative leave of absence to prepare for the assumption or resumption of duties as a faculty member. During the administrative leave, the Officer will be compensated at the salary and benefits level applicable to the Officer appointment through the period in which severance payment is to be paid, if any, in accordance with Section 404.2.1. The balance of the administrative leave period will be compensated at the salary and benefits level applicable to the upcoming faculty appointment. The faculty salary of an Officer assuming or resuming a faculty appointment shall be determined by the Provost in a manner consistent with applicable procedures.

A recipient of a leave of absence to prepare for the assumption or resumption of duties as a faculty member will be required to return to the University and serve at least one (1) full academic year following the administrative leave. Failure to fulfill this obligation shall require the full and immediate repayment of salary and benefits received from the University while on administrative leave, unless the faculty member, Dean/Director and Provost agree on alternative arrangements.

404.3 Termination for Cause.

An Officer of Administration may be terminated for serious nonfeasance or malfeasance, including without limitation violations of University policy or law relevant to fitness as an Officer of Administration, insubordination, falsification of records, or grossly negligent acts
or omissions in the performance of duties. Any allegations of serious malfeasance or nonfeasance shall be referred to, or initiated by, the senior supervising officer. For purposes of this provision, the Senior Vice President shall be the senior supervising officer relative to Vice Presidents. If, after consideration of the nature of the charges and any preliminary supporting evidence, the senior supervising officer concludes that the conduct, if proved, would constitute a basis for termination, the procedures below will apply.

404.3.1 Notice of Charges.

The senior supervising officer will promptly issue the Officer of Administration written notice of charges and a summary of the preliminary supporting evidence, and provide the Officer of Administration with an opportunity to respond within a specified time to the charges in a meeting and in writing. If the senior supervising officer determines that it would be in the best interests of the University for the Officer of Administration to be placed on paid administrative leave pending the results of an investigation, in the absence of extenuating circumstances the leave will be instituted with written notice to the Officer of Administration immediately following provision of the opportunity to respond to the charges.

404.3.2 Investigation.

The senior supervising officer will promptly commence an investigation responsive in nature and scope to the pending charges. If an investigative procedure otherwise relevant to the charges applies (such as those relating to investigative audits or discrimination complaints), the senior supervising officer will request initiation of such process and await its findings and recommendations. The investigation will be completed within twenty business days except in extenuating circumstances, in which latter case the senior supervising officer will advise the Officer of Administration in writing of the delay and the revised date for completion of the investigation.

404.3.3 Notice of Decision.

After the investigation is complete, the senior supervising officer will in writing convey its results to the Officer of Administration, who will be given an opportunity to respond to the senior supervising officer in writing within ten business days. The senior supervising officer will issue a final written decision within twenty business days of receipt of the written response to the investigative report or within twenty business days following expiration of the response period if no response is submitted. The senior supervising officer’s decision shall include a reiteration of the charges; a ruling on the charges, including a summary of the supporting evidence and statement of rationale for the decision; if the decision is to terminate the appointment, the effective date of termination; and the appeal process, including the filing deadline.
404.3.4 Appeal of Decision; Final Decision.

The Officer of Administration may appeal to the President within ten business days following issuance of the senior supervising officer’s decision. The appeal is made by the Officer of Administration filing with the President a notice of appeal and an explanation of the basis for the appeal. If an appeal is filed, the President will issue a final written decision within twenty business days of receipt of the appeal, a copy of which will be sent to the senior supervising officer. If the Officer of Administration does not appeal within the required time frame, or does not obtain from the President an extension of time within which to appeal for reasonable cause shown, the decision of the senior supervising officer shall be final. Compensation associated with the Officer of Administration appointment shall end as of the effective date of termination. Termination of the administrative appointment does not affect secondary faculty appointment status unless such status is suspended or terminated under procedures otherwise applicable to faculty appointments.

404.3.5 Faculty appointment.

An Officer of Administration who is terminated for cause and who has a preexisting right to assume or resume a faculty appointment, may do so after the appointment ends notwithstanding a termination for cause, unless the faculty status is itself affected under procedures applicable to faculty appointments. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair, within thirty (30) calendar days of notice of termination for cause. Duties associated with the faculty appointment shall resume as soon as feasible in light of Department needs as reasonably determined by the Chair in consultation with the Dean, but ordinarily no later than the first full semester following termination of the Officer of Administration appointment. An Officer of Administration who is terminated for cause and is returning to the faculty will not receive a paid administrative leave prior to assuming or resuming their faculty duties, but may be on unpaid leave from the effective date of termination as an Officer of Administration until the date the faculty position commences.
Academic Excellence Goal #6
Increase Research and Scholarship in Areas that Generate High Impact, Recognition, and Visibility

Board of Trustees
Educational Policy and Institutional Resources Committee
May 20, 2016

Prepared By
Richard A. Galbraith, Vice President for Research

Introduction and Executive Summary

“The Academic Excellence Goals” for the University of Vermont were articulated by Provost Rosowsky on October 24, 2013 in support of President Sullivan’s Strategic Plan “Enhancing Quality and Affordability” dated October 25, 2013. Number 6 of the 8 Academic Excellence Goals is to: “Increase research and scholarship in areas that generate high impact, recognition, and visibility.”

As Provost Rosowsky has written:

Research is integral to our mission as a land grant university. The conduct of relevant, important, and impactful research both fulfills our mission as a public flagship research university and provides valuable opportunities for our students. It also helps to attract national and international attention to the University, impacting student and faculty recruitment, national rankings, and both individual and corporate philanthropy.

As indicated in my report from Friday, October 17, 2014, addressing Academic Excellence Goal #6, and as presented to the Educational Policy and Institutional Resources Committee, “to increase research and scholarship, it is necessary to adequately resource the research and scholarship enterprise.” Recognizing that increasing extramural funding is challenging in an environment where federal funding for research has either decreased or remained flat, we have been working to increase the diversification of funding sources beyond federally sponsored grants. To this end, we have partnered closely

1 https://www.uvm.edu/provost/AE%20Goals%20Oct%202013.pdf
2 www.uvm.edu/president/?page=strategicplan.html
3 http://www.uvm.edu/~provost/ACADEMIC%20EXCELLENCE%20GOALS%20FOR%20THE%20UNIVERSITY%20OF%20VERMONT.pdf
with the UVM Foundation to address non-traditional funding sources, such as industry and philanthropy. Recently, the UVM Foundation hired a new Director of Corporate and Foundation Funding, Alexa Woodward. She has brought great expertise and energy to the process of building better relationships with corporations and foundations. As announced at the kick off to the Comprehensive Campaign, we have already received a commitment for an $800,000 endowment, specifically to benefit research at UVM. In addition, Alexa has taken the lead in managing the UVM Biomedical Sciences Advisory Council, which was formed in 2015 by myself and Rick Morin, Dean of the College of Medicine (COM). The Council comprises COM alumni who have risen to senior ranks within pharmaceutical companies. The group is actively advising us in how to further increase our interactions with and funding from the pharmaceutical industry.

As noted in our previous Report from October 2014, another approach was predicated on “targeted seed funding to stimulate pilot data to support subsequent extramural grant applications and to provide assistance with writing and managing complex grant applications.” During FY15, the Office of the Vice President for Research organized university-wide competitions for disciplinary research (REACH Program, $200,000), interdisciplinary research (Fostering Interdisciplinary Scholarship, Arts & Research (FISAR), $200,000), and SPARK-VT, an entrepreneurial program ($200,000), as well as providing funding to support the Vermont Genetics Network, the Experimental Program to Stimulate Competitive Research Grants (EPSCoR), and various research instrumentation and faculty support programs ($300,000). Additionally, we have retained the services of Jeralyn Haraldsen, PhD, as Grant Proposal Manager. She has already assisted 24 investigators from 7 different colleges to write grants, which if funded, would net $45 million.

Also noted in the October 2014 Report, we committed to “increasing total sponsored research funding by over $20 million to above $110 million annually, and to increasing total sponsored awards (in research, scholarship, education, service and training) by over $10 million to above $130 million annually within five years.” At the time that these commitments were made in 2014 research funding reported was $80 million from FY13. In FY14 research funding grew to $92 million, and in FY15 - the last year for which we have complete data - research funding grew to $102 million. For the goal of total sponsored awards, I am pleased to report that we achieved the goal of above $130 million annually (actual total $132.3 million) within two, rather than five, years.

Lastly, and as indicated in our October 2014 Report, we pledged to “raise the profile of our faculty through multiple media outlets recognizing that greater state, national, and international recognition of UVM’s academic productivity can spur new research investments and partnerships.” Because of the impactful nature of the research at UVM, the media profile of the University has grown considerably. This has been achieved by a concerted effort from University Communications to write frequent profiles of the high-quality work carried out at the University, and to consciously promote these stories to various media outlets, both in the State of Vermont and nationally. In addition to the written word and an increased presence on Twitter, there is also an increasing recognition of the work at UVM on radio and television. Moreover, there will be a new annual publication released in the fall that will describe the best and most exciting research, scholarship, and creative activity of the University, which will be shared not only across the state, but also with other universities and colleges.
## 2016-2017 Annual Workplan for UVM BOT Educational Policy & Institutional Resources Committee

<table>
<thead>
<tr>
<th>DRAFT – April 21, 2016</th>
<th>October 21, 2016</th>
<th>February 3, 2017</th>
<th>May 19, 2017</th>
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<td><strong>Academic &amp; Student Life</strong></td>
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<td>Academic Excellence Goal # 7 <em>(Increase domestic diversity &amp; grow international student enrollments across the University)</em></td>
<td>Academic Excellence Goal # 7 revisited <em>(Improve student advising, both academic &amp; pre-professional/career)</em></td>
<td>Academic Excellence Goals #1 &amp; 2 revisited <em>(Increase percentage of undergraduate students graduating in 4 years and improve undergraduate student retention, years 1-4)</em></td>
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<td><strong>Research &amp; Graduate Education</strong></td>
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<td><strong>Action Items</strong></td>
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<td>Curricular Affairs Committee Recommended Actions</td>
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<td><strong>Routine Reports</strong></td>
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<td><strong>Risks/Opportunities</strong></td>
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<td><strong>Policies for Cyclical Review</strong></td>
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<td><strong>Discussion Topics</strong></td>
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<td>Academic Success Center</td>
<td>AA/EO Statements</td>
<td>Annual Work Plan review</td>
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Additional Policies due for cyclical review in 2016-2017 that fall under EPIR’s purview include: Hazing, Academic Freedom; Diversity and Gifts; If changes are recommended, committee review will be scheduled following the internal review process. Annual reports should track progress on academic goals and should include trends across the world and how UVM is positioning itself in it.
Future topics: University Manual revisions (organization of units within the colleges/schools); COM Faculty Handbook revisions (new de-tenuring procedure); Institute for Environment

Capital Projects: TBD

Recommendations in follow up to September 2015 Board retreat (timing TBD):
• Request for update on cost data for research and benchmarking – VP Galbraith to follow up with Provost on this request
• Best way to achieve diversity financially and culturally & suggestion to consider developing a term other than ALANA
• Update on first year student retention experience committee

CONSIDER WHETHER ANY OF THESE THEMES CAN BE ADDRESSED IN SCHEDULED REPORTS. WHEN UPDATES ARE MADE ON THEMES IDENTIFIED AT RETREAT, PRESENTER SHOULD TIE THE THEMES BACK TO THE RETREAT.
## THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
### BOARD OF TRUSTEES

**BUDGET, FINANCE AND INVESTMENT COMMITTEE**

Chair Donald McCree, Vice Chair Robert Brennan, President Thomas Sullivan, David Aronoff, David Brandt, Bernie Juskiewicz, Joan Lenes, Ed Pagano, Lisa Ventriss, and Jeff Wilson, Faculty Representatives Andrew Barnaby and Laura Gewissler, Foundation Representative Richard Ader and Alumni Representative Myron Sopher, Staff Representatives Sonya Stern and Cheryl Herrick, Student Representatives Jake Guarino and Andrew Dazzo, and Graduate Student Representatives Nikisha Patal and Mairi-Jane Fox

**Friday, May 20, 2016**
10:15 a.m. – 12:15 p.m.  
Silver Maple Ballroom, (401) Dudley H. Davis Center

### AGENDA

<table>
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<tr>
<th>Item</th>
<th>Enclosure</th>
<th>Discussion Leader</th>
<th>Time</th>
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<tr>
<td><strong>Call to Order</strong></td>
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<td><em>10:15 a.m.</em></td>
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<tr>
<td>1. Approval of the April 13, 2016 meeting minutes</td>
<td>Attachment 1</td>
<td>Don McCree</td>
<td>10:15-10:20</td>
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<tr>
<td>• Endowment Performance Update</td>
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<td>• Asset Allocation Update</td>
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<tr>
<td>3. Vice President’s Report</td>
<td>Attachment 2 and Handout</td>
<td>Richard Cate Alberto Citarella</td>
<td>10:35-10:50</td>
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<tr>
<td>• Capital Project Pre-Funding Account</td>
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<td>• Net Tuition Stabilization Fund</td>
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<td>• Sources and Uses Update for Capital Projects</td>
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<td>• Third Quarter General Fund Budget to Actuals</td>
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<td>4. Fundraising Update on Capital Projects</td>
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<td>Rich Bundy</td>
<td>10:50-11:00</td>
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<td>5. Capital Projects <em>(action)</em></td>
<td>Attachments 3 &amp; 4</td>
<td>Richard Cate Bob Vaughan</td>
<td>11:00-11:15</td>
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<td>• Resolution Approving UVM Rescue Facility Project</td>
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<th>Item</th>
<th>Enclosure</th>
<th>Discussion Leader</th>
<th>Time</th>
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<td>6.</td>
<td>FY 2017 Budget</td>
<td>Attachments 3 &amp; 5</td>
<td>David Rosowsky 11:15-11:45</td>
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<td></td>
<td>Overview of Total Operating Budget</td>
<td>Appendices A - F</td>
<td>Richard Cate</td>
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<td></td>
<td>FY 2017 General Fund Budget Proposal</td>
<td></td>
<td>Alberto Citarella</td>
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<td>Resolutions Approving:</td>
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<td></td>
<td>• FY 2017 Tuition Rates</td>
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<td>• FY 2017 Room/Meal Rates</td>
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<td>• FY 2017 Student Fees</td>
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<td></td>
<td>• General Fund Budget</td>
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<td>7.</td>
<td>Resolution Approving Execution of Bond Refunding</td>
<td>Separate Distribution</td>
<td>11:45-12:00</td>
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<td>8.</td>
<td>Other Business**</td>
<td>Attachment 6</td>
<td>12:00-12:15</td>
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<td></td>
<td>Review of Work Plan</td>
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<td>Don McCree</td>
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<td><strong>ADJOURN</strong></td>
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<td>12:15 p.m.</td>
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*Times are approximate.

**Executive Session as needed.
Budget, Finance and Investment Committee  
Executive Summary  
May 20, 2016  

Prepared By  
Richard H. Cate, Vice President for Finance and Treasurer  

ACTION ITEMS  

Approval of Previous Meeting Minutes  
The minutes for the April 13, 2016 Committee meeting are included as Attachment 1.  

*Action:* Motion to approve the minutes.  

Resolution Approving UVM Rescue Facility Project  
The administration is seeking spending authorization of $1.625 million for the construction of a new UVM Rescue Facility. A proposed combination of funds would cover the costs (Rescue funds, President’s Strategic Initiatives Fund, FY16 General Fund utility savings) with UVM Rescue repaying a total of $700,000 over the next 10 years.  

The project concept and cost summary are included as Attachment 4 in the meeting materials.  

*Action:* Resolution approving financing plan for the UVM Rescue Facility Project. Attachment 3  

Resolutions Approving FY 2017 Budget  
Provost David Rosowsky, University Budget Director Alberto Citarella and I will outline and seek approval of the FY 2017 budget planning assumptions and budget proposal. These materials are included as Attachment 5, Appendices A-F.  

The key assumptions underlying this budget proposal include a 1.1% base budget reduction that was announced several months ago, a 3% tuition increase, a modest change in the composition of the undergraduate student body, and increased tuition revenues from strategic decisions being made in the academic units. There are no changes from the version of the budget that the Committee reviewed in April.  

*Action:* Approval of resolutions regarding FY 2017 general fund budget, tuition rates, room and meal rates, and student fees. Attachment 3.  

Resolution Approving Execution of Bond Refunding  
At the April 13, 2016 meeting, the Committee was advised of an opportunity to take advantage of lower interest rates by refunding the bonds issued last year to finance the STEM project. The Committee endorsed my proposal to proceed with the initiation of activities leading up to the bond refunding. Since that meeting I have been working with bond counsel, underwriters, debt
advisors and other relevant consultants in preparation of bringing the actual bond issuance to the Board for approval in May. The resolution, currently being prepared by Bond Counsel, approves the execution of bond refunding and will not be finalized in time for distribution with the Board Book. It will be issued under separate cover.

**Action:** Resolution Approving Execution of Bond Refunding. *Separate Distribution*

**DISCUSSION ITEMS**

**Fundraising Update on Capital Projects**
UVM Foundation CEO and President Rich Bundy will update the Committee on the progress in fundraising for capital projects.

**Review of Committee Work Plan**
Time has been reserved at the end of the meeting to review the draft work plan for next year. Following our meeting, Trustees will be issued an assessment survey and asked to evaluate the Committee’s work over the last year. *Attachment 6*

**ROUTINE REPORTS**

**Report of the Investment Subcommittee (ISC)**
ISC Vice Chair Rob Brennan will brief the Committee on the activities of the Subcommittee since the last full Board meeting. At the February meeting, the ISC decided to update the policy benchmark weights as shown in the table below. *Separate Enclosure*

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Current Policy Target (%)</th>
<th>New Target (%)</th>
<th>Effective Change (%)</th>
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<tr>
<td>US Equity</td>
<td>20</td>
<td>19</td>
<td>-1</td>
</tr>
<tr>
<td>Global ex-US – Developed</td>
<td>12</td>
<td>11</td>
<td>-1</td>
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<tr>
<td>Global ex-US – Emerging Mkts</td>
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<td>13</td>
<td>0</td>
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<tr>
<td>Marketable Alternatives</td>
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<td>21</td>
<td>-1</td>
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<tr>
<td>Venture Capital/Private Equity</td>
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<td>13</td>
<td>+2</td>
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<td>13</td>
<td>+1</td>
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<tr>
<td>Fixed Income</td>
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<td>10</td>
<td>0</td>
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<tr>
<td>Cash</td>
<td>0.0</td>
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**Vice President’s Report**
My report includes updates on the Capital Project Pre-Funding Account, Net Tuition Stabilization Fund, and the Capital Projects’ Sources and Uses. The third-quarter General Fund budget to actuals report will be distributed at the meeting. *Attachment 2*
A meeting of the Budget, Finance and Investment Committee of the Board of Trustees of the University of Vermont State and Agricultural College was held on Wednesday, April 13, 2016 at 1:00 p.m., 427A Waterman Building.

MEMBERS PRESENT: Chair Don McCree, Vice Chair Robert Brennan*, President Thomas Sullivan, David Brandt, Ed Pagano*, and Jeff Wilson*

REPRESENTATIVES PRESENT: Faculty Representatives Andrew Barnaby and Laura Gewissler, Foundation Representation Richard Ader*, Alumni Representative Myron Sopher, Staff Representatives Sonya Stern and Cheryl Herrick, Student Representatives Jake Guarino Graduate Student Representatives Nikisha Patal and Mairi-Jane Fox

ABSENT: Trustees David Aronoff, Bernie Juskiewicz, Joan Lenes, Lisa Ventriss, and Student Representative Jacquelyn Langham

PERSONS ALSO PARTICIPATING: Board Chair David Daigle, Provost and Senior Vice President David Rosowsky, Vice President for Finance and Treasurer Richard Cate, University Controller Claire Burlingham, and University Budget Director Alberto Citarella

* By means of conference telephone

Chair Don McCree called the meeting to order at 1:05 p.m.

Approval of Minutes

A motion was made to approve the minutes from the February 5, 2016 meeting. Trustee Jeff Wilson, referring to page 8 of the inquired about the status of the analysis Cambridge Associates is putting together of the University’s endowment investments. Chair McCree explained he and ISC Chair Brennan went through an initial set of reports from Cambridge Associates, but an analysis of the hedge fund holdings is not yet available.

Vice Chair Rob Brennan advised the Committee of the confidential nature of the report, noting some holdings may not be able to be disclosed.

Trustee David Daigle added that the data compiled is extensive totaling a couple of hundred pages. He explained that Vice Chair Brennan and the Office of General Counsel will work with Cambridge Associates to meet the requests from the February Board meeting, while maintaining confidentiality. Detailed data will be shared during the May BFI meeting with a brief summary report to the Committee of the Whole. Chair Brennan reminded Committee members that ISC meetings are open meetings and encouraged members to attend if they have further questions.
The motion was, seconded and it was voted to approve the minutes of the February 5, 2016 meeting.

**FY 2017 Budget Assumptions and Proposed Tuition Rate**

Before starting the budget discussion, Chair McCree acknowledged this is his first meeting as the Chair of the BFI Committee and this is Rob Brennan’s first meeting as Vice Chair. He also welcomed new Trustees David Aronoff and David Brandt and Staff Representative Sonya Stern.

Provost David Rosowsky opened the discussion by noting this is the University’s first year of budgeting under Incentive-Based Budgeting (IBB). He explained the University has begun to see evidence of the impact of IBB, the most apparent being in the revenue projections that the colleges and schools provide. The Provost noted that IBB is not only operating, but working well. The University has seen strong revenue growth in areas such as Summer and Graduate Education, as well as emerging strategies in the Colleges and Schools on campus.

The Provost explained that Colleges and Schools are not only increasing summer enrollment, but finding ways to provide programs and classes more efficiently. Units are developing new programs and thinking strategically about the true cost of programs. Under IBB, units are making multi-year investments in programs; Colleges and Schools are thinking strategically about library holdings; and units are thinking strategically about the recruitment and retention of students.

Provost Rosowksy stated that most direct evidence for the success of IBB is that under the old budgeting model, all units would have taken a budget cut this year. However, under IBB, five of the nine academic units had net growth in their budgets.

Provost Rosowsky then asked Vice President Richard Cate to review the specific line items of the proposed budget included in attachment 2 of the meeting materials. Vice President Cate reminded Committee members about the budget process and noted a 3% tuition increase and a 1.1% base budget reduction for cost centers, which will help provide additional revenue to cover projected cost increases.

Vice President Cate explained in-state enrollment continues to decline due to shrinking demographics. Some of the change in the composition of undergraduate enrollment is already reflected in actual enrollment for the current year. Two contributing factors to the reduction in the number of in-state students and the increase in out-of-state students are the cumulative and continuing decline in the number of graduating high school seniors in Vermont and growth in our international student population as a result of the Global Gateway Program. President Thomas Sullivan added that the decrease in graduating high school students is being seen throughout the many areas of the country, but even more so in Vermont.

When asked if there is a 30-year projection of graduating high school students in Vermont, Vice President Cate explained that around 2020, it is projected the decline of graduating high school students should level out, but there is only marginal growth projected after that year. The administration will provide the long-term history of the number of Vermont high school graduates and the number that enrolled at UVM.
Chair McCree requested information from Vice President of Enrollment Stacey Kostell regarding the Universities around the country who are providing out-of-state students with in-state tuition rates to increase enrollment.

Vice President Cate explained that the University is anticipating growth in the summer program. He noted that Colleges and Schools are offering summer programming that attracts more students and more of the summer courses being offered are getting higher enrollments. This is primarily due to the fact that Colleges and Schools are being strategic in the summer courses they offer and courses are geared toward student interests.

Vice President Cate noted a total projected increase in expenses of 4.4% and emphasized this is not a 4.4% increase over the FY 2016 General Fund base budget. He explained only two percentage points from salary, wage, and benefits increases are a result of base budget increases. There is a $1.5 million increase in accounting changes, which are expenses the University already had that will now show up in the General Fund Budget. There is a $2.6 million increase in strategic investments in the academic units, such as hiring additional faculty and building classrooms to grow certain programs which will in turn increase revenue.

When asked if the strategic investment in academic units were directed by the units themselves, Provost Rosowsky clarified that units requested the strategic investments made. President Sullivan added that while these investments are currently real costs, they are long-term investments which will positively impact the University in the future.

Vice President Cate explained there is a $1.25 million increase in deferred maintenance and noted the University is almost half way to its target. There is also $1.0 million which will be used on a one-time basis to augment the general fund allocation for debt service related to the STEM Complex.

University Budget Director Alberto Citarella then walked through the FY 2017 General Fund Budget proposal. He noted the budgeted recurring revenue in the FY 2017 proposal represents a 4.4%, or $14.5 million increase, in the budgeted recurring revenue in FY 2016.

Director Citarella noted that FY 2016’s budget actuals are significantly better than last year’s budget actuals. He emphasized the additional money received from new tuition this year is an added advantage for this year only.

When asked how units are using this surplus, it was explained that some units are using this money to invest strategically or bridge the budget deficits they’re facing. All units have reserve funds and some are putting a portion of this surplus into those reserves.

Budget Director Citarella then noted the following budget elements:

- Undergraduate Tuition is projected to increase by 3.9%
- Graduate Tuition is projected to increase by $2.8 million primarily driven by growth in many of the professional master’s degrees
- There is no anticipated growth in non-degree tuition and will be at budget in FY 2016
• Summer Session Tuition is projected to increase by $1.0 million primarily driven by an increased focus by many of the Colleges and Schools on teaching during the summer session. This summer will be the third consecutive summer that tuition has dropped one-third of the price point, resulting in a substantial increase in enrollment.
• Medical Tuition is projected to increase by $1.1 million due to an increase in enrollment of 10 students
• State Appropriations are projected to be flat. President Sullivan added that the Vermont Legislature is finding it difficult to increase State appropriations for any recipient.
• Sponsored Facility and Administration Cost Reimbursement are projected to be flat
• Internal Activities and Cost Recovery are not part of the General Fund, but units pay into this fund because they utilize functions within the General Fund. There is no projected increase in those activities and therefore, no projected increase in those funds coming into the General Fund.
• Unrestricted Annual Giving is projected to decrease by $300,000, however, this reduction is being offset by a $400,000 increase in student aid from restricted gifts.
• Other Income is projected to increase by $2.2 million

Regarding General Fund Expense, Budget Director Citarella noted:
• Wages and Benefits are projected to increase by 4.5%, driven primarily by a 4% increase in faculty salaries and an expected average increase of 2.25% in staff salaries
• Operating and Equipment is projected to increase by $2.6 million. Roughly $1.5 million of this expense growth is associated with the Orientation revenue and OTC revenue, which were part of another fund in the University’s total budget, but are now being recognized in the General Fund.
• New Facilities is projected to increase by 30%, driven primarily by the expansion of the Chiller Plant
• Plant Improvements, Insurance, Water/Sewage is projected to increase by 30.5% due to an increase in the budget for deferred maintenance
• General Fund is projected to increase by $500,000

When asked about the affiliation agreement between the University and the Foundation, Vice President Cate explained the agreement has one more year and then it will be renegotiated.

Vice President Cate reminded Committee members that the Board sets maximum rates for room and board fees during the February meeting and explicit rates will be approved at the May Board meeting.

In terms of unrestricted annual giving, Faculty Representative Andrew Barnaby asked what fundraising efforts look like relative to how the budget may change moving forward. President Sullivan stated that the University’s campaign goal of $500 million has reached the 60% mark as of this week. He explained that 95% of all dollars donated to the University are pre-designated for a certain purpose and one-third of those dollars goes to financial aid for students. This allows the University to remain affordable for students.

When asked if the money individual units generate from fundraising are included in the General Fund Budget, Vice President Cate reiterated that General Fund revenues and expenses for
Colleges and Schools appears on the budget, but restricted funds for each unit do not, except for the restricted scholarship funds.

When asked if there is more incentive for Colleges and Schools to increase fundraising efforts under IBB, Provost Rosowsky replied that Deans were already well engaged in fundraising but there is a new emphasis on fundraising goals and more transparency within the units.

President Sullivan added that the University does have to put more emphasis on private fundraising, as Vermont does not have the resources to support the University. Therefore, if UVM wants to increase the quality and better support staff, faculty, and students, much of the additional money has to come from private, philanthropic dollars.

Vice Chair Brennan asked if the only place there is an intersection between the philanthropic contributions and the General Fund Budget is in the student aid line item. President Sullivan explained that in terms of scholarship money, this is true. He noted that restricted money going towards student scholarships helps the General Fund Budget and added the biggest cost drivers of the University are wages and benefits for faculty and staff and scholarship and financial aid for students.

Provost Rosowsky explained that the three questions the University needs to continually ask itself are: Are we are more competitive in financial aid and are we are able to recruit better students? Are we able to retain them? Are we seeing our graduation rates improve?

Trustee David Brandt asked for clarification on the review process to decide which budget items go to Fees and which go to the General Fund. Vice President Cate explained that he sits with a group of people, all of whom require different fees and more money to meet the needs of the students and there isn’t always the capacity to increase the fees as they would like. If it is a very specific and direct student need that can be demonstrated, it may be funded by a fee. He added that he looks carefully at the relationship between the fees and tuition and the impact these will have on the students and the University has opted to keep the fees as low as possible. He emphasized the University does not simply increase fees to keep tuition down.

Chair McCree then moved to the next agenda item reminding Committee members that the University issued bonds last year in order to finance the STEM project. This year, the University has an opportunity to take advantage of lower interest rates by refinancing the bonds.

Vice President Cate explained that the administration is proposing to keep essentially the same duration with the refunding of the bonds. He stated that last fall when the University last refunded bonds there was a very low 4.01% all-in rate. Now, this rate is half a percentage point lower than it was then, meaning that under the current scenario, if interest rates stay where they are now, the University can achieve present value savings of $7 million by refinancing these bonds.

Vice President Cate explained that it is a two-month process to refinance and the resolution before the Committee today authorizes him to initiate those activities working with the
underwriters and Bond Counsel. Then at the May 2016 Board meeting, the Committee will be asked to approve a resolution authorizing execution of the bond refunding.

Chair McCree presented the following resolution authorizing the initiation of activities leading up to the bond refunding:

**Resolution Authorizing the Initiation of Activities Leading up to Bond Refunding**

WHEREAS, the University from time to time refunds some of its existing long-term debt in order to take advantage of lower interest rates; and

WHEREAS, the Board of Trustees Bond Work Group met on March 23, 2016 and unanimously authorized the Vice President of Finance and Treasurer to bring to the Board of Trustees, at its May 2016 meeting, a detailed proposal and accompanying resolution for the refunding of approximately $82 million of 2005 and 2007 bonds; and

WHEREAS, in order to make all of the necessary preparations for the bond refunding, the Vice President for Finance and Treasurer must engage bond counsel, underwriters, debt advisors and other relevant consultants;

NOW, THEREFORE, BE IT RESOLVED, that the Budget Finance and Investment Committee endorses the Vice President for Finance and Treasurer’s intention to enter into all necessary contracts associated with preparing for the 2016 bond refunding issue, funding such obligations from the University’s Treasury Operations account, with the understanding that the actual bond issuance is subject to the approval of the Board of Trustees at its May 2016 meeting.

A motion was made, seconded, and the following roll-vote was taken to approve the resolution as presented: Don McCree – Aye, Rob Brennan – Aye, David Daigle – Aye, Ed Pagano – Aye, David Brandt – Aye, Tom Sullivan – Aye, Jeff Wilson – Aye.

**Adjournment**

There being no further discussion, Chair McCree adjourned the meeting at 2:22 p.m.

Respectfully submitted,

Don McCree, Chair
Vice President’s Report  
May 20, 2016

Board of Trustees
Budget, Finance and Investment Committee

Prepared By
Richard H. Cate, Vice President for Finance and Treasurer

What follows are brief updates on the capital project pre-funding account and the net tuition stabilization fund as of March 31, 2016:

**Capital Project Pre-Funding Account**

Authorized Reserve May 16, 2014 $10,000,000  
Approved transfer to STEM Project ($7,000,000)  
Reserve Balance March 31, 2016 $3,000,000

**Net Tuition Stabilization Fund**

Authorized Reserve May 16, 2014 $4,500,000  
Reserve Balance as of March 31, 2016 $4,500,000

At the request of Board Chair Daigle, I am also appending the current status of capital project sources and uses.
# Capital Project Sources and Uses of Funds

**As of March 31, 2016**

<table>
<thead>
<tr>
<th>Capital Project</th>
<th>Bonded</th>
<th>UVM Foundation and Gifts</th>
<th>General Fund</th>
<th>Proceeds of Sale Ethan Allen Property</th>
<th>Proceeds of Sale County Apartments</th>
<th>Operating Net Reserves</th>
<th>Green Revolving Loan Fund</th>
<th>UVMMMC Affiliation Agreement</th>
<th>Presidents Strategic Initiatives Fund</th>
<th>Capital Project Pre-Funding Account</th>
<th>Net Plant Asset Reserves</th>
<th>Diving Contract &amp; Reserves</th>
<th>Project Total</th>
<th>Repayment Schedule</th>
<th>Repayment Amount</th>
<th>Source of Repayment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni House</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,300,000</td>
<td>$400,000</td>
<td></td>
<td></td>
<td></td>
<td>$2,700,000</td>
<td>$2,700,000</td>
<td>UVMF Estate Gift</td>
<td></td>
</tr>
<tr>
<td>Stem Complex</td>
<td>$78,000,000</td>
<td>$3,200,000</td>
<td>$9,800,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$6,000,000</td>
<td>$7,000,000</td>
<td></td>
<td></td>
<td></td>
<td>$104,000,000</td>
<td>$22,800,000</td>
<td>*UVMF Fundraising</td>
<td></td>
</tr>
<tr>
<td>First Year Housing</td>
<td>$53,000,000</td>
<td></td>
<td>$400,000</td>
<td>$5,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>$8,000,000</td>
<td>$70,000,000</td>
<td>UVMF Estate Gift</td>
<td></td>
</tr>
<tr>
<td>UVM Rescue Facility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400,000</td>
<td><strong>$925,000</strong></td>
<td>$300,000</td>
<td></td>
<td></td>
<td></td>
<td>$700,000</td>
<td>$700,000</td>
<td>UVM Rescue Revenue</td>
</tr>
<tr>
<td>Virtue Field</td>
<td>$500,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3,000,000</td>
<td>$3,500,000</td>
<td></td>
<td></td>
<td></td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>Facilities Infrastructure Fund</td>
<td></td>
</tr>
<tr>
<td>Taft School</td>
<td>$2,000,000</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>$2,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Votey Hall Deferred</td>
<td></td>
<td></td>
<td>$4,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bailey Howe Addition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3,000,000</td>
<td>$3,000,000</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Chiller Plant Expansion</td>
<td>$3,200,000</td>
<td>$1,200,000</td>
<td>$3,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3,000,000</td>
<td>$4,400,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$11,800,000</td>
<td>$3,000,000</td>
<td>Utility Savings</td>
</tr>
</tbody>
</table>

* UVMF has raised additional funds since this plan was approved - there will be an update at the BFI meeting
** UVMF Rescue funds on hand
BUDGET, FINANCE AND INVESTMENT COMMITTEE

May 20, 2016

Resolution Approving UVM Rescue Facility Project

WHEREAS, on February 5, 2016 the Educational Policy & Institutional Resources Committee reviewed the strategic and operational need for the UVM Rescue Facility Project and approved the associated program scope for referral to the Budget, Finance & Investment Committee for financial review; and

WHEREAS, the administration today reported on the estimated cost for the completion of the UVM Rescue Facility Project and presented a funding plan;

THEREFORE, BE IT RESOLVED, that the Committee hereby recommends to the Board of Trustees authorization of the Vice President for Finance and Treasurer or his designee to expend $1,625,000 for project costs, to be expended in a manner consistent with the report made on this date; and

BE IT FURTHER RESOLVED, that the $1,625,000 of funds for such expenditures be drawn from the Rescue Funds, President’s Strategic Initiative, and General Funds, and that UVM Rescue repay the funds used from the President’s Strategic Initiatives Fund and the General Fund over a period of 10 years via annual payments of $70,000 per year.

Resolution Approving Fiscal Year 2017 Budget Planning Assumptions: General Fund

RESOLVED, that the Board of Trustees hereby approves the budget planning assumptions for Fiscal Year 2017, which lead to a General Fund operating expense budget for the University of $348,516,000, and hereby authorizes the President to proceed with detailed budget preparation in accordance with these assumptions.

Resolution Approving Tuition Charges for Fiscal Year 2017

RESOLVED, that the Board of Trustees hereby approves increases in the following tuition rates effective with the 2016-2017 academic year:

- In-state tuition from $14,664 to $15,096 per year, or $629 per credit hour.
- Out-of-state tuition from $37,056 to $38,160 per year, or $1,590 per credit hour.
- Medical student in-state tuition from $33,460 to $34,380 per year.
- Medical student out-of-state tuition from $58,020 to $59,620 per year.
Resolution Approving Global Gateway and Pre-Master’s Program International Student Tuition

WHEREAS, the University, after a request-for-proposal process, entered into an agreement with Study Group, an international private-sector provider of education and training for international students, to provide services to UVM in support of the University’s Global Gateway Program; and

WHEREAS, this program will prepare undergraduate international students to matriculate to degree status, persist, and graduate, and to support the University’s larger internationalization efforts; and

WHEREAS, in January 2016, the Board approved amendments to the agreement with Study Group, which included additions to the Study Group Agreement to create a Pre-Masters Global Gateway Program; and

WHEREAS, undergraduate students in the Global Gateway Program are charged on a total cost-of-attendance basis that includes tuition, room and board, and all other fees and costs associated with enrollment at the University in a manner in accordance with the terms and conditions set forth in the agreement between the University of Vermont and Study Group; and

WHEREAS, graduate students in the Global Gateway Program will be charged on a total cost-of-attendance basis that includes tuition and all other fees and costs associated with enrollment at the University in a manner in accordance with the terms and conditions set forth in the agreement between the University of Vermont and Study Group;

THEREFORE, BE IT RESOLVED, that the following rates are established for undergraduate students:

<table>
<thead>
<tr>
<th>For the cohort entering in:</th>
<th>Fall 2016</th>
<th>Spring 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall ‘16 for the 1 semester program</td>
<td>$28,477</td>
<td>N/A</td>
</tr>
<tr>
<td>Fall ‘16 for the 2 semester program</td>
<td>$29,012</td>
<td>$28,483</td>
</tr>
<tr>
<td>Fall ‘16 for the 3 semester program</td>
<td>$16,839</td>
<td>$28,483</td>
</tr>
<tr>
<td>Spring ‘17 for the 1 semester program</td>
<td></td>
<td>$28,814</td>
</tr>
<tr>
<td>Spring ‘17 for the 2 semester program</td>
<td></td>
<td>$28,814</td>
</tr>
<tr>
<td>Spring ‘17 for the 3 semester program</td>
<td></td>
<td>$16,634</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For the cohort that entered (or will enter):</th>
<th>Fall 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring ‘16 for the 3 semester program</td>
<td>$28,477</td>
</tr>
<tr>
<td>Summer ‘16 for the 2 semester program</td>
<td>$28,477</td>
</tr>
</tbody>
</table>

All entering undergraduate students to be assessed an additional $495 acceptance fee their first semester; and
BE IT FURTHER RESOLVED, that the following rates are established for graduate students:

<table>
<thead>
<tr>
<th>For the cohort entering in:</th>
<th>Fall 2016</th>
<th>Spring 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall ‘16 for the 2 semester program</td>
<td>$26,628</td>
<td>$26,528</td>
</tr>
</tbody>
</table>

**Resolution Approving Room and Meal Plan Rates, Fiscal Year 2017**

RESOLVED, that the Board of Trustees hereby approves room and meal plan rates for Fiscal Year 2017 as follows:

- Private Single with Bath: $9,538 per year
- Private Double with Bath: $9,316 per year
- Suite Single with Shared Bath: $9,014 per year
- Suite Double with Shared Bath: $7,788 per year
- Traditional Single: $8,798 per year
- Traditional Double: $7,634 per year
- Traditional Triple: $6,092 per year
- Retail Dining: $3,944 per year
- Residential Unlimited Access (+100 Points): $3,944 per year
- Residential Unlimited Access (+300 Points): $4,408 per year

**Resolution Approving Student Fees for Fiscal Year 2017**

RESOLVED, that the Board of Trustees hereby approves increases to student fees from $2,104 to $2,204 effective with the 2016-2017 academic year.

**Resolution Approving Graduate Student Senate Fee for Fiscal Year 2017**

RESOLVED, that the Board of Trustees approves a continuation of the Graduate Student Senate fee in the amount of $20 for the academic year.

**Resolution Approving Graduate Continuous Registration Fee for Fiscal Year 2017**

RESOLVED, that the Board of Trustees approves a continuation of a varying Graduate Continuous Registration fee, effective with the 2016-2017 academic year, as follows:

- Less than half-time: $100 per semester
- Half to full-time: $200 per semester
- Full-time: $300 per semester

**Resolution Approving Execution of Bond Refunding** (separate distribution)
Financial Feasibility Review Phase

Project History and EPIR Review

The project was presented to the Educational Policy and Institutional Resources (EPIR) Committee on February 5, 2016 and was forwarded to the Budget, Finance, and Investment Committee for the financial feasibility review. The construction of the Rescue Facility is being requested for approval at this time.

Project Concept

UVM Rescue (founded in 1972) is a totally student-run, SGA recognized club providing advanced life support ambulance services to the campus and greater Chittenden County, as well as handling transport from the Helipad adjacent to their quarters to the University of Vermont Medical Center. Each on-duty crew consists of at least one nationally certified EMT-Advanced and two EMT-Basic members. They have a regional reputation for providing outstanding patient care, whether responding to a cardiac arrest, a motor vehicle accident, a fractured arm at the Patrick Gym or an ill student in one of our residence halls. In 2013, the squad handled over 1,300 calls. They are totally funded through billing the insurance of patients they transport. Actual billing is handled by the Center for Health and Wellbeing in accordance with HIPPA regulations.

The existing Rescue quarters at 284 East Avenue are undersized and inadequate. The ambulance bay is too small for a modern ambulance (requiring a custom built rig) and the back-up ambulance must be kept in the unheated Wheeler House Barn, or left parked outside quarters, both resulting in problems starting in cold weather. Interior spaces are hot in the summer and cold in the winter. Quarters include only one bathroom and one four-bed bunk room, often necessitating on-duty crew members to sleep on the day room couch.

The new facility will be 4,437 square feet, located south of the existing facility adjacent to the parking lot at 284 East Avenue, and include two heated service bays to accommodate the two ambulances and related spare equipment storage, crew quarters (to accommodate up to eight people overnight) including kitchen, toilet/showers, locker and sleeping areas; small conference/study room, a work-out area, laundry and supply storage space, a charting room, and a common room (similar to a lounge) to serve as a multi-purpose gathering location where volunteers undertake training, wait for calls or enjoy a crew prepared meal. The common room will have space for a wide-screen TV. All areas will be equipped with a public address system which is used by UVM Police Services to dispatch the on-duty crew as well as wireless ports for computer access. Given the nature of the facility, a back-up generator and air conditioning is required.
Project Financing

Based on current estimates, the Rescue Facility will cost $1.625 million. It is proposed to use funds from the following sources:

- Rescue Funds on hand (including those from Revenues, Gift Funds, and SGA): $925,000
- President’s Strategic Initiative Fund: $300,000
- FY16 General Fund Utility Savings: $400,000

UVM Rescue will repay $700,000 at a rate of $70,000 per year.
Proposed New Rescue Facility
## Project Cost Summary

**Project Title:** Rescue Facility  
**Date:** May 20, 2016  
**Page 4 of 4**

### Building and Site Construction Cost Benchmarking Data

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
<th>Benchmarking Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Requirements</td>
<td>$169,932</td>
<td></td>
</tr>
<tr>
<td>General Conditions</td>
<td></td>
<td>Gross Square Feet (GSF)</td>
</tr>
<tr>
<td>Selective Demolition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exterior and Sitework</td>
<td>$472,745</td>
<td>4,437</td>
</tr>
<tr>
<td>Sitework</td>
<td></td>
<td>Const. Cost/GSF</td>
</tr>
<tr>
<td>Concrete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masonry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steel</td>
<td></td>
<td>$275</td>
</tr>
<tr>
<td>Pre-Engineered Building</td>
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<tr>
<td>Interior Architectural</td>
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</tr>
<tr>
<td>Walls</td>
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<td>$366</td>
</tr>
<tr>
<td>Ceilings</td>
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<td></td>
</tr>
<tr>
<td>Doors and Windows</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flooring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Painting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mech, Elect, Plumbing and Fire Protection</td>
<td>$248,059</td>
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</tr>
<tr>
<td>Plumbing Distribution and Fixtures</td>
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<td></td>
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<tr>
<td>Sprinklers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heating, Ventilation &amp; Air Conditioning</td>
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<td>Project Cost/GSF</td>
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<tr>
<td>Electrical</td>
<td></td>
<td>$238</td>
</tr>
<tr>
<td>Construction Contingency</td>
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<td>Construction Cost Subtotal</td>
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<tr>
<td>Professional Fees</td>
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<tr>
<td>Architectural and Engineering Fees</td>
<td></td>
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<tr>
<td>Commissioning Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Project Costs</td>
<td>$239,070</td>
<td></td>
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<tr>
<td>Permitting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous Material Abatement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecommunication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative costs</td>
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<td></td>
</tr>
<tr>
<td>Furniture, Fixtures, &amp; Equipment (FF&amp;E)</td>
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<td></td>
</tr>
<tr>
<td>Soft Cost Contingency</td>
<td>$55,153</td>
<td></td>
</tr>
<tr>
<td>Soft Cost Subtotal</td>
<td>$405,058</td>
<td></td>
</tr>
<tr>
<td>Total Project Cost</td>
<td>$1,625,000</td>
<td></td>
</tr>
</tbody>
</table>
The University of Vermont

Office of the Provost and Senior Vice President

May 20, 2016

TO: Members of the UVM Board of Trustees Budget, Finance and Investment Committee

FROM: David Rosowsky, Provost and Senior Vice President
Richard H. Cate, Vice President for Finance and Treasurer

SUBJ: FY 2017 General Fund Budget Proposal

Budget Proposal Overview: The appended documents summarize the information that was presented and discussed in detail at the April 13th BFI meeting regarding the FY 2017 budget.

Appendix A summarizes the proposed FY 2017 University total operating budget, including the general fund, income and expense activities, and restricted funds. General Fund revenue and expenses for FY 2017 are both projected to increase 4.4% over the FY 2016 projected actuals. Please see the attached cover memo, which was distributed in advance of the April BFI meeting, for a more detailed explanation of the increase. Further explanatory notes can be found in Appendix B. The proposed General Fund operating budget, which is based on a 3% tuition increase, is illustrated in Appendix C in some detail and compares it to the FY 2016 budget.

Proposed Fees: Tuition is proposed to increase 3%. When combined with proposed increases in fees, room and board, the cost of attendance for in-state students is proposed to increase 3.4% and an increase of 3.2% is proposed for out-of-state students, as shown in Appendix D. Room, board and fee rates are summarized in Appendices D-E.

Tuition and cost of attendance comparator data comprises Appendix F.

Resolutions: Attachment 3 includes a series of resolutions for your action to authorize the changes in tuition, fees, room and board, and the overall operating budget.

We look forward to the final discussion and your adoption of the FY 2017 budget at the May 20th meeting.
April 13, 2016

To: Members of the UVM Board of Trustees Budget, Finance and Investment Committee

From: David V. Rosowsky, Provost and Senior Vice President
       Richard H. Cate, Vice President for Finance and Treasurer

Subject: FY 2017 Budget Proposal

FY 2017 Budget Assumptions and Proposed Tuition Rate

The attached budget summary describes the administration’s proposal for the FY 2017 General Fund Budget. The Vice President for Finance and the University Budget Director will review it in detail with the BFI Committee at its April 13th meeting. The key assumptions underlying this budget proposal include a 1.1% base budget reduction that was announced several months ago, a 3% tuition increase, a modest change in the composition of the undergraduate student body, and increased tuition revenues from strategic decisions being made in the academic units.

There are a number of factors that are expected to have a positive effect on net tuition. We are projecting a modest change in the composition of undergraduate enrollment, including a reduction in the number of in-state students and an increase in the number of out-of-state students. This change in the number of Vermont students is the result of the cumulative and continuing decline in the number of graduating high school seniors in Vermont. Another factor affecting composition of the student body is growth in the number of matriculating international students from the Global Gateway Program, consistent with our strategic action plan. We also are projecting an increase in graduate net tuition, resulting primarily from planned enrollment growth in professional degree programs. Similarly, we also are projecting growth of almost 9% in net summer tuition, due primarily to an increase in student credit hours being taught, as encouraged through the strategic action plan’s efforts to create an opportunity for a three semester curriculum. A 3% tuition increase and a 1.1% base budget reduction will also help provide additional revenue to cover projected cost increases. The growth in “Other Income” is primarily a result of moving some activities, such as orientation, from other operating budget funds into the general fund. We are simply accounting for the associated revenue and expense for
these activities in the general fund now, rather than elsewhere in the total operating budget. This change does not increase the University’s total operating budget.

The total projected increase in expenses is 4.4%, but this is not a 4.4% increase over the FY 2016 General Fund base budget. It is a result of the multiple factors listed in the table below. Only two percentage points (salary and wage & benefits increases) of the increase are a result of base budget increases. The remainder of the increase results from accounting changes and strategic investments.

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>$ Increase (millions)</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary, Wage &amp; Benefits Increases</td>
<td>6.60</td>
<td>2.1%</td>
</tr>
<tr>
<td>Accounting Changes (e.g. &quot;Other Income&quot;)</td>
<td>1.50</td>
<td>0.4%</td>
</tr>
<tr>
<td>Other Strategic Investments in Academic Units</td>
<td>2.60</td>
<td>0.8%</td>
</tr>
<tr>
<td>Deferred Maintenance, Facilities &amp; Debt</td>
<td></td>
<td>1.1%</td>
</tr>
<tr>
<td>Deferred Maintenance</td>
<td>1.25</td>
<td></td>
</tr>
<tr>
<td>Debt Service</td>
<td>0.50</td>
<td></td>
</tr>
<tr>
<td>One-time Facilities Bridge Funding</td>
<td>1.00</td>
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<tr>
<td>New Facilities Maintenance</td>
<td>0.75</td>
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<tr>
<td>Insurance</td>
<td>0.30</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$14.50</strong></td>
<td><strong>4.4%</strong></td>
</tr>
</tbody>
</table>

The budget is a result of continued focus on academic quality and enhanced institutional reputation, and reflects strategic decisions being made in individual academic units in the new Incentive Based Budgeting environment. The confluence of factors described in this memorandum led to projected revenue growth that enables these investments without making additional base budget cuts. As we look to future years, we will continue to seek ways to diversify and grow revenue streams and become even more efficient so that we can continue to fund the base budget and make new investments designed to further our strategic goals.
## THE UNIVERSITY OF VERMONT
### TOTAL PROJECTED OPERATING BUDGET
#### FY 2016 AND FY 2017
(In Thousand $s)

<table>
<thead>
<tr>
<th></th>
<th>Original FY 2016 BUDGET</th>
<th>FY 2017 PROJECTED BUDGET</th>
<th>% CHG FROM FY 2016 BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GENERAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Appropriations</td>
<td>$ 42,469</td>
<td>$ 42,469</td>
<td>0.0%</td>
</tr>
<tr>
<td>Net Tuition</td>
<td>$ 244,266</td>
<td>$ 256,789</td>
<td>5.1%</td>
</tr>
<tr>
<td>Sponsored Facilities &amp; Administration Cost</td>
<td>$ 24,825</td>
<td>$ 24,867</td>
<td>0.2%</td>
</tr>
<tr>
<td>Reimbursement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Income</td>
<td>$ 22,423</td>
<td>$ 24,391</td>
<td>8.8%</td>
</tr>
<tr>
<td><strong>Subtotal, General Fund</strong></td>
<td>$ 333,983</td>
<td>$ 348,516</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>INCOME/EXPENSE ACTIVITIES</strong></td>
<td>$ 136,774</td>
<td>$ 139,561</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>Subtotal, Unrestricted Funds</strong></td>
<td>$ 470,757</td>
<td>$ 488,077</td>
<td>3.7%</td>
</tr>
<tr>
<td><strong>RESTRICTED FUNDS</strong></td>
<td>$ 162,700</td>
<td>$ 164,327</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Total Restricted and Unrestricted Revenue</strong></td>
<td><strong>$ 633,457</strong></td>
<td><strong>$ 652,404</strong></td>
<td><strong>3.0%</strong></td>
</tr>
<tr>
<td><strong>EXPENSE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GENERAL FUND</strong></td>
<td>$ 333,983</td>
<td>$ 348,516</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>INCOME/EXPENSE ACTIVITIES</strong></td>
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</tr>
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<td>$ 162,700</td>
<td>$ 164,327</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Total Restricted and Unrestricted Expense</strong></td>
<td><strong>$ 633,457</strong></td>
<td><strong>$ 652,404</strong></td>
<td><strong>3.0%</strong></td>
</tr>
</tbody>
</table>
Projected FY17 Operating Budget

$652 million

General Fund
$348m
53%

Restricted
$164m
25%

Income/Expense
$140m
22%
FY 2017 Proposed General Fund Budget – Comparison to FY 2016 Budget and Review of Major Assumptions for FY 2017
May 20, 2016

Board of Trustees
Budget, Finance and Investment Committee

Prepared by
Richard H. Cate, Vice President for Finance and Treasurer

These summary notes provide background and explanation for the UVM FY 2017 General Fund Budget Proposal, which highlights its key revenue and expense components. As was the case in FY 2016, the proposed FY 2017 budget is balanced with revenues and expenses equaling each other.

**General Fund Revenue**
Budgeted recurring revenue in the FY 2017 proposal is $14.5 million more than budgeted recurring revenue in the FY 2016 budget, a 4.4% increase.

**Undergraduate Student Enrollment:** The FY 2017 Undergraduate Fall/Spring Enrollment Average is projected to be 9,810, an increase of 0.7% over the FY 2016 budget, driven primarily by an increase in the number of out-of-state students.

**Tuition Rates:** The proposed tuition rate increase for FY 2017 is 3.0%.

**Undergraduate Net Tuition:** The combination of these two items (Increased Student Enrollment and a 3% tuition increase) results in a projected increase in Undergraduate Net Tuition by 3.9%.

**Graduate Tuition:** The University is projecting a $2.8 million increase over FY 2016 budgeted. This represents a 29.3% increase. While FY 2016 was budgeted at $9.5 million, the University is projecting a year-end total of $11.6 million for FY 2016. The growth in Graduate Tuition is being driven primarily by growth in many of the professional graduate programs in the College of Nursing and Health Sciences, College of Medicine, and the Grossman School of Business.

**Non-Degree Tuition:** No growth in Non-Degree Tuition is anticipated.

**Summer Tuition:** Summer Tuition is projected to grow 8.8%, or $1 million, over the FY 2016 budget, driven primarily by an increased focus by many of the Colleges and Schools on teaching during the summer session. This has been coupled by a projected increase in out-of-state students during the summer. Summer 2015 actual revenue totaled $12 million.

**Medical Tuition:** Medical Tuition is projected to increase $1.1 million, or 4.9%, driven primarily by an assumed tuition increase of 2.75% and an increase in enrollment of 10 students.

**State Appropriation:** State Appropriations are assumed to be flat.

**Sponsored Facility and Administrative Cost Reimbursement:** This revenue stream is projected to increase by $42,000 or less than 0.3%.
**Internal Activities Cost Recovery:** A nominal increase of 0.3% is projected for FY 2017.

**Operating Investment Income and Unrestricted Endowment:** Both of these components are assumed to remain flat to the FY 2016 Budget.

**Unrestricted Annual Giving:** We are projecting a decrease of $300,000 because this category of giving is in decline. However, this reduction is being offset by a $400,000 increase in student aid from restricted gifts. This reallocation better reflects the trend of gift giving over the past several years.

**Other Income:** Other Income is slated to increase by $2.3 million, or 21.4%. The primary components of this are $1 million in Acceptance Fees, $500,000 in Athletics Fees, $350,000 in revenue generated by the Office of Technology Commercialization (OTC), and $300,000 in rental income. Note that the Acceptance Fee ($1 million) and the OTC revenue ($350,000) is revenue that the University has been receiving in the past, but it was recorded in other funds outside the General Fund budget. The Athletics Fee represents the increase in the Comprehensive Fee approved by the Board at the February 2016 Board of Trustees Meeting.

**General Fund Expense**
Expense budgets are also projected to increase $14.5 million, or roughly 4.4%, driven primarily by increases in salary and benefits.

**Wages and Benefits:** Wages and Benefits are projected to increase 4.5%, driven primarily by a 4% increase in faculty salaries and an expected average increase of 2.25% in staff salaries. In addition, with the inception of Incentive Based Budgeting, some of the Colleges and Schools have been able to increase their staffing to provide higher quality instruction and student support.

**Operating & Equipment:** This component is projected to increase by $1.6 million, or 2.9%. It should be noted that roughly $1.5 million of this expense growth is associated with the Orientation revenue and OTC revenue listed above. These expenses, like the revenue allocation noted previously, were part of another fund in the University’s total budget, but are now being recognized in the General Fund. These items do not represent true expense growth. Without this increase, the increase would have been roughly $200,000, or less than 1%.

**Library Acquisitions:** We are proposing to level fund the Library Acquisitions budget.

**Energy:** Energy has been budgeted flat to FY 2016 due to energy efficiency measures, low natural gas prices, and no significant increase in rates for electricity.

**New Facilities:** An increase of $755,000, or 30%, is expected due primarily to expansion of the Chiller Plant.

**Plant Improvements, Insurance, Water/Sewage:** Roughly $1.25 million of the $1.55 million increase (30.5%) is due to an increase in the budget for deferred maintenance.

**Debt Repayment:** Debt Repayments from the General Fund are projected to increase by $500,000 to account for the payments for the STEM project.

**General Fund Support for UVM Foundation:** A small decrease (-0.7%) in the amount of General Funds to support UVMF is expected for FY 2017.
## UVM FY 2017 General Fund Budget Proposal

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Budget</th>
<th>FY 2017 Budget</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Students</td>
<td>2,955</td>
<td>2,785</td>
<td>(170)</td>
<td>-5.8%</td>
</tr>
<tr>
<td>Out-of-State Students</td>
<td>6,790</td>
<td>7,025</td>
<td>235</td>
<td>3.5%</td>
</tr>
<tr>
<td></td>
<td>9,745</td>
<td>9,810</td>
<td>65</td>
<td>0.7%</td>
</tr>
<tr>
<td>In-State Tuition</td>
<td>$14,664</td>
<td>$15,096</td>
<td>$432</td>
<td>3.0%</td>
</tr>
<tr>
<td>Out-of-State Tuition</td>
<td>$37,056</td>
<td>$38,160</td>
<td>$1,104</td>
<td>3.0%</td>
</tr>
<tr>
<td></td>
<td>$9,745</td>
<td>$9,810</td>
<td>65</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

### Expense

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Budget</th>
<th>FY 2017 Budget</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages, Benefits, Start-ups and Stipends</td>
<td>225,231</td>
<td>235,394</td>
<td>10,163</td>
<td>4.5%</td>
</tr>
<tr>
<td>Operating &amp; Equipment</td>
<td>55,410</td>
<td>57,024</td>
<td>1,614</td>
<td>2.9%</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>7,354</td>
<td>7,354</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Energy</td>
<td>9,608</td>
<td>9,612</td>
<td>5</td>
<td>0.0%</td>
</tr>
<tr>
<td>New Facilities, Rental, Renewal</td>
<td>2,530</td>
<td>3,286</td>
<td>755</td>
<td>29.8%</td>
</tr>
<tr>
<td>Plant Improvements, Insurance, Water/Sewage</td>
<td>5,106</td>
<td>6,663</td>
<td>1,557</td>
<td>30.5%</td>
</tr>
<tr>
<td>General Fund Contribution to Debt Repayment</td>
<td>20,359</td>
<td>20,859</td>
<td>500</td>
<td>2.5%</td>
</tr>
<tr>
<td>General Fund Support for UVM Foundation</td>
<td>8,385</td>
<td>8,325</td>
<td>(60)</td>
<td>-0.7%</td>
</tr>
<tr>
<td></td>
<td>333,983</td>
<td>348,516</td>
<td>14,533</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

*Appendix C*
## THE UNIVERSITY OF VERMONT
### COMPARISON OF STUDENT COSTS, FY 2016 - FY 2017

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2016</th>
<th>Proposed FY 2017</th>
<th>Increase (Decrease)</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In-State Students</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition Rate</td>
<td>$14,664</td>
<td>$15,096</td>
<td>$432</td>
<td>2.9%</td>
</tr>
<tr>
<td>Housing (traditional double)</td>
<td>$7,376</td>
<td>$7,634</td>
<td>$258</td>
<td>3.5%</td>
</tr>
<tr>
<td>Average Meal Plan</td>
<td>$3,774</td>
<td>$3,944</td>
<td>$170</td>
<td>4.5%</td>
</tr>
<tr>
<td>Student Fees</td>
<td>$2,104</td>
<td>$2,204</td>
<td>$100</td>
<td>4.8%</td>
</tr>
<tr>
<td><strong>Total In-State Costs</strong></td>
<td>$27,918</td>
<td>$28,878</td>
<td>$960</td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>Out-of-State Students</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition Rate</td>
<td>$37,056</td>
<td>$38,160</td>
<td>$1,104</td>
<td>3.0%</td>
</tr>
<tr>
<td>Housing (traditional double)</td>
<td>$7,376</td>
<td>$7,634</td>
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</tr>
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<td>$3,944</td>
<td>$170</td>
<td>4.5%</td>
</tr>
<tr>
<td>Student Fees</td>
<td>$2,104</td>
<td>$2,204</td>
<td>$100</td>
<td>4.8%</td>
</tr>
<tr>
<td><strong>Total Out-of-State Costs</strong></td>
<td>$50,310</td>
<td>$51,942</td>
<td>$1,632</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

### Tuition Rates Per Credit Hour

<table>
<thead>
<tr>
<th></th>
<th>Actual 2016</th>
<th>Proposed 2017</th>
<th>Increase (Decrease)</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Students</td>
<td>$611</td>
<td>$629</td>
<td>$18</td>
<td>2.9%</td>
</tr>
<tr>
<td>Out-of-State Students</td>
<td>$1,544</td>
<td>$1,590</td>
<td>$46</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

### College of Medicine Tuition

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2016</th>
<th>Proposed FY 2017</th>
<th>Increase (Decrease)</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Tuition</td>
<td>$33,460</td>
<td>$34,380</td>
<td>$920</td>
<td>2.7%</td>
</tr>
<tr>
<td>Out-of-State Tuition</td>
<td>$58,020</td>
<td>$59,620</td>
<td>$1,600</td>
<td>2.8%</td>
</tr>
</tbody>
</table>
## FY 2017 Proposed Room/Meal Rates

### Room Rate

<table>
<thead>
<tr>
<th>Room Description</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Single with Bath</td>
<td>$9,216</td>
<td>$9,538</td>
<td>3.5%</td>
</tr>
<tr>
<td>Private Double with Bath</td>
<td>$9,000</td>
<td>$9,316</td>
<td>3.5%</td>
</tr>
<tr>
<td>Suite Single with Shared Bath</td>
<td>$8,710</td>
<td>$9,014</td>
<td>3.5%</td>
</tr>
<tr>
<td>Suite Double with Shared Bath</td>
<td>$7,524</td>
<td>$7,788</td>
<td>3.5%</td>
</tr>
<tr>
<td>Traditional Single</td>
<td>$8,500</td>
<td>$8,798</td>
<td>3.5%</td>
</tr>
<tr>
<td>Traditional Double</td>
<td>$7,376</td>
<td>$7,634</td>
<td>3.5%</td>
</tr>
<tr>
<td>Traditional Triple</td>
<td>$5,886</td>
<td>$6,092</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

### Meal Plan Rates

<table>
<thead>
<tr>
<th>Meal Plan Description</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Dining</td>
<td>$3,774</td>
<td>$3,944</td>
<td>4.5%</td>
</tr>
<tr>
<td>Residential Unlimited Access (+100 pts.)</td>
<td>$3,774</td>
<td>$3,944</td>
<td>4.5%</td>
</tr>
<tr>
<td>Residential Unlimited Access (+300 pts.)</td>
<td>$4,220</td>
<td>$4,408</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

## Majority Used Plans*

### Room Rate

<table>
<thead>
<tr>
<th>Room Description</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Double</td>
<td>$7,376</td>
<td>$7,634</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

### Meal Plan Rate

<table>
<thead>
<tr>
<th>Meal Plan Description</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Dining</td>
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<td>$3,944</td>
<td>4.5%</td>
</tr>
<tr>
<td>Residential Unlimited Access</td>
<td>$3,774</td>
<td>$3,944</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

*Combined average room & meal would increase 4.00% above last year's comparative rates.

## Comprehensive Fees

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG Student Government Association (SGA)</td>
<td>$174</td>
<td>$200</td>
<td>14.9%</td>
</tr>
<tr>
<td>UG Inter Residence Association (IRA) Fee</td>
<td>$30</td>
<td>$30</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Other Fees</strong></td>
<td>$204</td>
<td>$230</td>
<td>12.7%</td>
</tr>
<tr>
<td>Davis Center</td>
<td>$584</td>
<td>$592</td>
<td>1.4%</td>
</tr>
<tr>
<td>Transportation</td>
<td>$110</td>
<td>$111</td>
<td>0.9%</td>
</tr>
<tr>
<td>CHWB</td>
<td>$646</td>
<td>$659</td>
<td>2.0%</td>
</tr>
<tr>
<td>Athl Oper/Athl Facility/Recreation</td>
<td>$324</td>
<td>$374</td>
<td>15.4%</td>
</tr>
<tr>
<td>Technology</td>
<td>$77</td>
<td>$77</td>
<td>0.0%</td>
</tr>
<tr>
<td>Academic Support Programs (ASP)</td>
<td>$56</td>
<td>$57</td>
<td>1.8%</td>
</tr>
<tr>
<td>Library Facility</td>
<td>$44</td>
<td>$45</td>
<td>2.3%</td>
</tr>
<tr>
<td>Clean Energy Projects</td>
<td>$20</td>
<td>$20</td>
<td>0.0%</td>
</tr>
<tr>
<td>Career Center (New Fee FY 2015)</td>
<td>$39</td>
<td>$39</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Overall Student Fees</strong> (excludes Room &amp; Board)</td>
<td><strong>$2,104</strong></td>
<td><strong>$2,204</strong></td>
<td><strong>4.8%</strong></td>
</tr>
</tbody>
</table>

## Residence Hall Activity - FY 2017

### Complex/Hall | Beds Available | Location | Beds Available |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chittenden/Buckham/Wills (CBW)</td>
<td>164</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Converse</td>
<td>164</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Central Campus</strong></td>
<td>164</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marsh/Austin/Tupper (MAT)</td>
<td>427</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Harris/Millis (H/M)</td>
<td>686</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Living/Learning (L/L)</td>
<td>576</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>U. Heights N</td>
<td>414</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>U. Heights S</td>
<td>421</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Athletic Campus</strong></td>
<td>2,524</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Christie/Wright/Patterson (CWP)</td>
<td>501</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mason/Simpson/Hamilton (MSH)</td>
<td>460</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Coolidge</td>
<td>146</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Redstone</td>
<td>33</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Slade</td>
<td>33</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Wing/Davis/Wilks (WDW)</td>
<td>528</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Redstone Campus</strong></td>
<td>1,668</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Jeanne Mance</td>
<td>171</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>McAuley</td>
<td>167</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mercy</td>
<td>183</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Back Five</td>
<td>236</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cottages</td>
<td>28</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total North Campus</strong></td>
<td>785</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total All Campuses</strong></td>
<td>5,141</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Average Occupancy</strong></td>
<td>4,858</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

## Temporary Housing

<table>
<thead>
<tr>
<th>Location</th>
<th>Beds Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarry Hill</td>
<td>120</td>
</tr>
<tr>
<td>Sheraton</td>
<td>114</td>
</tr>
<tr>
<td>439 College</td>
<td>22</td>
</tr>
<tr>
<td><strong>Total Temporary Housing</strong></td>
<td><strong>256</strong></td>
</tr>
</tbody>
</table>

## Appendix E
Appendix F

Comparator Tuition & Fees
2015-16 Academic Year

Source: IPEDS
Annualized Percentage Increase in Tuition & Fees

Out-of-State

2012-13 to 2015-16 Academic Year

Source: IPEDS
Annualized Percentage Increase in Tuition & Fees
In-State
2012-13 to 2015-16 Academic Year

Source: IPEDS
Comparator On-Campus Room & Board
2015-16 Academic Year

<table>
<thead>
<tr>
<th>Institution</th>
<th>Private</th>
<th>Public</th>
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<tr>
<td>Syracuse University</td>
<td>$14.9</td>
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<tr>
<td>Boston University</td>
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<td>University of Massachusetts Amherst</td>
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<td>University of Vermont</td>
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<td>$11.2</td>
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<tr>
<td>College of William and Mary</td>
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<td>$11.0</td>
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Source: IPEDS
Gross Tuition, Fees, Room & Board
2015-16 Academic Year

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<tr>
<th>Institution</th>
<th>Private 2015-16</th>
<th>Out-of-State Public 2015-16</th>
<th>In-State Public 2015-16</th>
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<td>$22.3</td>
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Source: IPEDS
Note: Data above does not include the impact of Financial Aid.
Net Price After All Gift Aid vs. Cost of Attendance
For In-State Undergraduates (recipients and non-recipients)

Cost of Attendance includes tuition, fees, room, and board
Gift Aid includes grants, scholarships, athletic grants, and tuition remission from federal, state, institutional and private sources
Excludes loans and work study
Net Price After All Gift Aid vs. Cost of Attendance
For Out-of-State Undergraduates (recipients and non-recipients)

Cost of Attendance includes tuition, fees, room, and board
Gift Aid includes grants, scholarships, athletic grants, and tuition remission from federal, state, institutional and private sources
Excludes loans and work study
Undergraduate Indebtedness at Graduation  
Academic Years 2005-06 through 2014-15

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<td><strong>Loan Recipients Only:</strong></td>
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<tr>
<td>Graduates with Debt</td>
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<td>535</td>
<td>531</td>
<td>550</td>
<td>585</td>
<td>563</td>
<td>589</td>
<td>590</td>
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<td>$21,415</td>
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<tr>
<td>Graduates</td>
<td>719</td>
<td>759</td>
<td>762</td>
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<td>876</td>
<td>882</td>
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<td>70%</td>
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<td>67%</td>
<td>67%</td>
<td>71%</td>
<td>68%</td>
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<td>$25,500</td>
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<td><strong>All Graduates:</strong></td>
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<tr>
<td>Graduates</td>
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<td>1,143</td>
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<td>1,406</td>
<td>1,437</td>
<td>1,452</td>
<td>1,579</td>
<td>1,663</td>
<td>1,424</td>
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<td>59%</td>
<td>55%</td>
<td>58%</td>
<td>57%</td>
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<td>60%</td>
<td>56%</td>
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<tr>
<td>Graduates with Debt</td>
<td>1,093</td>
<td>1,206</td>
<td>1,210</td>
<td>1,368</td>
<td>1,402</td>
<td>1,452</td>
<td>1,579</td>
<td>1,663</td>
<td>1,424</td>
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<tr>
<td>Average indebtedness</td>
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<td>$25,162</td>
<td>$25,246</td>
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<td><strong>All Graduates:</strong></td>
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<tr>
<td>Graduates</td>
<td>1,795</td>
<td>1,902</td>
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<td>2,190</td>
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<td>2,455</td>
<td>2,545</td>
<td>2,170</td>
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<td>$15,343</td>
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<td>$16,064</td>
<td>$14,816</td>
<td>$16,765</td>
<td>$16,662</td>
<td>$16,227</td>
<td>$16,536</td>
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<tr>
<td>Percentage with loan debt</td>
<td>61%</td>
<td>63%</td>
<td>61%</td>
<td>62%</td>
<td>61%</td>
<td>60%</td>
<td>60%</td>
<td>63%</td>
<td>61%</td>
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</tbody>
</table>

**NOTES:**

These comprehensive figures include both need-based and non-need-based student educational loans, from federal, institutional and private sources. Including these funds provides the most complete picture of student debt. Loans for parents are not included.

The 2011 out-of-state class experienced a decline in student debt due to the end of the Green Mountain Loan program in 2009 and the weakening of the private educational loan market. The 2012 out-of-state class average debt increased partially due to the rejuvenation of the private educational loan market and the unmet need created by the loss of the Green Mountain Loan.
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<tbody>
<tr>
<td><strong>Budget Process</strong></td>
<td>Fall 16 and Spring/Summer 17 Global Gateway Tuition</td>
<td>Setting of Maximum Cost of Fees (On and Off Campus)</td>
<td>Preliminary FY2018 Budget premises Tuition and fee rates</td>
<td>Final FY 2018 budget premises Room/board Rates (On and Off Campus) Fall 17 and Spring 18 Global Gateway Tuition</td>
</tr>
<tr>
<td></td>
<td>Approval of Summer Session Tuition Rates</td>
<td>Peer Comparisons FY 2017 Key Budget Assumptions (including tuition)</td>
<td></td>
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<tr>
<td></td>
<td>Setting of Max Room/Board Rates</td>
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<td><strong>Status of Budget</strong></td>
<td>End of Year Budget to Actual Report</td>
<td>1st Quarter Financial Status Report</td>
<td>3rd Quarter Financial Status Report</td>
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<tr>
<td><strong>Written Reports/Updates</strong></td>
<td>1. Fundraising Update on Capital Projects</td>
<td>1. Fundraising Update on Capital Projects</td>
<td>1. Fundraising Update on Capital Projects</td>
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<tr>
<td></td>
<td>2. Vice President's Report - External Audit Update</td>
<td>2. Vice President's Report</td>
<td>2. Vice President's Report</td>
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<tr>
<td></td>
<td>- Dual Enrollment Written Report - Annual Foundation</td>
<td>Net Assets Annual Review</td>
<td>- Net Tuition Stabilization Fund</td>
<td></td>
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<tr>
<td></td>
<td>Written Report (provided to full Board)</td>
<td>Green Revolving Loan Fund Annual Report</td>
<td>- Sources and Uses Update for Capital Projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Annual Update on President’s Strategic Initiatives Fund</td>
<td></td>
<td>3. Annual Report on Endowment Portfolio (May or Oct?)</td>
<td></td>
</tr>
<tr>
<td><strong>Policy / Planning Discussion</strong></td>
<td>Policies Due for Annual Review: if recommended changes</td>
<td>Policies Due for Annual Review: if recommended changes:</td>
<td>Policies Due for Annual Review:</td>
<td>Policies Due for Annual Review:</td>
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<tr>
<td></td>
<td>2) Annual Review of Endowment Administration Fee Policy</td>
<td>2) Cash Management and Liquidity Policy</td>
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<tr>
<td><strong>Debt Planning</strong></td>
<td></td>
<td>Annual Review of Debt Policy</td>
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<td>Annual Debt Ratio Review</td>
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<tr>
<td><strong>Capital Projects Resolutions</strong></td>
<td>Review Capital Project Resolutions: Larner Learning Commons Project Billings Library Renovation (authorization for final project expenditures)</td>
<td>Review Capital Project Resolutions, as necessary</td>
<td>Review Capital Project Resolutions, as necessary</td>
<td>Review Capital Project Resolutions, as necessary</td>
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<tr>
<td><strong>Performance Review of Investments as of</strong></td>
<td>June 30, 2016</td>
<td>December 31, 2016</td>
<td>March 31, 2017</td>
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<tr>
<td><strong>Investment Advisor</strong></td>
<td>Approval of Investment Advisor Contract (5-yr cycle; last approved by EC 6/15/15)</td>
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<tr>
<td><strong>Resolutions/other items</strong></td>
<td>5-year Review of Socially Responsible Investing clarifying resolution (approved 2/8/16 - due February 2021)</td>
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<tr>
<td><strong>BFI Workplan Review</strong></td>
<td></td>
<td>Annual Review of Work plan</td>
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<td>BFI Annual Assessment issued after May meeting</td>
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<tr>
<td><strong>Risks/Opportunities Review</strong></td>
<td></td>
<td>Higher Ed Funding Model Undergrad Enrollment/Net Tuition Revenue</td>
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<tr>
<td><strong>New Committee Orientation</strong></td>
<td></td>
<td>**Easter is April 16</td>
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# AGENDA

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure</th>
<th>Discussion Leader</th>
<th>Time</th>
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<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td></td>
<td>** 7:30 a.m.**</td>
</tr>
<tr>
<td>1. Approval of February 6, 2016 Meeting Minutes</td>
<td>Attachment 1</td>
<td>Kesha Ram</td>
<td>7:30-7:35</td>
</tr>
<tr>
<td>2. Election of Officers – Chair, Vice Chair and Secretary</td>
<td></td>
<td>Kesha Ram</td>
<td>7:35-7:45</td>
</tr>
<tr>
<td>3. Review of the Legislative Session and Plans for Next Year</td>
<td></td>
<td>Wendy Koenig</td>
<td>7:45-8:15</td>
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<td>4. Legislative Summit Update</td>
<td></td>
<td>Anne O’Brien</td>
<td>8:15-8:25</td>
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<tr>
<td>5. Other Business*</td>
<td></td>
<td>Kesha Ram</td>
<td>8:25-8:30</td>
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<tr>
<td><strong>ADJOURN</strong></td>
<td></td>
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<td>8:30 a.m.</td>
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* Executive Session as needed.
**Time is approximate.
Vermont Agricultural College Board

Executive Summary

Saturday, May 21, 2016

Prepared By
Kesha Ram, Chair

ACTION ITEMS

Approval of Previous Meeting Minutes
The minutes for the February 6, 2016 meeting are included in Attachment 1.

Action: Motion to approve the minutes.

Election of Officers

This is the annual meeting for the Vermont Agricultural College Board. The bylaws state that we will elect a Chair, Vice Chair and Secretary to serve one-year terms.

Action: Nominate, discuss and vote on Chair, Vice Chair and Secretary to serve one-year terms.

DISCUSSION ITEMS

Review of the 2016 Legislative Session – I will join President Tom Sullivan and Director of State and Federal Relations Wendy Koenig in a wrap up of this year’s accomplishments in the legislature. We will also discuss agenda items and strategies for the 2017 upcoming session.

Update on 2016 Legislative Summit Planning – Trustee Anne O’Brien will walk us through updates on the planning process for the November Legislative Summit and answer any questions Board Members might have.

OTHER BUSINESS

Time will be reserved at the end of our meeting for other business as necessary.
A meeting of the Vermont Agricultural College Board of Trustees of the University of Vermont and State Agricultural College was held on Saturday, February 6, 2016, at 7:30 a.m., in the Chittenden Bank Room of the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Kesha Ram, Vice Chair Joan Lenes, Secretary Anne O’Brien, Bill Botzow, Bernie Juskiewicz, Curt McCormack, Donna Sweaney, Tristan Toleno, and Jeff Wilson

MEMBERS ABSENT: None

ALSO PARTICIPATING: Director of Federal and State Relations Wendy Koenig and President Tom Sullivan

Chair Kesha Ram called the meeting to order at 7:30 a.m.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes from the October 19, 2015 meeting.

Review of 2015 Legislative Summit and Planning for 2016

Secretary Anne O’Brien gave a brief summary of the successful 2015 UVM Legislative Summit, which addressed the issue of economic development in Vermont. After thanking staff for their contributions to the event, a discussion ensued about the 2016 summit. Members agreed that the 2016 summit would address the topic of health-policy and research. Proposed dates for the event are November 16th or 17th, 2016. In response to survey feedback from the 2015 summit, the event will likely be reduced from a full-day to a half-day event with fewer concurrent sessions. Secretary O’Brien noted that she will be working with Vice President for Research Richard Galbraith to develop a working committee to plan the 2016 event.

Legislative Session Priorities

President Sullivan provided an outline of the University of Vermont’s legislative priorities. He stated that there are several items to accomplish before adjournment of the legislature in May. These items include: an increase to the University’s state appropriation as outlined in the 2014 Act 148 study committee which recommends an annual increase to UVM of the percentage increase of the state general fund plus one percent; a one-time capital appropriation of $1.5M to support the creation of the STEM Complex; and a repeal of the 40% rule for undergraduate students. President Sullivan also distributed a copy of his annual legislative presentation and a one page “Value to Vermont” fact sheet to each member for their reference.
Work Plan

Chair Ram asked that members put forward requests of items appropriate for discussion during future meetings. She also thanked Coordinator of Student Veteran Services David Carlson for his presentation at the October meeting. Several members suggested that the Wellness Environment presentation, provided at the February 5, 2016 Committee of the Whole meeting, be further discussed at a future meeting to determine how the UVM model could be used statewide. Members also requested that they consider how they can work on increasing support for UVM Extension.

Adjournment

There being no further business, the meeting adjourned at 8:30 a.m.

Respectfully submitted,

Anne O’Brien, Secretary
**UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE**  
**BOARD OF TRUSTEES**

**UNIVERSITY OF VERMONT BOARD**

Chair Lisa Ventriss, Vice Chair Ron Lumbra, Secretary Richard Gamelli, Briar Alpert, David Aronoff, Cynthia Barnhart, Robert Brennan, David Daigle, and Donald McCree

**Saturday, May 21, 2016**

7:30 a.m. – 8:30 a.m.

Boulder Society Room (411)  
Dudley H. Davis Center

**AGENDA**

<table>
<thead>
<tr>
<th>Item</th>
<th>Exemption/Enclosures</th>
<th>Discussion Leader</th>
<th>Times</th>
</tr>
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<tbody>
<tr>
<td><strong>Call to Order</strong></td>
<td></td>
<td></td>
<td><em>7:30 a.m.</em></td>
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<tr>
<td>1. Approval of February 6, 2016 meeting minutes</td>
<td>Attachment 1</td>
<td>Lisa Ventriss</td>
<td>7:30-7:32</td>
</tr>
<tr>
<td>2. Wilbur Trust Update</td>
<td>Report H</td>
<td>Lisa Ventriss</td>
<td>7:32-7:35</td>
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<td>3. Executive Session</td>
<td></td>
<td>Lisa Ventriss</td>
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<tr>
<td><strong>Motion</strong></td>
<td><strong>Exemption(s)</strong></td>
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<tr>
<td>3a. Election of Officers</td>
<td>Appointment of Public Officers</td>
<td>Lisa Ventriss</td>
<td>7:35-7:45</td>
</tr>
<tr>
<td>3b. Trustee Recruitment</td>
<td>Evaluation and Appointment of Public Officers</td>
<td>Lisa Ventriss</td>
<td>7:45-8:20</td>
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<tr>
<td><strong>Motion to Go Out of Executive Session</strong></td>
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<td>Lisa Ventriss</td>
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<tr>
<td>4. Election of Officers - Chair, Vice Chair and Secretary</td>
<td>Lisa Ventriss</td>
<td>8:20-8:25</td>
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<td>5. Other Business</td>
<td></td>
<td>Lisa Ventriss</td>
<td>8:25-8:30</td>
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<td><strong>ADJOURN</strong></td>
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<td>8:30 a.m.</td>
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*Time is approximate.*  
**The Chair will entertain a motion to enter into Executive Session to discuss the evaluation and appointment of public officers. Action is anticipated following the Executive Session.*
The University of Vermont Board
Executive Summary

Saturday, May 21, 2016

Prepared by: Lisa Ventriss, Chair

The Board will review the Wilbur Trust Report and elect officers for the year. The remainder of the meeting will be held in executive session for the purpose of discussing the appointment/evaluation of a public officer.

ACTION ITEMS

Approval of Previous Minutes
The February 6, 2016 meeting minutes are included as Attachment 1.

Action: Motion to approve the minutes.

Election of Officers
This is the annual meeting for the University of Vermont Board. The bylaws state that we will elect a chair, vice-chair and secretary to serve one-year terms. Executive Session time will be reserved for us to discuss the appointment of public officers.

Action: Nominate, discuss and vote on chair, vice-chair and secretary to serve one-year terms.

ROUTINE REPORTS

Wilbur Trust Report – Included in your meeting materials as Report H is a summary of the University of Vermont Wilbur Trust Fund financial report from November 2015 through February 2016.

EXECUTIVE SESSION

I will entertain a motion to enter into Executive Session for the purpose of discussing the appointment/evaluation of public officers. Action is anticipated following the Executive Session.
A meeting of the University of Vermont Board of the University of Vermont and State Agricultural College Board of Trustees was held on Saturday, February 6, 2016, at 7:30 a.m., in the Boulder Society Room, 411 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Lisa Ventriss, Vice Chair Ron Lumbra, Secretary Dale Rocheleau, Robert Brennan, Cynthia Barnhart, David Daigle, Richard Gamelli, Deborah McAneny and Donald McCree

ABSENT: None

Chair Lisa Ventriss called the meeting to order at 8:02 a.m.

Approval of Minutes

A motion was made, seconded, and voted to approve the October 19, 2015 meeting minutes.

Acceptance of Annual Wilbur Trust Grant & Scholarship Awards Report

The UVM Board reviewed and accepted the annual Wilbur Trust Grant & Scholarship Awards Report included as attachment 2 in the meeting materials. Chair Ventriss reminded Trustees that the Wilbur Trust Fund was established in 1928 and currently has assets totaling $20.5 million from which a portion is used to help make tuition more affordable for Vermont high school students, male or female, without regard to race or creed. Students must be certified by the Vermont principal or a teacher of the public school they attend that they are of good moral character, desirous of an education, financially unable to obtain an education and likely to benefit therefrom, and of “extraordinarily good” academic standing. Chair Ventriss noted that in academic year 2014-2015 two hundred sixteen Vermont residents received grants and awards totaling $1,060,172.

Wilbur Trust Update

The UVM Board reviewed a summary of the Wilbur Trust Fund financial report from September through November 2015.

Executive Session

At 8:17 a.m., the Chair entertained a motion to enter into executive session for the purpose of discussing the appointment of a public officer. The meeting was re-opened to the public at 8:27 a.m.
Election of Board Secretary

A motion was made to elect Richard Gamelli as Secretary to succeed Dale Rocheleau whom will complete his term of service at the end of February. The motion was seconded and it was voted to approve the appointment.

Election of Board Members

Chair Ventriss reported that in addition to Dale Rocheleau, Chair Debbie McAneny will complete her term of service at the end of the month and thanked them both for their years of service. She next entertained a motion to appoint Briar Alpert and David Aronoff to the Board, effective March 1, 2016, each for a six-year term.

A motion was made, seconded and voted to approve the aforementioned appointments.

It was noted that the next class of self-perpetuating trustees to retire from the Board in 2018 includes Trustees Rob Brennan, Richard Gamelli and Lisa Ventriss.

Adjournment

There being no further business, the meeting was adjourned at 8:28 a.m.

Respectfully submitted by,

Dale Rocheleau, Secretary
THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

FULL BOARD

Chair David Daigle, Vice Chair Ron Lumbra, Secretary Joan Lenes, Briar Alpert, David Aronoff, Cynthia Barnhart, Bill Botzow, David Brandt, Robert Brennan, Frank Cioffi, Carolyn Dwyer, Richard Gamelli, Bernie Juskiewicz, Curt McCormack, Donald McCree, Ed Pagano, Anne O’Brien, Kesha Ram, Governor Peter Shumlin, President Thomas Sullivan, Donna Sweaney, Soraiya Thura, Tristan Toleno, Lisa Ventriss, Jeff Wilson

Saturday, May 21, 2016

8:30 a.m. – 11:00 a.m.

Livak Ballroom (417-419)
Dudley H. Davis Center

AGENDA

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<tr>
<td>Call to Order</td>
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<td><em>8:30 a.m.</em></td>
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<tr>
<td>1.</td>
<td>Approval of March 14, 2016 meeting minutes</td>
<td>Attachment 1</td>
<td>David Daigle</td>
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<tr>
<td>2.</td>
<td>Public Comment</td>
<td></td>
<td>David Daigle</td>
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<tr>
<td>3.</td>
<td>Committee Reports</td>
<td></td>
<td>8:50-9:20</td>
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<tr>
<td></td>
<td>Audit</td>
<td>Bernie Juskiewicz</td>
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<td></td>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Bill Botzow</td>
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<td></td>
<td>Budget, Finance &amp; Investment</td>
<td>Don McCree</td>
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<td></td>
<td>Board Governance</td>
<td>Frank Cioffi</td>
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<tr>
<td>4.</td>
<td>VT Agricultural College Board</td>
<td>Kesha Ram</td>
<td>9:20-9:25</td>
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<tr>
<td>5.</td>
<td>UVM Board</td>
<td>Lisa Ventriss</td>
<td>9:25-9:30</td>
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<tr>
<td>6.</td>
<td>Approval of Consent Agenda</td>
<td>Attachment 2</td>
<td>David Daigle</td>
</tr>
<tr>
<td>7.</td>
<td>Executive Session</td>
<td>David Daigle</td>
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<tr>
<td><strong>Motion</strong></td>
<td></td>
<td>Exemption(s)</td>
<td>David Daigle</td>
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*Times are approximate.

** The Chair will seek a motion to go into Executive Session for the purpose of discussing contracts and appointment of a public officer. No action is expected following the Executive Session.
# FULL BOARD

## AGENDA, Continued

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</thead>
<tbody>
<tr>
<td>7a.</td>
<td>Student Health Insurance Contracts</td>
<td>Jon Porter</td>
<td>9:40-9:50</td>
</tr>
<tr>
<td>7b.</td>
<td>Fair Labor Standards Act Contracts</td>
<td>Wanda Heading-Grant</td>
<td>9:50-10:00</td>
</tr>
<tr>
<td>7c.</td>
<td>Multipurpose Events Center Contracts</td>
<td>Tom Gustafson</td>
<td>10:00-10:10</td>
</tr>
<tr>
<td>7d.</td>
<td>City of Burlington and University of Vermont Letter of Agreement Contracts</td>
<td>Tom Gustafson</td>
<td>10:10-10:15</td>
</tr>
<tr>
<td>7e.</td>
<td>2017 Honorary Degrees Contracts: Appointment of a Public Officer</td>
<td>Gary Derr</td>
<td>10:15-10:20</td>
</tr>
<tr>
<td></td>
<td><strong>Motion to Go Out of Executive Session</strong></td>
<td></td>
<td>David Daigle</td>
</tr>
<tr>
<td>8.</td>
<td>Other Business</td>
<td>David Daigle</td>
<td>10:20-11:00</td>
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<tr>
<td></td>
<td><strong>Motion to Adjourn</strong></td>
<td></td>
<td>11:00 a.m.</td>
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*Times are approximate.*
A meeting of the Board of Trustees of the University of Vermont and State Agricultural College was held on Monday, March 14, 2016, at 1:00 p.m. in Memorial Lounge, 338 Waterman Building.

MEMBERS PRESENT: Chair-Elect David Daigle*, Vice Chair Ron Lumbra*, Secretary Joan Lenes, Briar Alpert, Cynthia Barnhart*1, Bill Botzow*, David Brandt, Frank Cioffi*2, Carolyn Dwyer*, Richard Gamelli*3, Bernie Juskiewicz, Curt McCormack, Don McCree*, Ed Pagano*4, Kesha Ram*5, Tom Sullivan, Donna Sweaney*, Soraiya Thura, Tristan Toleno*, and Lisa Ventriss

MEMBERS ABSENT: David Aronoff, Robert Brennan, Anne O’Brien, Governor Peter Shumlin, and Jeff Wilson

ALSO PARTICIPATING: Provost David Rosowsky, Vice President for Finance and Treasurer Richard Cate, Green Building Coordinator Michelle Smith, Director of Capital Planning & Management Bob Vaughan, Vice President for University Relations and Administration Thomas Gustafson, Associate Vice President & Director of Athletics Robert Corran, Vice President for Legal Affairs and General Counsel Fran Bazluke, Vice President for Executive Operations Gary Derr, Chief of Staff and Senior Counsel to the President Sharon Reich Paulsen, and Associate Director of Athletics Jeffrey Schulman.

*via conference call.
1Left the meeting at 2:04 p.m.
2Left the meeting at 1:25 p.m.
3Joined at 1:09 p.m.
4Left the meeting at 1:50 p.m.
5Left the meeting at 2:00 p.m.

Vice Chair Ron Lumbra called the meeting to order at 1:04 p.m.

Approval of Previous Meeting Minutes

A motion was made, seconded and it was voted to approve the minutes from the February 6, 2016, meeting as presented.

Public Comment

There were no requests for public comment.

Election of Board Chair

Vice Chair Ron Lumbra reminded Trustees that, in February, the Board elected University and Board Officers and that, in accordance with the University Charter, the Chair election is held the first meeting following the election of new Trustees.
The following resolution was presented for approval:

**Resolution Approving Appointment of Board Chair**

RESOLVED, that the Board hereby accepts the recommendation of the Nominating Committee and approves the appointment of David Daigle as Chair, effective immediately.

Frank Cioffi, Chair of the Committee on Board Governance, moved the resolution. The motion was seconded and the following roll-call vote was taken to approve the resolution: Briar Alpert – Yes, Cynthia Barnhart – Yes, Bill Botzow – Yes, David Brandt – Yes, Frank Cioffi – Yes, David Daigle – Abstain, Carolyn Dywer – Yes, Richard Gamelli – Absent, Bernie Juskiewicz – Yes, Joan Lenes – Yes, Ron Lumbra – Yes, Curt McCormack – Yes, Don McCree – Yes, Ed Pagano – Yes, Kesha Ram – Yes, Tom Sullivan – Yes, Donna Sweeney – Yes, Soraiya Thura – Yes, Tristan Toleno – Yes, and Lisa Ventriss – Yes. The vote was unanimous to elect David Daigle as Board Chair.

**Chair’s Remarks**

Chair Daigle thanked the Board for its confidence in electing him as Chair. He explained that, in his time as a Trustee, he has observed how well the Board works together, even when addressing the most difficult issues. He stated that one of his priorities is to continue this collegiality. He also explained that one of the largest risks the University currently faces is an increasingly competitive market. He identified as his top priority is to ensure that the University is equipped to succeed in such a market. He feels the best way to do so is to focus on the University’s value proposition, including its cost structure but, more importantly, advancing the academic paradigm.

**President’s Report**

President Tom Sullivan congratulated Chair Daigle. He then provided updates since the February Board meeting. He has continued visits to the Legislature and has attended and testified at the Senate and House Education, Institutions and Appropriations Committees and the House Corrections Committee. President Sullivan has urged the approval of the Governor’s 2014 Summer Study Committee’s recommendations concerning increasing the University’s appropriation and the 2015 Summer Study Committee’s recommendation for the need to educate more first-generation Vermonters and low-income students. Additionally, he has advocated for repealing the 40-percent rule, as to which he remains hopeful.

President Sullivan moved on to discuss national press the University has received. The Boston Globe and NBC have covered the UVM Wellness Environment (WE), and CBS was recently on campus to cover the topic. Josh Speidel, the star basketball recruit who was severely injured in an automobile accident, has received coverage in the Chicago Tribune for his courage, determination, and optimism, and for the support he has received from UVM.

President Sullivan also reported on several University-related awards and recognitions. Political Science Professor Alex Zakaras won the prestigious 2016 Sanders Prize for Political Philosophy. The prize will be presented at the Annual Workshop for Oxford Studies in Political Philosophy.
in Barcelona, Spain in June. Professor Taylor Ricketts, director of the Gund Institute, was listed by Thomson Reuters as one of the most cited and influential researchers in the world in the category of Environment and Ecology. UVM was one of eight winners of the MacArthur Award, which recognizes the top ROTC programs in the country. Additionally, UVM’s debate team has been ranked 15th in the world and 4th in the U.S.

President Sullivan next reported that UVM Extension will be the lead on a $950,000 Food and Drug Administration (FDA) grant to promote food safety in the northeast. Political Science Professor Garrison Nelson, a University faculty member for 42 years, has been quoted in more than a dozen national and international publications about the presidential election, including the New York Times, Washington Post, Boston Globe, New Yorker, CNN, NPR, MSNBC, Politico, U.S News, and the Village Voice. President Sullivan concluded that it has been a very busy month.

Chair Daigle asked if the Wellness Environment (WE) has been fully incorporated into the admissions process. President Sullivan answered that it has and that meetings are held regularly to work on expanding the WE program.

**Action Items**

Chair Daigle advised the Board that the resolutions pending for action at this meeting on the consent agenda will be introduced individually with opportunity for discussion following. Once all resolutions have been introduced, the Board will vote on them as a consent agenda, by roll-call vote, with the opportunity for resolutions to be voted on separately upon request.

Chair Daigle presented a resolution approving Committee and Chair appointments, indicating that appointments will take effect once approved. He stated that everyone he approached regarding changes to their assignments was very gracious in accepting them. He also thanked all who have agreed to chair committees.

The following resolution was presented for approval:

**Resolution Approving Committee and Chair Appointments**

RESOLVED, that the Board of Trustees approves the Committee and Chair appointments for 2016 as presented today and appearing as Appendices A and B to this document.

Chair Daigle next invited Educational Policy and Institutional Resources (EPIR) Committee Chair Bill Botzow to report on the Committee meeting held earlier today. Chair Botzow reported that the Committee reviewed and endorsed for Board approval recommendations to approve the creation of a new minor in Neuroscience in the College of Arts and Sciences, and to approve the creation of a new Minor in Behavioral Change Health Studies in the College of Medicine. Chair Botzow explained that both recommendations were also endorsed by the Faculty Senate and approved by the President and Provost and are being brought forward at this time to allow for the courses to be offered this coming fall.
The following resolutions were presented for approval:

**Resolution Approving the Creation of a New Minor in Neuroscience in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a new minor in Neuroscience in the College of Arts & Sciences, as approved and advanced by the Provost on February 18, 2016, and the President on February 19, 2016.

**Resolution Approving the Creation of a New Minor in Behavioral Change Health Studies in the College of Medicine**

RESOLVED, that the Board of Trustees approves the creation of a new minor in Behavioral Change Health Studies in the College of Medicine, as approved and advanced by the Provost on February 18, 2016, and the President on February 19, 2016.

Chair Daigle asked if the minor in Neuroscience would be taught exclusively by professors in the College of Arts & Sciences. Provost Rosowsky replied that the proposed Neuroscience minor is a cross-college and department collaboration.

Vice President for Finance and Treasurer Richard Cate introduced a resolution authorizing the execution of power purchase and license agreements with AllEarth Services LLC. He explained that, although the dollar amount of the proposed contract extension is $110,000, it is being presented to the Board for approval because it meets the five-year threshold requirement. He further explained that the agreement has allowed the University to purchase low-cost, locally-generated, solar power produced by AllEarth collectors installed behind the forest research facility at 705 Spear Street. Although the system costs more than paying for electricity, it allows for a learning opportunity for UVM research, and also sets the University on the path for green energy.

Chair Daigle asked how much it costs the University to have the solar panel system rather than electric. Vice President Cate explained that Green Mountain Power credits UVM’s monthly electric bill with the “solar adder,” per Vermont state law, which requires that utilities provide at least a minimum level of value for solar net metering for the first ten years of solar electricity production. The annual solar adder credits amount to approximately $8,300.00, resulting in an average of a $13,400 total annual cost for the solar electricity. Vice President Cate added that the University would save more if there were additional panels in place; we currently have approximately 46. His expectation is that the solar panels will be more economical in the long-run and will continue to be beneficial for research.

Chair Daigle asked whether local electricity rates are considered high. Vice President Cate replied that they are. Cate explained that, if solar energy costs reduce, the University has savings opportunities.

Trustee Curt McCormack asked if the University has kept the renewal energy credits. Green Building Coordinator Michelle Smith replied that the credits are retired on the University’s behalf.
Trustee McCormack next inquired whether the University has an opportunity to buy the system from AllEarth. Director of Capital Planning & Management Bob Vaughan explained that, at the end of the original five-year agreement, the University could have purchased the system at market value. However, after analysis of the purchase cost and the estimated maintenance costs, it was determined that there was more value in renewing the agreement for another five years, and not to purchase the system. He added that technology will continue to improve. He also stated that if the University decides to end the agreement after the proposed five-year renewal, AllEarth will incur the cost to dispense of the system.

The following resolution was presented for approval:

**Resolution Authorizing Execution of Power Purchase and License Agreements with AllEarth Services LLC**

BE IT RESOLVED, that the Vice President for Finance and Treasurer, or his successor or designee, is hereby authorized to negotiate and execute five-year power purchase and license agreements with AllEarth Services LLC for the generation of solar power, beginning April 1, 2016, and ending December 31, 2020, at an average annual cost of $13,400.

Vice President Cate next introduced a resolution approving contracts with Datatrend Technologies, Inc. He stated that UVM has purchased IBM equipment, maintenance, and support for server hardware, storage systems, hardware maintenance, and licenses. IBM sells its products through retail channels. Datatrend Technologies, Inc., is UVM's assigned IBM business partner. He added that Datatrend provides UVM preferred discount rate offers, at different times of the year, as high as 73.5% off list price. The contract would be through 2019.

The following resolution was presented for approval:

**Resolution Approving Contracts with Datatrend Technologies, Inc.**

BE IT RESOLVED, that the Vice President for Finance and Treasurer, or his successor or designee, is authorized to enter into contracts with Datatrend Technologies, Inc., for an amount not to exceed $1,500,000 from January 25, 2016, through March 31, 2017, for IBM equipment and maintenance services.

Vice President for University Relations and Administration Thomas Gustafson presented a resolution authorizing the nomination of Converse Hall, constructed in 1895, to the National Register of Historic Places. He explained that the Board of Trustees adopted the 2006 Campus Master Plan, which identifies the University’s stewardship responsibilities to maintain and respect its historic resources in accordance with local, state, and federal regulations. More recently, the UVM Medical Center required the demolition of the Chittenden-Buckham-Wills Residential Complex to complete the construction of its new Inpatient Facility. The Act 250 Land Use Permit for the demolition required the University to nominate the architecturally significant Converse Hall to the National Register of Historic Places. Vice President Gustafson added that the University already has 35 other buildings on the Register.
Chair Daigle asked if Converse Hall is likely to be placed on the National Register if the University nominates it. Vice President Gustafson replied that the nomination should be accepted.

Chair Daigle asked whether more costs would be incurred if Converse Hall is accepted on the National Register. Director Vaughan explained that it will not change the costs to maintain the building. Vice President Gustafson added that Converse Hall is already on the Vermont State Register of Historical Places.

Chair Daigle asked what happens if the University wants to tear down the building in the future. Director Vaughan replied that the University would have to provide justification for eliminating the building.

Trustee McCormack commented that an advantage for buildings on the National Register is that the codes are less stringent, making renovations less expensive.

The following resolution was presented for approval:

**Resolution Authorizing Nomination of Converse Hall to the National Register of Historic Places**

BE IT RESOLVED, that the Board of Trustees hereby authorizes the President, his successor, or his designee to conduct the necessary historic preservation services to complete and submit the nomination of Converse Hall to the National Register of Historic Places.

Vice President Gustafson next introduced a resolution to increase the funding of the First-Year Student Housing Project following the receipt of the bids to complete the construction. He explained that, as of now, bids have been received; however, contractual negotiations have not been completed. Director for Capital Management & Planning Bob Vaughan, and his team, have worked diligently to ensure that the bids are understood and to ensure that the University receives the best prices possible. Vice President Gustafson expressed confidence that the project can be delivered under the $70 million projection. He also feels that the project can include the original number of floors for the buildings at 6 and 7 floors respectively.

Chair Daigle asked what value-engineering measures were taken to have the project stay under the $70 million cost. Director Vaughan explained that he has worked at length with subcontractors and architects to put forth opportunities that could remove cost without affecting quality. He added that such discussion will continue. However, he is confident that the quality will remain as projected, including having slate roofs, and brick and stone exteriors. A lot of the value-engineering has occurred in reviewing the proposed mechanical equipment to bring down costs on the operational side.

Trustee Alpert asked if the project comprises fixed-cost contracts. Director Vaughan affirmed that they are fixed-cost.

Trustee Joan Lenes asked how many beds would be housed in the buildings. Director Vaughan replied that there will be 699 beds.
Referencing funding, Chair Daigle recalled that $65 million had been previously committed to the project. He asked how the gap was being closed. Vice President Cate explained that the additional $5 million will come from the sale of the County Apartments, which is currently listed at $9.6 million. He further explained that we currently have the cash needed to proceed on schedule.

President Sullivan added that the buildings are scheduled to be occupied by Fall 2017.

The following resolution was presented for approval:

**Resolution Approving Funding Proposal for First-Year Student Housing Project**

BE IT RESOLVED, that the Vice President for Finance and University Treasurer, or his successor or designee, is hereby authorized to fund the first-year student housing project described on May 16, 2015, on the material terms and subject to the funding plan presented then to the Board of Trustees, at a cost not to exceed $70 million, using no more than $53 million in bond proceeds. Final authorization of the bond issue must and shall be approved by the Board of Trustees by separate resolution.

BE IT FURTHER RESOLVED, that this resolution replaces and supersedes the earlier resolution on this topic, dated May 16, 2015, which authorized a total commitment of $65 million to the First-Year Student Housing Project.

Vice President Gustafson, Vice President Cate, Associate Vice President & Director of Athletics Robert Corran, and Director of Capital Planning & Management Bob Vaughan presented a resolution approving a funding proposal for Phase II of the Virtue Field project. Vice President Gustafson reminded Trustees that Phase I had been completed, including installation of turf, perimeter fencing, a scoreboard, and temporary seating. He also explained that this past summer, due to safety and utilization issues, the University installed new exterior lighting fixtures, employing state-of-the-art lighting designed to minimize impacts beyond the field. At that time, permits for the remainder of Phase II were secured. Those permits expire in 2016. In addition, bids have been secured for Phase II that are significantly lower than the estimated cost of the project. Because of these factors and the finalization of a funding proposal, the administration recommends that the project move forward during the upcoming construction season.

Vice President Cate explained that it is estimated that the Phase II construction of Virtue Field will cost $3.5 million, based on the completed bid results. To cover this cost, the Athletics Department has $500,000 in gift funds on hand available for this project, leaving an additional funding need of $3 million. The administration is proposing to make an internal loan from the plant net assets account. This account has a balance of $57 million, of which $17 million is cash. The source of these funds is annual allocations for long-term deferred maintenance capital projects such as replacement boilers, roofs, and the chiller plant addition, the latter of which the Board approved last year. One percent of the construction cost of facilities constructed since 1992 is put into the plant fund each year. The goal of the plant fund is to have an ever-increasing balance available for facility needs. The proposed loan for Phase II will not decrease the balance in the account because the withdrawal of the cash will be coincidental with the creation of an account receivable asset, which will be repaid by the Athletics Department over the next five years. He added that it is important to note that, because the plant fund net assets are already
encumbered, this loan will not have any impact on the University’s $30 million unencumbered liquidity pool. The gift fund allocation is consistent with the level of actual gifts that have been received over the past several years. Part of the funds that will be used to pay back the loan will come from the Athletic Facility Improvement Fund, which is supported by current annual fees. The use of the fund stays consistent with its purpose.

Associate Vice President & Director of Athletics Robert Corran explained that this project would address a tremendous need for the University and the surrounding community. In particular, it will establish the University as an athletic campus used for the majority of high school championships, which will in turn bring more high school students to campus. He added that the installation of the lights extended programming flexibility considerably.

Vice President Gustafson stated that there are plans for a Phase III. However, moving forward with Phase II will make the field usable for many more events. He explained that Phase III would include building locker rooms, bathrooms, and other improvements.

Chair Daigle referenced the funding structure of borrowing from encumbered plant net assets and expressed concern regarding whether it will set a precedent. Director Corran stated that he is confident that there are donors identified to help repay the loan. Trustee Don McCree also expressed concerns regarding the potential setting of a precedent. However, he stated that he is supportive of the proposal after speaking with Vice President Cate prior to the meeting. Vice President Cate added that he is comfortable with this proposal as there is not an immediate need for the funds. Chair Daigle expressed approval and noted the unique nature of the proposal.

The following resolution was presented for approval:

**Resolution Approving Funding Proposal for Virtue Field (Phase II) Project**

WHEREAS, in May 2011, the Board received a briefing regarding the Virtue Soccer/Lacrosse Turf Field, and approved Phase I of the project; and

WHEREAS, in June 2015, the Executive Committee received an update on the Virtue Field Project at the time the installation of lights occurred; and

WHEREAS, the administration today reported on the estimated cost for the completion of Phase II of the Virtue Field Project and presented a funding plan;

THEREFORE, BE IT RESOLVED, that the Board authorizes the Vice President for Finance and Treasurer or his designee to expend $3,500,000 for project costs, to be expended in a manner consistent with the report made on this date; and

BE IT FURTHER RESOLVED, that the $3,500,000 of funds for such expenditures be drawn from a combination of existing gift funds, Athletic Department general funds, and an internal loan from plant net assets.

A motion was made, seconded and the following roll-call vote was taken to approve the above resolutions as a consent agenda: Briar Alpert – Yes, Cynthia Barnhart – Yes, Bill Botzow – Yes, David Brandt – Yes, David Daigle – Yes, Carolyn Dywer – Yes, Richard Gamelli – Yes, Bernie

**Executive Session**

At 1:51 p.m., Chair Daigle entertained a motion to enter into executive session to consider contracts, premature general public knowledge of which would clearly place the University at substantial disadvantage. He noted that no action was anticipated following the session which was expected to last approximately 25 minutes. The motion was made, seconded and approved.

Provost David Rosowsky; Vice Presidents Tom Gustafson, Richard Cate, Gary Derr and Fran Bazlute; Chief of Staff and Senior Counsel to the President Sharon Reich Paulsen; Associate Vice President & Director of Athletics Robert Corran; Associate Director of Athletics Jeffrey Schulman; and Director of Capital Planning & Management Bob Vaughan were invited to remain.

After the first item, Associate Vice President & Director Corran, Associate Director Schulman, and Director Vaughan were excused.

At 2:16 p.m., the meeting was re-opened to the public.

Trustee Joan Lenes presented to President Sullivan a framed copy of a Concurrent House Resolution that designates January 8, 2016 as Martin St. Louis Day. Martin St. Louis was an extraordinary UVM Hockey player whom played from 1993-1997. He moved on to have an illustrious 16-season career in the National Hockey League. He was inducted into UVM’s Hall of Fame in 2007 and retired from the NHL in 2015. Mr. St. Louis was recognized by the UVM Hockey Program, at Gutterson Fieldhouse, the evening of January 8, 2016.

**Adjournment**

There being no further business, the meeting was adjourned at 2:19 p.m.

Respectfully submitted,

David Daigle, Chair
## Appendix A

### The University of Vermont and State Agriculture College

#### Board of Trustees Standing Committees

#### 2016 Assignments – Approved 3/14/16

<table>
<thead>
<tr>
<th>Name</th>
<th>Audit (7)</th>
<th>Board Governance (9)</th>
<th>Budget, Finance &amp; Investment (10)</th>
<th>Educational Policies &amp; Institutional Resources (14)</th>
<th>Executive (8)</th>
<th>University of Vermont Board (9)</th>
<th>Vermont Agricultural College Board (9)</th>
</tr>
</thead>
<tbody>
<tr>
<td>President, ex-officio</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>Alpert-22</td>
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<td>Botzow-17</td>
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<td>Cioffi, F.-17</td>
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<td>Daigle-22 (C)</td>
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<td>Gamelli-18</td>
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<td>Juskiewicz – 21</td>
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<td>Lenes – 17 (Sec’y)</td>
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<td>VC</td>
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<td>Lumbra-20 (VC)</td>
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C = chair  
VC = vice chair  
S = secretary
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<thead>
<tr>
<th>Board of Trustees Other Committees &amp; Work Groups</th>
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<tbody>
<tr>
<td><strong>Appendix B</strong></td>
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<tr>
<td>The University of Vermont and State Agriculture College</td>
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<td><strong>2016 Assignments - Approved 3/14/16</strong></td>
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<tr>
<th>Committee / Group Name</th>
<th>2016 Assignments</th>
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<tr>
<td>Ad Hoc Labor Advisory Group (6)</td>
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<td>Annual Review Sub-Cmte* (6)</td>
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<td>Investment Subcommittee (4)</td>
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<tr>
<td>Work Group on Medical, Nursing &amp; Health Sciences Education &amp; Research (5)</td>
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<td>Bond Work Group (3)</td>
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<td>Presidential Housing Work Group (4)</td>
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<td>Wilson-19</td>
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C = chair; VC = Vice Chair; Sec’y = Secretary  *membership also serves as an Advisory Group for Senior Administration Appointments
DRAFT
CONSENT AGENDA

May 21, 2016

COMMITTEE OF THE WHOLE

1. Resolution Approving Multipurpose Events Center Work Group Appointments and Charge

RESOLVED, that the Board hereby approves the appointment of Trustee Ed Pagano (leader), David Brandt, Joan Lenes and Lisa Ventris to the Multipurpose Events Center Work Group and the charge as set forth in Appendix A to this document.

2. Resolution Approving Revisions to the Resolution Regarding Delegation and Retention of Board Authority

WHEREAS, the Board Governance Committee endorsed revisions to the Resolution Regarding Delegation and Retention of Board Authority on March 28, 2016;

BE IT RESOLVED, that the Board of Trustees hereby adopts revisions to its Resolution Regarding Delegation and Retention of Board Authority as set forth in Appendix B to this document.

3. Resolution Regarding Presidential Evaluation and FY 2017 Compensation

WHEREAS, on this date the annual review subcommittee ("the subcommittee") has reported on the status of its work to this Board;

BE IT RESOLVED, that the Board of Trustees hereby authorizes the Board Chair to finalize the President’s annual performance evaluation and compensation for FY 2017 following such additional consultation with the subcommittee as he deems necessary or desirable; and

BE IT FURTHER RESOLVED, that the Board Chair shall report his final actions to the Board in due course.
EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
BUDGET, FINANCE & INVESTMENT COMMITTEE

4. **Resolution Approving Larner Learning Commons Project**

WHEREAS, the administration today reported on the strategic and operational need for the Larner Learning Commons Project and the associated program scope;

THEREFORE, BE IT RESOLVED, that the Committee hereby approves the conceptual scope that the administration presented on this date and refers the Project to the Budget, Finance & Investment Committee for financial review and approval.

5. **Resolution Approving College of Engineering and Mathematical Sciences Restructuring Proposal**

RESOLVED, that the Board of Trustees approves the restructuring of the College of Engineering and Mathematical Sciences (College) as proposed by College, reported to the Faculty Senate on April 11, 2016, and approved by the Provost and President on April 29, 2016.

6. **Resolution Approving Revisions to the Provisions of the University Manual Governing Deans and Officers of Administration**

RESOLVED, that the Board hereby authorizes the revision of Sections 301 and 404 of the University and University Officers’ Manual, as set forth in Appendix C.

7. **Resolution Approving B.S. in Food Systems in the College of Agriculture and Life Sciences**

RESOLVED, that the Board of Trustees approves the creation of a Bachelor of Science in Food Systems in the College of Agriculture and Life Sciences, as approved and advanced by the Provost and President on March 18, 2016.

8. **Resolution Approving the Creation of a B.S. in Economics in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a Bachelor of Science in Economics in the College of Arts & Sciences, as approved and advanced by the Provost and President on April 29, 2016.

9. **Resolution Approving the Creation of a M.S. in Medical Laboratory Science in the Graduate College**

RESOLVED, that the Board of Trustees approves the creation of a Master of Science in Medical Laboratory Science in the Graduate College, as approved and advanced by the Provost and President on March 18, 2016.
10. **Resolution Approving the Creation of a Certificate of Graduate Study in Epidemiology in the Graduate College**

RESOLVED, that the Board of Trustees approves the creation of a Certificate of Graduate Study in Epidemiology in the Graduate College, as approved and advanced by the Provost and President on March 18, 2016.

11. **Resolution Approving the Creation of a Minor in Writing in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a Minor in Writing in the College of Arts & Sciences, as approved and advanced by the Provost and President on March 18, 2016.

12. **Resolution Approving the Creation of a Minor in Jewish Studies in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a Minor in Jewish Studies in the College of Arts & Sciences, as approved and advanced by the Provost and President on March 18, 2016.

13. **Resolution Approving Revisions to Residency Policy**

RESOLVED, that the Board of Trustees hereby accepts technical corrections to the Residency Policy, including those required by the U.S. Department of Veterans Affairs to comply with Section 702 of the federal Veterans Access, Choice, and Accountability Act of 2014, as set forth in Appendix D to this resolution.

**BUDGET, FINANCE AND INVESTMENT COMMITTEE**

14. **Resolution Approving UVM Rescue Facility Project**

WHEREAS, on February 5, 2016 the Educational Policy & Institutional Resources Committee reviewed the strategic and operational need for the UVM Rescue Facility Project and approved the associated program scope for referral to the Budget, Finance & Investment Committee for financial review; and

WHEREAS, the administration today reported on the estimated cost for the completion of the UVM Rescue Facility Project and presented a funding plan;

THEREFORE, BE IT RESOLVED, that the Committee hereby recommends to the Board of Trustees authorization of the Vice President for Finance and Treasurer or his designee to expend $1,625,000 for project costs, to be expended in a manner consistent with the report made on this date; and
BE IT FURTHER RESOLVED, that the $1,625,000 of funds for such expenditures be drawn from the Rescue Funds, President’s Strategic Initiative, and General Funds, and that UVM Rescue repay the funds used from the President’s Strategic Initiatives Fund and the General Fund over a period of 10 years via annual payments of $70,000 per year.

15. **Resolution Approving Fiscal Year 2017 Budget Planning Assumptions: General Fund**

RESOLVED, that the Board of Trustees hereby approves the budget planning assumptions for Fiscal Year 2017, which lead to a General Fund operating expense budget for the University of $348,516,000, and hereby authorizes the President to proceed with detailed budget preparation in accordance with these assumptions.

16. **Resolution Approving Tuition Charges for Fiscal Year 2017**

RESOLVED, that the Board of Trustees hereby approves increases in the following tuition rates effective with the 2016-2017 academic year:

- In-state tuition from $14,664 to $15,096 per year, or $629 per credit hour.
- Out-of-state tuition from $37,056 to $38,160 per year, or $1,590 per credit hour.
- Medical student in-state tuition from $33,460 to $34,380 per year.
- Medical student out-of-state tuition from $58,020 to $59,620 per year.

17. **Resolution Approving Global Gateway and Pre-Master’s Program International Student Tuition**

WHEREAS, the University, after a request-for-proposal process, entered into an agreement with Study Group, an international private-sector provider of education and training for international students, to provide services to UVM in support of the University’s Global Gateway Program; and

WHEREAS, this program will prepare undergraduate international students to matriculate to degree status, persist, and graduate, and to support the University’s larger internationalization efforts; and

WHEREAS, in January 2016, the Board approved amendments to the agreement with Study Group, which included additions to the Study Group Agreement to create a Pre-Masters Global Gateway Program; and

WHEREAS, undergraduate students in the Global Gateway Program are charged on a total cost-of-attendance basis that includes tuition, room and board, and all other fees and costs associated with enrollment at the University in a manner in accordance with the terms and conditions set forth in the agreement between the University of Vermont and Study Group; and

WHEREAS, graduate students in the Global Gateway Program will be charged on a total cost-of-attendance basis that includes tuition and all other fees and costs associated with enrollment at
the University in a manner in accordance with the terms and conditions set forth in the agreement between the University of Vermont and Study Group;

THEREFORE, BE IT RESOLVED, that the following rates are established for undergraduate students:

<table>
<thead>
<tr>
<th>For the cohort entering in:</th>
<th>Fall 2016</th>
<th>Spring 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall ‘16 for the 1 semester program</td>
<td>$28,477</td>
<td>N/A</td>
</tr>
<tr>
<td>Fall ‘16 for the 2 semester program</td>
<td>$29,012</td>
<td>$28,483</td>
</tr>
<tr>
<td>Fall ‘16 for the 3 semester program</td>
<td>$16,839</td>
<td>$28,483</td>
</tr>
<tr>
<td>Spring ‘17 for the 1 semester program</td>
<td></td>
<td>$28,814</td>
</tr>
<tr>
<td>Spring ‘17 for the 2 semester program</td>
<td></td>
<td>$28,814</td>
</tr>
<tr>
<td>Spring ‘17 for the 3 semester program</td>
<td></td>
<td>$16,634</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For the cohort that entered (or will enter):</th>
<th>Fall 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring ‘16 for the 3 semester program</td>
<td>$28,477</td>
</tr>
<tr>
<td>Summer ‘16 for the 2 semester program</td>
<td>$28,477</td>
</tr>
</tbody>
</table>

All entering undergraduate students to be assessed an additional $495 acceptance fee their first semester; and.

BE IT FURTHER RESOLVED, that the following rates are established for graduate students:

<table>
<thead>
<tr>
<th>For the cohort entering in:</th>
<th>Fall 2016</th>
<th>Spring 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall ‘16 for the 2 semester program</td>
<td>$26,628</td>
<td>$26,528</td>
</tr>
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</table>

18. **Resolution Approving Room and Meal Plan Rates, Fiscal Year 2017**

RESOLVED, that the Board of Trustees hereby approves room and meal plan rates for Fiscal Year 2017 as follows:

<table>
<thead>
<tr>
<th></th>
<th>per year</th>
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<tbody>
<tr>
<td>Private Single with Bath</td>
<td>$9,538</td>
</tr>
<tr>
<td>Private Double with Bath</td>
<td>$9,316</td>
</tr>
<tr>
<td>Suite Single with Shared Bath</td>
<td>$9,014</td>
</tr>
<tr>
<td>Suite Double with Shared Bath</td>
<td>$7,788</td>
</tr>
<tr>
<td>Traditional Single</td>
<td>$8,798</td>
</tr>
<tr>
<td>Traditional Double</td>
<td>$7,634</td>
</tr>
<tr>
<td>Traditional Triple</td>
<td>$6,092</td>
</tr>
<tr>
<td>Retail Dining</td>
<td>$3,944</td>
</tr>
<tr>
<td>Residential Unlimited Access (+100 Points)</td>
<td>$3,944</td>
</tr>
<tr>
<td>Residential Unlimited Access (+300 Points)</td>
<td>$4,408</td>
</tr>
</tbody>
</table>
19. **Resolution Approving Student Fees for Fiscal Year 2017**

RESOLVED, that the Board of Trustees hereby approves increases to student fees from $2,104 to $2,204 effective with the 2016-2017 academic year.

20. **Resolution Approving Graduate Student Senate Fee for Fiscal Year 2017**

RESOLVED, that the Board of Trustees approves a continuation of the Graduate Student Senate fee in the amount of $20 for the academic year.

21. **Resolution Approving Graduate Continuous Registration Fee for Fiscal Year 2017**

RESOLVED, that the Board of Trustees approves a continuation of a varying Graduate Continuous Registration fee, effective with the 2016-2017 academic year, as follows:

- Less than half-time $100 per semester
- Half to full-time $200 per semester
- Full-time $300 per semester

22. **Resolution Approving Execution of Bond Refunding (separate distribution)**
**Multipurpose Events Center Work Group Charge**

The Multipurpose Event Center Trustee Work Group will be informed about, and have opportunities to discuss, options, terms and conditions related to emerging scenarios for a Multipurpose Events Center, as proposed by the cities of Burlington and/or South Burlington. Work Group members will be asked to share with the full Board pertinent issues, such as financing, facility scope and design, location, economic impact, advantages and disadvantages of the proposal(s), and projected timetables, in preparation for consideration of, and action on, the proposals.

Vice President for University Relations and Administration Thomas Gustafson will serve as Liaison to the Work Group and assist Work Group leader Ed Pagano is convening appropriate meetings.
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

Resolution Regarding Delegation and Retention of Board Authority

WHEREAS, this Board has, in its Bylaws and through such policies and resolutions as it may issue from time to time, delegated to the President and other officers of the University certain authority and responsibility for the management of the University and its programs, activities and operations; and

WHEREAS, this Board recognizes the need for prompt and timely management decisions made by qualified University personnel, and thus, through such delegations, authorizes officers of the University to negotiate and enter into contracts and other arrangements to facilitate the objectives of University programs and activities and to conduct related operations; and

WHEREAS, in making such delegation, the Board also assigns to such officer’s responsibility to make informed and prudent decisions in the best interests of the University and to maintain accountability to the Board through prompt and accurate reports on University programs, activities and operations, including their financial status and impact;

NOW, THEREFORE, BE IT RESOLVED that, subject to its retained authority and responsibility for the general oversight of the University, and reserving to itself the power to act on its own initiative as necessary to the fulfillment of its own fiduciary and legal duties, the Board hereby delegates to the President and the officers of the University authority and responsibility to negotiate and enter into contracts and other arrangements to facilitate the objectives of University programs and activities and to conduct related operations, and hereby also recognizes the authority the Board delegates to the Faculty Senate as expressed in the Faculty Senate Constitution and Bylaws, except for the following, which shall require Board approval:

(1) Statements of institutional mission, principles and values;

(2) The institutional strategic plan and associated goals, and related strategic financial plans and goals, and all material revisions thereto;

(3) The establishment and dissolution of University-affiliated corporations and foundations, and material revisions to those affiliation agreements;

1. For the purpose of Board review and approval housekeeping edits have been eliminated and notes added that refer back to the original resolution. A copy of the original resolution tracking all changes made will be retained for record keeping purposes.
NOTE: #4 previously part of #3
(3)(4) University membership in other corporate entities (but not institutional memberships in professional associations);

(4)(5) The appointment of University Trustees to the boards of other corporate entities or public bodies in their capacity as University Trustees;

(5)(6) The appointment and employment of the President, election of the other officers of the Board and the University in accordance with the University Bylaws;

NOTE: #7 previously part of #6
(6)(7) and authorization of Employment severance payments in excess of the standard amount University policy specifies for officials who report to the President;

(7)(8) The creation, or elimination or substantial revisions of, an academic unit, curriculum, research or service endeavor; as defined in Faculty Senate protocols

NOTE: #9 previously part of #8
(8)(9) and approval The establishment of faculty medical or other clinical practice plans;

(9)(10) Matters the Faculty Senate may appeal to the Board under the Senate Constitution and Bylaws;

(10)(11) The naming of, and name removal from, of academic units, buildings and academic programs;

(12) Through its the Investment Subcommittee of the Budget, Finance and Investment Committee ("Investment Subcommittee"), the selection, retention and termination of investment advisors and managers for the Long-Term Investment Pool; provided that: the Board must itself approve policies for the Long-Term Investment Pool and the Limited Term Asset Pool.

NOTE: #13 & 14 previously part of #12
(13) The endowment spending rate, and the endowment management fee;

(14)(15) Declaration of financial exigency, and the dissolution, merger or the sale or pledge or transfer of all or substantially all of the University’s assets;

(15) The General Fund budget, institutional annual budget and
NOTE: #16 previously part of #15
(42)(16) Acceptance of the annual audited financial statements;

(13)(17) Tuition, room and board rates, student fees, and in-state status regulations for purposes of determining tuition;

(18) The purchase, sale, exchange, or transfer (“transfer”) of complete or partial UVM interests in real property, regardless of location, at a valued greater than that equals or exceeds $1,000,000 500,000 provided that the administration shall report at least once annually on transfer of such interests at a value greater than $500,000 and less than or equal to $1,000,000;

NOTE: #19-22 previously part of #18
(14)(19) authorization of University acceptance of compensation in eminent domain proceedings;

(15)(20) The lease or sublease of property with annual or aggregate rental value that equals or exceeds $500,000, and renewals thereof;

(21) The pursuit or acceptance of historic preservation designation for University property;

(16)(22) and adoption of, and material revisions to, a The Campus Master Plan, and material revisions thereto;

(17)(23) Payments in lieu of taxes to a government entity or payment of fees for municipal services rendered by or through a government entity and, in either instance, voluntarily;

(24) Issuance of bonds;

NOTE: #25 previously part of #24
(18)(25) and approval of the Institutional debt policy;

(19)(26) The procurement of loans, lines or credit, or other financing, and performance as surety, in amounts or at a value that equals or exceeds greater than $1,000,000 or entry into any financial derivative contract with a notional value greater than $1,000,000;

(20)(27) contracts for facilities construction or renovation and the purchase or sale of goods, equipment or services Program design of a capital project and authorization to proceed with a capital project at an aggregate cost of \( \geq \) greater than $42,000,000, at a specified not-to-exceed cost, including increases in project costs for previously approved projects whose value in aggregate equals or exceeds $1,000,000; provided that (and subject to the
provisions of (18) below), the Board administration shall report on capital projects with an aggregate cost of greater than $1,000,000 and less than or equal to $2,000,000 as plans are developed and before the projects are initiated, the Board shall approve all contracts for consulting services whose aggregate value equals or exceeds $250,000, and the Board shall also authorize, through its Investment Subcommittee, the selection and retention of all investment advisors regardless of contract cost.

NOTE: #28-29 previously part of #27
(24)(28) approve all A contract with a vendor for purchase of goods or equipment or the procurement of services, at an aggregate cost of greater than $1,000,000, when such costs were not authorized previously through the customary capital projects approval process;

(22)(29) A contract with a vendor for professional services at an aggregate cost of greater than $250,000 when such costs were not authorized previously through the customary capital projects approval process, and if the type of contact is not otherwise addressed in this resolution;

NOTE: 30 is a NEW reserved right
(23)(30) Revenue-generating contracts for services provided, or goods or equipment generated, by a unit or program of the University at a cost to the contractee of more than $1,000,000 over the term of contract;

(31) The selection and retention of independent audit firm to conduct the annual audit of financial statements and/or compliance audits, regardless of contract cost;

NOTE: #32 previously part of #31
(24)(32) Contracts at an aggregate cost of $10,000 or more for non-audit consulting services with the audit firm that is conducting the annual audit of financial statements at an aggregate cost greater than $10,000;

(25)(33) The material terms of collective bargaining agreements and, within the context of approval of the annual budget preparation and approval, the annual salary pool for non-union-represented employees;

(34) The settlement of legal claims and/or lawsuits at a cost that equals or exceeds greater than $250,000, regardless of insurance coverage;
NOTE: #35 previously part of #34
(26)(35) Authorization to file and/or settle lawsuits in which the Board, or a Trustee or an Officer of the University is a named party (and, in the latter two instances, ex officio), or a Board-approved policy is in dispute;

(36) A contract or lease whose aggregate term, including potential or proposed renewals, does or may exceed five (5) years, regardless of contract value or amount, but provided that Board approval is not required for extensions of existing contracts or leases for up to one year if the contract or lease term would not have otherwise required Board approval; licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar agreement that are developed arrangements administered by the University’s Office of Technology Commercialization; a program and that typically run for the life of the intellectual property value (usually the term of the patent).

NOTE: #37 was reordered (former #20)
(27)(37) All self-governance matters reserved to the Board in the University Bylaws, including without limitation the election of Board officers, approval of Board Committee appointments, or as otherwise required or permitted by law;

NOTE: #38-39 are reordered (former #21) and separated out
(38) Material revisions to the University Manual or to the College of Medicine Faculty Handbook; revisions to University Bylaws; matters required by law, Bylaws, and/or contract; revisions to the University Manual and institutional policies and such other authority as the Board is required to exercise without delegation as a matter of law or that, in the future and prospectively, it wishes to retain or retrieve in the exercise of its fiduciary duties and sole discretion; and

(28)(39) Institutional policies, including material revisions thereto, and such other authority as the Board is required to exercise without delegation as a matter of law or that, in the future and prospectively, authority that is wishes to retain or resume in the exercise of its fiduciary duties and its sole discretion;

NOTE: #40 was re-ordered and is now #36
(29)(40) Contracts or leases whose aggregate term does or may exceed five years, regardless of contract value or amount; but Board approval is not required for extensions of existing contracts or leases for up to one year if the contract or lease term would not have otherwise required Board approval, licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar agreement that are developed by the University’s Office of Technology Commercialization program
and that typically run for the life of the intellectual property value (usually the term of the patent).

AND BE IT FURTHER RESOLVED, that notwithstanding such delegations, through the President or his designees the administration shall report periodically on matters of institutional management and operations as the Board may direct and/or as may be appropriate and desirable, including without limitation periodic reporting on gifts and grants; and

BE IT FINALLY RESOLVED, that this resolution shall supersede all preexisting resolutions regarding delegation and retention of Board authority, delegations prospectively.

Adopted by the Board of Trustees: September 11, 2004
Approved as revised by the Executive Committee: March 14, 2005
Approved as revised by the Board of Trustees: May 19, 2007
Approved as revised by the Board of Trustees: May 17, 2008
Approved as revised by the Board of Trustees: September 5, 2008
Approved as revised by the Board of Trustees: February 7, 2009
Approved as revised by the Board of Trustees: February 6, 2010
Approved as revised by the Board of Trustees: March 8, 2010
Approved as revised by the Board of Trustees: February 5, 2011
Approved as revised by the Board of Trustees: March 14, 2011
Approved as revised by the Board of Trustees: May 19, 2012
Approved as revised by the Board of Trustees: November 8, 2012
Approved as revised by the Board of Trustees: March 11, 2013
Approved as revised by the Board of Trustees: September 15, 2014
Approved as revised by the Board of Trustees: March 16, 2015
301 Deans

301.4 Performance Review.

301.4.1 Annual Review.

The Provost shall conduct an annual performance review of each Dean. The Provost will meet with each Dean individually to discuss the results of the performance review and, following consultation with the President, to convey a reappointment decision and the salary upon reappointment.

301.4.2 Third Year Review.

The Provost shall conduct a formative review of a Dean’s performance during the springfall semester of the initial third year of appointment. The primary objective of the evaluation is to facilitate continued improvement of the academic leadership and management of the College or School. For Schools and Colleges with academic departments, input will be sought from every Department Chairperson and, separately, from the faculty and staff. For Schools and Colleges without Departments, the faculty and staff shall be given an opportunity to provide input into the third year performance review. Such input will be based upon the Dean’s performance of the responsibilities set forth in section 301.3 and as otherwise defined by the University through proper channels. The Office of the Provost will distribute and administer standardized evaluation forms in electronic format, so that confidentiality may be assured. The standardized form shall have the following characteristics: 1) the form will use a combination of descriptive criteria upon which the Dean shall be ranked and opportunities for narrative comments to justify the ranks assigned; 2) respondents may reveal their identity but are not required to do so; and 3) the identities of the participants will not be revealed to the Dean under review. The Provost shall prepare a written report on the Dean’s performance, which shall include a summary of the Chairpersons’ evaluations (when applicable) as well as faculty and staff evaluations. The Provost shall share this written report with the Dean, who shall have the right to submit a written response. The Provost will maintain a record of the performance appraisals, the individual evaluation forms, and any responses from the Dean.

301.4.3 Periodic Comprehensive Review.

A Dean shall undergo a comprehensive summative performance review at intervals of no longer than five years. The primary objective of the review is to provide advice to the President as he/she determines, in consultation with the Provost, whether the Dean will be reappointed following the appointment year in progress. Such a review may be commenced at an earlier point by the President at his/her own initiation, or upon request of the Provost, the Dean, a majority of the Chairpersons of the academic unit, or one-third of the faculty of the academic unit eligible to vote under the bylaws of the College or School.

The Provost shall appoint a committee of nine faculty members to review the Dean, such appointments to be made during the springfall semester of the review year. Three faculty members will be elected representatives from the academic unit, three will be appointed by the Faculty Senate Executive Council, and three will be appointed by the Provost, including
the committee chairperson, who must come from outside the academic unit. The review committee shall conduct its work in an expeditious manner. It will begin its work with a thorough review of the third-year evaluation documents. It shall consult with Chairpersons (if there is a departmental structure), faculty, staff, and students from the academic unit, and others deemed appropriate from within or outside the University. The committee shall submit a written report to the Provost no later than **MayFebruary** 1 of the academic year in which the review commences. The Provost shall present the full report of the review committee to the Dean, with a copy to the President, and shall distribute an accurate summary of the findings of the report to every faculty and staff member of the academic unit.

The Executive Council of the Faculty Senate shall monitor the Deans’ review process and shall report to the Senate no less often than once every three years as to the adequacy of its operation.

### 301.5 Appointment Termination

Decanal appointments terminate through resignation, non-reappointment, or termination for cause.

#### 301.5.1 Resignation

Resignation by a Dean must be made in writing to the President, with a copy to the Provost. The resignation shall become effective on a date and terms memorialized in writing and mutually agreed by the Dean and the President and memorialized in writing.

#### 301.5.2 Notice of Non-reappointment.

A Dean will be considered for re-appointment annually is subject to annual reappointment consideration after the initial appointment. Following The President, following consultation with the Provost, the President may also give a Dean notice of non-reappointment for the following year at any time during prior to the expiration of an appointment (fiscal) year in progress relative to the following (fiscal) year. The provided that a non-reappointment may decision must be based upon job performance quality or reasonably derived strategic, programmatic, administrative, or budgetary financial reasons. Notice of non-reappointment shall be given in writing with a statement of reasons. Severance shall be made available as stated below.

#### 301.5.3 Severance

If an appointment terminated through notice of non-reappointment shall become effective at the close of business on the date that notice of non-reappointment is given, there are six (6) months or more remaining in the appointment last day of the fiscal year in progress, the
Dean will - Deans who have served the University as such for at least three years shall receive notice of non-reappointment in lieu of any six months' severance payment unless, in the Provost’s discretion, the Provost elects to provide pay, including a customary retirement contribution, payable within thirty days following the date of termination at the salary rate in effect at the time of notice of non-reappointment. Deans who have served for less than three years shall receive three months' severance in lieu of continuation of the Dean’s appointment for all, or a portion of, the remainder of the year in progress. If, on the pay, including a customary retirement contribution, payable within thirty days following the date that of termination at the salary rate in effect at the time of notice of non-reappointment is given, there are fewer than six (6) months remaining in the appointment year in progress, the Dean will receive a combination of notice and . Vacation time does not accrue relative to a severance, such that the combined period of notice and the severance payment represents a time period equivalent to six (6) months. Any accrued but unused vacation will be paid at the time of severance payment or within thirty (30) days accumulated but unused as of the date of termination shall be paid at the time of severance payment of the last day of service as Dean, except in cases where the Dean assumes or resumes a twelve-month University appointment in which vacation accrues, in which case vacation will be carried over.

The Provost can President may enlarge the amount of severance only upon favorable recommendation of the Provost and following consultation with the Board of Trustees.

Severance shall not be awarded if a Dean assumes or resumes a faculty appointment as set forth in section 301.5.4 or in the case of termination for cause as described in the preceding paragraph only with the advance consent of the President. Section 301.5.5. Severance shall not be provided if the Dean accepts another administrative appointment at the University following the effective date of non-reappointment as Dean.

301.5.4 Assumption or Resumption of Faculty Appointment.

A Dean who receives notice of non-reappointment or who resigns the deanship, and who has a preexisting tenure or contract right to assume or resume a faculty appointment, may do so after following termination of the dean's deanship appointment ends. This election must be made in writing to the Provost, with a copy to the Dean and academic department chairperson, within thirty (30) calendar days of issuance of the notice of non-reappointment or the Dean’s submission of a notice of resignation.

A. In lieu of severance, a Dean who elects to assume or resume a faculty appointment shall be granted offered a six (6)-semester administrative leave of absence to prepare for the assumption or resumption of duties as a faculty member. During the administrative leave, the Dean will be compensated at the salary at the salary and benefits level applicable to the upcoming decanal appointment through the period in which severance payment is to be paid, if any, in accordance with Section 301.5.3. The balance of the administrative leave period will be compensated at the salary and benefits level applicable to the faculty appointment, effective at the time of issuance of the notice of non-reappointment. A leave
implemented under this provision will customarily begin on the first day of the new fiscal year, the faculty appointment to commence during spring semester of such year.

The faculty salary of a Dean assuming or resuming a faculty appointment shall be determined by the Provost in accordance with established procedures, consultation with the successor Dean of the unit, who in turn will consult with the Chair. Any administrative supplement or other compensation associated with the deanship shall end as of the effective date of termination of the decanal appointment, however, the faculty salary may reflect consideration of administrative experience gained as well as factors such as the salary range of faculty of the same rank in the academic unit, academic experience and expertise, standing in the academic discipline, and faculty or other duties to be performed.

A recipient of a leave of absence to prepare for the assumption or resumption of duties as a faculty member will be required to return to the University and serve at least one (1) full academic semester following the administrative leave. Failure to fulfill this obligation shall require the full and immediate repayment of salary and benefits received from the University while on administrative leave, unless the faculty member, Dean/Director and Provost agree on alternative arrangements.

301.5.5 Termination for Cause.

A Dean may be terminated for cause for conduct constituting serious malfeasance or nonfeasance, including without limitation violations of University policy or law relevant to fitness as Dean, gross-insubordination, falsification of records, or grossly negligent acts or omissions in the performance of duties. Any allegations of serious malfeasance or nonfeasance shall be referred to, or initiated by, the Provost. If, after consulting with the President, the Provost concludes that the alleged conduct, if proven, would constitute a basis for termination, the procedures below will apply.

Notice of Charges. The Provost will promptly issue the Dean written notice of charges and a summary of the preliminary supporting evidence, and provide the Dean with an opportunity to respond within a specified time to the charges in a meeting and in writing. If the Provost determines that it would be in the best interests of the University and/or the College or School for the Dean to be placed on paid administrative leave pending the results of an investigation, in the absence of extenuating circumstances the leave will be instituted with written notice to the Dean immediately following provision of the opportunity to respond to the charges.

Investigation. The Provost will promptly commence an investigation responsive in nature and scope to the pending charges. If an investigative procedure otherwise relevant to the charges applies (such as those relating to investigative audits or discrimination complaints), the Provost will request initiation of such process and await its findings and recommendations. The investigation will be completed within twenty business days except in extenuating circumstances, in which latter case the Provost will advise the Dean in writing of the delay and the revised date for completion of the investigation.
a. Notice of Decision. Promptly after the investigation is complete, the Provost will in writing convey its results to the Dean, who will be given an opportunity to respond to the Provost in writing within ten business days. The Provost will issue a final written decision within twenty business days of receipt of the Dean’s written response to the investigative report or within twenty business days following expiration of the response period if no response is submitted. The Provost’s decision shall include a reiteration of the charges; a ruling on the charges, including a summary of the supporting evidence and statement of rationale for the decision; if the decision is to terminate the appointment, the effective date of termination; and the appeal process, including the filing deadline.

b. Appeal of decision: final decision. The Dean may appeal to the President within ten business days following issuance of the Provost’s decision. The appeal is made by the Dean filing with the President a notice of appeal and an explanation of the basis for the appeal. If an appeal is filed, the President will issue a final written decision within twenty business days of receipt of the appeal, a copy of which will be sent to the Provost. If the Dean does not appeal within the required time frame, or does not obtain from the President an extension of time within which to appeal for reasonable cause shown, the decision of the Provost shall be final. Compensation associated with the decanal appointment shall end as of the effective date of termination.

c. Faculty appointment. A Dean who is terminated for cause and who has a preexisting tenure or contract right to assume or resume a decanal faculty appointment, may do so after shall retain the decanal faculty appointment ends notwithstanding a termination for cause of the deanship, unless the faculty status is itself affected under procedures applicable to faculty appointments. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair, within thirty (30) calendar days of notice of termination for cause. Duties associated with the faculty appointment shall resume as soon as feasible in light of Department needs as reasonably determined by the Chair in consultation with the successor Dean, but ordinarily no later than the first full semester following termination of the decanal appointment. A dean who is terminated for cause and is returning to the faculty will not receive a paid administrative leave prior to assuming or resuming their faculty duties, but may be on unpaid leave from the effective date of termination as dean until the date the faculty position commences.

PART 400 UNIVERSITY OFFICERS; VICE PRESIDENTS AND OTHER OFFICERS OF ADMINISTRATION

404 Appointment Termination.

Except as provided in the University Bylaws, Officer of Administration appointments terminate through resignation, non-reappointment, or termination for cause, as stated below.
404.1 Resignation

Resignation must be made in writing to the President (and to the supervising senior officer if the individual’s supervisor is not the President). The resignation shall take effect upon a date and terms memorialized in writing and mutually agreed by the Officer of Administration and the supervising senior officer.

404.2 Notice of Non-reappointment.

An A supervising senior officer may give an Officer of Administration (“Officer”) will be considered for re-appointment annually after the initial appointment. The official to whom the Officer reports (“supervisor”) may give the Officer notice of non-reappointment at any time during before the expiration of an appointment (fiscal) year in progress relative to the following (fiscal) year. The non-reappointment may be based upon job performance or reasonably derived strategic, programmatic, administrative, or budgetary financial reasons. Notice of non-reappointment The notice shall be given in writing.

404.2.1 Severance.

If, on the date that notice with a statement of non-reappointment is given, there are six (6) months or more remaining in the appointment year in progress, the Officer will receive severance. The applicable severance award shall be granted as stated in section 404.2.1.

404.2.1 Severance.

An appointment terminated through notice of non-reappointment in lieu of any severance payment unless, in the supervisor’s sole discretion, the supervisor elects to provide severance for all, or a portion, shall become effective at the close of business of the remainder fiscal year in progress. Officers of Administration who have served the year University in progress in lieu of continuance that capacity for at least three years shall receive six months’ severance payable within thirty days after expiration of an Officer’s appointment for all, or a portion of, the remainder of salary rate in effect at the year in progress. If, on the date that time of notice of non-reappointment is given, there are fewer; Officers of Administration who have served for less than six (6) months remaining in the appointment year in progress, the Officer will receive severance in three months’ severance and payment by within thirty days after the expiration of the appointee salary rate in effect at the time of notice of non-reappointment. A severance award in excess of that the combinedset forth in this section may be granted only with the prior approval of the President. When the proposed severance award relates to an Officer of Administration who reports to the President, the President must first consult with the Board of Trustees.

Vacation time does not accumulate relative to any severance period. Any accrued vacation shall be paid at the time of the severance payment or within thirty (30) days of the last day of service; except in cases where the Officer resumes
another University appointment in which vacation accrues, in which case vacation will be carried over to the new appointment.

The supervisor can enlarge the amount of severance described in the preceding paragraph only with advance consent of the President, who in turn must confer with the Chair of the Board of Trustees.

Severance shall not be provided if the Officer accepts another appointment at the University following the effective date of non-reappointment as an Officer.

404.2.2 Assumption or Resumption of Faculty Appointment.

An Officer of Administration who receives notice of non-reappointment, or who resigns the appointment, and who has a preexisting tenure or contract right to assume or resume a faculty appointment, may do so after following termination of the Officer’s administrative appointment ends. The election must be made in writing to the Office of the Provost, with a copy to the Dean and academic department Chair where and the appropriate Dean and Chair within thirty (30) calendar days following the date of issuance receipt of the notice of non-reappointment or submission. In lieu of a notice of resignation.

An Officer for which section 404.2.1 provides, individuals who elect to assume or resume a faculty appointment shall be granted a six-month administrative offer to prepare for the faculty salary and benefits level to be effective as of the date of assumption or resumption of duties as a faculty member. During the administrative leave, the Officer will be compensated at the salary and benefits level applicable to the Officer appointment through the period in which severance payment is to be paid, if any, in accordance with Section 404.2.1. The balance of the administrative leave period will be compensated at the salary and benefits level applicable to the upcomming faculty appointment. The faculty salary of an Officer assuming or resuming a faculty appointment shall be determined by the Provost in a manner consistent with applicable procedures duties.

A recipient of a leave of absence to prepare for the assumption or resumption of duties as a faculty member will be required to return to the University and serve at least one (1) full academic year following the administrative leave. Failure to fulfill this obligation shall require the full and immediate repayment of salary and benefits received from the University while on administrative leave, unless the faculty member, Dean/Director and Provost agree on alternative arrangements.

The salary of an officer of administration assuming or resuming a faculty appointment shall be determined by the supervising senior officer in consultation with the Dean of the College or School, who also will consult with the Department Chair or equivalent. Any compensation, whether salary or benefits, associated with the Officer of Administration appointment shall end as of its effective date of termination. The faculty salary may include appropriate consideration of administrative experience gained as well as factors including
the salary range of faculty of the same rank in the academic unit, academic experience and expertise, standing in the academic discipline, and duties to be performed.

404.3 Termination for Cause.
An Officer of Administration may be terminated for serious nonfeasance or malfeasance, including without limitation violations of University policy or law relevant to fitness as an Officer of Administration, gross insubordination, falsification of records, or grossly negligent acts or omissions in the performance of duties. Any allegations of serious malfeasance or nonfeasance shall be referred to, or initiated by, the senior supervising officer. For purposes of this provision, the Senior Vice President shall be the senior supervising officer relative to Vice Presidents. If, after consideration of the nature of the charges and any preliminary supporting evidence, the senior supervising officer concludes that the conduct, if proved, would constitute a basis for termination, the procedures below will apply.

404.3.1 Notice of Charges.
The senior supervising officer will promptly issue the Officer of Administration written notice of charges and a summary of the preliminary supporting evidence, and provide the Officer of Administration with an opportunity to respond within a specified time to the charges in a meeting and in writing. If the senior supervising officer determines that it would be in the best interests of the University for the Officer of Administration to be placed on paid administrative leave pending the results of an investigation, in the absence of extenuating circumstances the leave will be instituted with written notice to the Officer of Administration immediately following provision of the opportunity to respond to the charges.

404.3.2 Investigation.
The senior supervising officer will promptly commence an investigation responsive in nature and scope to the pending charges. If an investigative procedure otherwise relevant to the charges applies (such as those relating to investigative audits or discrimination complaints), the senior supervising officer will request initiation of such process and await its findings and recommendations. The investigation will be completed within twenty business days except in extenuating circumstances, in which latter case the senior supervising officer will advise the Officer of Administration in writing of the delay and the revised date for completion of the investigation.

404.3.3 Notice of Decision.
After the investigation is complete, the senior supervising officer will in writing convey its results to the Officer of Administration, who will be given an opportunity to respond to the senior supervising officer in writing within ten business days. The senior supervising officer will issue a final written decision within twenty business days of receipt of the written response to the investigative report or within twenty business days following expiration of the response period if no response is submitted. The senior supervising officer’s decision
shall include a reiteration of the charges; a ruling on the charges, including a summary of the supporting evidence and statement of rationale for the decision; if the decision is to terminate the appointment, the effective date of termination; and the appeal process, including the filing deadline.

404.3.4 Appeal of Decision; Final Decision.

The Officer of Administration may appeal to the President within ten business days following issuance of the senior supervising officer’s decision. The appeal is made by the Officer of Administration filing with the President a notice of appeal and an explanation of the basis for the appeal. If an appeal is filed, the President will issue a final written decision within twenty business days of receipt of the appeal, a copy of which will be sent to the senior supervising officer. If the Officer of Administration does not appeal within the required time frame, or does not obtain from the President an extension of time within which to appeal for reasonable cause shown, the decision of the senior supervising officer shall be final. Compensation associated with the Officer of Administration appointment shall end as of the effective date of termination. Termination of the administrative appointment does not affect secondary faculty appointment status unless such status is suspended or terminated under procedures otherwise applicable to faculty appointments.

404.3.5 Faculty appointment.

An Officer of Administration who is terminated for cause and who has a preexisting right to assume or resume a faculty appointment, may do so after the appointment ends notwithstanding a termination for cause, unless the faculty status is itself affected under procedures applicable to faculty appointments. This election must be made in writing to the Provost, with a copy to the Dean and academic department chair, within thirty (30) calendar days of notice of termination for cause. Duties associated with the faculty appointment shall resume as soon as feasible in light of Department needs as reasonably determined by the Chair in consultation with the Dean, but ordinarily no later than the first full semester following termination of the Officer of Administration appointment. An Officer of Administration who is terminated for cause and is returning to the faculty will not receive a paid administrative leave prior to assuming or resuming their faculty duties, but may be on unpaid leave from the effective date of termination as an Officer of Administration until the date the faculty position commences.
Residency

Policy Statement

The Vermont Legislature has established a lower rate of tuition for students who are Vermont residents. These regulations define eligibility requirements for in-state status classification. All students at The University of Vermont and State Agricultural College (UVM) shall be assigned an in-state or out-of-state status classification consistent with these regulations. The establishment of domicile in Vermont is necessary, but not sufficient, for a student to qualify for in-state status.

Reason for the Policy

To define criteria for in-state residency status of students in accordance with Vermont Statute (Title 16, Chapter 75, section 2282).

Applicability of the Policy

This policy applies to all University of Vermont students.

Policy Elaboration

In-State Classification Rules

1. Domicile shall mean a person's true, fixed, and permanent home. It is the place at which one intends to remain indefinitely and to which one intends to return when absent.
2. In addition to establishing domicile, an in-state status applicant must reside in Vermont continuously for one full year prior to the semester for which in-state status is sought.
3. A residence or domicile established for the purpose of attending UVM shall not qualify a student for in-state status.
4. An in-state status applicant who applies for admission or registers for class within one year of first moving to the state shall have created a rebuttable presumption that residency in Vermont is for the purpose of attending UVM and/or acquiring in-state status for tuition purposes.
5. A domicile or residency classification assigned by a public or private authority other than UVM neither qualifies nor disqualifies a student for UVM in-state status. Such classification may be taken into consideration, however, in determining the student's status at UVM.

6. It shall be presumed that a student who has not reached the age of majority (18) holds the domicile of his/her parents or legal guardian(s).

7. Receipt of financial support by a student from his/her family shall create a rebuttable presumption that the student's domicile is with his/her family, regardless of whether the student has reached the age of 18.

8. A student who has not reached the age of 18 whose parents are legally separated or divorced shall be rebuttably presumed to hold the domicile of the parent with legal custody.

9. A student of parents legally separated or divorced may be granted in-state status if a noncustodial or joint custodial parent is domiciled in Vermont and has contributed more than 50 percent of financial support for at least one year prior to the semester for which in-state status is sought.

10. The burden of proof as to eligibility for in-state status rests with the student. Eligibility must be established by clear and convincing evidence.

Residency Rules for Members of the Armed Forces and Their Family Members - In compliance with the Higher Education Opportunity Act, the following rules and definitions apply for members of the armed forces, their spouses and dependent children:

1. A member of the armed forces who is on active duty for a period of more than 30 days and whose domicile or permanent duty station is in Vermont, or his or her spouse or dependent children, will be charged tuition at the in-state rate.

2. The member of the armed forces or his or her family member eligible for in-state tuition under this paragraph will continue to be eligible for in-state tuition as long as the individual is continuously enrolled, even if there is a subsequent change in the permanent duty station of the member to a location outside of the State of Vermont.

3. For purposes of this Rule for members of the armed forces the following definitions apply:
   a. “Armed Forces” means the Army, Navy, Air Force, Marine Corps, and Coast Guard.
   b. “Active duty for a period of more than 30 days” means active duty under a call or order that does not specify a period of 30 days or less.
   c. “Active duty” means full-time duty in the active military service of the United States and includes full-time training duty, annual training duty, and attendance, while in the active military service, at a school designated as a service school by law or by the Secretary of the military department concerned. Such term does not include full-time National Guard duty.

Residency Rules for V. A. Beneficiaries – In compliance with section 702 of the Veterans Access, Choice, and Accountability Act of 2014, individuals will be charged tuition at the in-state rate if the individual:
1. is a veteran using educational assistance under either chapter 30 (Montgomery G.I. Bill – Active Duty Program) or chapter 33 (Post-9/11 G.I. Bill), of title 38 United States Code, who lives in Vermont and enrolls in the University within three years of discharge from a period of active duty service of ninety days or more;
2. is anyone using a veteran’s transferred Post-9/11 GI Bill benefits (38 U.S.C. § 3319), who lives in Vermont and enrolls in the University within three years of the transferor veteran’s discharge from a period of active duty service of ninety days or more; or
3. is anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b)(9)), who lives in Vermont and enrolls in the University within three years of the Service Member’s death in the line of duty following a period of active duty service of ninety days or more.

After the expiration of the three year period following discharge or death as described in 38 U.S.C. § 3679(c), a student who initially qualifies under this subsection will continue to be charged tuition at the in-state rate as long as he or she remains continuously enrolled (other than during regularly scheduled breaks between courses, semesters or terms) at an institution the University, even if he/she enrolls in multiple programs.

Definitions

In-state status: eligible for Vermont resident tuition rate

Procedures

In-State Status Classification Documentation:

1. The student must submit with the Application for In-State Status all relevant information.
2. The classification decision shall be made by the Residency Officer based upon information furnished by the student, information requested of the student, and other relevant information available consistent with University policies and procedures and legal guidelines.
3. Additional documents and/or verification may be requested.
4. The student's failure to produce information requested may adversely affect the decision for in-state status.
5. A student or others furnishing information may request the deletion of irrelevant private data from documents.
6. A determination of in-state status is valid only if a student actually enrolls for the semester in question. If a student does not enroll, they must submit a new and timely Application for In-State Status for subsequent semesters.

Appeal of In-State Status Classification:

The decision of the Residency Officer must be appealed in writing to the Residency Appellate Officer within thirty calendar days of the date of the Residency Officer's written decision. Appeal to the Residency Appellate Officer is the final internal appeal at UVM.
In-State Status Reclassification:

1. A student who does not qualify for in-state status classification may reapply for such classification once each semester by submitting the Application for In-State Status to the Residency Officer.

2. In-state status reclassification becomes effective for the semester for which the successful application was made, provided that the Application for In-State Status was received on or before the last day to add/drop classes for that semester. An application may be submitted as early as 75 days in advance of the first day of classes for a semester or as requested by the Residency Officer. Approved residency reclassification will not be applied retroactively to previous terms.

Re-Examination of Classification Status:

Classification status may be re-examined upon the initiative of the Residency Officer in the exercise of sound discretion. Circumstances such as periodic enrollment may be cause for re-examination. An in-state student who leaves Vermont may be required to re-apply and re-establish residency upon returning.

Forms

Application for In-State Status
http://www.uvm.edu/~rgweb/forms/download/app_in_state.pdf

Contacts

Questions related to the daily operational interpretation of this policy should be directed to:

Residency Officer
Registrar@uvm.edu
(802) 656-8515

Residency Appellate Officer
Residency.Appeals@uvm.edu
(802) 656-2045

The Vice President for Enrollment Management is the official responsible for the interpretation and administration of this policy.

Related Documents/Policies

None
Effective Date

Approved by the Board of Trustees on May 21, 2016

May 21, 2016 July 9, 2015
Grant and Contract Awards
January 1, 2016 – March 31, 2016
May 20, 2016

Board of Trustees
Committee of the Whole

Prepared By
Jennifer Gagnon, Associate Vice President for Research Administration
HIGHLIGHTS OF SPONSORED PROJECTS
AWARDED 01/01/16 to 03/31/16

During this three-month period, grants and contracts totaling $26,647,733 were awarded to UVM. Awards being reported in this period include:

- Continued funding from the North American Maple Syrup Council to study the management of exotic annelid worms, commonly known as earthworms, an emerging issue within the maple syrup industry. Earthworms are an invasive species and represent a threat to sugarbush health by consuming the soil organic layer, which transforms the forest floor structure and chemistry. This project seeks to add quantitative data about worm distribution and abundance in commercial sugarbushes to inform forest management practices.

- The next installment of funding from the National Institute of Child Health and Human Development to study the impact of parent mindfulness on family health and child psychosocial well-being. This pre-doctoral fellowship project will inform the development of mindfulness-based programs for families and children across diverse contexts.

- A new project funded by the New England Interstate Water Pollution Control Commission to study the spread of antibiotic resistance in Lake Champlain and urban water systems. The research team will inventory the critical areas for antibiotic resistance gene and antibiotic resistance bacteria in the region. By the conclusion of the project, the team will have developed a strategic implementation plan to control the spread of antibiotic resistance.

- Continued funding from the US Department of Education to extend and enhance UVM’s Leadership and Developmental Sciences doctoral program, filling a critical professional development need for special educators in the State of Vermont. Ultimately, this work will lead to improved outcomes for students with disabilities and their families.

- Funding from the National Heart, Lung, and Blood Institute to continue researching personalized strategies for mechanical ventilation that attend to the individual pathophysiological characteristics of a given patient. There is no current pharmaceutical therapy to treat acute respiratory distress syndrome (ARDS) and so mechanical ventilation is required with those patients. The goal of this project is to reduce ventilator-induced lung injury, thus decreasing ARDS mortality.

- A new project to develop innovative sowing, cultivation, and rotation strategies to address weed, fertility, and disease challenges in organic food and feed grains. Funded by the National Institute of Food and Agriculture, the work of this project will assist farmers in developing practices to reduce the risk of disease in their grain production systems and will provide the framework for farmers to strengthen their knowledge and skills in this critical area of organic farming.
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**Extension**

<p>| EXT | Extension - Program and Faculty Support | Calahan, Christopher W | Food &amp; Drug Administration | The Northeast Center to Advance Food Safety (NECAFS) | 2/20/2016 | 2/28/2017 | $272,980 | $43,677 | $316,657    | Extension |
| EXT | Extension - Program and Faculty Support | Cannella, Mark P | Vermont Housing &amp; Conservation Board | Farm Viability 2016 Grant Cycle | 5/1/2016 | 4/30/2017 | $121,788 | $19,487 | $141,275    | Extension |
| EXT | Extension - Program and Faculty Support | Cannella, Mark P | Vermont Housing &amp; Conservation Board | UVM Forest Business | 10/1/2015 | 11/30/2016 | $51,497  | $8,240  | $59,737     | Extension |
| EXT | Extension - Program and Faculty Support | Carter, Jeffrey E | Natural Resources Conservation Service/Department of Agriculture | McKenzie Brook Watershed Farmer Technical Assistance | 1/12/2016 | 12/31/2017 | $43,104  | $6,896  | $50,000     | Extension |
| EXT | Extension - Program and Faculty Support | Carter, Jeffrey E | Vermont Agency of Agriculture, Food, and Markets | Farm Agronomic Practices (FAP) Educational and Instructional Activities FY2016-17 | 2/15/2016 | 12/31/2017 | $10,000  | $0    | $10,000     | Extension |
| EXT | Extension - Program and Faculty Support | Carter, Jeffrey E | Vermont Community Foundation | Champlain Valley Farmer Coalition Keep Local Farms | 10/1/2015 | 9/30/2017 | $45,000  | $0    | $45,000     | Extension |
| EXT | Extension - Program and Faculty Support | Darby, Heather M | Natural Resources Conservation Service/Department of Agriculture | St. Albans Bay Watershed | 1/12/2016 | 12/31/2017 | $43,104  | $6,896  | $50,000     | Extension |
| EXT | Extension - Program and Faculty Support | Darby, Heather M | North Dakota State University, Fargo | Identifying Spring Matting Barley Varieties Adapted to the Eastern US | 1/1/2016 | 12/31/2016 | $5,531   | $0     | $5,531      | Extension |
| EXT | Extension - Program and Faculty Support | Darby, Heather M | University of Maine at Orono | Innovative Sowing, Cultivation and Rotation Strategies to Address Weed, Fertility and Disease Challenges in Organic Food and Feed Grains | 9/1/2015 | 8/31/2016 | $350,842 | $48,455 | $399,297    | Extension |
| EXT | Extension - Program and Faculty Support | Darby, Heather M | Vermont Agency of Agriculture, Food, and Markets | Evaluating the Efficacy of Biostimulants and Biofungicides for Downy andPowdery Mildew in Specialty Crops | 10/1/2015 | 12/1/2017 | $33,485  | $0     | $33,485     | Extension |
| EXT | Extension - Program and Faculty Support | Darby, Heather M | Vermont Agency of Agriculture, Food, and Markets | Farm Agronomic Practices Program Grant | 1/22/2016 | 6/30/2016 | $9,500   | $0     | $9,500      | Extension |</p>
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Total 162  

$20,748,087  $5,899,646  $26,647,733
Provost’s Report
May 20, 2016

Board of Trustees
Educational Policy and Institutional Resources Committee

Prepared By
Provost and Senior Vice President David V. Rosowsky

My May 2016 report will take the form of the Across the Green memo I shared with campus in April. Across the Green is a series of periodic letters I issue, providing updates on current initiatives and information on topics of interest to the broader academic community. Prior issues of Across the Green are available here.
TO: University of Vermont Academic Community
FROM: David V. Rosowsky, Provost and Senior Vice President

“The Flywheel”

INTRODUCTION

Ours is a university with momentum. You see evidence of this all around you, you can feel the energy, and I hope you feel connected to the changes taking place. Because you are! The changes are driven by expressed shared goals for the University of Vermont, by collective aspirations and expectations, and by the time and effort of so many across the campus. UVM is a public research university with a strong culture of service that goes beyond its land grant mission. The University of Vermont has a deeply held commitment to elevating humankind. And I am profoundly grateful to the many contributions being made by our faculty and staff every day to continue to elevate our University.

We have been careful and purposeful in planning for the changes underway at UVM, with critical input and participation by faculty and staff, but the flywheel is most certainly spinning now. If I can extend this metaphor just a bit more, I would characterize the flywheel at maximum rotational velocity now. We took about three years to get to this point, but we should not expect the rate of change to increase without bound. We are moving at a good pace and are guided by a clear set of goals. The key now is to remain engaged and committed to our shared goals of academic excellence and student success – to keep the flywheel spinning.

ACADEMIC SUCCESS CENTER

As discussed in my last campus update (Jan. 2016 ‘ATG’), a series of strategic office relocations this summer will bring together core student functions, making it easier for students to find and access important services. Also discussed were initiatives around creating a common first-year experience (FYE) that will complement, leverage and extend existing first-year programming. Integral to the success of all of these initiatives is a structure that will support a high level of organization and collaboration across all colleges, schools, administrative units, and academic and student affairs. To that end, and as a result of a consultative evaluation of our current structure, we are establishing an Academic Success Center (ASC) through a re-organization of existing offices and functions, and a redeployment of existing resources. The Academic Success Center will provide early support to students in their transition from high school to college, and promote academic achievement and effective academic advising for undergraduate students across the University.
The ASC will bring together our Orientation Program, a new First-Year Experience Program, a new centralized Advising Center¹ and the Learning Cooperative (tutoring services). The staffing necessary to support this innovative and integrative model has been assembled by restructuring and reorganizing existing positions. The director of the ASC will work closely with the new Provost’s Faculty Fellow for Advising and First-Year Experience and will report to both the Vice Provost for Student Affairs and the Associate Provost for Teaching and Learning.

PROVIDING TIMELY COURSE INFORMATION FOR STUDENTS

In recent years, the Student Government Association (SGA), the Faculty Senate, and the Council of Deans have been discussing the value of providing timely and relevant course information to allow students to make informed choices as they schedule classes. This, in turn, promotes timely decision-making and active engagement by students in the advising process, and thereby improves retention and four-year graduation rates. I have asked the Council of Deans and Faculty Senate leadership to work closely with SGA to develop a consensus set of recommendations to bring forward to the broader Faculty Senate for discussion and, hopefully, endorsement.

A small number of faculty have expressed concerns that providing syllabi in advance presents issues around intellectual property or academic freedom. The Office of General Counsel has looked at this matter and concluded that there is no cause for concern, noting that this is a widespread practice at other universities. Nonetheless, these faculty concerns led to the previous recommendation (and largely standard practice at UVM) of providing expanded section descriptions. To the extent these include (i) a description of the scope and goals for the course, (ii) information on the (anticipated) textbook, and (iii) basis for course grade, these expanded section descriptions seem sufficient.

Many faculty have indicated they already post their syllabi online in advance of the class’s start date. The SGA and Council of Deans may find that posting of the information requested by the students is already being done by most (but not all) faculty. Our commitment to student success (including academic advising, student retention, and the Four-Year Plan) suggests we should move, as a campus, toward robust and consistent practices in this regard.

UPDATES ON FACULTY AFFAIRS

Earlier this year, I was pleased to announce the appointment of Dr. Jim Vigoreaux, Professor of Biology, as Associate Provost for Faculty Affairs. This appointment provided an opportunity to reaffirm the position’s focus and primary responsibility for enabling faculty success – including faculty recruitment, retention, recognition, and promotion. I asked Jim to focus his efforts in his first year on faculty recruitment and faculty development.

Through Jim’s leadership, the Office of the Provost and the Division of Human Resources, Diversity and Multicultural Affairs have solidified their partnership in providing high level support to units conducting faculty searches. Our policies, procedures and expectations also are being revised to more clearly align with the strategic diversity and inclusion goals of the University.

¹ The Advising Center will be located in the Davis Center, and will supplement the specialized advising systems that are currently in place in each of the colleges and schools. The center will provide students with an easily accessible resource for general advising issues.
The Faculty Mentoring Program, previously administered by the Faculty Senate, has been moved to the Office of the Provost and will be re-designed and administered by the Associate Provost for Faculty Affairs. This is consistent with best practices nationally and will allow for effective and timely faculty mentoring to become a best practice at UVM.

Looking to expand faculty mentoring opportunities, and building on our successful decade-old partnership with the Northeast Alliance for Graduate Education and the Professoriate, a select group of female faculty in the biomedical fields is participating in a virtual mentoring network as part of the NIH National Research Mentoring Network. This is just one example of how we can effectively leverage the experience and resources of other organizations to enhance our own mentoring and faculty development opportunities.

The administration of the Retired Faculty and Administrative Officer’s Organization (RFAO) has also been moved from the Faculty Senate to the Office of the Provost. This, too, is consistent with best practices nationally as Faculty Affairs is taken to include the full continuum of faculty, from recruitment of new faculty through supporting our retired and emeritus faculty.

You can learn more about the efforts of the Associate Provost for Faculty Affairs (including those around faculty recruitment, development, and mentoring) on the office’s webpage.

THE PARTNERSHIP BETWEEN STEM AND LIBERAL ARTS

While I use the ‘Across the Green’ memos to provide regular updates to and share progress with the broader academic community, I also (from time to time) post a blog essay online. Some of my essays relate to ongoing campus-wide discussions or activities, while others evolve from my engagements beyond our campus. In my most recent post, I was motivated both by internal and external discussions to offer my own thoughts on the “Power of Partnership and Pairings” of STEM and the Liberal Arts. I encourage you to read the essay and, as always, I welcome your feedback.

While written for a broader readership, my hope is that the essay can initiate a richer discussion around this topic on our own campus. The University of Vermont is exceedingly well positioned, through its culture and blend of academic programs and priorities, to innovate and to lead in this space. As always, such efforts can only be successful with advocates and leaders from the faculty. I hope that the observations I share in my essay – based on my own experiences as a faculty member and academic leader – can be helpful. I look forward to UVM being an innovator in creating programs, program pairs, and opportunities for our students to blend STEM and Liberal Arts.

GENERAL EDUCATION, CORE COMPETENCIES OF THE UVM GRADUATE, AND STUDENT SUCCESS

I fully support the ongoing discussions within the Faculty Senate around General Education requirements and core competencies we should ensure for all graduates of the University of Vermont. These are important discussions. We currently have general education requirements around (1) diversity, (2) writing and information literacy, and (3) sustainability.

Strong cases also can be made, in my opinion, for requirements that ensure our students possess competencies, by the time they graduate, in (1) quantitative reasoning; (2) personal finance and financial literacy; (3) science, technology, and society; and (4) health and wellness. I hope that the Faculty Senate will consider these recommendations in their ongoing discussions.
In discussions about core requirements (whether formalized through required courses or other structured learning experiences), care must be taken to balance the goals of ensuring core competencies and maintaining the flexibility needed for students to satisfy requirements for their degree and explore disciplines and topics beyond their major. The trend toward using outcomes to verify student learning, rather than simply requiring one or more courses, seems to have as one of its objectives providing more flexibility to departments and programs as they set up their curricula.

Another approach is for students to be purposeful about how they use their electives, how they select certificates or minors, to complement their major and best prepare them for success after graduation. As faculty, we have a role to play in helping students make informed, strategic, and purpose-driven choices.

Smart selections of courses could result in program pairings between a disciplinary major and a complementary certificate, minor, second major, or post-graduate degree. We should encourage our students to pursue these enabling program pairs, while discouraging them from simpler paths (e.g., a random selection of introductory courses to satisfy elective requirements, or a minor or second major that is very close to the original major). As faculty, we should be thoughtful about designing program pairs, clearly articulating (and demonstrating) their value, and promoting them as part of the University’s commitment to student success.

I believe we should be purposeful and strategic in empowering our students to make good choices in rounding out their curricula, realizing the fullest value of their UVM education, and leveraging all that the University offers.

FY17 BUDGET, FIRST YEAR OF INCENTIVE-BASED BUDGET (IBB)

We are nearing the end of our first year under the IBB model at the same time we are finalizing the FY17 budget. The budget process has been smooth and without major issues, thanks in large part to (1) the extensive and very thoughtful planning over the last (nearly) three years, and (2) the authentic and productive discussions that have been taking place within each academic and administrative unit. In addition, thoughtful and productive discussions across and between academic and administrative units have been taking place, leading to better understanding of mission and scope and to more strategic allocation of resources. In particular, I want to acknowledge the deans for their commitment to transparency and open discussion within their schools and colleges, for engaging faculty and staff to inform their strategic goal-setting and decision-making, and for their leadership. We are learning together as a University about the potential and opportunity the new budget model offers. I have been impressed by the level of understanding, insight, and forward-thinking already evident in the deans’ budget presentations this spring, and how that understanding is shaping strategies that will allow units to deliver on our promise of academic excellence and student success.

While I have used earlier memos (e.g., Jan. 2016 ‘ATG’) to highlight the new, largely interdisciplinary, academic programs (degrees, minors, certificates) that have been proposed and approved recently, I thought I would use this memo to share some of what the transition to IBB is incenting and enabling, beyond just new or re-envisioned academic programs.

- The colleges/schools are taking a more thoughtful, strategic, and creative approach to summer including (a) more strategic student-centered offerings; (b) more consistent, equitable, and appropriate class sizes; (c) increased online and hybrid offerings to reach and
attract broader audiences; and (d) a focus on efficiency to increase effective net revenue back to the unit.

- The colleges/schools are thinking strategically about true costs of extramural research, and in particular how to accommodate grants that are central to meeting the unit’s highest priorities but do not pay full indirect costs.

- The colleges/schools are looking carefully at the true costs of externally funded centers and grant-funded service activities to fully understand the level of subsidies that must be provided by the unit to support them.

- Budgets of the colleges/schools have been “hardened” to reflect (a) long-time ongoing commitments from the University to the unit, and (b) expense commitments that had been paid previously from (e.g.) gift accounts or other one-time sources.

- The deans are engaged in forward-looking discussions about library holdings and acquisitions (in particular, serials subscriptions), with full benefit of actual cost and actual usage statistics. The deans will be engaging with their faculty in trade-off analyses and discussions in the coming year.

- The colleges/schools are able to make multi-year investments in new academic programs and new scholarly activities, monitoring for progress and verifying that expectations (e.g., enrollments, degree completion, scholarship, visibility, rankings) are being met.

- The colleges/schools are actively engaged in student recruitment and retention efforts, and to the success of their students upon graduation.

This transparency, dialog, and engagement will enable units to make decisions consistent with their highest priorities, and create the best overall educational experience possible.

As is required by our Board of Trustees, the University must deliver a balanced budget each year for the Board’s approval in May. We will once again deliver a balanced budget this year.

EDUCATIONAL STEWARDSHIP COMMITTEE

Fall 2015 marked the launch of a new joint committee of the Faculty Senate and the Office of the Provost, the Educational Stewardship Committee (known previously, and briefly, as the Strategic Curriculum Oversight Committee). The Educational Stewardship Committee (ESC) was established as a shared governance instrument to monitor the impact of the new budget model on curricular matters, academic initiatives and educational priorities, ensuring good stewardship, safeguarding, and coordination of the University’s educational mission.

To carry out its charge, the ESC monitors curriculum and instructional data (e.g., section sizes, changes in course enrollments, cross-listed or duplicative courses) and looks into concerns that are brought to its attention by faculty, chairs, or deans. The ESC then reports on its findings (with recommendations where appropriate) to both the Provost and the Faculty Senate Executive Council. You can view the Committee’s charter, roster, working documents and reports on its website.

I am grateful to the Faculty Senate leadership for their partnership in this important committee.
INNOVATION AND ENTREPRENEURSHIP ECOSYSTEM

Over the course of the academic year, University Communications has been following a strategy to promote activities around innovation and entrepreneurship throughout the University. You may have noticed an increase in the number of news releases and media stories around these themes. The goal has been to both celebrate the breadth of innovative learning and discovery activities at UVM and increase our visibility and reputation in this important space. Great universities are leaders in innovation and entrepreneurship, and the University of Vermont is a great university.

Part of our land-grant mission is our role as an economic engine for the state and the region. We take that role seriously and work closely with the state and with other Vermont colleges and universities in preparing graduates to succeed and creating economic opportunity for our graduates and for all Vermonters. As Vermont’s land-grant university, its only research university, and its public flagship university, UVM must seek to lead the state in innovation, job creation, and economic development.

Innovation and entrepreneurship activities and successes are not limited to the scientific, technological, or medical fields. There are impressive and important activities around social innovation and educational innovation, social entrepreneurship, and sustainable entrepreneurship, for example. A university should be innovative by its nature, as fields and disciplines evolve and new cross-cutting disciplines emerge.

The Innovation and Entrepreneurship Ecosystem I have described in previous memos (e.g., Feb. 2015 ‘ATG’, pp. 3-4), and continue to promote in and around the University, is a true collaboration between the University of Vermont and the City of Burlington. It is a ‘true’ collaboration because it is authentic, it is mutually beneficial, and the results are more than just the sum of its parts. The partnership between the University and the City is exciting and energizing. People are taking notice of what has been happening here. For example, Burlington has been ranked by Forbes as a top 10 tech hub in the US, Vermont was ranked #5 in the nation for start-ups, and VCET@BTV was ranked the 5th best university business incubator in the US. If you haven't already done so, I encourage you to read the “Wired for Success” feature in the most recent issue of Vermont Quarterly. You will be impressed and inspired by all that is taking place, and you will be proud to be at the University of Vermont.

INSTITUTE FOR ENVIRONMENT

As we move toward a final vision for an Institute for Environment, the highest priority to come out of the Envisioning Environment report prepared by a faculty group three years ago, we are actively seeking philanthropic support that will enable the institute’s launch and provide sustaining funding to ensure its future. Since the 2013 faculty report, other groups of faculty have been engaged in developing (1) a mission statement, scope, and expected goals and outcomes; (2) a resourcing model; and (3) a governance plan for the institute. As I said in my December 2014 communication reiterating our commitment to developing a resourcing plan that provides sustainable funds sufficient to ensure the institute’s success, “We will not launch an institute unless and until the resources are available.” While university resources have been identified through the President’s and Provost’s Strategic Investment Fund to support this highest priority identified by the faculty in the area of Environment, it is essential that we also have significant new philanthropic support in place prior to launching such an institute. Work is continuing apace and we will be sure to keep the University community updated.
CAPITAL PROJECTS

One need only look across campus to see the cranes and the changing skyline. And one cannot walk through our beautiful campus without experiencing the progress and, occasionally, being redirected (temporarily) around a favorite route. Excitement has been building for the last year with groundbreaking ceremonies, webcams, construction updates and signage, and even construction tours. You can learn more about some of the most visible projects (Alumni House and Pavilion, STEM Complex, First-Year Residence Hall, and the UVM Medical Center Patient Care Facility) and timelines, and watch real-time webcam footage, at the Building UVM website. Information about these and other projects (e.g., Billings Library, Virtue Field) also can be found on the UVM Facilities Design and Construction website.

Many of these projects would not be possible without the generous support of alumni and others through the Move Mountains campaign. Several projects, such as the new first-year residence hall and the Medical Center’s new facility, of course, also have an income stream behind them. Continuing to upgrade our campus facilities for living, learning, and discovery, while also remaining vigilant in attending to our highest deferred maintenance needs, are priorities for the University.

The Alumni House and Pavilion is on-schedule to open this fall, while the first STEM Complex building (“Discovery”) and the new first-year residence hall will open in fall 2017.

ACADEMIC ECOSYSTEM: PROMOTING SUCCESS, GROWING VISIBILITY, RECRUITING THE BEST

The University has implemented a strategy for recruiting students and faculty, continuing to elevate the visibility and reputation of the University of Vermont, articulating our distinctive value proposition, and making the most efficient use of our communications resources. We are working closely with the firm 160over90 to assist with developing and implementing strategies aimed first and foremost at achieving and sustaining our ambitious enrollment goals (quality and diversity). 160over90 has worked with many other top universities (e.g., UCLA, University of Virginia, Miami University, University of Florida, Drexel University) in a similar capacity, with impressive results.

Many faculty, staff, and students have participated in information-gathering sessions with 160over90 during this academic year, and committees of faculty, staff, and administrative leadership have gathered on multiple occasions to review 160over90’s findings and recommendations and to provide feedback on the new creative strategy as it evolved.

By the end of the semester, as part of our broader University communications strategy, colleges, schools, departments and programs will be provided with tools (e.g., style guidelines, templates) to assist in their own communications efforts.

In the coming months, and throughout the next year, you will see other elements of this coherent communications strategy, including new campus banners, viewbook, video, and admissions materials. 160over90 is also assisting us in developing and implementing a consistent communication narrative for students and families from first contact through enrollment. This includes campus, admissions, financial aid and academic messages.

There has been considerable excitement around these efforts and the commitment that is being made by the University to more effectively communicate the outstanding research and scholarship of our faculty, the many accomplishments of our students and our graduates, and the many ways we are achieving against our highest ideals of academic excellence and student success.
NEW ACADEMIC LEADERSHIP

We were excited to announce the appointment of Dr. Bill Falls as dean of the College of Arts and Sciences (CAS), effective March 1st. Bill brings to the position a deep understanding of the College (having joined the UVM faculty in 1998 and having served for nine years as chair of the Department of Psychological Science) and commitment to its vibrant and important future. He has energized the College and brought renewed focus to discussions around academic excellence and student success, and is leading conversations around the value and importance of the Liberal Arts at a great university.

We were also excited to announce the appointment of Dr. Scott Thomas as the next dean of the College of Education and Social Services (CESS), effective July 1st. Scott served most recently as dean of the School of Educational Studies at Claremont Graduate University and brings an impressive record of scholarship and leadership to UVM. He brings tremendous energy and enthusiasm to the deanship and recognizes the exciting opportunities that lie ahead for the College. In the coming months, Scott will work closely with the University and College leadership to effect a smooth transition into his new role.

President Sullivan and I are both grateful to Dr. Cynthia Gerstl-Pepin for her willingness to serve as interim dean of CESS during this transition year. Dr. Gerstl-Pepin brought patient, thoughtful leadership to the College, working closely with faculty and staff to resolve a number of open issues, initiate a college-wide strategic planning exercise, and continue important work with CESS alumni and donors.

CLOSING

Our flywheel is indeed spinning at a good clip. With so much happening, so many changes being made within our colleges and schools and throughout the University, some amount of uncertainty and anxiety is to be expected. It is important to recognize that the changes come about through shared goals articulated over the last few years, consultative and authentic engagement, and of course exogenous forces affecting our institution (e.g., rising healthcare costs, increased compliance and regulatory costs, among others) and to which we must be responsive. The good will and commitment shown by so many as we take stock of where we are, envision our future, and set ourselves on a pathway toward that future is the same good will and commitment that will, in time, remove uncertainties and calm anxieties. Thank you for your patience, your trust in one another, and your continued commitment to a great university and our highest ideals of academic excellence and student success.

If you are like me, the students’ return from Spring Break begins what feels like a steady slide toward Commencement. This is a busy and exciting time of the academic year for everyone. I hope you will take time to enjoy the pageantry and celebration surrounding UVM’s 215th Commencement ceremonies, May 21-22. I look forward to seeing you there.

As always, I invite your comments or suggestions anytime. Please feel free to stop me on campus or send me a note. I value your feedback and input. I also encourage you to participate in the dialog within your academic units. Dialog is essential to achieving shared goals and our ambitious agenda. It also is foundational to the principles of shared governance, to which I stand firmly committed.

As always, thank you for all that you do for our students, for your colleagues, and for the University of Vermont. Go Cats! -dvr
“Our graduates must be skilled disciplinary integrators with common language and common understanding.”
From essay, “The Power of Partnership and Pairings: Why STEM and Liberal Arts are Better Together”

“A university should be innovative by its nature, as fields and disciplines evolve and new cross-cutting disciplines emerge.”

“Great universities are leaders in innovation and entrepreneurship, and the University of Vermont is a great university.”

“You will be impressed and inspired by all that is taking place, and you will be proud to be at the University of Vermont.”

Webpage: www.uvm.edu/provost
Twitter: www.twitter.com/UVMprovost
ANNUAL RESEARCH REPORT

Board of Trustees
Educational Policy and Institutional Resources Committee
May 20, 2016

Prepared By
Richard A. Galbraith, Vice President for Research
The overarching mission of the Office of the Vice President for Research (OVPR) is to work in partnership with the President, the Provost, the Deans, the Faculty, and numerous supporting staff and core facilities, to encourage, support and celebrate a campus-wide culture of creativity, innovation, and excellence in research, scholarship, and creative works.

I began my tenure as Vice President for Research on July 1, 2014. The two overall strategies that I have identified as priorities for the next several years are incentivizing faculty with direct and impactful support, and enhancing UVM’s role in the “innovation and entrepreneurial ecosystem” of the region.

A. Incentives for Faculty.

We have made demonstrated and important investments and progress in support of UVM’s faculty. Examples include:

- The creation of the Faculty Activity Network (FAN), a program co-funded with the President’s Office. FAN creates opportunities for individuals or groups of faculty in any discipline to meet with other faculty members, wherever they work, in an effort to find and foster potential collaborations. Each FAN meeting is followed by a luncheon with the VP/Research to debrief and define next steps. FAN teams are also eligible to apply for small seed grants to encourage further collaborations. Now in its second year, over a dozen FAN gatherings have been held.

- The hiring of a full-time Grant Proposal Manager in the OVPR. The first identified project proposal was a large National Endowment for the Humanities proposal in support of the UVM Humanities Center. The emphasis of the Grant Proposal Manager is to facilitate large applications such as Center grants. In this first year, assistance has been rendered to 24 faculty members in submitting 18 grant applications.

- The creation of a new program to support new assistant professors. The OVPR’s Early eXtra Promotion of REsearch and Scholarship Success (OVPR EXPRESS) is an internal competitive funding program designed specifically to stimulate scholarship and research by new junior faculty members. In this, its initial year, support was provided to fourteen faculty members from across disciplines.

- Continuation of the very successful internal disciplinary-based funding program called REACH. Now in its fourth year, the REACH program provided $200,000 to seven UVM faculty members in an effort to support and promote promising research, scholarship and creative arts.

- The creation of a companion, new, internal multidisciplinary funding program called FISAR (Fostering Interdisciplinary Scholarship, Arts & Research) that provides $200,000 per year to interdisciplinary, inter-collegiate teams of faculty.
from two or more Colleges to identify and promote promising research, scholarship, and creative arts that crosses or establishes new disciplines.

- We are in our second year of an affiliate membership with the Alan Alda Center for Communicating Science. This institute, based at Stony Brook University, helps train faculty members to communicate more effectively with the public. Workshops have been held at UVM and individuals from UVM have, and will this summer, attend workshops in Stony Brook. A new director has been appointed, and future planned initiatives include training for graduate and undergraduate students.
- Prioritizing direct support of a variety of humanities-based initiatives, including the Humanities Center itself, Summer Fellowships, and occasional direct support to creative artists. The VP/Research has also made it a priority to visit with the creative arts faculty to encourage them to participate in the programs noted above.
- Support of the Honors College Faculty Seminar that takes place each summer at UVM.

B. Innovation and Entrepreneurial Ecosystem.

In the innovation and entrepreneurial ecosystem arena, the VP/Research office has been very active. Initiatives include:

- Direct support of Generator, Inc., Burlington’s not-for-profit Maker Center. Generator serves Vermont’s growing community of artists, makers, educators, and the curious public by creating access to equipment, tools, and materials, as well as training opportunities and social events that advance design, prototyping, and fabrication. It is expected that this culture of innovation will have a direct impact on economic growth in the region.
- The creation of the UVM-Industry Fellowship Program (UVM-IFP) in partnership with the Office of the Provost. In an effort to work more closely with industry and businesses, UVM-IFP seeks to address the needs of businesses by partnering with them in sharing the costs of the relevant expertise of UVM faculty members and graduate students or postdoctoral research associates.
- The creation of the Entrepreneurship Forum. The OVPR invited faculty, staff, and students from across the campus for ongoing discussions on how to foster the entrepreneurial landscape of the university. The mission of the Forum is to catalyze entrepreneurship in all activities and coalesce and create value for stakeholders across all constituencies at UVM.
- A partnership with BTV Ignite, a program that (with support from the National Science Foundation) encourages public, private, and academic institutions to develop next-generation Internet applications. BTV Ignite seeks to leverage Burlington’s powerful gigabit infrastructure as a tool, test-bed, and accelerator for economic, educational, and community benefit. Other partners include the Burlington Mayor’s Office, Champlain College, Burlington Telecom, UVM Health Partners, Burlington Electric Dept., and Dealer.Com.
- A new partnership with the City of Burlington called “MetroLab.” This federally funded program pairs cities with universities to develop smart cities. The ongoing
goal is to leverage the expertise of UVM and other university communities to help solve problems and improve conditions in the City of Burlington, and elsewhere.

- **Ongoing support of the Vermont Center for Emerging Technology (VCET), a business incubator ranked 5th in the US.** This year UVM partnered with VCET to open an 11,000 square foot co-working and start-up accelerator space just blocks from the UVM campus.
- **Migration of the successful SPARK-VT initiative from the College of Medicine to the OVPR as a university-wide program.** It is in its fourth year and provides $200,000 per year to support UVM faculty members in facilitating the discovery-to-innovation-to-commercialization process. Proposals are evaluated by an outside panel of successful entrepreneurs.
- **Support of “Pitch it, Fab it,” a program with the UVM Instrumentation and Model Facility, that encourages budding, local entrepreneurs to compete for prototyping and fabrication to help get their businesses off the ground.** The fourth round of this program was held in late March of this year.
- **Sponsorship of a variety of local and regional conferences on energy, engineering, and others as well as “civic hacking” events.**
- **Sponsorship of the UVM Legislative Forum on Economic Development.**

C. **Research Programs in OVPR.**

The OVPR also oversees two state-wide, scientific grant programs. In the interest of space, we are providing a link to each entry:

- Vermont EPSCoR [http://epscor.w3.uvm.edu/2/](http://epscor.w3.uvm.edu/2/)
- The Vermont Genetics Network (VGN) [http://vgn.uvm.edu](http://vgn.uvm.edu)

D. **OVPR Operations and Core Facilities.**

To meet the specific and overarching strategic priorities of the office, OVPR consistently focuses on the facilitation, coordination, and management of a complex – and ever evolving – network of university staff and programs needed to process, support, regulate, and advance the research enterprise. This includes the work of the Research Administration Office (which comprises two separate but related offices: Sponsored Project Administration and the Research Protections Office), the Office of Technology Commercialization; the Office of Animal Care Management; the Instrumentation Model Facility & Technical Services Partnership, and the Vermont Advanced Computing Core. These OVPR units are outlined in more detail in the Organizational Chart and the text that follows.
VP for Research
Richard Galbraith, MD, PhD

Director of Operations
Dan Harvey

Executive Assistant
Anita Lavoie

Assoc. VP, Research Administration
Jennifer Gagnon

Research Protections Office
Nancy Stalnaker

Technology Commercialization
Corine Farewell, DVM, MBA

Instrumentation Technical Services
Tobey Clark, MSEE

Animal Care Management
Ruth Blauwicker, DVM, PhD

VT Advanced Computing Core
Josh Bongart, PhD

Grant Proposal Manager
Jeralyn Haraldsen, PhD

UVM Communicates
Craig Wells, BA

Vermont EPSCoR
Judy Van Houten, PhD

VT Genetics Network
Judy Van Houten, PhD

GREEN = OVPR Operations & Core Facilities
YELLOW = Scientific Programs Based in OVPR
RESEARCH ADMINISTRATION (RA)

The University of Vermont is a research university that supports and promotes multidisciplinary and cutting-edge research, and provides service to our local and global communities. The Office of the Associate Vice President for Research Administration, Sponsored Project Administration (SPA), and the Research Protections Office (RPO) all play a significant role in supporting the research, service, and other scholarly activities undertaken by UVM's outstanding faculty.

The Office of the Associate Vice President for Research Administration is led by Jennifer Gagnon, who has served in this role since the fall of 2013. Jennifer provides high-level leadership to SPA and RPO and serves as the institutional official for research integrity and compliance matters such as scientific misconduct, financial conflicts of interest in sponsored research, responsible conduct of research, and export controls. Sudha Ramaswami, a certified research administrator with over 10 years of experience in sponsored project administration and customer service, compliance, and audit activities, is the Director of SPA and leads a team of approximately 25. Nancy Stalnaker has over 25 years of experience as the Director of RPO and leads a team of approximately 10.

In FY15, SPA supported the development and submission of over 1,150 proposals totaling over $225,000,000. SPA negotiated and accepted on behalf of the University 673 awards representing over $132,000,000 in funding from a diverse range of sponsors. These projects are managed by principal investigators from across the campus in a multitude of disciplines and interdisciplinary activities.

SPA plays an important role in the administration, fiscal management, and closeout of all active sponsored projects. In FY15, SPA prepared and submitted approximately 1,100 interim and final financial reports and billed and collected over $123 million, representing a large contribution to the University’s cash flow. In addition, SPA stays abreast of changing and complex federal compliance requirements and oversees the implementation of related policy and procedure changes. Finally, SPA managed several internal and external reviews of sponsored activity, including the annual A-133 audit, which resulted in no adverse findings.

The RPO manages the review and approval processes for research activities involving human subjects, vertebrate animals, biohazardous materials, and recombinant DNA. RPO plays a key role in supporting researchers and the research community in maintaining compliance with the vast and complex regulatory requirements, oversees external reviews and inspections by regulatory agencies, and investigates and manages the remediation requirements of any non-compliance. The RPO recently began an initiative to develop and implement an electronic submission and review process for the Institutional Review Boards’ (IRB) protocol activities and expects to make significant progress in the coming months. This new process will promote and improve efficiency, reporting capabilities, and service to the research community. In addition, after 25 years of dedicated service, Nancy Stalnaker is retiring on June 30. The recruitment to fill her position is underway, and the next director will be announced soon.
The Offices of the AVP for Research Administration, SPA, and RPO focus on efficiency, customer service, and compliance and seek to maintain an appropriate balance therein. The teams play a critical role in mitigating risk and ensuring that UVM remains in compliance with the myriad Federal and sponsor regulations related to sponsored activities. Based on external reviews and audits, UVM remains classified as a low risk auditee. It is critical to remember that failure to be in compliance with these federal requirements would negatively impact the university's reputation to funding agencies and regulators, and in egregious circumstances could result in withdrawal of federal licenses or funding. Thus, SPA and RPO must be appropriately positioned to continue not only to support our faculty and the university's research enterprise, but also to play a major role in risk management at UVM.

OFFICE OF TECHNOLOGY COMMERCIALIZATION (OTC)

The Office of Technology Commercialization, led by Dr. Corine Farewell, plays a pivotal role across the spectrum of the entrepreneurship ecosystem. Critical components of a successful ecosystem are achieved by educating the research community about technology commercialization and intellectual property, encouraging invention disclosures on research findings, identifying technologies with commercial value, securing, monitoring and managing appropriate intellectual property protection, networking researchers and marketing to potential commercial partners, and licensing in a manner to promote rapid development. The Office also facilitates the creation of new business ventures where appropriate. Additional activities supporting the mission include executing confidentiality agreements and negotiating in-coming and out-going material transfer agreements.

The Office strives to improve components of this progression to build our intellectual property assets as effectively and efficiently as possible, with a dual goal of financial benefit to the university and positive societal impact of the research enterprise.

Highlights in the current fiscal year include an increase in the number of high-quality invention disclosures from researchers across the university. The office has filed in the current fiscal year for intellectual property protection on 35 of these disclosures, while carefully managing the patent filing and prosecution costs to enable pursuit of a broad intellectual property portfolio across the breadth of UVM discoveries.

Another key activity of the OTC is to reach out to the community to support the growing entrepreneurial culture at UVM and in Burlington. Our annual signature event - Invention 2 Venture – which serves as one of the premiere entrepreneurship events held in Vermont, enjoys continued success. Technology transfer requires collaboration among many stakeholders, as the transition of an early-stage research discovery into a product requires resources and skill sets not typically held by a single individual or organization. Within the university, joint efforts including students and faculty provide a rich environment for advancing new ideas beyond the conceptual stage. Thinking beyond the University, collaborations with external stakeholders can provide business expertise,
funding opportunities and access to programmatic initiatives not typically available to institutions of higher education.

The Sustainable Entrepreneurship Masters of Business Administration students have embraced the Technology Commercialization course co-taught by Dr. Monsen of the School of Business Administration and Dr. Farewell of the OTC. This class offers MBA candidates hands-on opportunities to assess and develop commercialization plans for selected UVM technologies in collaboration with the UVM inventors. Conversely, the UVM researchers are afforded the opportunity to present their technologies to rigorous student-team assessments and analysis of the commercial potential from a business perspective. Both parties benefit by honing their communication skills – speaking science to business people and vice versa. Effective communication is essential to every technology transfer operation given the diverse set of stakeholders involved and interested in technology commercialization activities. OTC’s clear message of research, entrepreneurship and economic development must reach faculty, students and administrators within the University as well as, alumni, community members and other external constituents.

In summary, the technology transfer component of the research enterprise continues to mature and catalyze the UVM ecosystem of entrepreneurship. The total number of US Patents has increased from 146 in FY14 to 159 in FY16 and revenue from patents, as well as patent cost reimbursement, continues to grow. The overarching goal of the OTC is to pursue licenses with commercial partners, either established or UVM startup companies, that represent the best opportunity to bring the nascent UVM technologies to market.

OFFICE OF ANIMAL CARE MANAGEMENT (OACM)

The mission of the Office of Animal Care Management is to promote the well-being of animals used in research and teaching and to facilitate high-quality research by providing animal husbandry and veterinary services for laboratory animals. Dr. Ruth Blauwiekel, University Veterinarian and the Director of OACM, and her team provide husbandry and veterinary medical services for animals used in over 230 active research or teaching protocols. More than 80 investigators from the Colleges of Medicine, Arts and Sciences, and Agriculture and Life Sciences utilize the research animal facilities.

The UVM program of Animal Care hosted a site visit in March 2016 by the Association for the Assessment & Accreditation of Laboratory Animal Care (AAALAC) and continues to hold full AAALAC accreditation. UVM also holds a registration with the United States Department of Agriculture for the use of vertebrate animals for purposes of research and teaching under the federal Animal Welfare Act. A state-of-the-art 6,000 square-foot barrier mouse facility is housed in the Health Sciences Research Facility. In addition, four other University buildings contain animal holding and procedural areas comprising a total of nearly 19,000 square feet. In 2015, the State Department of Health
opened a new Biological Safety Level 3 building that will contain 3 laboratories dedicated to UVM research and attendant animal handling facilities.

**INSTRUMENTATION & TECHNICAL SERVICES (ITS)**

Instrumentation & Technical Services has served the university community for over 45 years, beginning with the Instrumentation & Model Facility’s research instrument design and fabrication services for campus researchers and several years later with the addition of biomedical engineering expertise for state and regional hospitals. As a self-sufficient core facility, ITS has shown its value to customers in research, education, healthcare and Vermont emerging technology companies. In the past three years, ITS staff have authored seven papers or book chapters, and have made more than 20 presentations at international, national and regional professional meetings in our areas of expertise.

The Instrumentation & Model Facility (IMF) continues to play a key role in supporting the School of Engineering Senior Experience in Engineering Design Program and the Office of Technology Commercialization through the development of prototypes and custom devices for student, faculty and staff inventors. A current project is the development of a 3D bio-printer based on an inexpensive standard 3D MakerBot printer. This work was funded through a grant from Bio-Tek Instruments in Winooski. IMF also serves all UVM researchers creating instruments, models, components, and systems to allow them to conduct research. Another area of interaction is with state small business development entities in the area of technology innovation. For example, in 2015, IMF with the support of OVPR, partnered with the Burlington Generator to institute “Pitch It, Fab It” competitions for microbusinesses to support their development via IMF design/fabrication of concept models and prototypes. IMF has been involved in the development of half of the UVM patents as awarded at the 2015 I2V Conference and four IMF staff also received patents through UVM.

Overall, 167 IMF projects were completed in calendar year 2015 for 22 UVM departments, 22 Vermont inventors, startups, and emerging technology companies, and 14 other universities, hospitals and state agencies.

For the past four years, ITS has worked to upgrade UVM research labs. We have taken on the calibration and repair of 190 biological safety cabinets on campus and added services for a variety of other lab equipment. Also, we made significant strides in the project “Green Labs” supported by the Clean Energy Fund for the UVM Office of Sustainability. Due to volume increases, four ITS staff members are available to support campus research equipment, resulting in a lower cost, faster response service than provided by OEMs.

Technical Services Partnership (TSP), a subgroup of ITS, has been involved in the implementation and support planning for many University of Vermont Medical Center’s (UVMMMC) technology projects, including the automatic integration of medical device data into the electronic health record, the technology planning of new facilities such as
the Patient Bed Tower, and patient safety engineering to reduce adverse events related to medical devices. TSP also provides services to nearly all the other hospitals in Vermont, UVMMC referral hospitals in New York, and other regional healthcare providers.

VERMONT ADVANCED COMPUTING CORE (VACC)

The Vermont Advanced Computing Core facility is a supercomputer that has been supporting innovative, data-intensive research across disciplines at UVM for 14 years. Currently we have 217 active users, including 79 faculty principal investigators, post-docs, graduates, undergraduates and faculty researchers, across 22 disciplines. In 2015, the VACC generated over 9.1 million computational hours for UVM research.

Director Joshua Bongard and associate director Andrea Elledge submitted a 2016 Major Research Instrumentation (MRI) Grant to NSF. If awarded, the funds will be used to further develop “Big Data” computing. This will complement the current supercomputing configuration and allow better access for faculty research. Dr. Bongard and Ms. Elledge worked with UVM Enterprise Technology Services’ Mike Austin and Jim Lawson to hire a dedicated IT Professional for the VACC. The resulting new employee, Andrew Evans, now facilitates our goals to expand and maintain the VACC and to assist users with software coding issues.

As of FY16, the VACC is supported by a tiered, pay-per-use policy. All PIs of the VACC elect to join (or are placed into) one of three tiers on a yearly basis. The combined income from all paying users supports Andrew Evans, our full-time IT professional.

Ideal for the support of innovative, data-intensive research across disciplines, the VACC resource has been cited as absolutely critical to the growth and advancement of many UVM faculty. Since coming online in 2004, VACC has also been an invaluable UVM asset to the recruitment and retention of world-class “big data” faculty talent to UVM who might have chosen larger research universities for their work if the VACC had not been available for their cutting-edge research and student projects.

GRANT PROPOSAL MANAGER SERVICES

Jeralyn Haraldsen was hired by the OVPR as a Grant Proposal Manager in the spring of 2015. Prior to this position, Jeralyn served as a freelance grant writing consultant for 7 years, primarily working with faculty at institutions within the Northeast. She is an active member of the National Organization of Research Development Professionals (NORDP), which provides professional development opportunities, and networking with professionals in similar roles at other academic institutions.

The main priorities of the grant proposal manager are to provide strategic writing support to (1) large, complex, multi-disciplinary proposals that support high-impact, center-level research and scholarship, and (2) individual investigator proposals from new faculty (or
inexperienced grant writers). Secondary to the grant writing support provided, the grant proposal manager also has a role in providing professional development opportunities for faculty and staff on the topic of grant writing best practices.

Since the inception of this position (04/01/15 – 03/31/16), Jeralyn has collaborated with 24 faculty members to support the submission of 18 grant proposals, requesting more than $45M in direct costs. Of the submitted proposals, 12 were large, multidisciplinary proposals, 6 were proposals to support individual research projects. The faculty members requesting support included 7 “new” faculty members. Requests for support have come from a diversity of disciplines, representing 11 departments in 7 schools/units (CALS, CAS, COM, CEMS, CESS, RSENR, Extension). Proposals were submitted to 7 funding agencies (NIH, NSF, USD, FDA, NEH, Howard Hughes Medical Institute, and Searle Scholars). To date, 2 of the submitted proposals have been awarded (approximate total direct costs awarded: $1,239,782). Of note, 9 proposals are still pending review.

In her first year as Grant Proposal Manager, Jeralyn has established a well-attended, monthly Grant Writing “Brown Bag” seminar series. The series includes a total of 8 sessions on topics related to grant writing best practices, and successfully navigating the institutional grant submission process. The first 5 sessions have attracted between 25-40 participants, including faculty, staff, and grad students (as well as several participants from off campus). Materials from the sessions have also been posted online to allow members of the UVM community to access the information “on demand.” Evaluation forms indicate a high level of satisfaction with the content of the sessions to date.

**SUMMARY**

In FY15, OVPR continued its efforts to support and foster the diversity of excellence in research, scholarship, innovation, and creative works throughout the University of Vermont. Going forward, OVPR will continue to make strategic investments that align scarce University resources with strategic goals in research and education. Finally, the OVPR will continue to facilitate the effective translation of UVM research and scholarship programs to societal goods that highlight the value of the innovation and creativity here on campus.
GRADUATE EDUCATION REPORT

Board of Trustees
Educational Policy and Institutional Resources Committee
May 20, 2016

Prepared By
Cynthia Forehand, Dean of the Graduate College
The mission of the Graduate College is to provide the environment for high quality graduate education by stimulating and supporting the intellectual and professional development of a diverse faculty and student body; by promoting interdisciplinary and innovative forms of scholarship, research, and curricula; and by recognizing scholarly excellence.

The current academic year marked the beginning of a 5-year plan to increase graduate enrollment at the University of Vermont (UVM) by 30%, including a doubling of the international graduate student population. This goal aligns with President Sullivan’s Strategic Action Plan and specifically supports Provost Rosowsky’s Academic Excellence Goal 8 to “Increase enrollments in graduate and professional programs”. Meeting this goal will support a growing intellectual vibrancy at UVM with a mix of graduate and undergraduate students more closely aligned with peer research universities. The approach to meeting this goal is a combination of enhancing recruitment, developing new programs and ensuring the vitality of existing programs. In the past year the Graduate College has fully implemented a new online admissions system, more than doubled the number of recruitment fairs attended, enhanced support of our graduate students, and guided development of and approved a new master’s program and two certificates of graduate study. We have also approved a new doctoral program that is currently being considered by the Faculty Senate. In addition, we approved variable tuition rates that decreased out of state tuition costs for several graduate programs and developed a new pre-master’s component of the Global Gateway Program to attract academically talented international students who are supported with intensive English language training as they begin their graduate degrees.

ENROLLMENT and TRENDS
In the Carnegie classification system, UVM is categorized both as a high undergraduate institution and as a high research university with a STEM dominant doctoral profile. Academic institution profiles compiled from the NSF 2014 Survey of Earned Doctorates indicates a medium sized graduate population ranking 245/680 for graduate institutions in the number of full time graduate students and 182/415 for universities with doctoral (PhD) graduates in the number of doctoral graduates. Data in Table 1 indicate that our overall ranking by NSF as a doctoral institution is buoyed by research expenditures, but diminished by our lower numbers of graduate students and earned doctorates. Increasing UVM’s graduate population will enhance its reputation and ranking, but that enhancement will be most effective if there is an increase in doctoral as well as master’s and certificate students.

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<td>Total federal obligations for science &amp; engineering (2013)</td>
<td>11.2</td>
<td>103/989</td>
</tr>
<tr>
<td>Total R and D Expenditures</td>
<td>23.1</td>
<td>142/632</td>
</tr>
<tr>
<td>Ranking across all 4 variables</td>
<td>43.6</td>
<td>182/422</td>
</tr>
</tbody>
</table>

The Graduate College is home to ~1360 students, with 57% enrolled in master’s and certificate programs and 43% in doctoral programs. Of the total graduate student enrollment (excluding MD degree), 60% are female, 56% are Vermont residents, 10% are international and 7% are
ALANA. The in state/out of state ratio is significantly different for master’s vs. doctoral programs (Figure 1). This difference reflects the robust professional master’s programs that serve the State of Vermont by developing its professional workforce.

**Figure 1.** Percentage of in state and out of state graduate students in master’s and doctoral programs.

An extensive profile of graduate enrollment at UVM is available in the [Graduate College Annual Report](#) for 2015. Summary data are shown in Figure 2 for applications, admits, and new and total enrols over the past 5 year window. After three years of declining enrollment from Ay12-14, the Graduate College noted a 4% increase in student number for AY15 at a time when the national increase was 1.5%. In AY16, UVM graduate enrollments dropped by 1.2%; national comparison date are not yet in. The admission cycle for Fall 2016 is still in progress, but we have already noted a 1% increase in applications over Fall 2015.

**Figure 2.** UVM 5 Year Graduate College Enrollment Data
The number of doctoral degrees awarded has remained fairly constant recently. Data from the NSF Survey of Earned Doctorates indicates strong outcomes for UVM doctorate recipients compared with all High Research Institutions. A sharp decrease in master’s degrees in 2014 appears to be recovering (Figure 3). This pattern is similar to national trends.

Enrollment data nationally show an increasing percentage of international students comprising graduate enrollments, with greatest increases at the master’s level. UVM is not experiencing these increases, making the international population a clear opportunity for growth.

Table 2. Data from annual NSF Survey of Earned Doctorates - 2014

<table>
<thead>
<tr>
<th>Category</th>
<th>UVM</th>
<th>All High Research Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorates reporting Interdisciplinary Dissertation Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life Sciences</td>
<td>60%</td>
<td>21.7%</td>
</tr>
<tr>
<td>Physical Sciences</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Engineering</td>
<td>5%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Education</td>
<td>5%</td>
<td>12%</td>
</tr>
<tr>
<td>Median Time to Degree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Since baccalaureate</td>
<td>9.5</td>
<td>9.7</td>
</tr>
<tr>
<td>Since start of Doctoral Program</td>
<td>5.2</td>
<td>5.7</td>
</tr>
<tr>
<td>Graduate and Undergraduate Total Debt Level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>51.1%</td>
<td>46.1%</td>
</tr>
<tr>
<td>$30,000 or less</td>
<td>24.4%</td>
<td>22%</td>
</tr>
<tr>
<td>More than $30,000</td>
<td>24.4%</td>
<td>31.9%</td>
</tr>
<tr>
<td>Postgraduation Status (Immediate)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Definite postdoctoral fellowship or research associate</td>
<td>34%</td>
<td>17%</td>
</tr>
<tr>
<td>Definite Employment</td>
<td>22.7%</td>
<td>38.9%</td>
</tr>
<tr>
<td>Seeking employment or study</td>
<td>31.8%</td>
<td>39.8%</td>
</tr>
<tr>
<td>Other</td>
<td>11.4%</td>
<td>4.4%</td>
</tr>
</tbody>
</table>
RECRUITMENT STRATEGIES

Strategies to realize the goal of a substantial increase in the population of graduate students at UVM include a broad approach to recruitment that identifies new markets, enhances our admissions process and provides greater professional and academic support of graduate students.

New markets
In AY16 the Graduate College increased our presence at graduate student fairs. We have focused our attendance at these fairs to opportunities in New England and New York with an emphasis on schools with academic excellence and diverse student bodies. We have also begun to participate in virtual fairs that provide a broader base of potential applicants at lower cost than traveling to on site fairs.

In addition to reaching out regionally and virtually, we have initiated a focused effort to increase international enrollments. UVM must be visible to capture these students. In the past, there has been no organized recruitment other than through individual faculty relationships. We are now partnering with Undergraduate Admissions, the Office of International Education (OIE) and the Global Gateway Program (GGP) to be included whenever there’s a possibility to recruit graduate students. Importantly, we have partnered with the GGP to develop a specific Premaster’s Program (PMP) to complement the undergraduate program. The PMP engages Study Group to recruit academically talented international students whose English language proficiency is not quite at the level required for graduate study at UVM. In the intensive one year PMP, these student will take 12 credits of English proficiency coursework (ELL) and 12 credits of graduate coursework. Those who attain a minimum 3.0 GPA in the graduate coursework and English language proficiency equivalent to our direct admit requirement will then fully matriculate into a master’s program. In this inaugural year, 6 programs in the College of Engineering and Mathematical Science are participating: Math, Statistics, Computer Science and our three engineering programs. As we build capacity in ELL training at the graduate level and increase support infrastructure, we intend to add additional opportunities. An added benefit to developing the PMP is that the infrastructure built to support these students will benefit all of our international students and increase our ability to attract these students. The current distribution of countries from which our direct admit graduate students come shown in Figure 4. China and India are the biggest sources of students, but we do successfully attract students from a variety of countries, thus providing a good mix of international diversity.

Enhancing the admissions process
In a very competitive market for students who have many options, it is critical that we process applications efficiently. Over the past year we have finished implementing a fully online admissions
process that allows electronic communication with applicants and facilitates faculty review of applicants. This change means we no longer send out 2,500 snail mail decisions letters followed by another 1000 packets of information to students who indicated (by mail) they will attend. A process that used to take several weeks can now be completed in 2-3 days. We can now capture students interested in UVM before they commit to another institution. The current process is still slower than it could be as applicants continue to send us the majority of letters of recommendation and transcripts via mail, requiring a lot of personnel time scanning and tracking documents into appropriate applicant files. We are working on communication strategies with applicants to encourage them to use the electronic submission capabilities for these parts of the application as well.

Professional and academic support
Development of professional and academic support for UVM graduate students lags well behind both what is provided for UVM undergraduates and what is provided for graduate students at peer institutions. In AY 16, a faculty and student committee assessed the resources available to graduate students at the university level and within their units and identified priority areas to pursue. The Graduate College is identifying resources and partners to develop the supporting infrastructure for graduate students. The Graduate Student Senate was instrumental in developing specific graduate components in the offerings of the Career Center. The Office of Fellowships Advising housed within the Honors College has specifically reached out to include graduate students in the services it provides. These kinds of partnerships are key to efficient use of current resources to build graduate student support. The Graduate College implemented two specific components of support in AY16, an ombudsperson and a graduate expansion of the undergraduate Writing Center.

The Graduate Student Ombudsperson is responsible for providing independent, confidential, informal and impartial assistance to graduate students on matters affecting their graduate education. In AY 16 the ombudsperson was consulted by sixteen students, three of whom had situations requiring multiple consultations. None of the situations required Clery Act or Title IX reporting. The report of activities of the ombudsperson to the Dean of the Graduate College includes no information about particular student situations. However, the categories of issues that arise can inform the development of policies and best practices in graduate education.

UVM’s new Graduate Writing Center opened its door January 19 with funding from the Graduate College and administrative support from the Writing in the Disciplines program and the undergraduate Writing Center. The Graduate Writing Center offers free one-to-one and small group consultations for graduate student writers at work on a wide range of projects for academic and public audiences. The Center has worked with 26 students in individual or small group consultations and another 33 students have attended writing retreat or writing forum sessions. The Center will expand next academic year to include additional support for ELL students and to provide consultations via Skype for students in distance learning programs.

The Graduate College focus for the next academic year is to partner with the Center for Teaching and Learning (CTL) to provide training for graduate teaching assistants and expand professional development in preparation for teaching in an academic career.
GRADUATE PROGRAMS
Recruitment and student support strategies to increase graduate enrollments will only succeed in the context of excellent graduate programs that fit the needs of potential students. New programs provide the mechanism to tie offerings to current societal needs and student interest. Maintaining the vitality of existing programs keeps them current as well.

New Graduate Programs
To continue to increase graduate enrollments requires both increasing enrollment in existing programs and developing new and innovative programs that meet student demand and enhance UVM’s reputation. Three new graduate programs were approved by in AY 16.

MS in Medical Laboratory Science: This program in the College of Nursing and Health Sciences (CNHS) responds to a clear professional need and job market for students trained at the master’s level in Medical Laboratory Science (MS-MLS). There are only a few currently existing programs to fill this need. CNHS has a strong undergraduate major in MLS and a long-standing and very successful post baccalaureate program in conjunction Continuing and Distance Education (CDE). The undergraduate major and the post-baccalaureate program have excellent student outcomes that predict a similar result for the MS-MLS.

Certificate of Graduate Study in Epidemiology (CGSEPI): This online certificate adds to UVM’s offerings in Public Health complements a very successful online Certificate of Graduate Study in Public Health (CPH). The CGSEPI includes courses that serve as core requirements electives for an epidemiology concentration in the recently approved Masters in Public Health (MPH). The certificate thus provides a stand-alone credential and an entry point into the MPH.

Certificate of Graduate Study in Health Care Management and Policy (CGSHCMP): The CGSHCMP is also an addition to UVM’s graduate Public Health offerings. This certificate provides a defined credential that appeals to a specific audience with a focused interest in health care management and policy from a public health perspective. It can also serve as an entry to the MPH program.

Existing Graduate Programs
In AY 16 the Graduate College did a detailed analysis of graduate student support levels for Graduate Assistantships (teaching or research) across disciplines against national peers. The purpose of this review was to determine an appropriate level of assistantship support to be competitive for the best students and to consider the cost of living in Burlington VT against those peers. We found that many of our master’s programs had current levels of support that were a competitive, but our doctoral program did not. We have implemented a 3 year plan to bring stipends up to a level that is at the median (or better) for peer high research institutions. The plan involves differential increases in doctoral vs master’s stipends over two years and then a program by program analysis in the third year. The data was presented to the deans who unanimously approved making these changes in support of our graduate students and our research and teaching missions. They also agreed to increase the support for health insurance for the graduate assistants from 75% to 100% of the single student health insurance
premium. The deans are making strong commitment to graduate education. This commitment will be critical to the overall goal of increasing the population of graduate students at UVM.
Report on Student Advising

Board of Trustees – Educational Policy & Institutional Resources Committee
May, 20th 2016

Prepared by
Brian Reed, Associate Provost for Teaching and Learning
Annie Stevens, Vice Provost for Student Affairs
Jason Maulucci, President, UVM Student Government Association

Much progress has been made during the past year to strengthen student advising. Chief among these are 1) the imminent establishment of a centrally located advising center embedded within an Academic Success Center; 2) the appointment of a Provost’s Faculty Fellow for Advising and First-Year Experience; and 3) the launch of the Student Government’s Peer Advising/Peer Mentoring program. These three initiatives will function in an integrated manner.

Academic Success Center:
As Provost Rosowsky has noted in his report, we are establishing an Academic Success Center (ASC) through a re-organization of existing offices and functions, and a redeployment of existing resources. The Academic Success Center will provide early support to students in their transition from high school to college; and promote academic achievement and effective academic advising for undergraduate students across the University. The ASC will essentially replace the current Academic Success Programs unit, and will bring together the Orientation Program, a new First-Year Experience Program, a new centralized Advising Center, TRIO and Upward Bound programs, the Learning Co-Operative (tutoring services), and the ACCESS Office (Disability Services) with dual reporting lines to the Vice Provost for Student Affairs and the Associate Provost for Teaching and Learning.

Figure 1. Organizational Structure of the Academic Success Center
In consultation with an advisory board, the ASC leadership team, which will include the Faculty Fellow for Advising and FYE, will determine strategic directions for programming and outreach. The Faculty Fellow will help to implement and assess University programs to support academic advising and the first-year experience; and will work collaboratively with faculty, staff and students to achieve identified goals.

**Advising Center:**
The Advising Center will be located on the ground floor of the Davis Center, an easily accessible, high-traffic area next door to the Career and Experience Hub. The Advising Center, which will open with the start of the fall 2016 semester, will supplement the specialized advising systems that are currently in place in each of the colleges and schools. It will serve as an excellent place for students to start and as a quick-response resource on general advising issues and referrals. The Advising Center will be staffed by a Program Director, a Program Coordinator, and Student Peer Advisors.

**SGA Peer Advisor/Peer Mentor Program:**
The Advising Center will be staffed in part by specially trained student **Peer Advisors** employed by the Student Government Association (SGA), and supervised by Advising Center staff. The peer advisors will help to meet students’ general advising needs.

In addition, the SGA is launching a **Peer Mentors** pilot program in the Department of Biology (College of Arts and Sciences) the Grossman School of Business, and the Department of Mathematics and Statistics (College of Engineering and Mathematical Sciences). The Peer Mentors will provide first-year students with guidance specific to their school/college’s experiences and academic programs. The Peer Mentors will support the first-year students during their transition to University life by promoting informed academic decision-making; connections with co-curricular and extracurricular opportunities; connections with the many resources available to students; and by providing a personal connection with an upper class student. The Peer Mentors program will be expanded to other schools and colleges in the future with modifications based on knowledge gained from the pilot. By 2019 the SGA will employ over 170 Peer Mentors across every college/school and department at the University of Vermont. At full implementation, every incoming first-time, first-year student will be paired with a Peer Mentor of their same major.

Achieving an integrated, seamless, optimally-functioning system of academic advising will require attention at multiple levels: students, advisors, school/college Student Services offices, the Provost’s Office, the Faculty Senate and the academic units. There is still much to do, but we have made good progress during the past year through thoughtful planning, redeployment of resources, and the remarkable leadership and support of the Student Government Association.
Figure 2. Organizational structure for the SGA’s Peer Advisor/Peer Mentor Programs
**Capital Project Progress Report**  
May 20, 2016

**Board of Trustees**  
Educational Policy and Institutional Resources Committee

**Prepared by**  
Robert B. Vaughan, Director of Capital Planning and Management

### STEM Complex

<table>
<thead>
<tr>
<th>Engineer/Architect:</th>
<th>Ellenzweig/Freeman French Freeman</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor:</td>
<td>PC Construction</td>
</tr>
<tr>
<td>Est. Completion Date:</td>
<td>May 2019</td>
</tr>
<tr>
<td>Size:</td>
<td>171,747 net assignable square feet</td>
</tr>
<tr>
<td>Project Cost:</td>
<td>$ 104 million</td>
</tr>
<tr>
<td>Project Description:</td>
<td>The first phase of the STEM Complex Project included the programming for each of the units of Chemistry, Physics, Mathematics &amp; Statistics, Computer Science and the School of Engineering that will be addressed by this project, as well as the schematic design phase. The design development phase and the construction documents were authorized and completed in April 2015. The construction will be accomplished over a 4-year period with three different phases. The first phase will construct the Discovery Building, a state-of-the-art teaching and research laboratory facility, while the second phase will construct the Innovation Building, a classroom/office facility. The third phase includes concurrent selected renovations within the Votey Building.</td>
</tr>
</tbody>
</table>

**Status:** Currently on schedule and on budget.

**Project Update:** Construction activities have been underway since early summer 2015. The construction of the teaching and research laboratory building has completed the foundation, steel framing, and concrete decking of this Phase One component of the project. Further progress continues on interior fit-up and exterior components including masonry and roofing. The 2016 summer schedule includes the construction of the bridge between the new lab building and Votey.

### First-Year Residence Hall and Dining

<table>
<thead>
<tr>
<th>Engineer/Architect:</th>
<th>WTW Architects</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor:</td>
<td>Engelberth Construction</td>
</tr>
<tr>
<td>Est. Completion Date:</td>
<td>August 2017</td>
</tr>
<tr>
<td>Size:</td>
<td>207,000 gross square feet</td>
</tr>
<tr>
<td>Project Cost:</td>
<td>$ 70.0 million</td>
</tr>
<tr>
<td>Project Description:</td>
<td>The new residence hall complex will include a six story building with the dining hall component on the first floor, and a seven story building with all housing and housing-related uses. The project additionally includes a bridge connection to Bailey-Howe Library over Carrigan Drive. The two buildings are connected with a five story glass bridge hallway that spans the Green Mountain Walkway that forms a gateway entry to the buildings'</td>
</tr>
</tbody>
</table>
courtyard. The buildings contain approximately 207,000 SF of finished above ground space including a 450-seat dining facility, 699 beds of housing, Residential Life offices, student amenity space, and bike storage.

Status: Currently on schedule and on budget.

Project Update: The site utility work to relocate water service, sewage lines, and storm water drainage lines have been completed. The foundation work is complete with the steel framing phase close to completion.

Residential Life DM Projects

<table>
<thead>
<tr>
<th>Engineer/Architect:</th>
<th>Vermont Integrated Architecture, PC (VIA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor:</td>
<td>TBD</td>
</tr>
<tr>
<td>Est. Completion Date:</td>
<td>August 2017</td>
</tr>
<tr>
<td>Size:</td>
<td>8,737 gross square feet (Slade Hall only)</td>
</tr>
<tr>
<td>Project Cost:</td>
<td>$ 4.0 million</td>
</tr>
<tr>
<td>Project Description:</td>
<td>Slade Hall is a 24-bed residence hall on the Redstone Campus, built in 1928 and is 8,737 gross square feet, including a basement and three floors above. The building requires renovation and repair, including: damage to the building foundation from water infiltration, especially through the basement walls during periods of heavy precipitation; roof replacement; repair and replacement to the interior and exterior wood trim; ceiling, wall, and floor surfaces that need to be refinished and/or replaced, renovation to the kitchen and bathrooms throughout the facility, and electrical upgrade to the service and distribution. The second task covered by this project will be the complete replacement of all of the furniture throughout the Harris/Millis Residential Complex. The complex has 581 beds in the two buildings. In addition, the sidewalks on the west side of the complex have deteriorated and require replacement. Lastly, the Trinity Back Five Buildings, with 195 beds, require various roof repairs.</td>
</tr>
</tbody>
</table>

Status: Currently on schedule and on budget.

Project Update: The replacement of the furniture in the Harris-Millis Complex and the work on the Trinity Back Five Buildings were completed. The Slade Hall project design process has been completed. The preliminary regulatory process is underway working with the State Historic Preservation Office to evaluate our design proposal for replacing the exterior windows. A mock-up version of the design was installed in April and has been evaluated.

Alumni House

<table>
<thead>
<tr>
<th>Engineer/Architect:</th>
<th>Bread Loaf Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor:</td>
<td>Bread Loaf Corporation</td>
</tr>
<tr>
<td>Est. Completion Date:</td>
<td>August 2016</td>
</tr>
<tr>
<td>Size:</td>
<td>24,716 gross square feet</td>
</tr>
<tr>
<td>Project Cost:</td>
<td>$ 10.0 million</td>
</tr>
</tbody>
</table>
**Project Description:** The project involves a complete renovation of the interior spaces and mechanical and electrical systems for the existing house, and the construction of a new 2,600 GSF events pavilion addition to the house designed to accommodate 150-person occupancy. The renovation to the existing house will create a main floor dedicated to public and event spaces, a second floor with a combination of public, events and support spaces, and a third floor offering secure operation and office spaces for Foundation staff.

**Status:** Currently on schedule and on budget.

**Project Update:** Construction activities began during the month of July 2015. The structure of the pavilion addition has been completed and interior fit-up activities are underway. Interior restoration work in the historic house is well underway, with a summer completion date.

### Chiller Plant Expansion

<table>
<thead>
<tr>
<th>Engineer/Architect:</th>
<th>RMF Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor:</td>
<td>PC Construction</td>
</tr>
<tr>
<td>Est. Completion Date:</td>
<td>March 2017</td>
</tr>
<tr>
<td>Size:</td>
<td>7,488 gross square feet (building only)</td>
</tr>
<tr>
<td>Project Cost:</td>
<td>$ 11.8 million</td>
</tr>
<tr>
<td><strong>Project Description:</strong></td>
<td>The project involves an approximately 35’ expansion of the east elevation of the Central Plant to provide enclosed space for two (2) chillers, pumping, filtration, and chemical treatment systems as well as the creation of a modified cooling tower enclosure along the north elevation of the Central Plant complex. The plan is to install only one 1,600-ton chiller with its accompanying cooling towers with this project.</td>
</tr>
<tr>
<td><strong>Status:</strong></td>
<td>Currently on schedule and on budget.</td>
</tr>
</tbody>
</table>

**Project Update:** Construction work began in March 2016 and will be progressing with the building addition over the summer.

### Converse Hall (Phase 1)

<table>
<thead>
<tr>
<th>Engineer/Architect:</th>
<th>Gale Associates</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor:</td>
<td>TBD</td>
</tr>
<tr>
<td>Est. Completion Date:</td>
<td>Fall 2017</td>
</tr>
<tr>
<td>Size:</td>
<td>42,796 gross square feet</td>
</tr>
<tr>
<td>Project Cost:</td>
<td>$ 2.0 million</td>
</tr>
<tr>
<td><strong>Project Description:</strong></td>
<td>The scope of work will require extensive exterior restoration of the stone exterior elements as well as the slate roof. Several interim repairs need to be completed to remove or stabilize the elements that are in the worst condition. Previous intermediate repairs approximately five years ago were accomplished to stabilize the areas requiring repairs. With the UVM Medical Center constructing their new Inpatient Building addition, we have prioritized this project ahead of others in the residential life program due to the construction impacts that may lead to further degradation of the exterior materials.</td>
</tr>
<tr>
<td><strong>Status:</strong></td>
<td>Currently on schedule and on budget.</td>
</tr>
</tbody>
</table>
Project Update: The entire exterior was evaluated in the summer of 2015 and remedial work was performed to eliminate any of the immediate need components on the exterior envelope. The current plan is to combine the Phase 1 and 2 approaches and perform both phases simultaneously. We will fully design a cost effective plan to review in the Fall of 2016.

Billings Library

Engineer/Architect: Schwartz/Silver Architects
General Contractor: TBD
Est. Completion Date: Phase I - Winter 2016/2017; Phase II – Winter 2017
Size: 34,827 gross square feet
Project Cost: $ 8.5 million
Project Description: The renovation of this facility will include a phased approach for the historic structure and the upper level of the 1984 addition. The scope of work for the third floor will enhance the interior surfaces and lighting and develop a climate controlled area for the public spaces of the North Lounge and Main Lobby, Apse, and the Marsh Room. The upper level 1984 addition, which encompasses the dining facility known as the Cook Commons, will include a complete reconfiguration of the space to accommodate compact shelving and support offices. The current kitchen area can accommodate the heavy loading requirements of this type of shelving, as it is concrete slab construction. The infrastructure modifications required to serve the Library include a new chilled water line from the campus central chilled water plant to serve the air conditioning needs. New heating and ventilation equipment will also be installed.

Status: Currently on schedule and on budget.

Project Update: The project has completed the construction document phase with our plan to bid the project in late 2016.

Southwick Deferred Maintenance

Engineer/Architect: Truex Cullins
General Contractor: J.A. Morrissey
Est. Completion Date: Phase I - Summer 2015; Phase II – Summer 2016
Size: 37,445 gross square feet (Southwick)
20,926 gross square feet (Recital Hall)
Project Cost: $ 2.0 million
Project Description: The plan is to complete the deferred maintenance scope of work over a two-phased approach during the summers of 2015 and 2016. The following work was completed in the summer of 2015: Southwick Building: restoration of the historic cupola, replacement of the slate roof, replacement of the two flat roof areas, including the balustrades on the southwest roof (originally planned for 2016). The main entry stairwell into the Southwick building was restored and the waterproofing under the stairwell was replaced. In the courtyard between the Recital Hall building and Southwick, the concrete walkways were replaced along with the ramp.
and entry stairs into the Recital Hall building. The carpet in the lobby of the Recital Hall was replaced, along with the corridor carpeting throughout the building. Work to be completed in 2016 includes lighting in the Recital Hall and replacement of several windows, and an architectural investigation to determine the type of replacement door for the Southwick main entrance for a future project. Additional work underway in 2016 includes the upgrade to the Southwick Electrical infrastructure, based on electrical deficiencies, code violations and life safety concerns determined during an Arc Flash Study.

Status: Currently on schedule and on budget.

*Project Update:* *Phase I of the scope was undertaken last summer and early Fall, with the remainder of the scope to be completed in the summer of 2016.*

**Taft School (Phase 1)**

<table>
<thead>
<tr>
<th>Engineer/Architect:</th>
<th>Northern Architects</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor:</td>
<td>TBD</td>
</tr>
<tr>
<td>Est. Completion Date:</td>
<td>January 2017</td>
</tr>
<tr>
<td>Size:</td>
<td>25,123 gross square feet</td>
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<tr>
<td>Project Cost:</td>
<td>$ 2.0 million</td>
</tr>
<tr>
<td>Project Description:</td>
<td>The scope of work for Phase I will include the installation of an elevator/elevator shaft, new ADA restrooms on first and second floors, new ADA entrance ramp at north end of building, new fire alarm system throughout building, UVM data and telephone service and electronics, and Catcard (electronic locks) exterior entrances. Additional scope includes fit-out of renovated rooms for aesthetic treatment of walls, ceilings, and floor coverings; new light fixtures; and upgraded ventilation.</td>
</tr>
</tbody>
</table>

Status: Currently on schedule and on budget.

*Project Update:* *The project is currently in the development of the construction document stage for Phase 1.*

**Bailey-Howe Library Addition**

<table>
<thead>
<tr>
<th>Engineer/Architect:</th>
<th>WTW Architects</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor:</td>
<td>Engelberth Construction</td>
</tr>
<tr>
<td>Est. Completion Date:</td>
<td>August 2017</td>
</tr>
<tr>
<td>Size:</td>
<td>4,100 gross square feet</td>
</tr>
<tr>
<td>Project Cost:</td>
<td>$ 3.0 million</td>
</tr>
<tr>
<td>Project Description:</td>
<td>The scope of work will include the construction of a 2,350 square foot addition to the library at the location where the new bridge will enter into the library’s second floor. The elevated bridge is being constructed as part of the First-Year Residence Hall and Dining Project, currently under construction. The new addition will expand the area of the main seating gallery supporting student study space, and reconfigure a staff support desk to serve student needs. The bridge will serve as a new north entry into an area that will be rearranged to accommodate the additional seating capacity. The location of the new desk will provide a vantage point to establish a visual security aspect to the arrangement with a viewing</td>
</tr>
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</table>
corridor created between the main entrance on the west elevation and the new north entry. Minor renovation work will be required within the existing library space to address the carpet, ceiling, lights and walls impacted with the creation of this new entry point.

Status: Currently on schedule and on budget.

Project Update: The project is currently in the design development stage.

Votey Deferred Maintenance

Engineer/Architect: Ellenzweig/Freeman French Freeman
General Contractor: TBD
Est. Completion Date: August 2019
Size: 81,234 gross square feet
Project Cost: $ 4.0 million
Project Description: The scope of work will include the replacement of the roof, the complete replacement of the heating and cooling coils within the main air handler for the building, replacement of rooftop exhaust fans, replacement of the antiquated fire alarm system, installation of a complete building fire sprinkler system, replacement of the main electrical transformer, electrical service and main switchgear, replacement of the data lines and servers, and ADA/code improvements to all restrooms in the building.

Status: Currently on schedule and on budget.

Project Update: The project is currently in the design development stage.

Virtue Field (Phase 2)

Engineer/Architect: CHA Sports
General Contractor: DEW Construction
Est. Completion Date: August 2016
Size: N.A.
Project Cost: $ 3.5 million
Project Description: The improvements include 2,500 open air chair and bleacher seating, a new press box, the relocation of storm water and hydrant mains, relocation of existing exterior electrical power panel and feeders, addition of new electrical service, site grading and improvements, concourse lighting and paving, grandstand seating footings and foundations, masonry column and end panel installation, fencing, and a new sound system.

Status: Currently on schedule and on budget.

Project Update: The project is currently in the initial construction stage for the foundation and utility work in preparation for the installation of the new seating in June and July.

If you have any questions concerning the Capital Projects, please contact Robert B. Vaughan, Director of Capital Planning and Management, at 802-656-1304 or by e-mail at Robert.Vaughan@uvm.edu.
Reviews of Proposals to Initiate, Alter or Terminate an Academic Program:

Completed Reviews (six):

- Approval of a proposal from the College of Agriculture and Life Sciences for a new Bachelor of Science in Food Systems
  
  NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee approved a proposal for a new Bachelor of Science in Food Systems submitted by the College of Agriculture and Life Sciences (CALS). It is anticipated that this new degree program will be offered beginning Fall 2016.

Overview
Food Systems can be described as “holistic study of the relationship of humans with their food,” combining social science, natural science and humanities approaches to understand complex and interdependent food systems of varying scope and scale. The goal of the proposed new B.S. in Food Systems is to provide students with both a solid foundation in the emerging field of Food Systems, and deeper training in one of the many related disciplines available as areas of study at UVM.

Currently, the Food Systems program at UVM includes a minor based in CALS as well as an M.S. and a PhD housed in the Graduate College. All three programs include participating faculty from several other colleges. The addition of an undergraduate major will allow students to pursue one of the few undergraduate degrees in Food Systems available in the U.S. and make UVM the only land-grant institution of higher learning to offer a complete range of Food Systems study, from undergraduate through Master’s and PhD levels.

This interdisciplinary major will be supported by faculty within CALS in the departments of Animal and Veterinary Science, Community Development and Applied
Economics, Nutrition and Food Sciences, Microbiology and Molecular Genetics, Plant Biology, and Plant and Soil Science. In so far as students may take courses across the University, faculty from across the University can participate. A list of faculty associated with food systems has been developed over the past several years as the Food Systems graduate programs have become established.

**Rationale for the Program**

Food Systems is a nascent field of study nationally and an emerging strength at UVM that is particularly well-suited to the UVM land-grant mission of research and engagement in the 21st century. The UVM Food Systems TRI and existing graduate programs have already established UVM’s reputation as a leader in this area. Additionally, it supports the Strategic Plan put forth by President Sullivan (Oct 2013) to expand our STEM programs to prepare “successful graduates for some of the nation’s best-paying jobs in some of the fastest-growing industry sectors.”

The proposed Food Systems major promotes an integrated systems approach to understanding relationships between environment, food production, distribution, consumption, and food-related health issues. By training students to understand food systems in a transdisciplinary perspective, while also requiring them to identify a concentration within the major for a deeper discipline-specific study, the proposed program seeks to train undergraduates who will be prepared to go on to employment or to pursue graduate study in this or a related field.

**Curriculum**

The proposal lists the following learning outcomes for students completing the B.S. in Food Systems. Upon graduation from the program, students will have:

- Developed critical thinking skills to address problems and possible solutions related to food systems.
- Been exposed to the diverse disciplines necessary to understand complexity and interdependence across the food system.
- Demonstrated an ability to communicate clearly and effectively about food systems issues.
- Acquired skills and qualifications that are relevant to obtaining employment or pursuing further education in the growing food systems sector, spanning both STEM and social sciences.

The curriculum is designed to offer students training in interdisciplinary approaches to Food Systems while also developing a deeper understanding of one of the disciplines within Food Systems. Course work (summarized in the table below) will be comprised of existing courses in CDAE, NFS, PBIO, and as well as three new Food Systems (FS) courses and several new FS seminars. All majors will also choose a concentration to add disciplinary depth to the major, which are categorized as natural and/or social science. The coursework for each concentration coincides with the eponymous minor. To ensure
that their program includes the necessary prerequisites for their concentration, students will identify a natural sciences track or a social sciences track when they declare a Food Systems major. The natural science track will prepare students for a concentration in the natural or social sciences, while students in the social science track would need to choose a concentration in the social sciences unless they have completed additional prerequisite coursework. Students are also required to complete six credits of 200-level capstone service learning or research experience in the senior year.

<table>
<thead>
<tr>
<th>Food Systems Core Courses</th>
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<tbody>
<tr>
<td>CDAE 002</td>
<td>World Food, Population &amp; Development</td>
</tr>
<tr>
<td>CDAE 004</td>
<td>US Food, Equity &amp; Development</td>
</tr>
<tr>
<td>NFS 043</td>
<td>Fundamentals of Nutrition (special section)</td>
</tr>
<tr>
<td>NFS 073</td>
<td>Farm to Table; Our Contemporary Food System</td>
</tr>
<tr>
<td>PBIO 004 or PBIO 006</td>
<td>Intro to Botany</td>
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<tr>
<td>PSS 021</td>
<td>Introduction to Ecological Agriculture</td>
</tr>
<tr>
<td>NFS 113*</td>
<td>Food Policy and Politics</td>
</tr>
<tr>
<td>NFS 114*</td>
<td>Human Health in the Food System</td>
</tr>
<tr>
<td>CDAE 108*</td>
<td>Comparative Food Systems</td>
</tr>
<tr>
<td>FS 092, 192, 292</td>
<td>Food Systems Seminars</td>
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</tbody>
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<tr>
<th>Concentrations‡</th>
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<tbody>
<tr>
<td>Animal Science</td>
</tr>
<tr>
<td>Microbiology</td>
</tr>
<tr>
<td>Molecular Genetics</td>
</tr>
<tr>
<td>Plant Biology</td>
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<tr>
<td>Ecological Agriculture</td>
</tr>
<tr>
<td>Soil Science</td>
</tr>
<tr>
<td>Nutrition and Food Science</td>
</tr>
<tr>
<td>Sustainable Landscape Horticulture</td>
</tr>
<tr>
<td>Community Entrepreneurship</td>
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<tr>
<td>Community and International Development</td>
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<tr>
<td>Public communication</td>
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</table>

*New course; will be given FS prefix upon approval of the new program.
‡ Required credits are equivalent to the minimum number of credits for the eponymous minor. 200-level course work strongly recommended. Additional courses may be required as pre-/co-requisites.

Currently, all of the concentrations are located within CALS. It is the intention of the proposers to add at least one concentration that would take advantage of related courses in other colleges, primarily CAS. As this concentration would include a suite of courses drawn from multiple departments, it is of a slightly different nature than the other concentrations, which make use of existing minor curricula. Thus it was the decision of the proposers to wait and add the additional concentration(s) once the program was established.
Relationship to Other Programs
There are no existing undergraduate majors at UVM that offer the same focus on Food Systems as the proposed B.S. degree. The most closely related program is the Environmental Sciences (ENVS) concentration on food, land, and community. Students majoring in ENVS, however, take a core set of courses related to environmental studies and then choose upper-level electives in a variety of areas related to food, land, and community. Food Systems majors would take a core set of courses specifically related to food systems, and then select a concentration in a specific food systems domain (e.g. animal science, public communication).

Anticipated Enrollment
Over the past six years, more land grant institutions have begun offering Food Systems majors, and student interest and enrollment in these programs has increased rapidly. Here at UVM, demand for the undergraduate minor in Food Systems is high, with 48 students currently enrolled in this relatively new minor. Fifty percent of these minors responded to a recent survey, and respondents indicated a high degree of interest in a new Food Systems major, with 88% indicating support for the major. The proposers estimate approximately 25 students (primarily drawn from existing Food Systems minors) would declare a Food Systems major in the first year of the program. Based on growth rates in Food Systems majors at other land grant universities, this number is expected to grow to 80 majors within four years, including many students entering CALS as first year students majoring in Food Systems.

Admission Requirements and Process
All candidates for admission to UVM must meet the standard requirements. Additional requirements for CALS include one year of biology and one year of chemistry for science majors. Candidates are strongly encouraged to take one year of physics and at least one year of math beyond Algebra II (pre-calculus/calculus is preferred). Most successful applicants to CALS exceed the minimum entrance requirements. Any exceptions to these requirements are made on a case-by-case basis.

Advising
Students who enter the program will initially be advised by the Food Systems program director. After students declare a concentration, they receive advising from the advisor for that concentration, who will have received training in the Food Systems requirements.

Staffing Plan and Resource Requirements
A support letter from the Dean of the College of Agriculture and Life Sciences (Dr. Thomas Vogelmann) indicates that the program will be funded and run out of the CALS Dean’s office for the first two years of the program, and the Dean’s office will provide administrative support for the program. The needs of the program will be evaluated, and adjustments to staff and/or funding made by the Dean accordingly after this initial two-year period.
**Assessment Plan**
Assessment of individual Food Systems (FS) courses contributing to the major will be conducted through course evaluations and review of the overall program annually in a meeting with the Dean of CALS. The responsibility for developing a concrete plan for assessing student learning outcomes and implementing changes to the program will fall to the Food Systems Program Director and the program faculty Curriculum and Oversight Committee when appointed.

**Evidence of Support**
Letters of support, evidence from a survey of current Food Systems minors, and other materials presented in the proposal indicate strong support for the launching of a Food Systems major from students currently enrolled in the minor, faculty affiliated with the Food Systems initiative at UVM, and Chairs of CALS departments and programs. As noted above, the CALS Dean has also indicated support and has underwritten the initial costs of the program.

**Summary**
The proposed new B.S. in Food Systems meets will fill a gap in UVM’s existing Food Systems offerings and help solidify UVM’s presence in the field. It has a thoughtfully constructed curriculum that provides students training in interdisciplinary approaches to Food Systems as well as a deeper understanding of one of the disciplines within Food Systems.

- Approval of a proposal from the College of Arts and Sciences for a new Bachelor of Science in Economics
  NOTE: This will be an action item for this Board meeting.

The CAC approved a proposal for a new Bachelor of Science in Economics from the Department of Economics in the College of Arts and Sciences (CAS). It is anticipated that this new degree program will be offered beginning Fall 2016.

**Program Overview, Relationship to Existing Programs, and Rationale**
Currently, the Department of Economics offers a Bachelor of Arts in Economics degree. The proposed Bachelor of Science in Economics provides an alternative track for students seeking more mathematical and quantitative training than the current BA provides. This desire was noted in the department’s recent Academic Program Review (APR), and the external reviewers suggested that the department consider developing a B.S. in Economics. As such, the proposed B.S. degree is a direct, faculty-driven outcome of the APR process. The new B.S. degree should enable the department to provide more thorough preparation for graduate study in economics and related fields, and thus attract and retain talented students interested in pursuing graduate degrees. This is particularly important considering that the Occupational Outlook Handbook
prepared by the Bureau of Labor Statistics indicates, “Employment of economists is projected to grow 14 percent from 2012 to 2022...Job prospects should be best for those with a Master’s degree or Ph.D., strong analytical skills, and related work experience.”

**Curriculum**
Students in the program will be required to complete 42 credits in Economics, 15 credits in Mathematics, and six to seven credits in Computer Science or approved ancillary courses (63-64 credits total; detailed in the table below). In addition, students in the program would also need to complete the Natural Science distribution requirements necessary to obtain a B.S. degree. With the exception of EC 280 all of the courses already exist. EC 280 has been approved, and was developed specifically the B.S. in Economics program, though the department may make it available for students in the BA program who have the appropriate pre-requisites.

<table>
<thead>
<tr>
<th>REQUIRED COURSES</th>
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<tbody>
<tr>
<td>EC 011</td>
<td>Principles of Macroeconomics</td>
</tr>
<tr>
<td>EC 012</td>
<td>Principles of Microeconomics</td>
</tr>
<tr>
<td>MATH 021‡</td>
<td>Calculus I</td>
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<tr>
<td>MATH 022‡</td>
<td>Calculus II</td>
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<tr>
<td>MATH 121</td>
<td>Calculus III</td>
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<tr>
<td>MATH 122 or MATH 124</td>
<td>Applied Linear Algebra or Linear Algebra</td>
</tr>
<tr>
<td>CS 021*</td>
<td>Computer Programming I</td>
</tr>
<tr>
<td>CS110*</td>
<td>Intermediate Programming</td>
</tr>
<tr>
<td>EC 170</td>
<td>Economic Methods</td>
</tr>
<tr>
<td>EC 171</td>
<td>Macroeconomic Theory</td>
</tr>
<tr>
<td>EC 172</td>
<td>Microeconomic Theory</td>
</tr>
<tr>
<td>EC 200</td>
<td>Econometrics</td>
</tr>
<tr>
<td>EC 280</td>
<td>Advanced Economic Analysis</td>
</tr>
<tr>
<td><strong>ELECTIVES</strong></td>
<td></td>
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<tr>
<td>Four courses from EC 020-EC 160 or EC 194-EC 196 (three of which must be EC 110 or higher)</td>
<td></td>
</tr>
<tr>
<td>Three additional economics courses at the 200-level or higher</td>
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</tr>
</tbody>
</table>

‡May substitute MATH 019 and MATH 023.
*Or at least 6 credits of ancillary courses in mathematics, statistics, computer science and/or the natural sciences approved by the Economics department chair.

**Admission Requirements and Process**
Students in CAS may join the B.S. program without restriction. They must maintain a 2.0 GPA in the major and earn a B or higher in the two core theory courses, EC 171 and EC 172.

**Anticipated Enrollment**
A survey carried out by the Economics Department in March 2015 indicated strong interest in a B.S. program, with ~50% of students in the existing BA program responding that they would consider switching to a B.S. degree. The proposers feel that a more conservative estimate of ~20% (15-20 students) is more likely as the curriculum
circulated with the survey had fewer requirements than the final version and it’s much easier to respond to a survey with “yes” than to complete the necessary coursework. The department also hopes that the new B.S. in Economics will attract more students with a strong interest in economics to the University.

**Advising**
Initially, all faculty in the Economics department will advise students in the B.S. major. Based on the number of students who enroll in the new B.S. program, specific faculty members may be assigned to B.S. students.

**Staffing Plan and Resource Requirements**
All required courses currently exist with the exception of one (EC 280), and therefore no new resources are required. The department has recently hired a new faculty member with expertise in econometrics, and the adjustment and balance of teaching assignments for existing faculty in the Department will depend on the number of Economics majors that choose the B.S. option as well as the number of majors and minors moving forward. The Chairs of the Computer Science and Mathematics and Statistics Departments provided memos of support stating that they are willing to provide additional sections of the required mathematics and computer science courses if needed.

**Assessment Plan**
The proposed B.S. program will be evaluated under the standard APR process using the criteria set forth for that process. The Economics Department is also in the process of developing an assessment plan for BA program and it is hoped that the plan, or a similar one, can be applied to the B.S. program as well.

**Evidence of Support**
As noted earlier, the proposed B.S. major is both faculty-driven and a direct outcome of the APR process. Both the CAS Curriculum Committee and the CAS faculty have approved the proposal (indicated by a memo of support provided by the CAS Dean’s office). The Computer Science and the Mathematics and Statistics Departments are committed to increasing course capacities as needed.

**Summary**
The proposed B.S. in Economics will allow Economics Department to better prepare a segment of talented students for graduate study in economics and related fields. The Department should be congratulated for responding in such a positive and timely manner to the areas for improvement brought to light during its recent APR.
• Approval of a proposal from the College of Nursing and Health Sciences and the Graduate College for a new Master of Science in Medical Laboratory Science

NOTE: This will be an action item for this Board meeting.

The CAC approved a proposal for a new Master of Science in Medical Laboratory Science (MSMLS) submitted by the College of Nursing and Health Science (CNHS) and the Graduate College. Administratively, the new program will be run by CNHS. The Chair of the Department of Medical Laboratory and Radiation Sciences (MLRS), Paula Deming, will serve as director of the program. It is anticipated that this new degree program will be offered beginning Fall 2016.

**Overview**

The Master of Science in Medical Laboratory Science (MSMLS) Program is designed to prepare future leaders in the profession of Medical Laboratory Science who will have the advanced practice knowledge and skills required to meet the demands of the changing profession and healthcare system. This graduate program will prepare graduates for leadership opportunities in management, education, research, advanced clinical practice, and more.

Individuals may enter the program via two tracks, depending on their background. Track 1 is for individuals holding a B.S. who are not certified in Medical Laboratory Science, but desire a career in the clinical laboratory sciences. Upon completion of the program, these students will be eligible to take the national certification exam in medical laboratory science offered by the American Society of Clinical Pathology (ASCP). Track 2 is for Medical Laboratory Science certified graduates who wish to attain advanced-practice training and leadership skills.

**Rationale for the Program**

The number of jobs in the healthcare field is expected to grow enormously in the next decade, due in large part to the aging population. According to the Bureau of Labor Statistics (BSL), “The health care and social assistance sector is projected to grow at an annual rate of 2.6 percent, adding 5.0 million jobs between 2012 and 2022. This accounts for nearly one-third of the total projected increase in jobs nationwide.” The BLS also reports that the Medical Laboratory Science profession is anticipated to experience a 22% increase over the next fifteen years. A vacancy survey carried out by the American Society for Clinical Pathology reported that the projected retirement rate for supervisors is higher than staff. The survey results also indicate that it takes longest to fill positions in the molecular biology and molecular diagnostics departments, which require staff with advanced technical skills. Moreover, the number and complexity of diagnostic and predictive tests has evolved tremendously, creating a need for advanced practice in the field of MLS to ensure quality healthcare for patients.

Only a handful of nationally accredited programs offering this specialized education exist. The proposed M.S. in Medical Laboratory Science will prepare students for
positions requiring advanced-practice skill through a rigorous core curriculum, which includes advanced molecular techniques, quality assessment, research methods and design, healthcare policy, finance, leadership and a capstone project.

Curriculum
The required course work for each track is described below. In addition, students in both tracks will complete a comprehensive examination and a non-thesis capstone project under the supervision of one of the program faculty. The curriculum includes two new courses specific to Track 1, two new courses specific to Track 2, and five new courses to be taken by all students in the program. All new courses are graduate-level courses (300-level); eight have been approved up to the level of the Provost and one has already been added to Banner.

Track 1: Over two academic years and a summer semester, students will take a total of 67 credits including the MLS professional didactic core, clinical practicum, graduate courses in molecular genetics, leadership and management, ethics, quality assurance, and a 3-course sequence in Research and Design. The NAACLS-accredited didactic core courses are the same as those required for the undergraduate major. Although MSMLS students will take a subset of the master’s level courses along with the B.S. in MLS students, the courses have been adapted for the graduate program to include advanced professional competencies and higher-level learning objectives.

Track 2: Over three semesters and one summer term, students will take 24 credits identical to the Track 1 curriculum excluding the professional didactic core and clinical practicum, which they will have completed prior to program entry based on already being MLS-certified. Track 2 students take an additional 6 credits of Clinical Correlations courses (MLS 371 and 372), which are designed to meet the graduate-level learning objectives from the professional didactic core curriculum.

Upon completing the proposed M.S. in MLS program, graduates will:
- be prepared to pass the ASCP Board of Certification (Track 1)
- be proficient at problem solving and critical thinking in clinical settings
- demonstrate mastery of effective scientific written and verbal communication skills
- adhere to the highest professional and ethical standards in their professional responsibilities
- be able to perform a full range of testing in the contemporary medical laboratory
- be proficient in problem solving, troubleshooting, and interpreting laboratory results, using appropriate statistical approaches when evaluating data
- be able to design, implement, and communicate research projects related to medical laboratory science
- demonstrate professional behavior and work effectively as a member of a healthcare team
- demonstrate administrative skills and knowledge of quality assurance, continuous quality improvement, laboratory education, fiscal resource management, information management, and clinical decision-making
- be able to adhere to safety and governmental regulations and standards as applicable to the clinical laboratory practice

On an added note, a Curricular Affairs Committee member who runs a clinical lab described this program as providing the exact set of skills they look for when hiring laboratory technicians.

**Relationship to Other Programs**
The Medical Laboratory and Radiation Sciences department currently offers a NAACLS-accredited undergraduate degree in Medical Laboratory Science that allows students to be eligible for certification by the ASCP. The department also has a Post-Baccalaureate Medical Laboratory Science Program (PBMLS) in collaboration with CDE, which has been highly successful. The proposal states that Track 1 is designed to replace the PBMLS, although after discussion the reviewers agreed that it could still be available if there was a demand.

The title of the program is similar to the Master of Science in Medical Science that is sponsored by the College of Medicine; however, these programs are highly disparate in content, target population, and educational objectives. The Medical Science Master’s program is designed to prepare students for application to medical or veterinary school while the MSMLS program is designed to prepare graduates for immediate employment in the field of medical laboratory science.

There are MSMLS courses that overlap with requirements in the current M.S. programs in Nursing, but the programs target different cohorts of students. Due to stringent requirements mandated by the accrediting agency for Medical Laboratory Science, NAACLS, the MLRS Department at UVM is the only department with qualified and ASCP-certified faculty to offer the proposed MSMLS program.

**Anticipated Enrollment**
From 2013-2015, fifty students applied to the PBMLS program, and in the past five years, twenty students have completed the program. In surveying graduates and current Post-Baccalaureate MLS students, 100% responded that they would have entered the MSMLS program if it had been an option for them. The curriculum of the MSMLS program has been designed for a target cohort size of ten to fifteen students (Track 1 + Track 2). All participating departments are committed to meeting the increased demand these students will place on existing courses that are required for the MSMLS degree.

**Admission Requirements and Process**
To enter the program, students in both tracks must have a minimum overall GPA of 3.0 from their undergraduate institution, GRE scores, and TOEFL scores (international
students only). Additionally, they must have completed sufficient coursework in general biology or anatomy and physiology, general chemistry, organic chemistry or biochemistry, general microbiology with lab, and college level math. Students entering Track 1 must have a B.S. or B.A. in one of the life sciences (or related field) from accredited college or university. Students entering Track 2 must have a B.S. in Medical Laboratory Science or related field as well as ASCP certification in Medical Laboratory Science or be ASCP certification-eligible.

**Advising**  
MLS program faculty will advise the students.

**Staffing Plan and Resource Requirements**  
The proposal indicated that the program will be immediately self-supporting. The majority of first year costs would be for marketing and microscopes, which the Dean of CNHS has agreed to provide. There will not be any need for increased faculty or advising resources. With a newly added tenure-track faculty line and the addition of a recent full time lecturer position, sufficient resources are available within the MLRS Department to fully support the new advanced practice courses.

**Assessment Plan**  
The MSMLS program will be accredited through NAACLS, which requires an annual review as well as a thorough self-study and evaluation every seven years. Additionally, the program will complete the UVM APR every seven years.

**Evidence of Support**  
The proposal contains strong letters of support from the Deans of Continuing and Distance Education, the College of Medicine, the College of Nursing and Health Sciences, the College of Engineering and Mathematical Sciences, and the College of Agriculture and Life Sciences. Letters of support were also provided by the Chairs of Mathematics and Statistics, Nursing, Pathology and Laboratory Medicine, and Microbiology and Molecular Genetics.

**Summary**  
This new program represents an exciting inter-professional collaboration across multiple academic units at UVM and across multiple disciplines within the College of Nursing and Health Sciences itself. The proposed Master’s degree program in MLS will provide rigorous and comprehensive training for developing leaders in the MLS profession and meets a critical national and regional need for the MLS workforce.
• Approval of a proposal from the College of Medicine, the Graduate College, and Continuing and Distance Education for a new Certificate of Graduate Study in Epidemiology

NOTE: This will be an action item for this Board meeting.

The CAC approved a proposal for a new Certificate of Graduate Study in Epidemiology (CGSEPI) from the College of Medicine (COM) in cooperation with the Graduate College (GC) and Continuing and Distance Education (CDE). The proposal has also been approved by the Graduate College Executive Committee. Dr. Jan Carney, the Associate Dean for Public Health, will oversee the proposed certificate. It is anticipated that this new degree program will be offered beginning Fall 2016.

Program Overview, Rationale, and Relationship to Other Programs
Epidemiology is the study of the origin and causes of diseases in a community. It is the scientific method of investigative problem solving used by disease detectives, epidemiologists, laboratory scientists, statisticians, physicians and other health care providers, and public health professionals to get to the root of health problems and outbreaks in a community. This new program will train health care professionals to meet the health needs of the population and train health care practitioners in government, non-profit agencies, and other settings.

The proposed CGSEPI, which will be offered entirely online, will be part of the Public Health offerings currently in place in COM. These include a Graduate Certificate in Public Health (CPH) and a Certificate of Study in Environmental Public Health (CEPH), as well as a Master of Public Health (MPH) degree. The distinctive attribute of the CGSEPI within the UVM Public Health curricular offerings is its emphasis on quantitative skills. All of the courses leading to the certificate could be applied to the MPH for those who chose to pursue that degree. The addition of the online CGSEPI provides an opportunity to appeal to a larger market segment of individuals with an interest and a need for education and training in public health.

Curriculum
Eighteen credits are required to complete the CGSEPI. The certificate includes six core credits in epidemiology and biostatistics, six credits in advanced epidemiology and biostatistics, and an additional six credits of electives. These credits are in common with the MPH curriculum. The only new course related to this certificate is PH 309, Public Health Biostatistics, which will be available to students in all COM Public Health programs.

Anticipated Enrollment
Enrollment in the current Public Health programs is strong. Research carried out by Dr. Carney and CDE and a 2010 report by the Vermont Department of Health indicate a strong interest in additional public health curriculum offerings. Fifteen to twenty students are expected to enroll in the CGSEPI program in the first year, with enrollment
increasing in subsequent years. According to the results of a 2014 Employer Demand Analysis, the national demand for population health scientists has increased overall by 30.4% between 2010 and 2013, while regional demand grew by 19% (Education Advisory Board, COE Forum, Employer Demand Analysis: Graduate Certificate in Public Health, Population Health Science, 2014).

**Admission Requirements and Process**

Students admitted to the CGSEPI program must be at the post-baccalaureate level and must maintain a GPA of 3.0, as per policy of the Graduate College. Process for admissions will follow the Graduate College process for application, acceptance, and admission. Prerequisites for admission include one course in college algebra, statistics, or a more advanced math course, and one college-level biology course.

**Advising**

Pre-enrollment advising will be handled by CDE. Students enrolled in the program will be advised by Program Director Dr. Jan Carney and other members of the faculty as appropriate. This advising model is currently in place for all students in the Public Health programs.

**Staffing Plan and Resource Requirements**

Current COM faculty will staff the courses offered, and thus no new faculty will be required. Courses for this proposed certificate are currently in place for the other Public Health offerings, with the exception of PH 302, which will be taught by Matthew Thomas, Clinical Instructor in the Department of Medicine. Instructional design, faculty training for online education, and faculty development will be provided by the CDE inservice program. CDE Dean Beliveau, in her letter of support, speaks to the “collaboration between CDE and the COM in providing innovative online educational experiences for a new audience of graduate certificate students.” The proposal indicates that no additional resources, library support, equipment, or physical space are needed and there is no incremental budget. Any programmatic expense, instructional technology, and ongoing faculty development and training will be supported by CDE and COM.

**Assessment Plan**

The proposed certificate will be evaluated under the standard Academic Program Review process when the graduate programs of the College are reviewed. The proposed program is within the Department of Medicine and will have oversight by that faculty.

**Evidence of Support**

Letters of support for the proposed certificate were provided by the Deans of the Graduate College, the College of Medicine, and Continuing and Distance Education, as well as the Senior Associate Dean for Medical Education and the Chair of the Department of Medicine. Additional letters of support were provided by Harry Chen,
MD, Vermont Department of Health and Patsy Kelso, PhD, State Epidemiologist, Vermont Department of Health.

**Summary**
The proposed certificate fills a specific and defined market need including a regional demand for credential enhancement opportunities for individuals with a specific interest in epidemiology. The resources to deliver the proposed curriculum are in place. The courses, with the exception of one new one, are currently approved and being taught. The program is unique in that it is entirely online and thus accessible to working professionals in diverse locations. The proposal notes a regional need for credential enhancement opportunities for individuals with a specific interest in epidemiology.

- **Approval of a proposal from the College of Arts and Sciences for a new Minor in Writing**
  NOTE: This will be an action item for this Board meeting.

The CAC approved a proposal for a new minor in Writing. Valerie Rohy, Chair of the English Department, will serve as the director of the program. All composition and creative writing faculty in the Department of English will participate in the minor. It is anticipated that this new minor will be offered beginning Fall 2016.

**Overview**
The proposed new minor in Writing is one of three curricular developments initiated by the English Department in response to the findings of their recent Academic Program Review. The other two endeavors are a substantial revision of the English major and changes to the English minor designed bring the minor better in line with the major. Although the revisions to the existing programs are not the topic of this report, it seems fitting to highlight them as the “package” of curricular developments underscores the importance and effectiveness of the APR process.

There is significant student demand for more courses in writing, both creative and expository. Students who want writing skills to enhance their professional expertise and employability can focus on composition and expository writing within the new minor. The new minor will also help fulfill an unmet student demand for creative writing courses.

**Rationale and Relationship to Existing Programs**
Writing is essential to virtually all careers pursued by UVM graduates. An article published in the Chronicle of Higher Education titled *Employers and Public Favor Graduates Who Can Communicate, Survey Finds* (2013) states that “American adults and employers want colleges to produce graduates who can think critically and creatively, and can communicate orally and in writing.” Many articles in similar prominent publications argue that strong writing skills increase the job prospects for
students in a variety of professions. The new minor in Writing will provide an opportunity for students across the University to enhance their communication skills, and will supplement the University’s new Foundational Writing and Information Literacy requirement, responding to the same student needs but doing so in a more extended and varied course of writing study.

Currently, there are no minors at UVM that focus on Writing. The English Department is uniquely suited to deliver writing instruction at all levels to improve student ability, confidence, and preparation for their professional and educational goals. This new minor is linked to a strategic enhancement of writing opportunities for students that also involves a new Writing Concentration in the English major.

**Curriculum and Advising**
Comprised entirely of existing courses, the curriculum for the proposed minor in Writing includes two introductory courses and 12 additional credit hours of course work chosen from a list of approved courses (see table below). Students in the minor will be assisted with course selection by English and CAS Student Services academic advisors.

<table>
<thead>
<tr>
<th>Six credits in two of the following courses:</th>
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<tbody>
<tr>
<td>ENGS 050 Expository Writing</td>
</tr>
<tr>
<td>ENGS 051 Topics in Composition†</td>
</tr>
<tr>
<td>ENGS 053 Intro to Creative Writing</td>
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<tr>
<th>At least 9 hours in English above 100, including at least 6 hours in the following courses:</th>
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<tr>
<td>ENGS 104 Tutoring Writing</td>
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<tr>
<td>ENGS 105 Exploring Writing Centers</td>
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<tr>
<td>ENGS 107 Topics in Composition &amp; Rhetoric</td>
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<tr>
<td>ENGS 108 Advanced Composition Workshop</td>
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<tr>
<td>ENGS 114 Topics in Writing</td>
</tr>
<tr>
<td>ENGS 117 Advanced Creative Nonfiction</td>
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<tr>
<td>ENGS 118 Advanced Writing: Fiction</td>
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<tr>
<td>ENGS 119 Advanced Writing: Poetry</td>
</tr>
<tr>
<td>ENGS 120 Writer's Workshop</td>
</tr>
<tr>
<td>ENGS 211/ENGS 212 Senior Seminar*</td>
</tr>
</tbody>
</table>

At least 3 additional hours in English courses numbered 005 or above or in FTS 144/FTS 145.

† Must be taken by students wishing to pursue advanced poetry and fiction writing.
* Currently called Seminar in Composition & Rhetoric. Will be retitled as Seminar in Writing to encompass creative writing, including creative non-fiction, as well as rhetoric and composition.

**Admission Requirements and Process**
With the exception of English majors, this minor may be chosen by students in any departments or programs across the University.

**Staffing Plan, Budget, and Resource Requirements**
As the new minor is comprised of existing courses, no additional resources are required.
Summary
There is a strong demand for students with critical reading and writing skills in a
countless variety of occupations, as well as graduate and professional programs across
the disciplines. Thus, the proposed Writing minor will play an important part in
preparing students for their future educational endeavors and careers.

- Approval of a proposal from the College of Arts and Sciences for a new Minor in
  Jewish Studies
  NOTE: This will be an action item for this Board meeting.

The CAC approved a proposal for a new interdisciplinary minor in Jewish Studies. The
program was developed by a committee comprised of faculty members from several
departments in the College of Arts and Sciences including Classics, Art History, History,
Religion, German and Russian, Romance Languages and Linguistics, English, Political
Science, and Sociology. Administratively, the proposed minor will be housed in the
Department of Religion. It is anticipated that the new minor will be offered beginning
Fall 2016.

Program Overview and Rationale
Jewish Studies offers an interdisciplinary and cross-cultural approach to the study of the
Jewish experience. It differs from History and Religion through its high level of
interdisciplinary as well as its thematic focus. As well, it differs from Holocaust Studies
through a broader thematic emphasis and a much longer chronological scope.
Considering Judaism from numerous perspectives, the proposed minor examines
civilization and culture as well as religion, ranging from the Biblical period to the
present. The minor will draw on the expertise of faculty from across the University,
encompassing literature in several languages, history, English, philosophy, theology,
customs and ritual, art, music and film. The minor is well aligned with UVM’s
commitment to liberal arts education, and will support virtually every facet of the liberal
arts through its highly interdisciplinary design across the arts, humanities, and social
sciences.

Curriculum
The proposed minor in Jewish Studies will require 18 credit hours of coursework.
Students will be required to take JS 001 Introduction to Jewish Studies, and at least 9
credit hours in approved electives at the 100-level or higher. A lengthy list of elective
options will be available to students including courses in Hebrew, World Literature,
History, Political Science, Classics, and Religion.

Two new courses will be developed in support of the program including the gateway
course, JS 001 Introduction to Jewish Studies and a 100-level course in religion or
history, covering the history of the Jewish people up to the modern period to be
developed in the first or second year of the program.

The proposers note that no more than three credit hours may come from courses also
used to fulfill the student’s major. Thus, students with a major in Religion or History
would be required to take additional coursework to reduce overlap to one course if they
choose to pursue the Jewish Studies minor.

Anticipated Enrollment
The minor is designed to support and enrich the existing majors and minors in
participating departments, most notably in History, Religion, languages and literatures,
Philosophy, and Holocaust Studies. It is expected that students from these, among many
other areas on campus, would find the minor appealing. A survey of undergraduates in
the spring of 2015 (228 respondents) found 27 students indicating strong or very strong
interest in Jewish Studies as a minor. Interested students were split between CAS and
other UVM colleges and schools. These survey results seem to indicate a Jewish Studies
minor could expect at least equal enrollment as other interdisciplinary minors on
campus.

Admission Requirements and Process
Any student in good standing at UVM will be accepted into the program.

Advising
Students will consult with the director of the program for assistance in designing their
course plan for the minor. The director will maintain a list of upcoming special topics
electives and other courses that may be used as elective courses in the minor.

Staffing Plan, Budget, and Resource Requirements
An essential element of the program is a new hire in the Department of Religion to serve
as director of the Jewish Studies program as part of their responsibilities. This new hire
will be supported in part by the newly endowed Kalkin Professorship in Jewish Studies
with the balance being supported by the College of Arts and Sciences. It is anticipated
this new hire would begin in the program’s second or third year. It is expected the
program will be launched with an internal appointee as director until the new hire is in
place. Cost estimates of $17,500 for the first year and $455,000 for the first five years
are given. About half of these funds will be provided by the Kalkin Professorship. The
other half will be provided by the College of Arts and Sciences.

Evidence of Support
The proposers provided evidence of strong support drawn from their communication
with academic units. Letters of support were provided from the Interim Dean of the
College of Arts and Sciences as well as the Chairs of the Department of Political
Science, the Department of History, the Department of Languages and Linguistics, the
Department of German and Russian, the Department of English, the Department of Religion, and the Department of Classics.

**Summary**
The proposed minor in Jewish Studies capitalizes on existing courses to offer an interdisciplinary and cross-cultural approach to the study of the Jewish experience. It will nicely complement the existing programs of study in Religion, History, and Holocaust Studies, and fits well with UVM’s commitment to liberal arts education. The new minor has strong support from the Interim Dean of the College of Arts and Sciences and Chairs of participating and related departments, and there is evidence of student interest.

**Academic Program Review**

*Reviews in Progress:*
- Social Work
- Medicine
- Counseling
- Public Administration

**Other Academic Actions**

*Completed Actions:*
- The CAC recently:
  - Approved a proposal for significant revisions to the English Major curriculum and accompanying minor changes to the English Minor curriculum.
  - Approved a proposal for significant revisions to the Spanish Major and Minor curricula.
  - Approved a proposal to grant tagged degrees in Education for the Early Childhood PreK-3 (ECP) and Early Childhood Special Education (ECSP) majors to bring the programs in line with the other majors offered by the Department of Education.
  - Approved a proposal from the Environmental Sciences program to replace the current Environmental Resources concentration with a Global Environmental and Climate Change concentration.
  - Approved a proposal from the Registrar’s Office to codify the final grade reporting deadline with addition of language to the University Catalog.
  - Assisted with the evaluation of a proposal to restructure the College of Engineering and Mathematical sciences; two CAC members served on the review committee.
• The CAC is actively:
  - Collaborating with the Provost’s Office to carry out Academic Program Reviews. CAC reviews and concluding Summary Meetings have been completed for all programs in Cycles 1 through 5 with the exception of three externally accredited programs that are reviewed under a different protocol.
  - Participating in the newly formed Educational Stewardship Committee (ESC; formerly the Strategic Curriculum Oversight Committee), a joint committee between the Provost’s Office and the Faculty Senate. The purpose of the ESC is to ensure campus-wide good stewardship and coordination of the University’s educational mission. The Committee is charged to provide recommendations to 1) safeguard the integrity of the University’s educational mission with respect to stated tenets, particularly as those tenets may be impacted by the new incentive-based budget model (IBB); and 2) to provide recommendations to promote excellence in teaching and learning and the educational experience.
  - Continuing to participate in the development and oversight of UVM’s General Educational program. Two members of the CAC serve on the Diversity Review Curriculum Committee, and one member serves on the Sustainability Curriculum Review Committee.
  - Working with the Center for Teaching and Learning (CTL) to revise the syllabus guidelines posted on the CTL website.

*Under Consideration:*

• A proposal from the College of Medicine, the Graduate College, and Continuing and Distance Education for a new Certificate of Graduate Study in Health Care Management and Policy.

• A proposal from the College of Nursing and Health Sciences for a new PhD program in Human Functioning and Rehabilitation.

• A proposal from the College of Engineering and Mathematical Sciences and Continuing and Distance Education to add a Cybersecurity track to the existing Computer Software Certificate. [NOTE – *This item will come before the CAC on May 5th and does not require Faculty Senate or Board approval. An update on the status will be provided at the Educational Policy & Institutional Resources Committee meeting on May 20th*]
Wilbur Trust Investment Pool Review
May 21, 2016

Board of Trustees
University of Vermont Board

Prepared By
Marie Tiemann, Endowment Accountant

Beginning Balance November 30, 2015
Long Term Investment Pool 20,674,091 347.9145 units
Separate Investment Pool 58,560
Total Balance at November 30, 2015 $20,732,651

Ending Balance February 29, 2016
Long Term Investment Pool 19,515,921 347.9145 units
Separate Investment Pool* 55,923
Total Balance at February 29, 2016 $19,571,844

*Separate Investment Pool Detail
   Och Ziff 1 16,488
   CF Venture Partners IV 7,546
   CF Intl Private Equity Partners III 31,889
   Total Separate Investment Pool $ 55,923

1 Special (side pocket) investments.
To be distributed as liquidated by manager.
Not transferable to UVM account since in Fund II.