THE UNIVERSITY OF VERMONT

Board of Trustees

May 19-20, 2017
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*Some documents may have page numbers displayed that do not correspond to their page number in this PDF.*
THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES REVISED MEETING SCHEDULE
May 19-20, 2017
Dudley H. Davis Center
590 Main Street, Burlington, Vermont

Friday, May 19, 2017
8:00 a.m. – 10:30 a.m.  COMMITTEE OF THE WHOLE
Silver Maple Ballroom (401)

10:45 a.m. – 11:45 a.m.  EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
Livak Ballroom (417-419)

10:45 a.m. – 11:45 a.m.  BUDGET, FINANCE AND INVESTMENT COMMITTEE
Silver Maple Ballroom (401)

2:00 p.m. – 3:00 p.m.  EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
Livak Ballroom (417-419)

2:00 p.m. – 3:00 p.m.  BUDGET, FINANCE AND INVESTMENT COMMITTEE
Silver Maple Ballroom (401)

3:15 p.m. – 4:25 p.m.  COMMITTEE OF THE WHOLE
Silver Maple Ballroom (401)

4:30 p.m. – 5:30 p.m.  VERMONT AGRICULTURAL COLLEGE BOARD
Chittenden Bank Room (413)

4:30 p.m. – 5:30 p.m.  UNIVERSITY OF VERMONT BOARD
Boulder Society Room (411)

Saturday, May 20, 2017
8:00 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 19-20, 2017 

I enclose materials related to next week’s Board of Trustees meeting. Standing Committees and the UVM and VT Agricultural College Boards will meet throughout the day on Friday. Following committee meetings in the morning, time is reserved for a tour and lunch. We will visit the Discovery Hall, of the new STEM building that houses state-of-the-art teaching and research labs; stop by the Chiller Plant, which supplies chilled water to STEM, Votey and Kalkin Halls, and Billings Library; and tour the First-Year Residence Hall, where we will have lunch. *(Please note closed toe shoes are required for the tour and no heels).* The Full Board will meet on Saturday morning. All meetings will be held in the Dudley H. Davis Center.

Commencement activities begin Saturday evening with the Honorary Degree dinner. Sunday brings the main graduation ceremony, followed by lunch. This year’s celebration will mark our 216th Commencement Exercise. I hope your schedule will permit you to attend many of these joyful events.

Appended to this memo is a tabular summary that offers a succinct overview of 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, following is a summary of the highlights:

- **The Committee of the Whole** will meet two times (under a single agenda with recess at time certain). At the Friday morning session the Committee will receive routine reports from each of the Governance Leaders and receive an academic presentation highlighting faculty research. The Committee will receive a progress report on capital projects under way on central campus and will be briefed on progress since the last meeting on *Move Mountains: The Campaign for the University of Vermont.*

  The Committee will reconvene in executive session on Friday afternoon. Chair Daigle will offer an update on the annual and 5-year comprehensive presidential review under way.

- **The Educational Policy & Institutional Resources (EPIR) Committee** will meet two times (under a single agenda with recess at time certain). At the Friday morning session the Committee will be asked to consider proposals endorsed by the Faculty Senate and proposed revisions to Residency and Hazing Policies. In addition to the Provost’s routine report, annual reports on Research and Graduate Education will be offered. The Committee will learn about engagement with faculty,
staff, students and external partners to build and sustain an Entrepreneurial Ecosystem to support and increase innovation, and enhance state and regional economic growth.

The Committee will reconvene on Friday afternoon and receive presentations on Academic Excellence Goal #3, which calls for improving student advising, both academic and pre-professional/career. The Committee will receive updates on the communications work that has strengthened the capacity of communicators across campus, increased engagement with our audiences, and raised the university’s profile on the national and international stage. Finally, the Committee will hear about the work of the Career Advisory Board.

- The Budget, Finance & Investment (BFI) Committee will meet two times (under a single agenda with recess at time certain). At the Friday morning session the Committee will receive a report from the Investment Subcommittee and an update on fundraising efforts for capital projects. Vice President for Finance and Treasurer Richard Cate will offer updates on the capital project pre-funding account, net tuition stabilization fund, the capital projects’ sources and uses and third quarter general fund budget to actuals. Consultants from Kaufman Hall will present the results of the combined efforts of their team and that of UVM in continuing the strategic financial planning work that was described to the Committee at the February meeting.

The Committee will reconvene on Friday afternoon to review and discuss the administration’s recommended FY 2018 budget, including tuition and student fees and room and meal rates for referral to the full Board. Included as attachment 4 in the Committee section of the meeting materials is a detailed memorandum outlining the budget proposal. The administration will seek final authorization to refund the 2007 bonds to accrue savings and issue a new series from which $4M from savings can be accrued over the first two years that will provide funding for deferred maintenance that was authorized by the Board in February.

- The UVM Board and Vermont Agricultural College Board will convene on Friday afternoon 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 to 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 with senior leaders, deans and committee liaisons. We look forward to seeing everyone next week.
### TABULAR SUMMARY OF STRATEGIC ACTION ITEMS

*Board of Trustees, May 19-20, 2017*

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>Residency Policy</td>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Resolution accepting technical corrections that specifically remove language detailing tuition charges for students who are members of the Armed Forces, Veterans, or family members thereof, qualifying for benefits through the U.S. Department of Veterans Affairs and the Higher Education Opportunity Act.</td>
<td>Strategic; Fiduciary</td>
<td>Attachment 3; Appendix A</td>
<td>Vice President Kostell</td>
</tr>
<tr>
<td>Hazing Policy</td>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Resolution accepting technical updates, editing, and clarifying language throughout the Policy.</td>
<td>Policy</td>
<td>Attachment 3; Appendix B</td>
<td>Vice Provost Stevens</td>
</tr>
<tr>
<td>FY 2018 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; 4; Appendices A-F</td>
<td>Provost Rosowski; Vice President Cate; Budget Director Citarella</td>
</tr>
<tr>
<td>Bond Issuance</td>
<td>Budget, Finance &amp; Investment</td>
<td>Resolution approving final authorization to refund 2007 bonds and issue new series.</td>
<td>Strategic; Financial</td>
<td>Attachment 3</td>
<td>Vice President Cate</td>
</tr>
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Friday, May 19, 2017
8:00 a.m. – 10:30 a.m.

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

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<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>8:00 a.m.</td>
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<tr>
<td>Approval of the February 3, 2017 meeting minutes</td>
<td>David Daigle</td>
<td>8:00-8:05</td>
</tr>
<tr>
<td>Chair’s Report</td>
<td>David Daigle</td>
<td>8:05-8:10</td>
</tr>
<tr>
<td>President’s Report</td>
<td>Thomas Sullivan</td>
<td>8:10-8:15</td>
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<tr>
<td>Staff Council President’s Report</td>
<td>Karmen Swim</td>
<td>8:15-8:20</td>
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<tr>
<td>Graduate Student Senate President’s Report</td>
<td>Devin Champagne</td>
<td>8:20-8:25</td>
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<tr>
<td>Faculty Senate President’s Report</td>
<td>Cathy Paris</td>
<td>8:25-8:30</td>
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<tr>
<td>Alumni Association President’s Report</td>
<td>Penrose Jackson</td>
<td>8:30-8:35</td>
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<tr>
<td>Student Government Association President’s Report</td>
<td>Christopher Petrillo</td>
<td>8:35-8:40</td>
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<tr>
<td>Move Mountains: The Campaign for the University of Vermont Update</td>
<td>Mark Dorgan</td>
<td>8:40-8:55</td>
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<tr>
<td>Acknowledgement of Grants and Contract Awards Report</td>
<td>David Daigle</td>
<td>8:55-9:00</td>
</tr>
<tr>
<td>Capital Projects Update</td>
<td>Tom Gustafson, Bob Vaughan</td>
<td>9:00-9:30</td>
</tr>
<tr>
<td>Break</td>
<td></td>
<td>9:30-9:45</td>
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<tr>
<td>Academic Presentation – Faculty Research</td>
<td>David Rosowsky, Richard Galbraith, Jason Stockwell, Alex Taylor, Rachael Oldinski, Jesse Ware, Jeff Spees, John McInnis</td>
<td>9:45-10:30</td>
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<tr>
<td>Recess</td>
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<td>10:30 a.m.</td>
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<td><strong>10:45 a.m.</strong></td>
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<tr>
<td>Approval of February 3, 2017 Joint EPIR &amp; BFI meeting minutes and February 3, 2017 EPIR meeting minutes</td>
<td>Donna Sweaney</td>
<td>10:45-10:50</td>
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<tr>
<td>Provost’s Report</td>
<td>David Rosowsky</td>
<td>10:50-11:20</td>
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<tr>
<td>Q&amp;A Routine and Annual Reports</td>
<td>Richard Galbraith, Cindy Forehand, Bob Vaughan</td>
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<tr>
<td>• Annual Research Report</td>
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<td>• Annual Graduate Education Report</td>
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<td>• Capital Projects Progress Report</td>
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<tr>
<td>Translate New Knowledge to Society-Entrepreneurial Ecosystem</td>
<td>David Rosowsky, Richard Galbraith</td>
<td>11:20-11:30</td>
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<tr>
<td>Report by the Faculty Senate Curricular Affairs Committee Chair</td>
<td>Laura Almstead</td>
<td>11:30-11:35</td>
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<td><strong>Action Items</strong></td>
<td>Laura Almstead</td>
<td>11:35-11:45</td>
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<tr>
<td>• Resolution Approving New Minor in Public Policy Analysis in the College of Arts &amp; Sciences</td>
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<tr>
<td>• Resolution Approving New Certificate in Physical Activity Promotion in Children and Youth in the College of Arts &amp; Sciences</td>
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<td>• Resolution Terminating Environmental Sciences Biology and Geology Minors in the College of Arts &amp; Sciences (eliminating outdated, non-enrolled department-based minors to allow for the possibility of a future cross-college environmental science minor)</td>
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<td>• Resolution Approving Certificate of Graduate Study in Agroecology in the Graduate College</td>
<td>Stacey Kostell, David Carlson, Annie Stevens</td>
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<td>• Resolution Approving New Minor in Education for Cultural and Linguistic Diversity in the College of Education &amp; Social Services</td>
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<td>• Resolution Approving General Education Requirement in Quantitative Reasoning</td>
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<td>• Resolution Approving New Certificate of Computer-Aided Engineering Technology in the College of Engineering &amp; Mathematical Sciences</td>
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<td>• Resolution Approving Revisions to Residency Policy</td>
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<td>• Resolution Approving Revisions to Hazing Policy</td>
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<tr>
<td><strong>Recess</strong></td>
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<td><strong>11:45 a.m.</strong></td>
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* Executive Session as needed.
## BUDGET, FINANCE AND INVESTMENT COMMITTEE
Silver Maple Ballroom, 401 Dudley H. Davis Center

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<td>10:45 a.m.</td>
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<tr>
<td>Approval of the April 10, 2017 meeting minutes</td>
<td>Don McCree</td>
<td>10:45-10:50</td>
</tr>
<tr>
<td>Report of the Investment Subcommittee</td>
<td>Rob Brennan</td>
<td>10:50-11:00</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>Review of Projected Outcomes from Strategic Financial Planning Model</td>
<td>Richard Cate Charles Kim David Woodward</td>
<td>11:00-11:45</td>
</tr>
<tr>
<td><strong>Recess</strong></td>
<td></td>
<td>11:45 a.m.</td>
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*Executive Session as needed.

### 12:00 p.m. – 2:00 p.m.
TOUR/ LUNCH

### 2:00 p.m. – 3:00 p.m. EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
Livak Ballroom, 417-419 Dudley H. Davis Center

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<td><strong>Reconvene</strong></td>
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<td>2:00 p.m.</td>
</tr>
<tr>
<td>Academic Excellence Goal # 3 Revisited</td>
<td>Brian Reed Annie Stevens Pamela Gardner</td>
<td>2:00-2:15</td>
</tr>
<tr>
<td>Improve Student Advising, both Academic &amp; Pre-Professional/Career</td>
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<tr>
<td>Annual Academic Advising Report</td>
<td>Brian Reed Annie Stevens Jason Maulucci</td>
<td>2:15-2:30</td>
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<tr>
<td>Career Advisory Board Update</td>
<td>Carolyn Dwyer</td>
<td>2:30-2:35</td>
</tr>
<tr>
<td>Shaping the University of Vermont Narrative Update</td>
<td>Stacey Kostell Tom Gustafson Amanda Waite</td>
<td>2:35-2:50</td>
</tr>
<tr>
<td>Other Business*</td>
<td>Donna Sweaney</td>
<td>2:50-3:00</td>
</tr>
<tr>
<td>• Review of Workplan</td>
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<tr>
<td><strong>Adjourn</strong></td>
<td></td>
<td>3:00 p.m.</td>
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* Executive Session as needed.
BUDGET, FINANCE AND INVESTMENT COMMITTEE
Silver Maple Ballroom, 401 Dudley H. Davis Center

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<tr>
<td>Reconvene</td>
<td></td>
<td>2:00 p.m.</td>
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<tr>
<td>Vice President’s Report</td>
<td>Richard Cate</td>
<td>2:00-2:15</td>
</tr>
<tr>
<td>• Capital Project Pre-Funding Account</td>
<td>Alberto Citarella</td>
<td></td>
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<tr>
<td>• Net Tuition Stabilization Fund</td>
<td>Claire Burlingham</td>
<td></td>
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<tr>
<td>• Sources and Uses Update for Capital Projects</td>
<td></td>
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<tr>
<td>• Third Quarter General Fund Budget to Actuals</td>
<td></td>
<td></td>
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<tr>
<td>Fundraising Update on Capital Projects</td>
<td>Mark Dorgan</td>
<td>2:15-2:20</td>
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<tr>
<td>Resolution Authorizing Bond Issuance</td>
<td>Richard Cate</td>
<td>2:20-2:30</td>
</tr>
<tr>
<td>FY 2018 Budget</td>
<td>David Rosowsky</td>
<td>2:30-2:50</td>
</tr>
<tr>
<td>• Overview of Total Operating Budget</td>
<td>Alberto Citarella</td>
<td></td>
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<tr>
<td>• FY 2018 General Fund Budget Proposal</td>
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<td></td>
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<tr>
<td>• Resolutions Approving</td>
<td></td>
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<td>o FY 2018 Tuition Rates</td>
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<tr>
<td>o FY 2018 Room/Meal Rates</td>
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<td>o FY 2018 Student Fees</td>
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<td>o General Fund Budget</td>
<td></td>
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<tr>
<td>Other Business*</td>
<td>Don McCree</td>
<td>2:50-3:00</td>
</tr>
<tr>
<td>• Review of Workplan</td>
<td></td>
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<tr>
<td>Adjourn</td>
<td></td>
<td>3:00 p.m.</td>
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* Executive Session as needed.

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

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<tr>
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<tbody>
<tr>
<td>Reconvene</td>
<td></td>
<td>3:15 p.m.</td>
</tr>
<tr>
<td>Motion to Enter Executive Session*</td>
<td>David Daigle</td>
<td>3:15-3:45</td>
</tr>
<tr>
<td>Contract Negotiations</td>
<td>Tom Sullivan</td>
<td>3:45-4:15</td>
</tr>
<tr>
<td>Annual and 5-Year Comprehensive Presidential Review Update</td>
<td>Fran Bazluke</td>
<td>3:45-4:15</td>
</tr>
<tr>
<td>Motion to Go Out of Executive Session</td>
<td>David Daigle</td>
<td>4:15-4:20</td>
</tr>
<tr>
<td>Resolution Authorizing Negotiation and Execution of Settlement Documents</td>
<td>David Daigle</td>
<td>4:15-4:20</td>
</tr>
<tr>
<td>Other Business*</td>
<td>David Daigle</td>
<td>4:20-4:25</td>
</tr>
<tr>
<td>Adjourn</td>
<td></td>
<td>4:00-4:25  p.m.</td>
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* The Chair will entertain a motion to enter into Executive Session for the purpose of discussing the evaluation of a public officer. No Action is anticipated following the Executive Session.

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>
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<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td>4:30 p.m.</td>
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<tr>
<td>Approval of February 4, 2017 Meeting Minutes</td>
<td>Tristan Toleno</td>
<td>4:30-4:35</td>
</tr>
<tr>
<td>Election of Officers – Chair, Vice Chair and Secretary</td>
<td>Tristan Toleno</td>
<td>4:35-4:40</td>
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<tr>
<td>Legislative Update</td>
<td>Tom Sullivan</td>
<td>4:40-5:20</td>
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<tr>
<td>Wendy Koenig</td>
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<td>4:40-5:20</td>
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<tr>
<td>Update on 2017 Legislative Summit</td>
<td>Anne O’Brien</td>
<td>5:20-5:25</td>
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<tr>
<td>Curt McCormack</td>
<td></td>
<td>5:20-5:25</td>
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<tr>
<td>Wendy Koenig</td>
<td></td>
<td>5:20-5:25</td>
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<tr>
<td>Other Business*</td>
<td>Tristan Toleno</td>
<td>5:25-5:30</td>
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<tr>
<td>Adjourn</td>
<td></td>
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*Executive Session as needed.
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<tr>
<th>Item</th>
<th>Discussion Leader</th>
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<td>Call to Order</td>
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<tr>
<td>Approval of February 4, 2017 meeting minutes</td>
<td>Lisa Ventriss</td>
<td>4:30-4:32</td>
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<tr>
<td>Wilbur Trust Update</td>
<td>Lisa Ventriss</td>
<td>4:32-4:35</td>
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<tr>
<td>Motion to Enter Executive Session*</td>
<td>Lisa Ventriss</td>
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<tr>
<td>Election of Officers</td>
<td>Lisa Ventriss</td>
<td>4:35-4:40</td>
</tr>
<tr>
<td>Trustee Recruitment</td>
<td>Lisa Ventriss</td>
<td>4:40-5:20</td>
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<tr>
<td>Motion to Go Out of Executive Session</td>
<td>Lisa Ventriss</td>
<td></td>
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<tr>
<td>Election of Officers – Chair, Vice Chair and Secretary</td>
<td>Lisa Ventriss</td>
<td>5:20-5:25</td>
</tr>
<tr>
<td>Other Business*</td>
<td>Lisa Ventriss</td>
<td>5:25-5:30</td>
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<tr>
<td>Adjourn</td>
<td></td>
<td>5:30 p.m.</td>
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</table>

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

**FULL BOARD**

Saturday, May 20, 2017
8:00 a.m. – 11:00 a.m.

<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>8:00 a.m.</td>
</tr>
<tr>
<td>Approval of March 6, 2017 meeting minutes</td>
<td>David Daigle</td>
<td>8:00-8:05</td>
</tr>
<tr>
<td>Public Comment</td>
<td>David Daigle</td>
<td>8:05-8:20</td>
</tr>
<tr>
<td>Committee Reports</td>
<td></td>
<td>8:20-8:50</td>
</tr>
<tr>
<td>Audit</td>
<td>Bernie Juskiewicz</td>
<td></td>
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<tr>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Donna Sweaney</td>
<td></td>
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<tr>
<td>Budget, Finance &amp; Investment</td>
<td>Don McCree</td>
<td></td>
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<tr>
<td>VT Agricultural College Board</td>
<td>Tristan Toleno</td>
<td>8:50-8:55</td>
</tr>
<tr>
<td>UVM Board</td>
<td>Lisa Ventriss</td>
<td>8:55-9:00</td>
</tr>
<tr>
<td>Approval of Consent Agenda</td>
<td>David Daigle</td>
<td>9:00-9:15</td>
</tr>
<tr>
<td>Motion to Enter Executive Session*</td>
<td>David Daigle</td>
<td>9:15-10:55</td>
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<tr>
<td>Labor Relations Agreement Negotiations</td>
<td>Wanda Heading-Grant Fran Bazluke</td>
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<tr>
<td>2018 Honorary Degrees</td>
<td>Gary Derr</td>
<td></td>
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<tr>
<td>Motion to Go Out of Executive Session</td>
<td>David Daigle</td>
<td></td>
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<tr>
<td>Other Business</td>
<td>David Daigle</td>
<td>10:55-11:00</td>
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<tr>
<td>Adjourn</td>
<td></td>
<td>11:00 a.m.</td>
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*The Chair will entertain a motion to enter into Executive Session for the purpose of discussing contracts and collective bargaining. No action is expected following the Executive Session.
THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

COMMITTEE OF THE WHOLE

Chair David Daigle, Vice Chair Ron Lumbra, Secretary Donna Sweaney, Briar Alpert, David Aronoff, Cynthia Barnhart, John Bartholomew, Robert Brennan, Frank Cioffi, Johannah Donovan, Carolyn Dwyer, Richard Gamelli, Bernie Juskiewicz, Curt McCormack, Caitlin McHugh, Donald McCree, Anne O’Brien, Ed Pagano, Governor Phil Scott, Shap Smith, President Thomas Sullivan, Soraiya Thura, Tristan Toleno, Lisa Ventriss, and Jeff Wilson

Friday, May 19, 2017
8:00 a.m. – 10:30 a.m.
3:15 p.m. – 4:25 p.m.
Silver Maple Ballroom, (401) Dudley H. Davis Center

REVISED AGENDA

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td></td>
<td>*8:00 a.m.</td>
</tr>
<tr>
<td>1. Approval of the February 3, 2017 meeting minutes</td>
<td>Attachment 1</td>
<td>David Daigle</td>
<td>8:00-8:05</td>
</tr>
<tr>
<td>2. Chair’s Report</td>
<td></td>
<td>David Daigle</td>
<td>8:05-8:10</td>
</tr>
<tr>
<td>3. President’s Report</td>
<td></td>
<td>Thomas Sullivan</td>
<td>8:10-8:15</td>
</tr>
<tr>
<td>4. Staff Council President’s Report</td>
<td>Attachment 2</td>
<td>Karmen Swim</td>
<td>8:15-8:20</td>
</tr>
<tr>
<td>5. Graduate Student Senate President’s Report</td>
<td>Attachment 3</td>
<td>Devin Champagne</td>
<td>8:20-8:25</td>
</tr>
<tr>
<td>6. Faculty Senate President’s Report</td>
<td>Attachment 4</td>
<td>Cathy Paris</td>
<td>8:25-8:30</td>
</tr>
<tr>
<td>7. Alumni Association President’s Report</td>
<td>Attachment 5</td>
<td>Penrose Jackson</td>
<td>8:30-8:35</td>
</tr>
<tr>
<td>8. Student Government Association President’s Report</td>
<td>Attachment 6</td>
<td>Christopher Petrillo</td>
<td>8:35-8:40</td>
</tr>
<tr>
<td>9. Move Mountains: The Campaign for the University of Vermont Update</td>
<td></td>
<td>Mark Dorgan</td>
<td>8:40-8:55</td>
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<tr>
<td>11. Capital Projects Update</td>
<td></td>
<td>Tom Gustafson Bob Vaughan</td>
<td>9:00-9:30</td>
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<tr>
<td>Break</td>
<td></td>
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<td>9:30-9:45</td>
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*Times are approximate.
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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>12.</td>
<td>Academic Presentation - <em>Faculty Research</em></td>
<td>David Rosowsky, Richard Galbraith, Jason Stockwell, Alex Taylor, Rachael Oldinski, Jesse Ware, Jeff Spees, John McInnis</td>
<td>9:45-10:30</td>
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<td></td>
<td><strong>Recess</strong></td>
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<td><em>10:30 a.m.</em></td>
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<td></td>
<td><strong>Reconvene</strong></td>
<td></td>
<td>3:15 p.m.</td>
</tr>
<tr>
<td>13a.</td>
<td>Motion to Enter Executive Session**</td>
<td>Exemption</td>
<td>David Daigle</td>
</tr>
<tr>
<td></td>
<td>Contract Negotiations</td>
<td>Contracts</td>
<td>Tom Sullivan, Fran Bazluke</td>
</tr>
<tr>
<td>13b.</td>
<td>Annual and 5-Year Comprehensive Presidential Review Update</td>
<td>Evaluation of a Public Officer</td>
<td>David Daigle</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>14.</td>
<td>Resolution Authorizing Negotiation and Execution of Settlement Documents</td>
<td>Separate Distribution</td>
<td>David Daigle</td>
</tr>
<tr>
<td>15.</td>
<td>Other Business</td>
<td></td>
<td>David Daigle</td>
</tr>
<tr>
<td></td>
<td><strong>Motion to Adjourn</strong></td>
<td></td>
<td>4:25 p.m.</td>
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*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. *No action* is anticipated following the Executive Session.
Committee of the Whole - Executive Summary
Friday, May 19, 2017

Prepared by – David Daigle, Chair

Our meeting will begin on Friday morning with the President’s and Chair’s customary reports followed by an opportunity for Trustees to ask questions of the Governance Leaders in response to their written reports. The Committee will receive progress reports on Move Mountains: The Campaign for the University of Vermont and capital projects under way on main campus. The academic presentation will highlight faculty research. Executive Session time is reserved in the afternoon to discuss the evaluation of a public officer. No action is anticipated following the Executive Session.

ACTION ITEMS

Approval of Previous Meeting Minutes
The minutes from the February 3, 2017 meeting are included as Attachment 1.

Action: Motion to approve the minutes.

STATUS UPDATES

Move Mountains: The Campaign for the University of Vermont – Mark Dorgan, Executive in Charge of the UVM Foundation, will offer a brief campaign update on progress since our last Board meeting.

Capital Projects Update – Director of Capital Planning & Management Robert Vaughan will offer 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. Information and live webcams showing up-to-the-minute progress of these major expansion projects are available on the Building UVM - Investing in Quality website. Vice President for University Relations and Administration Thomas Gustafson will offer a brief update on the architect selection status for the Multipurpose Center project.

PRESENTATIONS

Academic Presentation
Provost Rosowsky and Vice President for Research Galbraith will provide a brief introduction highlighting current research work, followed by three presentations by faculty and student presenters. The first presentation will cover “From Lake Champlain to the World: Opportunities for Undergraduate Research at the Rubenstein Ecosystem Science Laboratory,” with Dr. Jason Stockwell, Associate Professor and Director of the Rubenstein Laboratory in the Rubenstein School for the Environment and Natural Resources, and Alex Taylor, a first year undergraduate
student studying Biochemistry. The second presentation will cover “Advanced Healing Through Engineering,” with Dr. Rachael Oldinski, Assistant Professor of Mechanical Engineering in the College of Engineering and Mathematical Sciences, and Jesse Ware, a third year undergraduate student studying Mechanical Engineering. The final presentation will cover “Development of Stroke Treatments Based on Stem Cell Signaling,” with Dr. Jeff Spees, Associate Professor of Medicine and Neurological Sciences, and Director of the Stem Cell Core, in the Larner College of Medicine, and John McInnis, a third year PhD candidate in the Neuroscience Graduate Program.

OTHER BUSINESS

Executive session time is reserved during the Friday afternoon session to discuss the evaluation of a public officer. No action is anticipated following the Executive Session.

ROUTINE REPORTS

Staff Council President’s Report - Attachment 2
Graduate Student Senate President’s Report - Attachment 3
Faculty Senate President’s Report - Attachment 4
Alumni Association President’s Report - Attachment 5
Student Government Association President’s Report - Attachment 6
Grants and Contract Awards Report - Report A
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 3, 2017, at 8:00 a.m., in the Silver Maple Ballroom, Room 401 at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair David Daigle, Vice Chair Ron Lumbra, Secretary Joan Lenes, Briar Alpert, David Aronoff, Bill Botzow, David Brandt, Robert Brennan, Frank Cioffi*, Carolyn Dwyer, Don McCree, Curt McCormack, Ed Pagano, Kesha Ram, Tom Sullivan, Donna Sweaney, Soraiya Thura**, Tristan Toleno, Lisa Ventriss, and Jeff Wilson

MEMBERS ABSENT: Cynthia Barnhart, Richard Gamelli, Bernie Juskiewicz, Anne O’Brien, and Governor Phil Scott

ALSO PARTICIPATING: Provost David Rosowsky, Student Government Association President Jason Maulucci, Staff Council President Karmen Swim, Graduate Student Senate President Devin Champagne, Faculty Senate President Cathy Paris, Alumni Association President Penrose Jackson, UVM Foundation Executive in Charge Mark Dorgan, Lt. Colonel Timothy Knoth, Coordinator of Student Veteran Services David Carlson, ROTC Cadet Kaelyn Burbey, ROTC Cadet Kyle Elliott, ROTC Cadet, Robert Motely, Director of Capital Planning and Management Robert Vaughan, Vice President for Finance and University Treasurer Richard Cate, Kaufman Hall Consultant Charles Kim, Kaufman Hall Consultant David Woodward, Vice President for University Relations and Administration Tom Gustafson, Director of Institutional Research Alex Yin, Director for Athletics Jeff Schulman, Chief Risk Officer Al Turgeon, Chief of Staff and Senior Counsel to the President Sharon Reich Paulsen, Vice President for Executive Operations Gary Derr, Vice President for Legal Affairs and General Counsel Francine Bazluke, Chief Internal Auditor William Harrison, and incoming Trustee Caitlin McHugh

*Arrived at 8:36 a.m.
**Arrived at 10:07 a.m.

Chair David Daigle called the meeting to order at 8:04 a.m.

Approval of Minutes

Chair Daigle presented the October 21, 2016 meeting 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 23)

President’s Report

President Sullivan began his report by highlighting coverage of UVM in the national news. He stated that, once again, Kiplinger’s Personal Finance magazine has ranked UVM among the top best-value public colleges in the country. UVM also appeared on the front page of the Boston
Globe in recognition of the innovative new curriculum in place at the Robert Larner, M.D. College of Medicine. Additionally, the Chronicle of Higher Education published an article that referenced UVM as a model for educating Chinese students and assisting them in finding employment.

President Sullivan next reported that James Fallows will be the May 2017 Commencement Speaker. Mr. Fallows is a longtime writer and national correspondent for The Atlantic and the author of 10 books, including National Defense, for which he won the National Book Award. In addition, he has served as the editor of US News and World Report and has taught at the University of California, Berkeley, the University of Chicago, and the University of Sydney.

Referencing UVM’s value proposition, President Sullivan mentioned that a brochure will be handed out highlighting outcome measures of what success looks like after graduating from the University of Vermont. In relation to the value proposition, President Sullivan recalled UVM’s recent launch of the Catamount Commitment, which provides an excellent value proposition, paying full-tuition, for Vermont students. This program helps recruit and graduate students from lower income Vermont families; nearly 30% of Vermont students fall into this income group.

President Sullivan next stated that the Billings Library is now closed for renovations. When the building reopens in fall 2018, it will become home to the University of Vermont’s world-renowned special collections, the Carolyn and Leonard Miller Center for Holocaust Studies, the Center for Research on Vermont, in addition to other groups.

President Sullivan moved on to recall that, in late fall 2016, UVM opened a new Interfaith Center and a new Mosaic Center that replaces the ALANA Student Center. He invited Trustees to visit the new locations.

President Sullivan next reported that Trustee Richard Gamelli, MD, FACS, was recently recognized by the Robert Larner, M.D. College of Medicine for his contributions as a burn surgeon. During the event, Dr. Gamelli became the first awardee of the Catamount Surgeon Award.

President Sullivan concluded his remarks by noting that, this week, Western Connecticut Health Network announced that the State of Connecticut Office of Higher Education approved licensure of a branch campus in partnership with UVM’s Robert Larner, M.D. College of Medicine. The process for approving the partnership has been five years in the making and will allow UVM medical students to complete their clinical experience at the network’s three hospitals. The relationship will not only help UVM to attract more medical students from Connecticut and New York, but will also expose them to a different patient base.

**Governance Leaders Reports**

Student Government Association (SGA) President Jason Maulucci provided his final report. He began by stating that the Associate Directors for the Appointment of Student Trustees, Inc., selected Caitlin McHugh, a first-year student from Nassau, New York, to the Board of Trustees. Ms. McHugh excelled through a very competitive process and replaces David Brandt, who will
complete his term at the end of February. President Maulucci thanked Trustee Brandt for his
service to the Board.

President Maulucci moved on to convey the status of several major initiatives that SGA has been
working on during his term. He stated that SGA is in the process of expanding the Peer Advising
and Mentoring programs. The SGA is also finalizing the terms to launch, by the fall, the pilot of
the Safe Ride Home Initiative. In addition, the SGA is preparing for the launch of the Catamount
Innovation Fund which will invest tens of thousands of dollars every year in innovation and
entrepreneurship for UVM students. President Maulucci stated that SGA has fully implemented
the new responsibility centered budget model and is partnering with the UVM Foundation in new
ways, some leading to the highest fundraising in SGA’s history. SGA has also set a goal of
becoming carbon-neutral by 2025. Additionally, SGA has articulated to the administration and
Faculty Senate the necessity for students to have more information to make thoughtful choices
about courses. He also reported that SGA will hold the third annual Women in Leadership
Summit and organize the University’s third annual Sexual Violence Awareness Month.

President Maulucci next cited the transformation of campus with the new STEM Complex and
First-Year Residence Hall construction. He is thrilled to hear about the Multipurpose Center
proposal, noting that SGA spends approximately $100,000 annually to hold sports off campus
due to limited space and options. He concluded by stating that his last two years have been
inspired by the creativity, compassion and resourcefulness of fellow students.

Chair Daigle stated that peer advising is critical to student success. He asked if President
Maulucci is confident that the program has the necessary infrastructure in place to succeed.
President Maulucci confirmed that the program is in great shape to continue to expand.

Trustee Ed Pagano asked about SGA spending for use of off-campus facilities due to lack of
space on campus. President Maulucci replied that he can provide a breakdown of such spending
per team.

Chair Daigle thanked President Maulucci for his service and commitment to UVM.

Staff Council President Karmen Swim began by stating that Staff Council is focused on educating
staff on how they can take advantage of available benefits. The Council often receives feedback
from non-represented staff that they feel there is a lack of opportunity for advancement. As a
result, Staff Council is working with Human Resources, Diversity and Multicultural Affairs
(HRDMA) and other campus partners to make more resources available to help staff to pursue
advancement opportunities, develop skills and obtain certifications.

Chair Daigle thanked President Maulucci for his service and commitment to UVM.

President Swim also reported that the Compensation, Benefits & Budget Committee is working
with Staff Council Leadership and HRDMA to develop improved guidelines for supervisors to
distribute salary increases this spring. The Personal & Professional Development Committee is
taking action on the issue of staff concerns regarding their commutes. The Outreach Committee
recently assisted the UVM Sustainability Office in preparing a report about the Staff Council
Survey for inclusion in the latest UVM Sustainability Tracking, Assessment & Rating System
(STARS) application to ensure that UVM is recognized for efforts in advancing the well-being of employees.

Graduate Student Senate (GSS) President Devin Champagne reported that GSS has worked hard to improve several aspects of the graduate student experience. He highlighted that, at the beginning of each fall semester, GSS hosts a resource fair that exhibits UVM organizations and offices, as well as local businesses that support the financial, social and living necessities that new students need. He next reported on the volunteer program “Grads Give Back”, which has added several new organizations at which graduate students volunteer, including Special Olympics Vermont. Lastly, this year, GSS revamped its Professional Development Series, which helps graduate students transition to post-UVM student life. This semester’s workshops track the theme of “Landing the Job.” President Champagne reported that he recently attended the Winter Networking Night in Washington, D.C., which was a very informative experience. He noted that many university career services are focused on the undergraduate perspective and he sees this as an area at which UVM can set a new standard and be more inclusive of the graduate student perspective. In an effort to work on this, GSS has connected with both the Career Center and Alumni Association.

Faculty Senate President Cathy Paris began her report by stating that the Senate is working on further development of the UVM General Education curriculum. She is pleased to report that a new general education requirement, quantitative reasoning, will soon be launched. The requirement will be presented to the Curricular Affairs Committee, and Faculty Senate in the spring. President Paris also reported that the Senate is creating a General Education Steering Committee to coordinate the efforts of the Diversity Curricular Review Committee and the Sustainability Curricular Review Committee. President Paris next reported that, at its January 23 meeting, the Senate adopted a resolution reaffirming UVM’s core values in relation to Our Common Ground. She explained that the reaffirmation is in response to apprehension on campus following the election of U.S. President Donald Trump. She read the resolution as follows:

In 1998, the University of Vermont Board of Trustees endorsed Our Common Ground platform, which articulates our collective values at the University of Vermont. Today, we reaffirm these UVM values.

The University of Vermont is an educationally purposeful community seeking to prepare students to live in a diverse and changing world.

We uphold the principle that the core mission of the university is to create a context for disciplined free inquiry, for the rigorous pursuit of truth, being open to how complex and challenging that pursuit can be.

We take critical reflection and empirical research to be necessary ingredients in how we as a society analyze, understand, and solve the most difficult challenges that we face.

The University of Vermont Faculty Senate reaffirms and emphatically supports the values of Our Common Ground; specifically, our collective values of respect, integrity, innovation, openness, justice, and responsibility.
As faculty members and as members of the UVM community, we believe in the transforming power of education and agree to help create and foster an environment where we can discover and reach our true potential. Towards that end, as a community, we unite against all forms of injustice toward any member of our community, including, but not limited to, racism; we reject bigotry, oppression, degradation, and harassment.

We are personally and collectively responsible for our words and deeds; and we pledge to help, listen to, and support those experiencing fear, harassment, or persecution.

On this day of January, 2017, and on every day going forward, we will stand together, with every member of the UVM community, to vigorously uphold these values and those of Our Common Ground.

President Paris concluded her remarks by thanking retiring trustees David Brandt, Joan Lenes, Kesha Ram, and Bill Botzow for their service on the Board.

Trustee David Brandt noted that he recently attended a Faculty Senate Educational & Research Technologies Committee meeting and applauded it for its efforts on expanded section descriptions.

Trustee Robert Brennan asked whether the Faculty Senate is focused on the priorities presented by SGA. President Paris replied that the Senate is not specifically focused on those priorities, but will reach out to the SGA discuss them.

Chair Daigle commended the Senate on moving forward with the new general education requirement of quantitative reasoning.

Alumni Association President Penrose Jackson reported that the Association is poised for its most successful year of engagement. She stated that the Association’s overarching focus is three-fold: engaging more alumni, building stronger alumni/student networking interactions, and leveraging the strength of the alumni community to advance key institutional priorities. President Jackson indicated that the launch of the Refer-a-Catamount Program yielded 125 referrals and plans are underway to leverage the class of 2017 to double that number. Annual growth in the referral program is part of the Association’s five-year strategic plan. She next reported that, over the next three months, the Association will partner with UVM Admissions to deliver more than 15 regional events to help enroll the strongest class in UVM’s history. In addition, it will launch a “Tea and Tour” program at the Alumni House for legacy families as they attend Admitted Student Visit Day programs. Moving on, President Jackson stated that regional alumni engagement was strengthened by the formation of the Hartford, Connecticut Affinity group, with more than 150 in attendance at the group’s inaugural event. The event was followed by the UVM/UConn Men’s Hockey game. She took a moment to recognize UVM Athletics for its strong partnership in the event and for its support of other alumni programs. Lastly, President Jackson noted that the Alumni House has held over 50 events since opening four months ago.
Committee of the Whole meeting, February 3, 2017

Trustee Bill Botzow commented that he noticed that each governance leader’s report included a theme of cultural commitment to lifelong learning.

**Move Mountains: The Campaign for the University of Vermont Update**

UVM Foundation Executive in Charge and Vice President for Development Mark Dorgan offered a brief campaign update on progress made since the last Board meeting. He began by reporting that, as of December 31, 2016, the total for campaign commitments is over $402 million of the $500 million goal. He noted that the UVM Medical Center has raised $44.5 million through December 31, 2016, accounting for 11% of the total so far.

Mr. Dorgan next recalled that, this past September, UVM received the largest gift in its history: a $66 million gift from Dr. Robert Larner, M.D., and his wife Helen. The Chronicle for Higher Education recently cited the gift as 11th out of 22 of the largest private gifts received by a University in 2016. He next stated that, since the Larner Gift was announced, the Foundation has raised an additional $30 million for a total of over $102 million so far in Fiscal Year 2017.

Mr. Dorgan next stated that the Foundation continues to have success in the campaign in the priority areas that align with the University’s strategic action plan. For scholarship support, for example, a total of $59 million has been committed. He reminded the Board that, on April 27, the Foundation will hold the annual scholarship dinner, which celebrates philanthropy and highlights many scholarship recipients. In the area of chairs and professorships, $46 million has been committed so far. Mr. Dorgan added that the original campaign goal was to double the number of endowed faculty positions, from 52 to 104, and the campaign has surpassed that with a total of 105. He added that, next week, an investiture ceremony will be held celebrating the first ever-endowed professorship in the College of Education and Social Services. Regarding facilities, $55 million has been committed so far and fundraising has been completed for several projects and focus continues on others. He reminded those present that the Alumni House and Silver Pavilion is now open and he encouraged all to tour the facilities. He also added that, on April 21, a groundbreaking will take place for the new UVM Rescue Facility. Finally, in the area of academic support, the campaign has had great success in supporting research. He added that almost 60% of the total of $243 million committed in this area is designated at the University/College/School or Department/Unit level.

Mr. Dorgan moved on to report that, to date, the campaign has raised 80.5% of the $500 million goal. There is $97 million left to raise by the conclusion of the campaign in 2019. He added that the Foundation will continue to fundraise after the campaign concludes.

President Sullivan thanked Mr. Dorgan for serving as the UVM Foundation’s Executive in Charge as the search works to fill the positon of the UVM Foundation President & CEO.

**Acknowledgement of Grants and Contracts Awards Report**

The Board acknowledged the Grants and Contracts Awards Report for the period of August 1, 2016 – December 31, 2016. Chair Daigle noted that that total amount received during this period was $55 million.
**Action Items**

Audit Committee Vice Chair Jeff Wilson introduced a resolution accepting the fiscal year (FY) 2016 audited financial statements and acknowledgement of the FY 2016 Financial Report. He explained that, on November 7, 2016, the Audit Committee reviewed and recommended for Board acceptance the FY 2016 Audited Financial Statements. He added that there were no material weaknesses or significant deficiencies identified in the audit.

The following resolution was presented for approval:

**Acceptance of Fiscal Year 2016 Audited Financial Statements**

WHEREAS, the financial Statements of the University of Vermont and State Agricultural College for the Fiscal Year ended June 30, 2016, 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 of Trustees hereby accepts the FY 2016 Audited Financial Statements as recommended by the Audit Committee and presented today, and acknowledges receipt of the FY 2016 Financial Report.

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

Audit Committee Vice Chair Jeff Wilson next introduced a resolution amending the Code of Business Conduct to the Code of Conduct and Ethical Standards Policy. He explained that, on November 7, 2016, the Audit Committee reviewed and recommended for Board acceptance a proposal to amend the University’s Code of Business Conduct Policy to the University’s Code of Conduct and Ethical Standards Policy. The intent of the amended Policy is to incorporate best practices for higher education and help members of the University community make ethical choices.

The following resolution was presented for approval:

**Resolution Amending the Code of Business Conduct Policy to the Code of Conduct and Ethical Standards Policy**

WHEREAS, the University’s Code of Business Conduct Policy is being amended to the University’s Code of Conduct and Ethical Standards Policy so as to incorporate best practices for higher education, address those areas that pose the greatest risk to the University, and help members of the University community make ethical choices if and when they are faced with a difficult decision or situation;

BE IT RESOLVED, that the Board of Trustees approves the Code of Conduct and Ethical Standards Policy as recommended by the Audit Committee and included as Appendix A to this document.
Committee of the Whole meeting, February 3, 2017

* Included for informational purposes as Appendix B to the consent agenda is the current Code of Business Conduct.

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

Committee on Board Governance Chair Frank Cioffi introduced a resolution approving amendments to the Presidential Review Policy. He stated that, on December 12, 2016, the Committee on Board Governance reviewed and recommended for Board acceptance amendments to the Presidential Performance Review Policy. In addition, the policy was reviewed by members of the administration and staff as well as members of the ad hoc Presidential Comprehensive Review Committee. He added that some of the changes reflect recommendations coming out of the experience garnered from the previous comprehensive review process.

Chair Daigle added that the changes were minor. He also stated that the five-year Presidential Review process will be initiated shortly, and that consultant interviews are currently taking place. He confirmed that the review process will be as inclusive and robust as possible.

The following resolution was presented for approval:

**Resolution Approving Amendments to the Presidential Performance Review Policy**

WHEREAS, the Board Governance Committee reviewed and endorsed amendments to the Presidential Performance Review Policy on December 12, 2016;

BE IT RESOLVED, that the Board of Trustees hereby approves the amendments to the Presidential Performance Review Policy set forth in Appendix C to this document.

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

Moving on, Chair Daigle referred Trustees to the 2018 Board meeting and retreat dates as proposed in Attachment 8 of the meeting materials.

**Academic Presentation – Green Mountain Battalion ROTC Program and Veteran Services**

Lt. Colonel Timothy Knoth, Reserve Officers' Training Corps (ROTC) Commander and UVM Professor of Military Science, provided a brief introduction of the Army ROTC program at UVM, which is officially designated as the Green Mountain Battalion. Next, he shared mission statements from both the Green Mountain Battalion and the University of Vermont and explained that a goal of UVM’s ROTC program is to synchronize the two missions for enrolled cadets.

Lt. Colonel Knoth next explained that the UVM Army ROTC program is not limited to the UVM campus, but is also affiliated with the following locations: St. Michaels’s College, Champlain
Colleges, Middlebury College, Castleton University, and SUNY Plattsburgh. He offered highlights from UVM’s program, including the composition, by college, of cadets as well as a breakdown of how many are enrolled in each class and the class’s average GPA. He noted that UVM received the MacArthur Award for the school year 2014-2015. The award recognizes eight schools selected from among 275 senior Army ROTC units nationwide.

Lt. Colonel Knoth invited Cadet Kaelyn Burbey, to provide a snapshot of the ROTC experience. Cadet Burby is an Environmental Engineering Major and Mathematics Minor, from San Marcos, California. She will be commissioning into active duty as an Officer in the Army Corps of Engineers. Cadet Burbey stated that the program pushes cadets mentally and physically, while establishing trust and teamwork. Cadets are taught about leadership, ethics, history, and current events. She also stated that the program teaches cadets how to be adaptable and tests critical thinking. Cadet Burbey provided an example of a real-time experience where she was able to apply the skills she has learned through ROTC. She shared that while she was a leader of a large group of cadets at a training camp, the group learned of a tornado warning in the area. Cadet Burbey was responsible for ensuring that all cadets were accounted for, that equipment was properly secured, and that the group was ready and able to endure the tornado threat, which they did with success. Cadet Burbey also added that ROTC encourages experiential learning. For example, she was able to attend the MIT Lincoln labs to work on a hydrogen fuel cell.

Cadet Kyle Elliott further elaborated on the experiential learning piece of the program. Cadet Elliott is a civil engineering major from Berlin, Vermont, who will be commissioning into the Vermont Army National Guard as an Infantry Officer. He stated that cadets in their senior year are responsible for planning and developing a year-long training program, which prepares them for their roles of becoming active officers. Cadets in their freshman, sophomore and junior years are also given the leadership learning opportunities, during which time their responsibilities increase each year. Cadet Elliott stated that the ROTC program prides itself in participating in out-of-the-classroom activities that enrich their academic experiences. For example, upperclassman participate in “staff rides” where they study a pivotal historical battle, and then visit the physical site where the battle took place. Cadet Elliot mentioned that the fall 2015 site was the Battle of Gettysburg venue.

Cadet Robert Motley talked about international opportunities afforded by the ROTC program. Cadet Motely is a psychological science major with a biology minor from Woodstock, Connecticut, and will be commissioning into active duty as an armor officer. He stated that the program places a high value on diversity and there are opportunities where the Army sends cadets for a semester abroad. These opportunities aid cadets in developing skills to transcend cultural and language barriers. Cadet Motely stated that the Army also offers an immersion program for selected cadets via The Cultural Understanding & Language Proficiency (CULP) Program. The program allows cadets to go abroad, spending up to three weeks immersed in foreign cultures. UVM’s ROTC program has a future goal of sending half the cadets on CULP trips. Cadet Motley stated that the most valuable lesson learned in the CULP experience is working with people of other languages to accomplish a shared goal.

Lt. Colonel Knoth next invited Coordinator of Student Veteran Services David Carlson to highlight the veteran services, programs and support services offered by the University.
Coordinator Carlson is a Marine who has served three deployments and is also a former student veteran. He explained that Student Veteran Services works with recently discharged veterans who are non-traditional students. Many of the veterans are married and have children, mortgages, daycare, and other responsibilities that the traditional student would not have. Coordinator Carlson explained his position was created in 2013 to keep up with increasing demands. Since 2013, the office has increased the staff to two and they now have their own physical space.

Coordinator Carlson explained that Student Veteran Services has two main priorities. The first is to ensure that student veterans receive their benefits. The second priority is to assist student veterans in transitioning from the military to the much different culture of higher education. He noted that the office has adopted a concierge enrollment process to support veterans and their families. Finally, Coordinator Carlson was pleased to report that, in January, the University had their first compliance audit since 2008, conducted by the Department of Veterans Affairs. The audit found zero discrepancies.

Chair Daigle thanked the presenters for their service and noted that their leadership attributes are evident. An opportunity for questions was offered.

Trustee Brennan inquired regarding recent trends in the ROTC program’s participation rate. Lt. Colonel Knoth replied that the program has grown in the past few years. He stated that the primary recruitment goal is quality. The program is commissioned to graduate 15 officers per year, and it averages 19. Lt. Colonel Knoth added that he would like the program eventually to graduate up to 20 officers per year.

Trustee Kesha Ram asked how the Student Veteran Services maintains engagement with Veteran alumni. She also asked if such engagement is adversely affected by the Veteran population experiencing a greater volume of mental health issues and lack of resources. Coordinator Carlson answered that Veteran alumni engagement is an area that his office is working to improve, but that it exists informally through venues such as Facebook. Speaking to mental health and resource constraints, he explained that Veterans are fortunate to have access to healthcare through the local Veteran’s Affairs (VA) in Burlington. He noted that VA Healthcare has been exempted from the recent hiring freeze. He also added that UVM offers quality mental health services.

Trustee Lisa Ventriss asked what the ROTC program’s level of engagement has been with secondary schools in Vermont. Lt. Colonel Knoth answered that UVM sponsors two Jr. ROTC programs, both located upstate. UVM’s ROTC also has an enrollment officer who has a broad network throughout Vermont. He added that interested students are welcome to visit various activities and that some local outreach occurs. Lt. Colonel Knoth stated that the best source of recruitment is through the cadets.

Trustee Bill Botzow asked what the cadets like to do for entertainment. Cadet Motley said that he likes to ice climb in his spare time and that he started the UVM Mountaineering program. Cadet Elliott is heavily involved in UVM’s intramural hockey team. Finally, Cadet Burbey stated that she is very active with numerous outdoor activities.
Trustee Ron Lumbra asked about future growth of the ROTC program. Lt. Colonel Knoth replied that the program could continue to increase; however, his first priority is to maintain the quality of the cadets admitted and that currently, there is an ideal instructor-to-student ratio and if the program were to grow, it would need additional resources. He also added that the program is limited depending on the size of the operating Army force, which is anticipated to grow over the next two years.

**Other Business**

Chair Daigle stated that the Board is required to approve the 2018 Board meeting and retreat dates that were referenced earlier during meeting.

A motion was made, seconded and voted to approve the 2018 Board meeting and retreat dates as presented.

At 9:45 a.m., the meeting had a brief break.

At 10:00 a.m., the meeting resumed.

**Capital Projects Update**

Vice President for University Relations and Administration Tom Gustafson began the capital projects update by stating that the construction of the Science, Technology, Engineering & Mathematics (STEM) Complex and the new First Year Residence Hall are on time and on budget. Additionally, the UVM Medical Center Miller Building remains on schedule. However, UVM does not maintain the budget of the Medical Center project, so Vice President Gustafson stated that he could not report on that piece.

Director of Capital Planning & Management Robert Vaughan displayed project photos that depicted how much the construction of the Discovery building of the STEM Complex has progressed from a year ago. He added that the building will open in May. Within the first few weeks of June, everyone from the Cook Building will move into the Discovery building in time for summer school courses. Director Vaughan also stated that the second floor of the building is exclusively teaching labs, with a total of eight labs, each with the capacity for 24 students.

Director Vaughan next showed a slide of the construction of the First Year Residence from a year ago. At the time, the building only had one level of steel erected. Director Vaughan then showed what the building looks like today, which includes most of the exterior completed. The building is scheduled to open at the end of August. Director Vaughan stated that the building will have 699 beds and a 450-seat dining hall. On each level, there will be four restroom cores that will include 24 single-occupancy bathrooms.

Director Vaughan then displayed slides of progress of the Chiller Plant from October and today. He also showed progress of the UVM Medical Center Miller Building, which now has a new ambulance bay that became active last Friday. Director Vaughan noted that the Miller Building is
not a UVM project, but that progress is tracked because it has influence on some of our construction areas.

Trustee Curt McCormack asked if the new dining hall in the First Year Housing building will eliminate any existing dining facilities. Director Vaughan explained that the new dining hall is replacing the Cook Commons dining hall in the Billings Library. The space that is being replaced will soon become the location of special collections.

Trustee Curt McCormack next asked if the new First Year Housing building and STEM Complex are increasing housing and lab space. Director Vaughan answered that the new building will have double the rooms of the shoeboxes. For labs, when all is finished, there will not be a huge gain in space, but that we expect a significant improvement in quality.

**Introduction to Strategic Financial Planning**

Vice President for Finance and Treasurer Richard Cate introduced the strategic financial planning presentation by explaining that he has been reflecting on how the University looks at its finances in total and has concluded that a model is necessary for proper long-term financial analysis. As a result, The Division of Finance leadership has been working with consultants from Kaufman Hall to develop a strategic financial plan model that will assist the administration and Trustees in analyzing the University’s financial condition and the impact of any proposals for future projects that require funding. He added that the goal of the presentation is to discuss the creation of the model and is not intended to address outcomes.

Kaufman Hall Consultant Charles Kim provided brief background of his firm, which specializes in financial management for not-for-profit entities. He added that Kaufman Hall has been working with the UVM Medical Center for the last 10 years. In addition to offering financial expertise, the company also offers financial management software tools.

Consultant Kim commented that the financial planning process is an important foundation for decision-making. He has been working with The Division of Finance leadership for the past three months to review key planning issues faced by UVM. The project should take a total of six months. He added that the model that they create will allow for quality financial decisions, whether capital or programmatic, and will also allow for leadership to assess these decisions against financial capacity. The next three months of the process will be developing the strategic financial plan model that is anticipated to be ready to share with the Board at the May meeting.

Consultant Kim next highlighted the following planning framework of the model:

- To assess the impact of individual initiatives or capital projects
- For University executives to develop proposals for the Board of Trustees
- For the Board of Trustees to evaluate the likely financial condition of UVM

Consultant Kim offered several initial observations. The first was that, based on fundraising expectations and continued trends in operating performance, the University is expected to have adequate cash for its $193 million capital plan through FY 2021. He stated that UVM is in a
good position and has adequate cash to support these projects, assuming that it can continue to perform as well as it has the last few years. However, the University has to consider if capital or operating expense requirements will exceed current assumptions. He added that UVM currently has limited capacity to issue new debt.

Consultant Kim moved on to state that UVM is expected to maintain its liquidity and debt rating. However, if strategic decisions result in operating performance that exceeds past trends, UVM could have opportunity for the following:

- Strengthen the University’s liquidity position
- Accelerate funding for deferred maintenance
- Proceed with yet-to-be-approved capital projects

Consultant Kim opined that the financial planning model tool will provide more definition and confidence about where UVM is heading and will test the likelihood of operating cash requirements estimated by the position assessment. The tool will ultimately establish and monitor a financial plan for UVM.

Vice President Cate added that the Budget, Finance and Investment (BFI) Committee will discuss initial numbers that the tool generates. He said that, so far, the process has not yielded any surprises, but that he feels the University will benefit by having a better financial model illustrated to the Board. He concluded by stating that he is constantly thinking of the need to balance investing in the long-term, financial health of the University, without adversely affecting it in the short-term.

Chair Daigle stated that the University has not previously utilized five-year financial plans, despite them being useful when considering large projects. He added that this topic has been explored at the BFI Committee level, but stated that he is very pleased that a formal model is being created for use at the Board and University level.

Trustee Robert Brennan asked who will own the software tool when it is finished. Vice President Cate answered that the University would own it and would have the ability to adjust it as needed.

Chair Daigle asked how long Kaufman Hall has been providing financial analysis and tools for institutions of higher education. Consultant Kim answered that they have been working with higher education for the last five-seven years. However, they have been working with the field of healthcare for thirty years.

Vice President Cate added that Kaufman Hall is currently assisting the University with new budgeting software that has tied in nicely with the strategic financial planning piece.

Trustee Briar Alpert asked for further elaboration on the University’s limited debt capacity. Consultant Kim responded that they have completed a credit analysis and compared it against rating agency mediums and peer analysis. Vice President Cate added that the University has had limited debt capacity multiple times during his tenure and that, in each case, all it took was for some passage of time for the debt capacity to improve.
Deferred Maintenance Plan Review

Vice President Cate next led a presentation regarding a proposed approach for addressing the University’s facilities needs over the next ten years. He began by stating that there is array of deferred maintenance projects that do not rise to the Board level so the Board would not be familiar with them. He next highlighted the following facility facts:

- There is a deferred maintenance backlog of approximately $370 million.
- UVM has approximately 5.6 million square feet of space in 271 buildings and an extensive network of communication lines and equipment.
- There is an annual contribution (about $1 million) to a building reserve for 1.8 million square feet.
- There is a system for annual reserve payments of 1% of construction cost (UVM would need this to increase to 2.5 - 3% to keep pace with depreciation).
- Annual depreciation is approximately $26 million.
- The current annual combined budget allocations (including state appropriation) to address deferred maintenance is $9 million.
- With a reliable stream of funding, Physical Plant can integrate more deferred maintenance projects into the schedule of its staff, thereby saving time and money.

Vice President Cate highlighted UVM’s Buildings and Grounds Categories. Categories include historic buildings; utilities; key academic buildings; student services buildings; large number of small buildings; and roads, parking lots and walkways. He added that, in terms of utilities, the University is constantly making cost efficient improvements.

Vice President Cate next highlighted the following order of project prioritization:

- Life safety and health (fire alarms, egress, etc.), code upgrades and ADA egress
- Building envelopes (roofs, windows, exterior sheathing, and waterproofing of basements)
- Elevator modernization and vertical transportation
- Electrical and mechanical infrastructure
- Exterior renovations and repairs beyond the envelopes
- Roadways, sidewalks and exterior stairs

Vice President Cate then briefly described the deferred maintenance needs for historical buildings. He noted that, for some historical buildings, there is potential opportunity to lease them to private entities that would have the funds to fix the buildings. He cited Dewey Hall as an example, as it currently houses the Department of Psychology, but has become functionally obsolete.

He also noted that, in some cases, new construction can assist with reducing deferred maintenance backlog; for example, sometimes the best option is to demolish a building and replace it with new infrastructure.
Vice President Cate indicated that the BFI Committee will talk more about the possibility of incrementally increasing base funding for facilities as well as short-term borrowing options that would eventually be funded by long-term debt.

Trustee Robert Brennan asked what entity is responsible for designating buildings as historical. Vice President Cate replied that it depends: there are some cases where the designation is part of a national historic record, and other cases are due to the Vermont designation of buildings being considered historical if they are over fifty years old.

Trustee Brennan followed up by asking if the University could negotiate with the State regarding historical designations. Vice President Cate explained that the process is very complex and must be addressed on a case-by-case basis. Some buildings are listed on the National Historic Register, while others come under the jurisdiction of the Vermont Department of Historic Preservation and/or Act 250.

Chair Daigle opined that the State has to be open to logical conversations regarding the challenges that historical designations have placed on the University. Vice President Cate replied that the University has ongoing conversations about this issue.

Trustee Jeff Wilson referred to the suggestion of offering certain buildings for lease to the private sector in exchange for them improving the building. He asked if the administration has plans to develop an inventory of buildings that fall into this category and if the inventory will be presented to the Board in the future. Vice President Cate said that a list was developed a couple of years ago and that it is still being updated. He added that the University needs to have appropriate conversations with members in the private sector so that it can present a more informed proposal. Vice President for University Relations and Administration Tom Gustafson added that another piece is figuring out where existing tenants of the buildings will go if a building goes offline.

**Dashboard Indicators Annual Review**

Provost and Senior Vice President David Rosowsky facilitated the Committee’s annual review of the dashboard indicators. He noted that all of the information he will present is also included in Attachment 9 of the meeting materials.

He began by identifying the comparator institutions used in compiling the data. He next explained that the indicators fall into three categories: input (student data), output (how the University prepares and graduates students) and financial.

Provost Rosowsky provided data for several input indicators. He reported that the University’s application numbers have steadily increased in recent years; however, there was a slight decrease in this year’s number, a total of 22,476, due to last year’s strategic decision to eliminate “free” applications to out-of-state students, effectively removing those with reduced likelihood of attending. He added that focus continues to be on the acceptance rate and yield, rather than simply growing the applicant pool.
He next said that first-time first-year (FTFY) acceptance rates peaked at 78% in Fiscal Year (FY) 2014. However, the administration continues to lower this rate to become closer to the comparator rate of 50%. The FTFY acceptance rate for FY 2017 was 69% and the goal for next year will be 68%.

Provost Rosowsky then stated that the FTFY yield rate dropped slightly between FY 2011 and FY 2016, as did the yield rate of our peers. However, the University’s yield rate is moving up again with a yield of 16% in FY 2017.

Moving on, Provost Rosowsky observed that the FTFY SAT combined verbal and math indicator scores are slightly lower than the average of our comparators. However, the University saw a 10-point increase in FY 2017, which puts the average score at 1209.

Provost Rosowsky reported that, in terms of the percentage of students admitted in the top 25% of their high school class, UVM has increased from 69% in FY 2011 to 73% in FY 2017. Provost Rosowsky added that the University does not have data for comparators, as not all schools track/report this information.

The University’s underrepresented minority population is becoming more diverse, consistent with the UVM’s commitments to inclusive excellence, access, quality, and building a truly diverse academic community. The number of student enrollment in this group has increased from 8% in FY 2011 to 11% in FY 2017. International student enrollment has increased from 1% in FY 2011 to 5% in FY 2017. The University is on track to continue increasing the percentage of undergraduate international students to 7-8% in the coming years.

Provost Rosowsky next reported on several output indicators. He explained that the University’s first-year retention rate has remained steady. The University’s FY 2017 retention rate is 86%, and the University remains committed to achieving a rate exceeding 90%.

Provost Rosowsky stated that the University’s four-year graduation rate improved from 61% in FY 2011 to 64% in FY 2016. The University’s rate is well above the national average (all institutions or publics), but that UVM remains committed to achieving the benchmark of select privates, and has a goal to be above 70% in the coming years, and above 75% after that.

In terms of student engagement and satisfaction, Provost Rosowsky explained that it is important to collect National Survey of Student Engagement (NSSE) data and the University will be doing so in 2017. He stated that participation rates in study abroad, undergraduate research, and two or more high-impact practices (e.g., internships or other experiential learning, international travel/study, research or directed inquiry, service learning) are at or above average of our comparators. Percentage reporting excellent/good overall educational experience (90%) is higher than the average of our comparators (88%). Provost Rosowsky added that this is an important area for UVM’s value proposition.

Moving on to the success rate indicator, Provost Rosowsky explained that this figure is based on the percentage of graduates who are employed full-time or enrolled in a graduate or professional school. He stated that the University’s success rate increased from 88% in 2012 to 93% in 2016.
He noted that initiatives such as the Four-Year Plan for Success, the Career+Experience Hub, expanded internship opportunities, and efforts to increase the presence of employers on campus have all contributed to this trend in success following graduation.

Moving on to undergraduate degrees granted, Provost Rosowsky explained that there was a slight drop in FY 2016, with a total of 2,318. However, he added that the figures reflect distinct individuals receiving undergraduate degrees. For example, in FY 2015, 156 students (6.3%) were double-majors and received two baccalaureate degrees. Therefore, a total of 2496 undergraduate degrees were awarded to 2340 individual graduates. Provost Rosowsky added that UVM graduates more than 1,000 Vermonters students every year (including undergraduates and graduates).

The final output indicator on which Provost Rosowsky reported was graduate degrees granted. He stated that the graduate enrollment declined from 1961 students in 2009 to 1843 students in 2015; however, it increased to 1946 students this year. The number of Master’s degrees awarded has remained relatively steady (approximately 390) during that period, as has the number of Doctoral degrees (approximately 220). These trends are nearly the same as the averages of our comparators. Graduate enrollment offers some of the greatest potential for growth and new revenue for select units in the coming years. The University’s goal is to increase total graduate enrollment to 2,500.

Provost Rosowsky next described several financial indicators. He began by reporting that endowment assets per student full-time equivalent (FTE) have increased from $24,800 in FY 2012 to $33,400 in FY 2016. The University is directing more endowment assets toward the education of undergraduate students.

As to total commitments such as new gifts, pledges, and bequests, the University has seen extraordinary increases. In FY 2011, commitments were $20.3 million, compared to $102.6 million to-date in FY 2017. However, State support for higher education, per $1,000 of personal income, has dropped from $3.68 in FY 2011 to $3.12 in FY 2016. The national median is $5.36, with Vermont ranking 47th out of 50 states for higher education support. Over the last five years, the national median level of state support has decreased 7%. Over that same time period in Vermont, the level of support decreased 15%. At the rate of decreasing support since 1980, the national median will hit “zero” in 2058, while Vermont will hit “zero” in 2033.

Provost Rosowsky next noted that the average net cost of attendance for FTFY in-state students receiving financial aid did go up significantly between FY 2011 and FY 2014, but only went up slightly in FY 2016, to an average of $18,217.

Finally, Provost Rosowsky stated that the average indebtedness of students at graduation has increased slightly from $27,773 in FY 2012 to $28,790 in FY 2016. However, the percent of student graduating with debt has decreased from 60% to 55% in the same time period. He added that 43% of Vermonter students attend UVM tuition-free.

Regarding retention, Trustee David Brandt asked how the University distributes priorities of the first-year experience. Provost Rosowsky responded, that in the last two years, the administration
has reviewed current efforts, and assessed them with respect to the efforts of comparator schools and exemplar schools. As a result, several high impact areas have been identified, such as core experience courses and themed first-year student housing, among others. Provost Rosowsky stated that the University is currently growing those areas. In terms of quality, Provost Rosowsky believes that, as the University pushes higher, it will see more first-year student success. However, he added that there are challenges such as increasing mental health issues and other external pressures and that, as a result, the University has developed new intervention measures.

Referencing the four-year graduation rate, Trustee Soraiya Thura asked if there are any noticeable trends amongst majors or departments. Provost Rosowsky responded that there are definitely noticeable trends amongst some majors, and sometimes in entire schools or colleges, which affect the graduation rate.

President Sullivan added that, in terms of student success, studies have proven that the most successful student is one who is fully engaged. He stated that this is exactly why the new First Year Residence Hall is placed in the heart of campus. He also mentioned that in the book, *Crossing Finish Lines*, by Bill Bowen, two factors were cited for graduating on time: the first is the academic preparation of the student entering college, and the second is the expectations placed on the student by their parents and community that they will graduate on time.

Trustee Briar Alpert asked if the University regularly engages with parents as far as outreach in encouraging a four-graduation timeline. Provost Rosowsky replied that such outreach takes place in a variety of ways. For example, it is discussed during campus visit days; the President and Provost emphasize it during their speeches at Convocation; and letters are sent to parents throughout the year that encourage conversations with students regarding their behavior, advising, and graduating in four years.

At 11:33 a.m., the meeting was recessed.

At 4:34 p.m., the meeting reconvened.

**Multipurpose Center**

Educational Policy and Institutional Resources (EPIR) Committee Chair Bill Botzow stated that EPIR discussed the programming and conceptual design for the proposed Multipurpose Center. He also advised that Vice President for University Relations and Administration Tom Gustafson, Director of Athletics Jeff Schulman, and Cannon Design Principal Colleen McKenna responded to numerous questions from the Committee. Overall, Committee members expressed enthusiasm and appreciation for the project. The Committee unanimously approved a resolution approving the initial project concept to be referred to the Budget, Finance & Investment Committee (BFI) for authorization to proceed with the schematic design phase and to generate an associated project cost estimate and funding plan.

BFI Committee Chair Don McCree stated that BFI Committee members were also supportive of the proposed Multipurpose Center. They reviewed the debt capacity analysis related to the concept and a student fee that could be instituted to pay the debt service on a portion of the
project cost, with the remainder of the project to be funded by private gifts. The Committee unanimously approved a resolution authorizing $750,000 of funding for the schematic design phase, which will include an estimate of project cost for project.

An opportunity was offered to address Trustee questions in follow up to presentations made earlier in the day and following committee level discussions. Trustees did not have any further questions.

Annual CY 2016 Risk/Opportunity Portfolio Register Update

Chief Risk Officer (CRO) Al Turgeon began by thanking his colleagues, Director of Risk Management Mary Dewey and Assistant Director of Compliance Services Erica Heffner, for their contributions to the annual risk assessment process. He also noted that he provided a detailed presentation on this topic to the Audit Committee at its meeting yesterday.

As background, CRO Turgeon explained that the University began developing its ERM program in 2008. The purpose of the ERM program is to provide the Board of Trustees assurance that management is identifying and responding to emerging risks and opportunities that could affect UVM’s mission, vision, strategic goals and/or competitiveness.

Next, CRO Turgeon described the annual risk assessment process, and reviewed the results depicted on the Calendar Year (CY) 2016 UVM Risk-Opportunity Portfolio-Register heat map. He explained that each item in the risk-opportunity portfolio-register has an assigned Responsible Official (RO). He concluded his presentation by pointing out the CY 2017 reporting schedule of each RO’s Management Response Plan (MRP) to their assigned Board of Trustees’ Committee.

CRO Turgeon noted that it takes eight months to produce the annual risk assessment. The process begins in April with interviews of all UVM senior officials and all of the Board of Trustees Committee Chairs, and ends in late November when the President approves the results.

Trustee Kesha Ram noted that grant funding has recently decreased and asked where it is included on the heat map. CRO Turgeon explained that grant funding is included in the “higher education funding model” risk. He stated that he does not typically track grants closely because the Vice President for Research monitors grant funding diligently. CRO Turgeon noted that ROs help keep him apprised of changes to existing risks that would require updates to the heat map. The CRO also consults with ROs when he thinks updated to the heat map are indicated.

Trustees asked how the University addresses risks that occur outside the formal annual risk assessment process. CRO Turgeon explained that all ROs manage risks within their portfolios on a regular basis, and that they can, and do, initiate risk assessments, which can be either formal or informal. He also said that President Sullivan, from time to time, will request a formal risk assessment and, if the results warrant, the heat map is updated.

Trustee David Aronoff asked how deferred maintenance risk is addressed on the heat map. CRO Turgeon responded that the deferred maintenance risk was assessed as high impact for its
financial impact, and as “high likelihood” because deferred maintenance is continuously occurring. When these assessment are combined, CRO Turgeon stated, deferred maintenance scores as one of the highest risks in the risk portfolio.

Trustee Bill Botzow asked about the response time for addressing emerging risks and whether, if the Board were to request a risk assessment, it could be completed in a short time frame, such as two to three weeks. CRO Turgeon explained that the completion timeline varies depending on the risk, and what is required to assess it. He explained that when risks arise that are urgent, they become his first priority and are completed as quickly as possible. President Sullivan then provided a current example of one of the ways the University responds to a high velocity emerging risk: he stated that, just this past Tuesday, he asked the CRO to convene a risk assessment team to monitor post-election emerging risks and, if need be, assess and submit recommended mitigation strategies for him to consider. CRO Turgeon stated that this risk assessment team has already been organized, and that the team will hold its first meeting on February 13.

Amendments to the Services Agreement with The University of Vermont Foundation

Chief of Staff and Senior Counsel to the President Sharon Reich Paulsen presented amendments to the services agreement with the University of Vermont Foundation. She explained that UVM and the UVM Foundation have a memorandum of understanding (MOU) regarding their relationship that was signed in June 2014 and extends through June 30, 2020. The MOU stipulates that the Foundation will provide development services in consideration of UVM providing financial support for the Foundation’s operations. The form and extent of that support is specified in a services agreement. The current services agreement identifies the extent of support for the first three years of the MOU, through fiscal year (FY) 2017. It is time now to amend that services agreement to specify the nature and amount of support UVM would provide the Foundation for the next three fiscal years.

Chief of Staff and Senior Counsel Reich Paulsen stated that the following amendments to the services agreement for FY 2018-2020 are proposed:

1. That UVM maintain level funding to the Foundation, in the amount of $8,325,000 per year, for FY 2018-2020. Chief of Staff and Senior Counsel Reich Paulsen explained that UVM holds the expectation that the Foundation will become increasingly self-supporting, but considers it imprudent to begin decreasing support at this time, given in particular the current campaign.
2. That the College of Medicine, which supplements UVM’s annual support contribution, maintain level funding, in the amount of $420,000 per year, for FY 2018-2020.
3. That the University continue, at no charge, to provide 14 visitor parking spaces at the Alumni House for FY 2018-2020.
4. That the University continue to provide a 50% discount for rental of UVM space for Foundation events.
In exchange for those terms, the Foundation has agreed to provide UVM with the following additional benefits:

1. The Foundation will increase the discount rate offered to UVM, from the current rate of 50% to 75%, for rental of the Alumni House and Silver Pavilion.
2. The Foundation will purchase china and silverware for use at Alumni House and Silver Pavilion events and provide UVM a 75% discount for the rental of the china and silverware.
3. The Foundation will provide dedicated fund-raising assistance for the Honors College and Library, with special emphasis on the Honors College.

Trustee Joan Lenes asked if the Alumni House would lose any potential funds by offering significant discounts to UVM. Chief of Staff and Senior Counsel Reich Paulsen explained that UVM-related events are a supplement, filling vacant times that the House is not being used. She also stated that UVM would not be able to continue holding as many events at the Alumni House without the discounted rate. Lastly, she said that if there were a point where the frequency of UVM events was affecting the ability for the Alumni House to book external events, conversations could be held that would address the challenge.

Trustee David Brandt asked if student groups would also receive UVM’s discounted rate for holding events at the Alumni House. Chief of Staff and Senior Counsel Reich Paulsen explained that all UVM-affiliated groups, including SGA, would receive the discounted rate.

The following resolution was presented for approval. Chair Daigle disclosed that he, President Sullivan, and Trustees Ron Lumbra and Don McCree will be recusing from voting on the resolution due to their membership in the UVM Foundation Board of Trustees:

Resolution Authorizing Amendments to the Services Agreement with The University of Vermont Foundation

RESOLVED, that the Board hereby authorizes the administration to negotiate and execute amendments to an existing Services Agreement with The University of Vermont Foundation, with terms consistent with the report given on this date.

A motion was made, seconded and it was unanimously voted to approve the resolution as presented with Trustees David Daigle, Ron Lumbra, Don McCree and President Sullivan abstaining from the vote.

Executive Session

At 5:24 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 a substantial disadvantage. He noted the session would be brief and that action was anticipated following. Everyone was excused from the meeting with the exception of Provost David Rosowsky; Vice Presidents Richard Cate, Tom Gustafson, Gary Derr, and Francine Bazluke;
Chief of Staff and Senior Counsel to the President Sharon Reich Paulsen; Chief Internal Auditor William Harrison; and incoming Trustee Caitlin McHugh.

The meeting re-opened to the public at 5:37 p.m.

The following resolution was presented for approval with opportunity for discussion. Trustee Lisa Ventriss disclosed that she had a conflict of interest and will be recusing from voting on resolution.

**Resolution Authorizing Selection of the External Auditor**

RESOLVED, that the Board of Trustees authorizes the Vice President for Finance and Treasurer to enter into a contract with KPMG LLP, Certified Public Accountants to obtain external audit services to conduct the annual financial statement audit and other related audits of the University for five consecutive years during the period January 1, 2017, through December 31, 2021, at a total contract price not to exceed $1,745,000 with continuation of said contract subject to an annual performance review by the Audit Committee; and

BE IT FURTHER RESOLVED, that the annual audit shall be conducted in compliance with the requirements of the University Bylaws and state and federal law.

A motion was made, seconded and it was unanimously voted to approve the resolution as presented with Trustee Lisa Ventriss abstaining from the vote.

**Other Business**

Chief of Staff and Senior Counsel Reich Paulsen provided an update on the search for the UVM Foundation CEO and President. She noted that the search is being assisted by the firm Witt Kieffer. She expressed that the quality and depth of the candidate pool is extraordinary. As a result, the search timeline has been accelerated with applications being reviewed February 14th, and interviews to be scheduled for the week of February 28th.

There being no further business, the meeting was adjourned at 5:39 p.m.

Respectfully submitted,

David A. Daigle, Chair
Good morning everyone, and welcome to our February board meeting. We are on a tight schedule today, and I ask in advance for your patience and understanding if we need to move along in our agenda.

“Account for the Value Proposition”. These were recent words of advice provided to a group of high school students and their parents by a college admissions director at my daughter’s high school.

This notion of value proposition will become more important with time. The real (inflation-adjusted) cost of tuition and fees at public universities has increased at a compound annual growth rate of nearly 4% over the past three decades. UVM has done better, but the real cost of attendance continues to rise even at UVM. Within a few years, families will be asked by UVM to pay a quarter of a million dollars for a bachelor’s degree; they will account for the value proposition.

In my October remarks, I commented on UVM’s strategic imperative to improve its academic profile and, in turn, selectivity. Selectivity is not a synonym for elitism, but rather an indirect measure of the perception of value. UVM has strategic assets that enhance its value proposition: a rich historical legacy, an impressive array of academic and athletic programs, meaningful research activity that elevates faculty and student learning, a fabulous campus location, and many more.

Still, it is clear that we can, and must, continue to improve our value proposition. The dynamics of higher education funding will continue to evolve in ways that introduce considerable risks to the status quo. Virtually everyone in this room is in some way a leader of this institution – faculty members, student leaders, administrative leaders, and trustees. Through our collective efforts, we need to ensure the future viability and success of UVM, even as historical models of higher education may be disrupted. On behalf of our board, I want to thank each of you for your many contributions to this cause.

One of the enduring core values of The University of Vermont is to provide an excellent value proposition for Vermont students. In fact, after considering the benefit of our annual state appropriation, 43% of Vermont students enrolled at UVM attend tuition-free. The most recent manifestation of this core value is the new Catamount Commitment, which further removes financial barriers for one quarter of our Vermont undergraduate students.

Vermont has a strong record in graduation rates for high school students, measured against regional and national benchmarks. The unfortunate corollary is that, both regionally and nationally, Vermont ranks poorly in terms of college enrollment of those successful high school graduates. This is particularly true with Vermont males, who enroll in postsecondary education at a much lower rate than females. We need to find ways to more effectively promote UVM’s outstanding value proposition to these students.
The Federal Reserve conducted research that concluded that the primary factor behind differences in per capita state income levels was the “knowledge stock,” which was defined to include high school and college attainment rates as well as the number of patents. Their conclusion is entirely consistent with economic theory, which tells us that income is a function of productivity, and productivity is a function of knowledge. Quoting from a VSAC report that referenced the study:

“Simply put, higher state per capita income is a product of its efforts to increase education attainment. Conversely, low per capita income is a product of state disinvestment in postsecondary education attainment.”

If Vermont is seeking to improve its “knowledge stock”, there is no better conduit than the University of Vermont.

Yet we appreciate that the State of Vermont is limited in its capacity to contribute to the advancement of UVM. Consequently, it is imperative that we consider the value proposition we present to out of state families. The University of Vermont is, quite uniquely, a public institution funded largely privately. Private resources, including net tuition and philanthropic contributions, support the vast majority, and an increasing proportion, of our budget. While we seek to maintain the excellent value proposition we offer to Vermont students, we must increasingly acknowledge that our financial foundation rests on offering a compelling value proposition to out of state students and donors.

As the administration seeks to improve the value proposition, by restraining tuition increases, by controlling costs, by advancing its commitment to improve the quality of our academic programs, by seeking to improve the health and wellness of our students, it has this board’s unwavering support. We are making progress in all of these areas, and yet the need to do more is very clear.

Finally, I have the honor of introducing our newest board member, Caitlin McHugh, a first-year UVM student. It is not unprecedented, but it is rare, to have a first year student succeed in the nomination process. Welcome, Caitlin; we look forward to working with you over the next two years.

This concludes my chair’s report.
Code of Conduct and Ethical Standards

Code Statement

The University of Vermont is committed to continually strengthening its ethical culture. From the University’s motto of “Studiis et Rebus Honestis” (Integrity in Theoretical and Practical Pursuits) to our values stated in “Our Common Ground” (http://www.uvm.edu/~president/?Page=miscellaneous/commonground.html), we are all expected to perform our jobs and to conduct business in an ethical and compliant manner. All University personnel have a shared responsibility to the University, to those we serve, to our community and to each other.

Reason for the Code

This Code of Conduct and Ethical Standards (“Code”) is a tool to help you comply with legal and regulatory requirements and with University policies and procedures. The Code is designed to help you make ethical choices when and if you are faced with a difficult decision or situation.

Applicability of the Code

This Code applies to all University of Vermont personnel. For the purpose of this Code, personnel includes but is not limited to, faculty, staff, volunteers, student employees, and individuals hired or contracted to perform a function that is generally associated with an employment relationship (i.e., temporary employee, student employees).

Code Elaboration

The Office of Compliance Services is responsible for the oversight of the University’s compliance program; however, we are all individually responsible to be aware of and comply with the legal and regulatory requirements and with University policies and procedures relevant to our jobs. In addition, certain professions also have additional ethical standards or professional codes of conduct which members of those professions are also expected to comply with. Examples include, but are not limited to, the American Medical Association’s Code of Medical Ethics and the American Bar Association’s Model Rules of Professional Conduct.
Depending on the alleged violation, there may be mandatory reporting requirements (see Minors; Protection on Campus and Campus Security Authorities (CSA) – Designation of and Reporting By). If not required by a regulation, you may feel a moral obligation to report. Additionally, under this Code, reporting all types of wrongdoing is encouraged. For the purpose of this policy, “wrongdoing” is defined as:

- Real or suspected violations of legal and regulatory requirements (laws, acts, statutes, regulations), policies and procedures and/or professional standards.
- Fraudulent or dishonest conduct resulting in violation of law or University policy.

Not all compliance reports have to be reports of wrongdoing. You may also use any of the compliance reporting mechanisms if you need guidance or clarification on a policy or procedure, if you have questions related to a University process designed to comply with a legal or regulatory requirement or if you are looking for assistance or have questions when faced with an ethical decision or dilemma.

Compliance Reporting System:
The University has established a robust compliance reporting system made up of several reporting mechanisms. For more information on available reporting mechanisms, review the Whistleblower Policy: Reporting, Protections, & Non-Retaliation policy located at http://www.uvm.edu/policies/general_html/whistleblower.pdf. This policy outlines the different mechanisms including the Compliance and Ethics Reporting and HelpLine (“HelpLine”). Policies that contain reporting requirements include the preferred methods of reporting that should be followed. If a policy is silent to reporting requirements, if anonymity is requested and not provided by other reporting channels, reports may be made through the HelpLine.

For reports that are made directly to a manager or supervisor, the manager/supervisor is required to notify the Director of Compliance or the Office of General Counsel when the manager/supervisor suspects the report may result in either a violation to legal or regulatory requirements or fraudulent activity. Managers/Supervisors are encouraged to seek the advice of Compliance Services as soon as possible when they receive reports of alleged noncompliance to a legal or regulatory requirement.

Reports made through the HelpLine are received and screened through a third-party vendor. While some other mechanisms can accept anonymous reports, the best reporting method for maintaining the anonymity of anonymous reports is the HelpLine. Regardless of the reporting mechanism used, all reports are kept as confidential as possible. However, anonymity can never be guaranteed. For more information on anonymous reporting, refer to the HelpLine FAQ’s (http://www.uvm.edu/compliance/help_line_faq).

Non-Retaliation:
The University prohibits retaliation or retribution for a good faith report, for supporting a person who files a good faith report, or for participating in an investigation of a report. Individuals making bad faith reports are not afforded these protections. The University has adopted, “Whistleblower Policy: Reporting, Protections & Non-Retaliation” policy (http://www.uvm.edu/policies/general_html/whistleblower.pdf). Prohibited retaliation may
result in discipline up to and including discharge from employment independent of the outcome of the reported wrongdoing.

**Disciplinary Action:**
If wrongdoing has been substantiated, those individuals found to have committed the wrongdoing will be subject to disciplinary action at a level appropriate for the violation. Levels of disciplinary action range from a verbal warning up to dismissal. Disciplinary action could also include termination of University institutional recognition or external affiliate relationships with the University and, depending on the University’s regulatory requirements, and could even include civil claims and criminal charges. Investigation and determination of discipline for represented employees will occur in accordance with provisions of the applicable collective bargaining agreement.

**Definitions**

*Bad Faith Report:* A report that is made to deceive, is dishonest, knowingly untrue or otherwise intentionally misleading.

*Confidential Information:* Any non-public information pertaining to the University’s business.

*Good Faith Report:* A report made with a sincere belief that the issue is occurring, has occurred or there is a likelihood that it could occur. There is no malice or desire to defraud others.

*Personnel:* For the purpose of this Code, University Personnel refers to faculty, staff, volunteers, student employees, and individuals hired or contracted to perform a function that is generally associated with an employment relationship. Examples include temporary employees, graduate students receiving stipends, and contractors or other third parties serving in an employee capacity.

*Retaliation:* Taking action to harm someone in response to a report.

*Retribution:* The act of taking revenge.

*Student Employees:* This includes undergraduate and graduate students that are paid by the University for performing a function generally associated with an employee function. Student employees include, but not limited to, Graduate Teaching Assistants, Graduate Research Assistants, Graduate Assistants, Undergraduate Student Employees, and Post-Doc Associates. Pre-Doc and Post-Doc Fellows are not considered student employees.

*Whistleblower:* Someone who informs on a person or organization that they have reason to believe is engaged in an unethical, non-compliant, illicit or illegal activity.

**Procedures**

See Principles and Standards.
Principles and Standards

The intent of this code is to communicate the principles and standards that have been identified as most relevant to the University’s stated values and your compliance program recognizing that UVM’s policies and procedures extend beyond those identified in this code.

Creating a Respectful Campus Environment: Under state and federal statutes, it is illegal to discriminate based on race, color, national origin, religion, sex, disability, certain Veterans, age, citizenship status and genetic information. The State of Vermont also prohibits discrimination based on sexual orientation, gender identity and related characteristics, place of birth, ancestry, veteran status, HIV status, and discrimination on the basis of age as to persons 18 and older.

University policies, procedures and other guidance that contain language related to this section of the code include:

- Disability Accommodations for Employees and Applicants for Employment: https://www.uvm.edu/policies/hr/disabilityemployee.pdf
- Diversity Statement: http://www.uvm.edu/president/?Page=whydiversity_statement.html
- Equal Opportunity in Educational Programs and Activities and Non-Harassment: https://www.uvm.edu/policies/student/equaledu.pdf
- Our Common Ground: http://www.uvm.edu/~presdent/?Page=miscellaneous/commonground.html

Privacy and Security of Confidential Information: At UVM, we recognize the importance of protecting the privacy and security of confidential information. Some of this information is legally protected. Some of it is sensitive and, for a variety of reasons, needs to be kept confidential. Whether it is legally required or just the right thing to do, the University takes this responsibility very seriously and demonstrates its commitment through its Information Security and Privacy Programs. All persons covered by this Code have a responsibility to maintain the privacy and security of confidential or sensitive information. Protection of this information can greatly reduce the risk of the misuse of information or a breach.
University policies, procedures and other guidance that contain language related to this section of the code include:

- Privacy: http://www.uvm.edu/policies/general_html/privacy.pdf

Conflicts of Interest and Conflicts of Commitment: If you, or a member of your immediate family, has (or could have) a personal or financial interest that affects independent judgment as it relates to University duties OR it could result in personal gain or advancement at the expense of the University, you may have a conflict of interest. If you engage in external activities that significantly interfere with your ability to perform your UVM duties or are reasonably expected to interfere with your ability to perform your UVM duties, you may have a conflict of commitment. In both cases, the agreement, arrangement or activity could be prohibited.

University policies, procedures and other statements that contain language related to this section of the code include:

- Conflict of Interest and Commitment: http://www.uvm.edu/policies/general_html/conflictinterest.pdf

Protecting University Assets and Appropriate Use of University Resources: We all have a responsibility to make sure that University resources are not wasted or used inappropriately. Stealing, committing fraud, bribing, and providing kickbacks are all examples of inappropriate use of University resources and are all violations of the law, University policy and this Code. We must all do our part to protect University resources.

University policies, procedures and other statements that contain language related to this section of the code include:

• Facilities and Grounds Use:  
  http://www.uvm.edu/policies/facil/facsched.pdf  
• Procurement or Lease of Goods and Services and Contract Approval and Signatory Authority for Procurement or Lease of Goods and Services:  
  http://www.uvm.edu/policies/procure/procurement.pdf  
• Travel:  

**Accuracy in Recordkeeping:** The University has an obligation to ensure the trust of the public and other stakeholders through its financial and regulatory reporting. This includes ensuring the accuracy and timeliness of our records and reports. Submitting false information on a timesheet or expense report is stealing. Knowingly including false financial information in a report to the government is fraud. It is imperative for all of us to be honest and truthful in all records we maintain as part of our work duties.

University policies, procedures and other statements that contain language related to this section of the code include:

• Business Meal, Hospitality and Amenity:  
  http://www.uvm.edu/policies/procure/businessmeals.pdf  
• Effort Management and Reporting on Sponsored Agreements:  
  https://www.uvm.edu/policies/grants/effortreporting.pdf  
• Export Controls:  
  https://www.uvm.edu/policies/grants/export.pdf  
• I-9:  
  https://www.uvm.edu/policies/hr/I9.pdf  
• Movable Equipment:  
  https://www.uvm.edu/policies/grants/moveable_equipment.pdf  
• Records Retention:  
  http://www.uvm.edu/policies/general_html/recordretention.pdf  
• Travel:  

**Relationships with University Vendors and Other Third Parties in Business Transactions**

Personnel are expected to deal fairly with vendors and other third parties UVM conducts business with. No unfair advantage shall be taken of prospective or current vendors through manipulation, concealment, abuse of privileged information, misrepresentation of material fact or any other unfair practice. Additionally, all procurement policies and guidance must be followed to provide for a fair, impartial and inclusive selection process.

• Affiliated Organizations:  
  http://www.uvm.edu/policies/general_html/affiliated_organizations.pdf  
• Procurement or Lease of Goods and Services and Contract Approval and Signatory Authority for Procurement or Lease of Goods and Services:  
  http://www.uvm.edu/policies/procure/procurement.pdf
Research: At the University, the scope of research is broad and diverse. While research activities are an integral part of the University, it is also an area that is heavily regulated and, as such, poses significant compliance risks. Ethics are fundamental to all academic research. Without ethics and trust, a complex, modern research institution cannot function. Researchers must be aware of the ethical standards governing their discipline and to avoid even the appearance of impropriety.

University policies, procedures and other statements that contain language related to this section of the code include:

- Copyright: [https://www.uvm.edu/policies/general_html/copyright.pdf](https://www.uvm.edu/policies/general_html/copyright.pdf)
- Effort Management and Reporting on Sponsored Agreements: [https://www.uvm.edu/policies/grants/effortreporting.pdf](https://www.uvm.edu/policies/grants/effortreporting.pdf)
- Export Controls: [https://www.uvm.edu/policies/grants/export.pdf](https://www.uvm.edu/policies/grants/export.pdf)
- Issuing and Monitoring Subawards on Sponsored Agreements: [https://www.uvm.edu/policies/grants/MonitorSubaward.pdf](https://www.uvm.edu/policies/grants/MonitorSubaward.pdf)
- Misconduct in Research and Other Scholarly Activities: [http://www.uvm.edu/policies/grants/researchmisconduct.pdf](http://www.uvm.edu/policies/grants/researchmisconduct.pdf)
- Moveable Equipment: [https://www.uvm.edu/policies/grants/moveable_equipment.pdf](https://www.uvm.edu/policies/grants/moveable_equipment.pdf)
- Residual Balances on Sponsored Agreements: [https://www.uvm.edu/policies/grants/BalancesSponsoredAgreements.pdf](https://www.uvm.edu/policies/grants/BalancesSponsoredAgreements.pdf)
- Sponsored Project Administration (SPA) Website: [http://www.uvm.edu/spa/](http://www.uvm.edu/spa/)
- Use of University Research Facilities and Equipment by External Users: [https://www.uvm.edu/policies/grants/researchfacil.pdf](https://www.uvm.edu/policies/grants/researchfacil.pdf)

Freedom of Expression: While our mission is dedicated to free expression and facilitation of the exchange of ideas, we need to balance that with our need to ensure that University endorsement is not improperly attributed and that University resources and facilities are used in a manner consistent with policy and campus safety.
University policies, procedures and other statements that contain language related to this section of the code include:

- Campus Speakers:  
  http://www.uvm.edu/policies/general_html/campus_speaker.pdf
- Copyright:  
  https://www.uvm.edu/policies/general_html/copyright.pdf
- Political Activities:  Tax Exempt Organization Restrictions:  
  http://www.uvm.edu/policies/general_html/political_activity.pdf
- Solicitation:  
  http://www.uvm.edu/policies/general_html/solicitation.pdf
- Trademarks:  
  https://www.uvm.edu/policies/general_html/trademark.pdf
- University Name, Symbols, Letterhead and Other Proprietary Indicia of Affiliation:  
  http://www.uvm.edu/policies/general_html/letterhead.pdf
- University Sponsored Social Media:  
  http://www.uvm.edu/policies/cit/socialmedia.pdf

*Creating a Safe and Healthy Campus:*  A safe and healthy campus refers to both environmental safety (i.e., buildings, grounds) and personal safety.  When it comes to a safe and healthy campus, we are all equally responsible for how we behave as well as how we treat others.  If you ever feel unsafe or if you see or hear about unsafe conditions on campus or in your workplace, let someone know.  Contact anyone listed under the resources section of this Code.  If you ever feel that you are in immediate danger, call 911.

University policies, procedures and other statements that contain language related to this section of the code include:

**Personal Safety:**

- Alcohol Policy – Faculty and Staff:  
  http://www.uvm.edu/policies/general_html/alcohol_employees.pdf
- Campus Safety and Security:  Clery Act:  
  http://www.uvm.edu/policies/riskmgm/clery.pdf
- Campus Security Authorities (CSA) – Designation of and Reporting By:  
  http://www.uvm.edu/policies/riskmgm/campussecurity.pdf
- Drug Free Workplace:  
  https://www.uvm.edu/policies/general_html/drugfreeworkplace.pdf
- Minors in the Lab:  
  https://www.uvm.edu/policies/riskmgm/minorslab.pdf
- Minors; Protection on Campus:  
  http://www.uvm.edu/policies/general_html/protectminors.pdf
- Minors; Reporting of Abuse or Neglect of and Crimes:  
  https://www.uvm.edu/policies/general_html/abuse_minors.pdf
- Personal Safety and Security:  
  http://www.uvm.edu/policies/general_html/personalsafety.pdf
• Sexual Harassment and Misconduct:  
  http://www.uvm.edu/policies/general_html/sexharass.pdf

• Weapons and Explosives:  
  https://www.uvm.edu/policies/general_html/firearms.pdf

**Environmental Safety:**

• Emergency Management:  
  https://www.uvm.edu/policies/riskmgm/emergency.pdf

• Fire Safety:  
  https://www.uvm.edu/policies/riskmgm/firesafety.pdf

• Laboratory Health and Safety:  
  http://www.uvm.edu/policies/riskmgm/labsafety.pdf

**Resources**

While the Office of Compliance Services oversees the University’s compliance program, there are other offices and individuals that can provide guidance when faced with a difficult decision or situation.

• Faculty Senate:  
  http://www.uvm.edu/faculty_senate

• Human Resources Services:  
  http://www.uvm.edu/hrs/

• Office of Audit Services:  
  http://www.uvm.edu/~auditwww/

• Office of General Counsel:  
  http://www.uvm.edu/~gencnsel/

• Office of the Vice President of Executive Operations:  
  http://www.uvm.edu/president/?Page=exec_operations.html

In addition to the above listed resources, the University also offers these resources depending on the issue or your needs:

• Affirmative Action & Equal Opportunity (AAEO):  
  http://www.uvm.edu/~aaeo/

• Disability Certification and Support:  
  http://www.uvm.edu/hrs/?Page=info/general/disabilitycertification.html&SM=info/infomenu.html

• Diversity and Equity Unit:  
  https://www.uvm.edu/~diversit/?Page=diveq.html&SM=servicesmenu.html

• Office of International Education:  
  http://www.uvm.edu/oie/

• Office of the Vice President for Human Resources, Diversity and Multicultural Affairs:  
  http://www.uvm.edu/~hrdma/?Page=contact.html

• Risk Management & Safety:  
  http://www.uvm.edu/~riskmgmt/
• Sponsored Project Administration (SPA): http://www.uvm.edu/spa/
• Student Financial Services: http://www.uvm.edu/~stdfnsv/
• University Financial Services: http://www.uvm.edu/~cntrlrs/

Forms
None

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

   Director of Compliance Services, Office of Audit and Compliance Services
   (802) 656-0847
   Tessa.Lucey@uvm.edu

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

Related Documents/Policies

   UVM Institutional Policy Website http://www.uvm.edu/policies/

Effective Date
Code of Business Conduct

Policy Statement

This Code of Business Conduct requires all University personnel to assume responsibility for safeguarding and preserving institutional resources so as to advance the institutional mission. It is the responsibility of supervisors to ensure that personnel whom they supervise receive adequate information and training to understand all laws and regulations, and all University policies and procedures, relevant to the discharge of their duties. In addition, all University personnel are expected to assume personal responsibility and accountability for understanding and abiding by relevant laws and policies and for adhering to the spirit of this Code.

Reason for the Code

All University personnel play a role in ensuring that institutional resources are protected, preserved and enhanced. This Code sets forth the fundamental expectations relating to business and fiduciary conduct. It is not intended to modify or restate University policies otherwise applicable to specific types of conduct or activities (see “Related Policies” below), or to limit in any way any additional rules or regulations that an administrative or academic unit may, through appropriate officials and channels, promulgate. Rather, the Code is a statement of the underlying standards and principles under which the University expects those with business and fiduciary responsibilities to carry out their duties.

Applicability of the Code

This Code applies to all employees, including administrators, staff, faculty, and student employees, who manage, supervise or conduct University business or financial transactions or activities (“personnel”), and to University-recognized organizations and affiliated entities.
Persons and entities who are not affiliated with the University may also use the Ethics and Compliance Hotline (https://secure.ethicspoint.com/domain/media/en/gui/24544/index.html) to report perceived violations of this Code.

**Code Elaboration**

Administrators are required to report suspected fraudulent or dishonest conduct to the Audit Services Office. In addition, administrators are responsible for maintaining a system of management controls that deter and/or detect fraudulent or dishonest conduct. Failure by an administrator to establish management controls or report misconduct within the scope of this policy may result in adverse personnel action against the administrator, up to and including dismissal.

All University personnel are expected to be aware of and comply with University and unit policies relevant to their work duties, including without limitation the principles and policies listed below. Confirmed violations will result in disciplinary action, up to and including dismissal, and/or termination of institutional recognition of University group or organization status or external affiliate relationships with the University. In some instances, civil claims and criminal charges may also result. Procedures for the investigation of suspected violations, imposition of disciplinary action, and the availability of grievance or appeal channels shall be governed by otherwise applicable University policies, handbooks, and collective bargaining agreements.

Personnel in certain professions or occupations may be subject to additional ethical and professional standards. Failure to adhere to those standards may constitute a job performance issue to be addressed through customary performance review processes.

Neither the University nor its employees may retaliate against a whistleblower with the intent or effect of adversely affecting the terms or conditions of employment or enrollment (including but not limited to, threats of physical harm, loss of job or educational status, punitive work assignments, or impact on salary or wages). Relative to non-affiliated entities or persons who act as whistleblowers, neither the University nor its employees may retaliate with the intent or effect of adversely affecting business or other opportunities with the University.

**General Principles of Conduct**

- **Fraud, Theft or similar conduct** – Any act that involves theft, fraud, embezzlement or misappropriation of the property of University or any of its employees or suppliers is prohibited.

- **Fair Dealing** – University personnel must deal fairly with services and goods vendors. No unfair advantage shall be taken of prospective or current vendors through manipulation, concealment, abuse of privileged information, misrepresentation of material fact or any other unfair practice.
• Financial Reporting – All University accounts, financial reports, tax returns, expense reimbursements, and other documents that must be completed in the course of the business of the University, including those due government agencies, must contain accurate information and be completed promptly by authorized personnel.

• Personnel Records – All University personnel must scrupulously ensure that all personnel records that they submit in connection with their employment (e.g., job applications; timesheets; vacation and medical leave records; benefits plan coverage or reimbursement requests) are accurate and completed promptly and in a manner consistent with applicable policies and procedures.

• Compliance – Supervisors must ensure that their supervisees receive adequate information and training to understand the laws and regulations, and University policies and procedures, relevant to the supervisees’ discharge of assigned duties. In addition, University personnel are expected to assume personal responsibility and accountability for understanding and abiding by relevant laws, regulations and policies in the discharge of their duties.

• Authority to Contract – University transactions must be authorized by appropriate officials in accordance with applicable institutional policies and procedures.

• Conflicts of interest and commitment – University personnel shall adhere strictly to institutional conflict of interest and commitment policies.

• Stewardship of University assets and resources – University assets and resources must be used prudently and effectively, and only for legitimate and authorized purposes. University property shall not be used, leased, donated, sold, or traded without proper authorization.

• Gifts and Gratuities – So as to prohibit and deter conflicts of interest or the appearance of a conflict of interest, University officials who have executive or management responsibility for a business or equivalent relationship with a services or products vendor shall not directly or indirectly give, offer, ask for, or accept for personal use, any gift or gratuity, in cash or in kind, from any current or potential vendor, nor shall they directly or indirectly give, offer, ask for, or accept for personal use, any gift or gratuity, in cash or in kind, from any potential vendor. See below “Clarification on Gifts and Gratuities and Conflicts of Interest Guidance.”

• Bribery, Kickbacks and Payoffs – Acts of bribery, and kickbacks and payoffs related to the discharge of University duties are prohibited.

• Confidentiality – University personnel must use reasonable diligence to maintain the confidentiality of information entrusted to them by the University or its students, alumni, employees or others with whom the institution has a business or fiduciary relationship, except when disclosure is properly authorized or legally mandated. This confidentiality principle applies both to information designated as such under applicable law, and non-
public University information that might be useful to competitors or harmful to the University if disclosed. University personnel must take reasonable steps to protect and restrict the transfer of such confidential information to unauthorized persons and must share such information within the University on a “need-to-know” basis. All relevant protocols applicable to the safeguarding of information, including computer use protocols, must be followed.

- Accuracy of Records – University personnel are responsible for the integrity and accuracy of records they complete or maintain in the course of their duties regarding the business and/or financial operations of the University or a unit thereof. No false, misleading or artificial entries, or unauthorized alterations, shall be made on the University’s books and records or in reports the University is required to make as a matter of law or policy.

- Records Retention – Responsible University personnel must ensure that records are maintained and retained as required by University policy and governing law.

- Responsible Management of Government Funds – The University will strictly comply with government grants and contracts terms and conditions and expects its personnel to be knowledgeable about, and comply with, such terms and conditions as appropriate to, and required by, the nature of their duties.

- Political Endorsements – University personnel shall not, in their capacity as University personnel, endorse political candidates.

- Commercial Endorsements – University personnel shall not endorse commercial products or services except as specifically authorized in advance in an employment contract executed by appropriate University officials on behalf of the University and also approved in advance by the Senior Vice President and Provost.

- Institutional Endorsements – Institutional endorsements will be handled in accordance with University policies and procedures regarding Trademarks and Licensing.

Clarification on Gifts and Gratuities Provision and Conflicts of Interest Guidance

Although all University employees are subject to conflicts of interest policies, the Gifts and Gratuities provision is intended to apply solely to University officials who have executive (e.g., Vice President or senior) or management authority and responsibility with respect to specific commercial contracts, such as those with services or products vendors. Its purpose is to eliminate or avoid situations in which it appears that a University official is being, or could be, improperly influenced by the receipt, or prospect of, gifts or other gratuities in selecting a vendor. All purchasing decisions by UVM officials should be made on the basis of the vendor best suited to meet UVM’s needs and not based on personal or financial relationships.
The rule prohibiting gifts and gratuities does **not** apply to the following examples of situations:

- Mementos or other gifts of nominal value associated with volunteer services offered by a UVM employee to UVM or a charitable nonprofit (e.g., T-shirt for assisting with Move-In Day; “free” movie tickets from Red Cross for donating blood)

- Tokens of nominal value offered at fairs or information sessions available generally to UVM employees (e.g., pens, Post-Its, etc. displayed at a UVM Benefits fair or event)

- Items made generally available by a sponsor or a vendor at a professional conference (e.g., tote bag; mug)

- Hospitality made generally available to attendees at a professional conference or event by a sponsor or a vendor (e.g., refreshments; evening reception; meal made available to attendees or a discrete subset of them, such as New England higher education admissions counselors)

- Courtesy gifts of nominal value (such value not to exceed $50 annually from one source) as dictated by the cultural customs of foreign hosts or visitors. If a courtesy gift of the nature just described exceeds nominal value, it must be turned over to UVM within thirty (30) days through the Office of Vice President for Executive Operations. University personnel are responsible for determining the customs rules applicable to such gifts when traveling out of the U.S.

- Business meals and similar amenities with a significant business purpose, such as would be eligible for expense reimbursement under the applicable UVM Policy: [http://www.uvm.edu/~uvmppg/ppg/procure/businessmeals.pdf](http://www.uvm.edu/~uvmppg/ppg/procure/businessmeals.pdf). If the amenities are being extended to a University official, their receipt must be associated with a business purpose, appropriate as to time and place, and must not influence or give the appearance of influencing the recipient. Thus, in the latter case, a UVM official having executive or management authority for a contract or business relationship with the person(s) hosting the meal or similar amenity may accept the offer only (1) if it would otherwise be reimbursable under the UVM Business Meal and Amenity policy were the hospitality being offered by the UVM official; and (2) the UVM official declares the business meal or similar amenity on the disclosure form appended to this Code.

- Subsidization or reimbursement of business travel by a professional association or other nonprofit organization that is not a services or products provider to UVM through business arrangements over which the UVM official has executive or management authority and responsibility. In the event that the subsidy or reimbursement is being offered by a services or products provider to UVM through business arrangements for which the UVM official has executive or management authority and responsibility, the official may seek advance approval from his or her supervisor for UVM coverage of such travel expenses if the supervisor concludes that the University’s interests would be best served by the official participation in the event.
Definitions

“Administrator” is a University official who has managerial or supervisory responsibility for another University employee or other University employees.

“Appropriate responsible official” is the individual by whom the possible violator is supervised. If the administrator making the report has reason to believe that the otherwise appropriate responsible official is aware of, or sanctioning, the violation, the report should be made to the next-level supervisor of the appropriate official.

“Contracting authority” is the University official who, under Procurement protocols or the Contract Approval and Signatory Authority, is authorized and required to approve and execute a contract. Contract authority for specified and limited purposes may be delegated under the procedures outlined in Procurement protocols or the Contract Approval and Signatory Authority.

“Good Faith” means honest belief, with the absence of malice or intent to defraud or seek unscrupulous advantage.

“Retaliation” includes any adverse action taken against University personnel because such person made a good faith report of a possible violation of this Policy. Examples of adverse action include, but are not limited to, threats of physical harm, implementing unfavorable changes in employment or educational status, punitive assignments, or negative impact on grades, salary or wages.

“Whistleblower” is a term used for an individual or entity who files a report of suspected wrongful conduct that is believed in good faith to constitute a violation of this Policy.

Procedures

Administrators must report perceived or demonstrated Code of Business Conduct violations to an appropriate responsible official, the Office of Audit Services, or the Office of Compliance Services. Non-administrator personnel are strongly encouraged to report perceived or demonstrated violations to an appropriate official, the Office of Audit Services or the Office of Compliance Services. Reports may also be made using the Ethics and Compliance Reporting and Help Line (https://secure.ethicspoint.com/domain/media/en/gui/24544/index.html). Customary channels will be used in the investigation of alleged violations of this Code and any imposition of related disciplinary or administrative action.

The University cannot guarantee confidentiality to persons making reports of suspected violations (“whistleblowers”). The investigating office will nonetheless strive to keep the identity of a whistleblower confidential unless:

- The whistleblower agrees to be identified;
• Identification is necessary to allow University or law enforcement officials to investigate or respond effectively to the report;

• Identification is required by law; or

• The person accused of the violation is entitled to the information in disciplinary proceedings as a matter of legal or policy right.

Whistleblowers who believe they have been retaliated against may file a written complaint with the Audit Services Office or the Office of Compliance Services, which shall refer the report promptly to the immediate supervisor(s) of any person(s) accused of retaliation. If the whistleblower alleges that an immediate supervisor engaged in the retaliation, Audit Services or the Office of Compliance Services shall refer the retaliation report to that supervisor’s immediate supervisor for investigation.

If investigation determines that retaliation occurred, disciplinary action against the offender will be initiated through normal channels. If it is determined that retaliation has not occurred, the appropriate University official will so notify the whistleblower and explain the rationale for the conclusion. A whistleblower is not entitled to be informed of the nature and extent of any disciplinary action taken against personnel found to have engaged in retaliation.

This protection from retaliation is not intended to prohibit managers or supervisors from taking action, including disciplinary action, in the usual scope of their duties and based on valid performance-related factors.

Allegations of suspected violations made in bad faith may give rise to disciplinary action against the whistleblower and personal liability in response to external legal claims filed by an individual wrongfully accused of misconduct. The fact that a report of suspected violation has been investigated and found unsubstantiated is not necessarily indicative of bad faith.

The Ethics and Compliance Reporting and Help Line


Forms

Business Hospitality Annual Disclosure Form
http://www.uvm.edu/~uvmpgw/related_docs/business_hospitality_disclosure_form.doc

Contacts and Responsible Official

The Vice President for Executive Operations (VPFA) is the University official responsible for the interpretation and administration of this Code. The VPFA may be contacted as follows:
Suspected violations of this Code may be reported to the appropriate responsible official or to the following officials:

Chief Internal Auditor  
Audit Services  
Billings B158, 48 University Place  
802-656-0568  
William.Harrison@uvm.edu

Chief Compliance Officer  
Office of Compliance Services  
Billings B159, 48 University Place  
802 656-0847  
Anna.Drummond@uvm.edu

**Related Documents/Policies**

Audit Services Investigative Protocol  

Code of Business Conduct FAQ  

Computer and Network Use  

Conflict of Interest and Commitment Policy  

Contract Approval and Signatory Authority  

Effort Management and Reporting on Sponsored Awards  

FERPA Rights Disclosure  

Health Insurance Portability and Accountability Act (HIPAA)  
[http://www.uvm.edu/~complian/compliance/?Page=HIPAA_UVM.html](http://www.uvm.edu/~complian/compliance/?Page=HIPAA_UVM.html)

Intellectual Property  

Loans to or Guarantees for Trustees and Officers  
[http://www.uvm.edu/~uvmppg/ppg/otherdoc/botloans.pdf](http://www.uvm.edu/~uvmppg/ppg/otherdoc/botloans.pdf)

Misconduct in Research and Other Scholarly Activities – revisions pending  
Effective Date

Version 4.0.2.4 approved by the President on October 30, 2010

Version 4.0.2.4 Revised by the Audit Committee on October 11, 2010 and approved by the Board of Trustees on October 30, 2010.

Version 4.0.2.3 approved by the President on July 20, 2009

Version 4.0.2.3 Revised by the Audit Committee on July 13, 2009 and approved by the Board of Trustees Executive Committee on July 17, 2009.
PRESIDENTIAL PERFORMANCE REVIEW POLICY

Policy

It shall be the policy of the Board of Trustees to review the performance of the President annually. In addition, the Board shall customarily conduct a comprehensive presidential performance review within a minimum of a covering a period of a minimum of three-years and maximum of a five-years time period.

The purpose of the annual review is to enable the President to strengthen his or her own performance, to allow the President and the Board to reset mutually agreeable goals, and to inform annual decisions on compensation adjustments and other terms of presidential employment.

The purpose of the comprehensive review is to examine the effectiveness of the relationship between the President and the Board in the discharge of their respective and collective governance responsibilities; to obtain feedback from key constituents on the progress of the President and the Board in achieving institutional priorities; to reaffirm the partnership between the President and the Board; and, as requested by the Board and the President, to consider consultant recommendations for improving both presidential and Board performance.

The review processes are not intended as a substitute for regular, ongoing communication about progress toward goals between the President and the Board.

The Board shall periodically review and, as necessary or desirable, revise this policy and its associated procedures in light of experience gained, best practices, and legal developments as applicable.

Procedures

Annual review
Criteria and Scope

The annual review will cover the preceding year. The criteria for evaluation and information responsive to those criteria will be based principally on the President’s self-assessment with respect to goals mutually set by the Board Chair and the President, in consultation with the Board, for the year in review. The review will encompass input from Trustees, solicited in the manner described below, and such additional information as the Board Annual Review Subcommittee may request of the President to assist in its assessment of progress toward the mutually established goals.

President’s Self-Assessment

The retrospective elements of the President’s self-assessment will customarily include:

• A copy of the mutually-agreed upon goals, with a description of efforts to meet them and the President’s progress assessment.

• A description of other personal or institutional achievements of which the Annual Review Subcommittee should, or might, be informed by the President as aspects of performance or accomplishment.

• Identification of significant institutional or personal challenges the President faced over the course of the review year that affected progress toward goals, with particular focus on those that are likely to persist into the upcoming year or beyond.

• Presidential self-assessment of relationships with the Board, key governance and constituency group leaders, or other significant stakeholders.

• Key areas in which the Board has been especially supportive.

The prospective elements of the President’s self-assessment will customarily include:

• Goals the President proposes for him/herself and the institution over the course of the (1) upcoming year, and (2) next five years.

• The President’s professional development plans and any associated requests of the Board.

• The President’s assessment of the University’s principal current opportunities and challenges.

• Key areas in which the President would especially benefit from Board support.
The Annual Review Subcommittee

The Board Chair will appoint an ad hoc Annual Review Subcommittee from the membership of the Executive Committee ordinarily to be comprised of no fewer than five members. The Chair may, in his/her discretion, serve as a member of the Subcommittee. If the Chair serves on the Subcommittee, s/he will serve ex officio as chair of the Subcommittee; if the Chair declines to serve on the Subcommittee, s/he will appoint a chair.

The review process, including consultation undertaken by the Annual Review Subcommittee or its members with the President and Trustees, and Subcommittee deliberations, shall be confidential. Following consideration by the Subcommittee of the President’s self-assessment and input solicited from other Trustees (including the Board Chair if s/he is not a member of the Subcommittee), the Subcommittee will first advise the Executive Committee (in an Executive Session from which the President will be excused) of the status of its review. Subsequent to the Executive Committee meeting, the Chair will, in an Executive Session from which the President will be excused, convey to the full Board the results of the review and provide adequate opportunity for Board discussion and deliberations regarding the findings. Promptly thereafter, the Board Chair will meet with the President to discuss the results of the review. A significant portion of the latter meeting shall include articulation of performance goals for the upcoming year.

The annual review process will generally be initiated in the spring and completed by the September Executive Committee meeting.

Setting of goals

Subsequent to the completion of the annual review process described above, the Board Chair will, in consultation with the President, establish and memorialize in writing performance goals for the upcoming year. In addition, the Chair will convey to the President any recommendations, concerns, or priorities arising out of the review process and the Board’s discussion of review outcomes. The Board shall promptly approve or ratify the goals established by the Chair and President for the upcoming year.

Setting of Compensation and other Terms of Employment

In conjunction with its review process, the Subcommittee will make a recommendation to the Board Chair regarding any component of an annual salary adjustment based on merit. Compensation and other terms of employment will otherwise be set pursuant to guidelines adopted by the Board, provided that the annual compensation review process shall occur subsequent to completion of the annual performance review.
Comprehensive Review

At approximately five-year intervals, the Board Chair will, on behalf of the Board, initiate a comprehensive review process.

Criteria and Scope

The comprehensive review, which ordinarily will be initiated in September, initiated at the direction of the Board Chair, will cover the first five-year period of a presidency or the interval since the last comprehensive review. The criteria for evaluation and information responsive to those criteria will be based on the President’s self-assessment of progress toward goals mutually set by the Board and the President, including those articulated in the institutional strategic plan; all previous reviews, including annual reviews; and qualitative interview data elicited from Trustees, leaders of governance groups, senior administrators, and significant constituencies and stakeholders with direct and substantial knowledge and experience with the President and the University, regarding progress toward established institutional goals and the effectiveness of relationships necessary to sound institutional governance and interactions with external stakeholders and partners.

The Review Committee

The Board Chair will appoint an ad hoc Comprehensive Review Committee from the membership of the Board to be comprised of no fewer than five members. The Chair will serve as a member and chair of the Review Committee. In addition, the Chair may, following consultation with the Board, retain a qualified consultant to assist the Board in the review process, including creation of interview questions, conduct of interviews, and development of recommendations for enhancement of the performance effectiveness of the President and the President-Board relationship.

The Review Process

In addition to the procedures outlined above for the comprehensive review, the following procedures will apply:

- Prior to commencement of the comprehensive review process, the Chair will summarize for all Trustees in writing the steps associated with the process.

- The University community will next be informed of commencement of the review through a communication from the Board Chair and President. The purpose, scope, and procedures associated with the review will be described in the communication.
• The substance of the review process, including deliberations, shall be confidential.

• The review process will customarily be completed within 2-4 approximately 6 months of its initiation.

• The results of the review, including recommendations, will be discussed and synthesized by the Review Committee, with the assistance of any consultant retained. The Chair will next review the results with the full Board in Executive Session, from which Session the President will be excused. Following provision of an adequate opportunity to deliberate regarding the review results, the process will advance to its next step. The Chair, accompanied or not in his/her discretion by the Review Committee, will promptly meet with the President to share the result of the review. The Chair will also at that time convey to the President any recommendations or specific requests and expectations associated with the review, which will be memorialized as an amendment to the President’s annual performance goals.

• At the conclusion of the foregoing steps, the Board Chair will issue a final communication to the University community announcing completion of the review process.

Adapted from: AGB Board Basics Annual Presidential Performance Reviews (2001)
Approved by the Board of Trustees: May 18, 2007
Amended by the Board of Trustees: May 17, 2008
Ratified by the Executive Committee: June 4, 2008
Amended by the Board of Trustees:
As we conclude this academic year at the University of Vermont, Staff Council has had a very busy year! Most recently, on April 11th we offered a Staff Women’s Forum for all female-identified staff. Over 100 attendees were present. We were honored that our presenters were amazing women from our University community. Lynn Budnik, Advising & Recruitment Manager, presented Game Changing Career Tips for Women – Be a “Fearless Girl.” Patty Prelock, Dean of the College of Nursing and Health Services, presented Women as Leaders: Finding our Sense of Purpose. This event was a huge success. The forum prompted thoughtful, reflective and meaningful conversations and the feedback we have received has been overwhelmingly positive. We plan to offer another event of this kind soon, and are considering offering two a year due to the overwhelming interest in additional sessions. We sincerely appreciate the University administration for funding this event for the staff.

Considering all aspects of employees’ working lives, in April Staff Council submitted recommendations to administrators regarding the parking and commuting needs of not only non-represented staff, but also the entire university community. Given the new construction on campus, this is an ideal time to begin the conversation of how to ensure that the University’s parking situation is sustainable.

Parking has been an increasing concern of our employee community for the last several years, particularly as parking spaces continue to be eliminated through various construction projects. While the University provides outstanding support for commuting via public transit, this option is not feasible for all employees, particularly those who live a significant distance away, those who have children and those who cannot take advantage of flexible scheduling. Many employees must park a significant distance away from their places of work and shuttle coverage can be scarce, necessitating long walks to and from one’s office. For much of the year these long walks take place in the dark, which can create safety concerns. The waiting list for a Green Zone permit – encompassing the most desirable and most convenient spaces – is estimated at more than a five year wait. Meanwhile, employees have become concerned because it appears that the University has not taken these commuting needs into account when developing our long-term strategic plan.

The Personal and Professional Development Committee, which also works on all issues relating to employees’ work environments, has been closely partnering with Transportation & Parking to develop recommendations for policy and infrastructure changes to improve the situation. Options exist for expanding our parking capacity, and Staff Council urges administration to reassess and
improve old parking policies, but also to work with Transportation and Parking to develop a reasonable plan for parking expansion and to dedicate resources to making this a reality.

In other areas, Staff Council has been grateful for our partnership with Human Resources, Diversity, and Multicultural Affairs (HRDMA), which resulted in much collaborative work this year. HRDMA recently released online performance management tools (and associated trainings) which will improve the rate at which staff receive comprehensive performance evaluations to support their professional needs. However, the recently-released salary increase for FY18 allows for only half a percent discretionary merit awarded to excellent staff, an amount that we feel is not sufficient to inspire excellent performance (half a percent merit increase on a $30,000 salary grosses approximately $6 more per pay period). We support HRDMA and the administration’s efforts to build a merit system for rewarding our exceptional staff, but we hope the amount of merit will eventually increase in order to truly reward those employees who go above and beyond.
Members of the Board,

As this academic year and my tenure as President of the Graduate Student Senate come to a close, I warmly reflect on the immense progress that has been made over the years in improving the graduate education experience here at the University of Vermont. None of this would have been possible if not for the collaborative efforts of the Graduate Student Senate, the Graduate College, and the UVM administration.

Originally started over ten years ago as a small group of concerned graduate students, the Graduate Student Senate has grown significantly in size over the years and now represents graduate students all across campus. Important achievements are successfully recruiting Senators from our diverse pool of graduate programs, having Representatives serve on the Board of Trustees and Faculty Senate committees, and supporting an ever-growing list of clubs and organizations that service the social and educational needs of graduate students. These, along with many other examples not listed, are a testament to our commitment to “providing a voice for all graduate students” at UVM.

As with all great progress, there is always more work to be done. A major initiative through which UVM could yet again emerge as a national leader is by improving access and – more importantly, the use – of mental health care support and wellness programs for graduate students. The extent to which graduate students suffer from depression, anxiety, and stress relative to other populations is often severely underappreciated. Recent studies indicate that a large majority of us chronically suffer from several clinical symptoms of mental health issues, and most of us do not even realize that we are afflicted.

While studies at the graduate level are difficult and challenging, changes in the design of graduate programs could greatly improve these statistics. For example, graduate students in research programs often feel powerless, undervalued, and that they are at the mercy of their advisors or thesis and dissertation committees. Unlike undergraduate and medical degrees, there are few written policies on what constitutes a complete thesis or dissertation at UVM or how long such training should last. This leads to the decision being largely in the hands of the student’s advisor, who often has a serious conflict-of-interest as they rely on the same research for their career success. It is very easy to see how the needs for a student’s success do not necessarily align with the needs of faculty aiming to acquire grant funding or be awarded tenure and how unintended conflicts-of-interest can result.

Mental health struggles are an even bigger barrier to the success of international students and even domestic students that are not from Vermont. Not only do they have to work through all of the stresses associated with graduate training, but everyday life is very difficult when you move to the unique state of Vermont. Everything from vast cultural differences to things as simple as not knowing where to buy groceries adds to the chronic stress we can experience.

In looking towards a solution to this problem, the massive accomplishments that UVM has experienced with the advocacy and outreach programs for wellness aimed at the undergraduate population have shown that these efforts can be quite successful provided the support is placed in the proper channels. Graduate students are a very different group of students, however UVM has the resources already in place. It is my hope that the new leadership of the Graduate Student Senate continues to build on the foundations built by their predecessors and, as always, that the University continues to hear and quickly respond to the needs of all students – not just graduates – as they arise.

Respectfully submitted,

Devin Champagne
Faculty Senate Report

Board of Trustees – Committee of the Whole
May 19, 2017

Prepared By
Catherine Paris, Faculty Senate President

The Faculty Senate is responsible for the effective management of the academic affairs of the University, responsibility it shares with the administration. Since the February Board of Trustees meeting, the Faculty Senate:

- **Approved a new General Education requirement in Quantitative Reasoning.**
  The proposal for a University-wide General Education requirement in Quantitative Reasoning (QR) was developed by a committee of faculty under the leadership of Professor Joan Rosebush, College of Engineering and Mathematical Sciences. If approved by the Board of Trustees, the requirement will go into effect in the fall of 2017. To fulfill the requirement, undergraduate students must complete a course approved by the Faculty Senate QR Curriculum Review Committee. The QR requirement is intended to ensure that UVM graduates possess the ability to think critically, evaluate information, and reason quantitatively in order to excel in their chosen field and to perform as successful citizens in the world.

- **Hosted a series of talks on the work of the Division of Enrollment Management.**
  Following our successful fall semester series on the university budget, the Senate organized a series of talks from the Division of Enrollment Management, with a focus on its efforts to recruit and retain a talented and diverse cohort of undergraduate students. Presentations at the March, April, and May Senate meetings included:

  - Enrollment Management Goals and Initiatives - Stacey Kostell, VP for Enrollment Management, and Beth Wiser, Admissions Director
  - Internationalization Efforts, Gayle Nunley, Director of Global Educational Initiatives, and Stacey Kostell
  - Efforts to Improve Retention and Four-Year Graduation Rates - Sarah Warrington, Coordinator of Undergraduate Retention and Re-Enrollment
• Co-sponsored, with the UVM Humanities Center, the UVM Honors College, United Academics, and the Department of Romance Languages and Linguistics, a faculty panel discussion on the topic of free speech, timely in the wake of the recent events at Middlebury College.

• Participated in the 10th annual Blackboard Jungle Symposium on March 31, 2017.

Ongoing Actions - Senate leadership is:

• Taking part in the work of the Educational Stewardship Committee, a joint endeavor of the Senate, the Provost’s Office, Student Affairs, and the Associate Deans’ Group. Three members of the Faculty Senate Executive Council serve on the Committee; Dr. Rosemary Dale, Senate Curricular Affairs Committee member, serves as its co-chair with Associate Provost Brian Reed.

• Organizing a General Education Steering Committee to coordinate the activities of the four separate General Education curriculum committees and to raise the profile of the UVM General Education curriculum.

• Supporting the work of the newly organized Library Advisory Committee, a free-standing faculty committee committed to advocating for the UVM Libraries and their centrality to the intellectual life of the University.

Faculty Senate Committees

Curricular Affairs

The Curricular Affairs Committee has approved two new minors, in Public Policy Analysis, from the College of Arts and Sciences (CAS), and in Education for Cultural and Linguistic Diversity, from the College of Education and Social Services (CESS). It also approved two undergraduate certificates, in Physical Activity Promotion in Children and Youth, from the College of Nursing and Health Sciences, CAS, and CESS, and in Computer-Aided Engineering Technology, from the College of Engineering and Mathematical Sciences. Also approved were a Certificate of Graduate Study in Agroecology, from the College of Agriculture and Life Sciences and the Graduate College, and a new General Education Requirement in Quantitative Reasoning. Two Environmental Sciences minors, in Biology and Geology, were approved for termination, at the Program’s request. Since the last Board meeting, the Curricular Affairs Committee completed two Academic Program Reviews; another six are in process.

Education and Research Technologies

The Education and Research Technologies Committee continues to explore the possibility of a user-friendly and efficient utility for Expanded Section Descriptions, a
means to provide students with specific information on courses for which they are planning to register.

**Financial and Physical Planning**

The Financial and Physical Planning Committee continues the effort to clarify its charge, seeking to define a meaningful role for the FPPC in matters relating to the University budget and physical plant.

**Professional Standards**

In the spring of 2017, the Professional Standards Committee reviewed a total of 97 cases for reappointment, promotion, and tenure.

**Research, Scholarship, and Creative Arts**

The Research, Scholarship, and Creative Arts (RSCA) Committee brought to the Faculty Senate a resolution recommending that a joint committee of the Senate and Administration be charged with the development of a Data Management plan. The Committee also engaged in discussion of how to better support and recognize the creative arts at UVM. The RSCA is currently reviewing proposed changes to the UVM Intellectual Property policy.

**Student Affairs**

The Student Affairs Committee (SAC) initiated and saw through to implementation a proposal to distinguish on a student’s transcript an “F” grade that was assigned administratively, because the instructor failed to submit course grades on time, from an “F” that was assigned as a result of unsatisfactory student performance. The SAC also proposed and saw through the approval process a set of changes to the UVM Academic Integrity policy, aimed at ensuring that the student suspected of academic dishonesty would be given due process and that the accusing faculty member would not be permitted to determine the sanction for the perceived violation. The Committee also took part in ongoing discussions with the Student Government Association concerning students’ dissatisfaction with the academic calendar.
The UVM Alumni Association is pleased to present our third quarter accomplishments and current focus areas. More than 42 events and activities occurred during the quarter that engaged over 1,950 alumni and students in 29 different regional markets and on the UVM campus. Events ranged from career-centered programming for students and young alumni, to admissions yield events for the applicant class of 2021, to support and promotion of our successful sports teams with UVM Athletics. The event volume represents nearly a 90% increase over the same quarter in 2016.

**Strategic Priority Updates and Program Highlights**

**Support for UVM Athletics**

The success of the Catamount athletic teams provided a rallying point for alumni engagement during February and March. The UVM Alumni House hosted three gatherings with more than 600 guests, including Coach Becker and the Men’s Basketball team as they watched the NCAA selection show. Significant local media coverage highlighted the new Silver Pavilion event facility.

Alumni volunteers in 23 regional areas from Derby Line, Vt. to Seattle, organized game-watch gatherings for fellow Catamount fans, including an event gathering in Milwaukee, at the playoff itself.

**Career Programs and Activities**

Spring 2017 saw a heavy emphasis on career engagement programs. Networking nights took place in four regional markets: Boston, Burlington, New York City and Washington, DC. These networking events saw a 13.9% increase in alumni and a 2.3% increase in student participation. Burlington saw the largest growth with 135 students and 60 alumni networkers, each reflecting a 33% increase over last year.

**Awards and Recognition**

The Alumni Association Awards Committee reviewed a record number of 196 nominations (a 9% increase over last year) for the four categories of awards recognition. We are pleased to announce the 2017 recipients of these prestigious awards:

*George V. Kidder Outstanding Faculty Award:*
Lewis First, MD from the Larner College of Medicine (Burlington, Vt.)
**Distinguished Service Award:**
Deborah McAneny ’81 (Southborough, Mass.) and Lawrence Roth ’67 (New York, N.Y.)

**Alumni Achievement Award:**
David Ely ’67 (South Burlington, Vt.) and Paul Molloy ’61 (Silver Spring, Md.)

**Outstanding Young Alumni Award:**
Philip Bruno ’12 and Emily Meltzer ’12 (Seattle, Wash.)

These recipients will be recognized during the Commencement activities (Kidder only) and at the UVM Foundation’s Celebrating Excellence Awards program in October.

**Student Engagement**
The Student Alumni Association (SAA), a group of more than 35 students representing each undergraduate class, leads efforts to connect students with the alumni community each year. Over 1,550 students have participated or plan to participate in events this Spring (an 11% increase over 2016) including the Winter Ball and Senior Week 2017. The SAA also coordinated a “#Luvmyclub” fundraising campaign with the Annual Giving office of the UVM Foundation and the Student Government Association. This new initiative led to over 600 donors (230 students!) supporting over 60 student organizations.

**UVM Discovery Travel**
Our UVM Discovery Travel program has successfully marketed three trips for 2017. David H. Kauder, M.D., UVM Class of 1965 offered the following testimonial following their trip.

"My wife Susan and I had a fabulous experience on the UVM alumni trip to Costa Rica and Panama. Gohagan and Company from Chicago did a terrific job of organizing the lectures and off ship tours. The guides were first rate and the experience was educational, beautiful and unique."

Inquiries and reservations continue to rise with each trip. The 2018 itinerary will include four international and one domestic program. Thomas P. Gohagan Company, an industry leader that delivers programs with more than 35 alumni associations and the Smithsonian Museum, serves as our partner in the Discovery Travel program.

**Alumni House Update**
UVM Alumni House activity continues to rise since our September 2016 opening, peaking in April with nearly 30 events. University-affiliated groups represent 57% of current reservations; public rentals have grown during each of the last three months.

The “Catamount Wedding Giveaway” encouraged UVM alumni to submit short essays about why ‘they’ should be selected to have their wedding at the Alumni House.

We hosted a live selection event at the Alumni House (broadcast via Facebook live to more than 2,000 viewers) to randomly select the winning couple from 12 finalists (from the over 100 entries). The effort yielded two booked weddings and many requests for more information.
As this is my first report to the Board of Trustees, I would like to preface the body of this document with my appreciation for the continued work of the Board to improve the University of Vermont. I have held the university in high regard for most of my life as a Vermont resident. It is incredibly exciting and humbling to have the privilege of working with the student body, the administration and the Board of Trustees towards a better future for UVM.

SGA Vice President Nicole Woodcock and I have selected an executive team that we have full confidence in. With goals for the new senate body and great resources we are keen to begin our prescribed duties. Below you will find some of the initiatives from the previous administration we wish to continue along with our own goals and priorities for the months ahead.

**Student Run Venture Capital/Innovation Fund**

Guided and overseen by the SGA, and effective Fall 2017, the Catamount Innovation Fund will be a University designed-and-operated educational program that is run by students and is supported and guided by the University of Vermont Office of the Vice President for Research. The program is intended to be a resource for students, alumni of the last five (5) years, faculty, and staff of the schools and colleges of the university to provide for the design, start-up and management of new business ventures and activities relating thereto. The Catamount Innovation Fund’s mission is twofold; (i) to foster cross-disciplinary entrepreneurship on UVM’s campus by helping students launch successful businesses and (ii) provide an extracurricular learning environment.

This program has successfully been funded and will be moving forward into its inaugural trial semester next fall. Student analysts have been selected to aid in the review of submitted ideas and proposals. It is our hope that the new SGA administration may assist in the continued success of this new program.
Peer Advising

The Advising Center has now seen a full year of successful operations in the Davis Center. The center has seen hundreds of students and provided valuable academic support. It is my hope to continue the program’s expansion in the next year and to broaden the scope of academic training mentors receive. Currently the program employs a number of students and will eventually cap at 150 student employees. Advising and student academic satisfaction demand continued support from the SGA executive and it is our hope to maintain and expand the groundwork that has already been laid in place.

Student Mental Health Initiative

Following up on the success of SGA’s Fresh Check Day last semester, our administration would like to prioritize improving mental health on campus as one of our primary goals. We have scheduled meetings with the Student Health Center and Wellness Environment leadership to discuss potential paths forward. We have created an ad hoc committee as one of our first actions in office on student mental health that includes senators, students and faculty, to work together on this important issue. It is our hope to show a great deal of progress on this project this summer to offer better resources as soon as possible.

Student Priorities in the Upcoming CBA and Academic Resource Priorities

On October 10 of last year, the SGA unanimously passed a resolution articulating student priorities that relate to the forthcoming contract agreements. The previous executive informed us of the content of the resolution and the potential benefits to students that could be provided with additional consideration.

Previous priorities included:

- The publication of historical and expected course syllabi; textbook and supplemental material information (as required by the Higher Education Opportunity Act of 2008), at the time of registration
- The evaluation of academic advising done in a manner similar to course evaluations, with the results also being made available to students
- Greater access to professional development for faculty, specifically with regards to advising
- Timely returning of evaluated assignments
- Establishing an expectation for at least 5 office hours/week for faculty to enable greater access for students

We would like to consider the further benefits of returning another reading day back into the exam schedule, altering the drop and withdraw periods for classes, introducing registrar waitlists, increasing study spaces on campus during off-peak hours and exploring options for increased graduate and undergraduate collaboration. The university has such phenomenal academic resources including the faculty and the community, and we want to see everyone succeed here by taking full advantage of this amazing place.
Wellness and Engagement Fund

The Wellness and Engagement fund, started last year, is intended to promote healthy activities on weekends determined to be “high risk” for alcohol and other drug misuse as determined by the President’s Committee on Alcohol and Other Drugs. This fund may be used for events promoting positive mental and physical health. The fund has been appropriated $20,000, and has seen significant use throughout the past year in events run by campus organizations.

It is our hope to continue this initiative as it stands and to expand the scope of the fund by working closely with other incredibly important student organizations including the University Program Board and Fraternity and Sorority Life to increase student health and involvement on campus. By combining the resources and social capital of such prominent campus groups, we hope to impact a greater portion of the student body.

Organizational Cooperation and Mission Alignment

In an effort to centralize student programming and extracurricular resources, we are planning on exploring broader options for cross campus cooperation with organizations including Hillel, the Women’s Center, the University Program Board and Fraternity and Sorority Life. Combining the financial and logistical resources of such organizations allows us to put on quality programming with better overall student turnouts.

We will be creating an additional ad hoc committee that will allow the leadership of many of these organizations to effectively communicate and send delegates to SGA meetings for educational purposes. It is our hope as well to combine organizations under SGA management and funding that have similar missions, to avoid subdividing crucial student assets. Ideally, groups that do not see high extracurricular turnouts on campus, such as international and first generation students, would benefit from more appropriate organizational alignment.

***

This list is not comprehensive and does not include many of the issues and ideas we wish to refine and work on in the coming months. I hope this offers at least a brief representation of the extensive plans our new executive team has for the student body in the near future. Thank you for your time and I look forward to working with the Board this year.

Warm Regards,

 Christopher J. Petrillo
 President
 University of Vermont Student Government Association
THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE

Chair Donna Sweaney, Vice Chair Carolyn Dwyer, President Thomas Sullivan, Briar Alpert, Cynthia Barnhart, Frank Cioffi, Richard Gamelli, Curt McCormack, Caitlin McHugh, Anne O’Brien, Shap Smith, Tristan Toleno, and Jeff Wilson, 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 Jamie Benson and Ethan Foley, and Graduate Student Representatives Devin Champagne and Michelle DiPinto

Friday, May 19, 2017
10:45 a.m. – 11:45 a.m.
2:00 p.m. – 3:00 p.m.
Livak Ballroom (417-419), Dudley H. Davis Center

AGENDA

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure</th>
<th>Discussion Leaders</th>
<th>Time</th>
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<tbody>
<tr>
<td>Call to Order</td>
<td></td>
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<td><em>10:45 a.m.</em></td>
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<tr>
<td>1. Approval of February 3, 2017 Joint EPIR &amp; BFI meeting minutes and February 3, 2017 EPIR meeting minutes</td>
<td>Attachments 1 &amp; 1a</td>
<td>Donna Sweaney</td>
<td>10:45-10:50</td>
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<tr>
<td>• Annual Research Report</td>
<td>Report C</td>
<td>Richard Galbraith</td>
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<td>• Annual Graduate Education Report</td>
<td>Report D</td>
<td>Cindy Forehand</td>
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<td>• Capital Projects Progress Report</td>
<td>Report E</td>
<td>Bob Vaughan</td>
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<td>3. Translate New Knowledge to Society-Entrepreneurial Ecosystem</td>
<td>Attachment 2</td>
<td>David Rosowsky</td>
<td>11:20-11:30</td>
</tr>
<tr>
<td>4. Report by the Faculty Senate Curricular Affairs Committee Chair</td>
<td>Report F</td>
<td>Laura Almstead</td>
<td>11:30-11:35</td>
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<tr>
<td>5. Action Items</td>
<td>Attachment 3</td>
<td>Laura Almstead</td>
<td>11:35-11:45</td>
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<tr>
<td>• Resolution Approving New Minor in Public Policy Analysis in the College of Arts &amp; Sciences</td>
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<tr>
<td>• Resolution Approving New Certificate in Physical Activity Promotion in Children and Youth in the College of Arts &amp; Sciences</td>
<td>Attachment 3</td>
<td>Laura Almstead</td>
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*Times are approximate.*
## Item | Enclosure | Discussion Leader | Time
---|---|---|---
5. Action Items, continued  
• Resolution Terminating Environmental Sciences Biology and Geology Minors in the College of Arts & Sciences *(eliminating outdated, non-enrolled department-based minors to allow for the possibility of a future cross-college environmental science minor)*  
• Resolution Approving Certificate of Graduate Study in Agroecology in the Graduate College  
• Resolution Approving New Minor in Education for Cultural and Linguistic Diversity in the College of Education & Social Services  
• Resolution Approving General Education Requirement in Quantitative Reasoning  
• Resolution Approving New Certificate of Computer-Aided Engineering Technology in the College of Engineering & Mathematical Sciences  
• Resolution Approving Revisions to Residency Policy  
• Resolution Approving Revisions to Hazing Policy | Attachment 3 | Laura Almstead | 11:35-11:45

Attachment 3; Appendix A
Attachment 3; Appendix B  
Stacey Kostell  
David Carlson  
Annie Stevens

| Item | Enclosure | Discussion Leader | Time |
---|---|---|---|
Recess | | | 11:45 a.m. |
Reconvene | | | 2:00 p.m. |
6. Academic Excellence Goal #3 Revisited  
*Improve Student advising, both academic & pre-professional/career* | Attachment 4 | Brian Reed  
Annie Stevens  
Pamela Gardner | 2:00-2:15 |
7. Annual Academic Advising Report | Report G | Brian Reed  
Annie Stevens  
Jason Maulucci | 2:15-2:30 |
8. Career Advisory Board Update | | Carolyn Dwyer | 2:30-2:35 |
9. Shaping the University of Vermont Narrative Update | | Stacey Kostell  
Tom Gustafson  
Amanda Waite | 2:35-2:50 |
10. Other Business**  
• Review of Workplan | Attachment 5 | Donna Sweaney | 2:50-3:00 |

**Executive Session as necessary.**

**Motion to Adjourn**

3:00 p.m.
Educational Policy and Institutional Resources Committee

Executive Summary

Friday, May 19, 2017

Prepared By
David V. Rosowsky, Provost and Senior Vice President

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 February 3, 2017 joint meeting with the Budget, Finance & Investment Committee are included as Attachment 1 and the minutes for the February 3, 2017 Committee meeting are included as Attachment 1a.

Action: Motion to approve both sets of minutes.

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

- Proposal to create a new Minor in Public Policy Analysis in the College of Arts & Sciences
- Proposal to create a new Certificate in Physical Activity Promotion in Children and Youth in the College of Arts & Sciences
- Proposal to terminate Environmental Sciences: Biology and Geology Minors in the College of Arts & Sciences (eliminating outdated, non-enrolled department-based minors to allow for the possibility of a future cross-college environmental science minor)
- Proposal to create a new Certificate of Graduate Study in Agroecology in the Graduate College
- Proposal to create a new Minor in Education for Cultural and Linguistic Diversity in the College of Education & Social Services
- Proposal approving a new General Education Requirement in Quantitative Reasoning
- Proposal to create a new Certificate of Computer-Aided Engineering Technology in the College of Engineering & Mathematical Sciences

Action: Seven resolutions approving Faculty Senate recommendation as approved by the President and Provost. Attachment 3
Resolution Approving Revision to the Residency Policy
Vice President for Enrollment Management Stacey Kostell and David Carlson, Coordinator of Student Veterans Affairs, will introduce technical corrections to the Residency Policy that specifically remove language detailing tuition charges for students who are members of the Armed Forces, Veterans, or family members thereof, qualifying for benefits through the U.S. Department of Veterans Affairs and the Higher Education Opportunity Act.

Action: Resolution approving revision to the Residency Policy appearing in Attachment 3; Appendix A

Resolution Approving Revisions to University Hazing Policy
The Hazing Policy, included as Appendix B to Attachment 3 in the meeting materials, is due for cyclical review. Vice Provost for Student Affairs Annie Stevens will introduce revisions recommended by the administration.

Beyond technical updates and editing, the policy contains seven significant changes:

- Policy Statement: This section has been clarified in two respects – (1) to reflect the Policy’s long-standing applicability to faculty and staff recognized groups; (2) the definition of Hazing has been incorporated into the section, rather than having it solely contained in the Definitions section on page 3;
- Applicability of Policy: Language was added to clarify existing practice that the policy applies to behaviors occurring “on and off campus” as well as to all University recognized groups and organizations;
- Policy Elaboration Section: Specific and detailed examples of the types of behavior that may be viewed as hazing, or that may lead to hazing, were removed from this section in favor of the creation of a standalone Hazing Prevention and Education Resource. The rationale for this change is twofold – (1) simplification of the policy statement, in line with best practice; (2) flexibility to adjust educational materials on this topic outside of the policy process;
- Definitions Section: The definition of recognized group or organization was added, and the definition of hazing was incorporated into the Policy Statement, as noted above;
- Procedures Section: The subsections titled Administrative Response and Sanctions were reformatted, modified, and updated to align with current University practice across a wide spectrum of conduct issues for consistency and parity;
- Contacts Section: Details for how to make a report were moved to the beginning of this section;
- Related Documents/Policies Section: Additional available resources were added.

A copy of the previous version of the Policy may be referenced here: https://www.uvm.edu/policies/student/hazing.pdf

Action: Resolution approving revisions to the University Hazing Policy. Attachment 3; Appendix B
STATUS UPDATES

**Provost’s Report** – Included as **Report B** is my regular report taking the form of the April 2017 “Across the Green” memo that I periodically issue to campus providing updates on current initiatives and information on topics of interest to the broader academic community.

**Translate New Knowledge to Society-Entrepreneurial Ecosystem** – Vice President for Research Richard Galbraith and I will discuss our engagement with faculty, staff and students as well as external partners to build and sustain an Entrepreneurial Ecosystem to support and increase innovation, and enhance state and regional economic growth.  **Attachment 2**

**Academic Excellence Goal #3** – Associate Provost for Teaching and Learning Brian Reed, Vice Provost for Student Affairs Annie Stevens and Career Center Director Pamela Gardner, will discuss progress made since the last report to the Committee in May 2014, on Academic Excellence Goal #3, which calls for improving student advising, both academic & pre-profession/career. **Attachment 4**

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

**Shaping the University of Vermont Narrative** – Vice President for Enrollment Management Stacey Kostell and Vice President for University Relations and Administration Tom Gustafson will provide an update on communications work that has strengthened the capacity of communicators across campus, increased engagement with our audiences, and raised the university’s profile on the national and international stage. Joining them will be Amanda Waite, Creative Communications Director. Trustees will hear about workshops and tools provided to campus-wide communications staff, the results of Vermont Quarterly’s readership survey, social media strategies and outcomes, recent national news placements, and projects completed as we transition from our multi-year partnership with an outside communications company.

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 5**

ANNUAL/ROUTINE REPORTS

- Provost’s Report - **Report B**
- Annual Research Report - **Report C**
- Annual Graduate Education Report - **Report D**
- Report by the Faculty Senate Curricular Affairs Committee Chair - **Report F**
- Annual Academic Advising Report - **Report G**
A joint meeting of the Educational Policy and Institutional Resources (EPIR) and Budget, Finance and Investment (BFI) Committees of the Board of Trustees of the University of Vermont and State Agricultural College was held on Friday, February 3, 2017 at 11:30 a.m., in the Silver Maple Ballroom, 401 Dudley H. Davis Center.

EPIR MEMBERS PRESENT: Chair, Bill Botzow, Vice Chair Donna Sweeney, Briar Alpert, Frank Cioffi, Carolyn Dwyer, Ron Lumbra, Curt McCormack, Kesha Ram, Soraiya Thura, and Tristan Toleno

EPIR REPRESENTATIVES PRESENT: Faculty Representatives Laura Almstead and Chris Burns, Staff Representatives Amanda McIntire and Bryan McKinney, Alumni Representative Afi Ahmadi, Student Representatives Tyler Davis** and Alyssa Johnson, and Graduate Student Representatives Devin Champagne and Michelle DiPinto

BFI MEMBERS PRESENT: Chair Donald McCree, Vice Chair Robert Brennan, David Aronoff, David Brandt, Bernie Juskiewicz, Joan Lenes, Ed Pagano, Lisa Ventriss, and Jeff Wilson

BFI REPRESENTATIVES PRESENT: Faculty Representative Laura Gewissler, Foundation Representative Richard Ader* and Alumni Representative Myron Sopher, Staff Representative Sonya Stern, Student Representatives Jake Guarino and Andrew Dazzo, and Graduate Student Representatives Nikisha Patal and Roger DaGama

BFI REPRESENTATIVE ABSENT: Faculty Representative Andrew Barnaby

OTHER TRUSTEES PRESENT: Board of Trustees Chair David Daigle, President Thomas Sullivan and incoming Trustee Caitlin McHugh

ABSENT TRUSTEES: Cindy Barnhart, Richard Gamelli, Bernie Juskiewicz, and Anne O’Brien

PERSONS ALSO PARTICIPATING: Vice President for University Relations and Administration Thomas Gustafson, Director of Athletics Jeff Schulman, Colleen McKenna, Principal, Cannon Design and alumnus Peter Bernhardt

*participated by phone  
**arrived at 11:45 a.m.

Committee Chairs Bill Botzow and Don McCree called the meeting to order at 11:35 a.m.
General Concept for Multipurpose Center

President Thomas Sullivan offered introductory remarks noting the intent of this joint meeting is to allow an opportunity for all Trustees to receive a presentation on a proposed Multipurpose Center from Vice President Thomas Gustafson, Athletic Director Jeff Schulman and Colleen McKenna, principal from Cannon Design who has been engaged with the University for a number of years regarding this particular project. Following lunch, each Committee will meet separately to discuss the project, with a focus on their respective financial and programmatic responsibilities. The Educational Policy and Institutional Resources Committee will be asked to endorse the initial project concept. Upon their endorsement, the Budget, Finance and Investment Committee will be asked to authorize the initiation of the schematic design phase and generation of an associated project cost estimate and funding plan. At the end of the day, the Committee of the Whole will reconvene to address any additional questions from Trustees. President Sullivan previewed that at the end of this morning’s session, the Board will have an opportunity to hear from Peter Bernhardt, a 1972 graduate of UVM whom is highly qualified to weigh in on this issue given his background and relationship with the University. President Sullivan concluded his remarks by thanking Trustee Ed Pagano for his leadership and the members of the Multipurpose Events Center Work Group.

Vice President Gustafson restated that the issue of improved and expanded UVM facilities for health, fitness, recreation, wellness, campus events, and intercollegiate athletics has been considered and discussed in one form or another for many years. In 2007, the Board appointed its own Campus Life Task Force to conduct a detailed assessment of programmatic and student needs related to major events, health, fitness and recreation, and intercollegiate athletics. The Task Force Report was issued in 2009 and articulated the following principles that should guide a proposed project that remain relevant today, including:

- **Match the level of excellence required by UVM’s Vision.**
- **Reflect and support the mission and values of the University.**
- **In a highly student-centered way, meet the breadth and depth of health, wellness, recreation, fitness, athletic, and event/activities needs of UVM’s active and diverse community.**
- **Maximize cost savings through utilization of existing facilities and co-location of new ones.**
- **Build community in a creative and integrated way.**
- **Compare well with our peer institutions.**
- **Model exemplary environmental stewardship.**
- **Assist in the recruitment, retention, and success of students, faculty, and staff.**
• Integrate academic components into the program.

• Embody the outdoor, natural spirit of Vermont.

• Allow the intercollegiate athletic program to compete, thrive, and enhance the experience and success of the student-athlete.

• Be planned and constructed within available resources (from sources internal and external), and in light of other institutional needs and priorities.

Vice President Gustafson shared that the Task Force concluded that fully meeting the University’s programmatic and facilities needs could cost approximately $200 million. Today, the administration is presenting a concept that is true to the principles of the Campus Life Task Force Report and moves the University ahead significantly in terms of meeting the needs of the entire university community. The proposed concept offers a significantly lower cost than what was contemplated in 2009 and allows facilities on campus to remain in an imaginative, integrated and student-centered fashion.

Athletic Director Jeff Schulman next discussed the context and project goals. He began by thanking Trustees for taking time to discuss the proposed project at today’s meetings. Director Schulman observed that the proposal is a very student centered model that fits well with the institution. He reminded Trustees that the athletic department encompasses a full spectrum of health, wellness, recreation and varsity sports programming. One of the project goals is to dramatically enhance and consolidate health and wellness space by creating a new health/wellness zone and increasing the size from 15,000 square feet to 86,000 square feet. Another goal is to create a true multipurpose center that includes health, wellness, academic, social, cultural and athletic programming elements.

Based on experience gained from other institutions, the project proposal recommends maintaining two separate on-campus facilities for hockey and basketball. Director Schulman spoke of the emotional connection to Gutterson Fieldhouse and the desire for that facility to be preserved, improved, and to remain the home of UVM hockey. A new, properly sized, Events Center is proposed to house academic, social, cultural and entertainment events as well as basketball practice and competition. The Events Center and Gutterson Fieldhouse would be integrated on the event, concourse and club levels.

Additional project goals include addressing long-standing deferred maintenance issues, improving internal circulation and significant re-use of existing space and limited new construction. Director Schulman concluded by expressing his enthusiasm for the project stating he believes it is achievable and will dramatically enhance health/wellness and athletics at the University of Vermont.

Colleen McKenna, principal with Cannon Design, noted that she was involved in the previous process with the Campus Life Task Force and introduced the design concept process noting it is a transformative approach intended to reuse existing facilities and to correct deferred maintenance issues. She cited three priorities areas in the design process. The first includes
creating a health and wellness zone that can be achieved by consolidating disparate functions and dramatically increasing area and moving this zone to the front door of the complex. It was noted that the latter would require an adaptive reuse of Patrick Gym into recreation courts. A second priority is to improve facilities for hockey and basketball and this can be achieved through separate playing surfaces requiring adjacent venues and shared common support spaces to increase efficiency and reduce building area. The third priority is to develop easy and clear circulation throughout the complex.

Ms. McKenna next reviewed existing building challenges. She reminded Trustees that the existing facilities opened in 1963 and are functioning at, or beyond, its full capacity and no longer meets the current athletic or recreational planning standards. She further noted that the majority of spaces are undersized, universal accessibility is limited, and wayfinding throughout the complex is difficult through multiple corridors. Furthermore, the maintenance program has extended the lifespan of the facilities and building systems have reached the end of their typical useful life. To demonstrate the difficulty of maneuvering from one end of the complex to the next, a brief video was shared.

Ms. McKenna next outlined desired outcomes for the proposed project including: expanding and upgrading fitness/recreation/wellness/intramural facilities for use by the entire campus community; creating tangible academic support space including five new classrooms and study space; upgrading competitive venues for hockey and basketball (including practice facility availability); and improved athlete support facilities (locker rooms, training, meeting space and administrative/coaches offices).

Additional desired outcomes include dual use of air conditioned venues for other events such as speakers, concerts, cultural events and community programs as well as renovation and upgrade of existing spaces in need of system/safety/circulation/ADA/cosmetic improvements and reconfiguration. Ms. McKenna cited the lack of elevators and the need to devise a longer time phasing opportunity for issues that cannot be addressed at this time including an aquatic center, indoor turf and outdoor tennis.

Ms. McKenna next reviewed a slide of the existing complex depicting the layout of Patrick Gym and Gutterson Fieldhouse, the indoor tennis facility, the Gucciardi Fitness Center and support space. The next slide depicted the proposed concept which would expand health and wellness and move that component to the front of the complex, the addition of a new Events Center built in the existing parking lot between Patrick Gym and Gutterson Fieldhouse with sites identified for components to be addressed in the future including a pool, outdoor tennis and indoor turf.

The six program components of the proposed project were introduced beginning with campus health and wellness. This component would become the new front door to the complex and consolidate wellness and recreation programs. It calls for the renovation of Patrick Gym for dedicated multipurpose courts and the creation of 86,000 square feet of interconnected spaces through adaptive re-use and new construction. The proposed fitness center would be two and a half times larger and, men’s and women’s locker rooms improved. A slide illustrating an exterior perspective of a new front entry to the complex with lots of glass, offering an open and inviting new front door.
The second program component addresses the academic and social interface including classrooms and study space, lounge spaces and spaces to foster interaction as well as concessions and a demonstration kitchen for nutritional and educational purposes.

The third program component in the planning concept is the Events Center. The Events Center is proposed to be located adjacent to Gutterson Fieldhouse in the existing parking lot with a seating capacity of 3,000-4,000 to function as a shared use facility for a variety of activities with shared spectator and support space with the Gutterson Fieldhouse. This location requires shifting loading and delivery to the north. Parking and public access would remain on the east side of the complex. Additional slides detailing the building layout for games, practice and events with associated seating were reviewed along with a proposed interior prospective as well as an aerial view of the existing complex and a potential redesign.

The fourth programming component shared by Ms. McKenna detailed plans for shared spaces including removing and replacing the existing two-story administrative wing, a new shared entry/connector located in between Gutterson Fieldhouse and the new Events Center, three levels of shared athletic and spectator support spaces and a new entry sequence for student athletes and spectators.

The fifth programing component addresses shared support spaces. Specifically, improvements to the lobby, ticketing, concessions, public restrooms, the Victory Club, as well as locker rooms for men’s and women’s teams and visiting teams and officials. The Gucciardi Fitness Center is recommended to be converted into strength and conditioning for intercollegiate athletes. Additionally, administrative spaces, classrooms, meeting space and building support facilities including storage, equipment and laundry would be upgraded. Slides illustrating the interior perspective for shared support space as well as the direct student and public circulation throughout the renovated complex were displayed and Trustees were reminded that an overall theme is to unify circulation throughout the complex.

The sixth and final programming component is the renovation of Gutterson Fieldhouse. Goals of the renovation include maintaining and enhancing the historic quality of the facility, achieving 4,000+ spectator seats (mix of bench and chair back seating), a new shared entry/connector with the Events Center, a new south concourse to improve spectator circulation, a renovated entry and public support spaces and the Victory Club overlooking Hockey and Basketball venues. Slides illustrating the game and event layouts with associated seating capacity were displayed, noting that additional floor seating of just under 2,000 would bring the total seating capacity to ~6,300. Slides illustrating the existing condition of the interior of Gutterson Fieldhouse and an interior perspective of a renovated facility were shared.

Ms. McKenna next reviewed an overall building layout highlighting the newly dedicated spaces for Health and Wellness, support and shared spaces, the addition of an Events Center, the renovated Gutterson Fieldhouse and Strength and Conditioning Facility (former Gucciardi Fitness Center). Illustrated in the slide was the much improved circulation through the entire complex.
The presentation concluded with an overview of the project schedule and cost. The concept design phase has been completed, the results of which are being shared with the Board throughout meetings today. The schematic design phase is estimated to be completed in fall 2017 at which time the Board will be asked to authorize expenditures for the completion of the project design. The remaining design and documentation phase is projected to be completed in fall 2018 at which time the Board will be asked to authorize final project expenditures. Regulatory approvals will occur during calendar year 2018, followed by bidding in early 2019. Construction would begin in 2019 and take three years utilizing summer construction windows and avoiding hockey and basketball season interruptions. The project is anticipated to be completed in early 2022. The estimated project cost is $80 million.

President Sullivan invited Peter Bernhardt to address the Board. Mr. Bernhardt thanked President Sullivan for the opportunity to share his thoughts regarding this project. He offered a bit of background sharing that he is a 1972 graduate of UVM where he double majored in Civil Engineering and Forestry, and was a member of the varsity soccer team. Mr. Bernhardt had a long career in the construction field including 15 years as President of Pizzagalli Construction. He has served on the Board of Advisors for both the College of Engineering and Athletics, attends almost every home hockey and basketball game, and is a member of the Victory Club. Recently, Mr. Bernhardt has been assisting the University as an informal advisor on athletics facility projects including this one and Virtue Field which opened this past fall.

Mr. Bernhardt opined that the proposed Multipurpose Center project is well aligned with the University’s aspirations and that he could not be more excited to see if come to fruition. When he was a student on campus in 1968, he recalled walking into Patrick Gym and thinking what a nice oversized high school gym. He has attended many events there over the years and recalled a couple including a commencement address, noting the lack of air conditioning, and a Janice Joplin concert. Over these many years, he has noticed three changes – the addition of a 30-second clock, beautiful banners hanging from the rafters, and the university now has a highly successful mid-major basketball program. He is very pleased with the direction the University is heading and the aspirations of the basketball program. He concluded by expressing his support for the proposed project stating he believes the location of the multipurpose center and scale makes sense from construction perspective and that he appreciates the money being saved by repurposing existing space.

Chair David Daigle thanked Mr. Bernhardt for his comments and the presenters for a very informative overview of the proposed project.

**Adjournment**

There being no further business, the meeting adjourned at 12:19 p.m.

Respectfully submitted,

Bill Botzow, EPIR Committee Chair
Don McCree, BFI Committee Chair
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 Friday, February 3, 2017 at 1:15 p.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Bill Botzow, Vice Chair Donna Sweaney, Briar Alpert, Frank Cioffi, Carolyn Dwyer, Ron Lumbra, Curt McCormack, Kesha Ram, Soraiya Thura, and Tristan Toleno

OTHER TRUSTEES PRESENT: Incoming Trustee Caitlin McHugh

MEMBERS ABSENT: Cynthia Barnhart, Richard Gamelli, Anne O’Brien, President Thomas Sullivan

REPRESENTATIVES PRESENT: Faculty Representatives Laura Almstead* and Chris Burns, Staff Representatives Amanda McIntire and Bryan McKinney, Alumni Representative Afi Ahmadi, Foundation Representative Wolfgang Mieder**, Student Representatives Tyler Davis and Alyssa Johnson, and Graduate Student Representatives Devin Champagne and Michelle DiPinto

REPRESENTATIVES ABSENT: Faculty Representative Jan Carney

PERSONS ALSO PARTICIPATING: Vice President for University Relations and Administration Tom Gustafson, Director of Athletics Jeff Schulman, Cannon Design Principal Coleen McKenna, Provost and Senior Vice President David Rosowsky***, Director of Capital Planning and Management Robert Vaughan, Associate Provost for Teaching and Learning Brian Reed, Provost’s Faculty Fellow for Assessment J. Dickinson, Associate Provost for Faculty Affairs Jim Vigoreaux, Vice President for Human Resources, Diversity & Multicultural Affairs Wanda Heading-Grant, Vice Provost for Student Affairs Annie Stevens, Assistant Dean for Student Affairs Patience Whitworth, Vice President for Executive Operations Gary Derr, Executive Director for Human Resource Operations and Affirmative Action Jes Kraus

*arrived at 2:35 p.m.
**left the meeting at 2:45 p.m.
***left the meeting at 2:40 p.m.

Chair Bill Botzow called the meeting to order at 1:20 p.m.

Approval of Minutes

The minutes from the previous meeting, held on October 21, 2016, were presented for approval. A motion was made, seconded and voted to approve the minutes as presented.
General Concept for Multipurpose Center

Chair Bill Botzow acknowledged Vice President for University Relations and Administration Tom Gustafson, Director of Athletics Jeff Schulman, and Cannon Design Principal Colleen McKenna for their excellent presentation at the joint meeting of the EPIR and Budget, Finance and Investment (BFI) Committees in the morning. An opportunity to further discuss the programming and concept design was offered and Vice President Gustafson, Director Schulman and Ms. McKenna responded to numerous questions from the Committee.

Graduate Student Representative Devin Champagne asked if there were non-gender facilities in the plans. Vice President Gustafson responded that it is early in the design phase but non-gender facilities will be taken into account.

Trustee Kesha Ram expressed her appreciation for the presentation and brought up the current location of the Outing Club and the Skiing Snowboard Club and urged consideration as the plans move forward. Vice President Gustafson acknowledged his awareness of the condition of the Outing Club building and said the facility will be taken into consideration.

Trustee Soreaya Thura thanked the team for their presentation and acknowledged the importance of the Wellness Center having its own entrance and also appreciated the academic interface.

Student Representative Alyssa Johnson asked about the size of the fitness center. Director Schulman explained that there will be 86,000 square feet of interconnected spaces through adaptive re-use and new construction. The current existing indoor track space will be opened up for club sports and general student use. The average square feet per undergraduate enrollment of UVM comparative institutions is 1.24 square feet. Square feet per UVM student is .72 square feet.

Trustee Carolyn Dwyer congratulated the team and made reference to the Student Government Association (SGA) report at the morning meeting of the Committee of the Whole concerning having to spend approximately $100,000 to rent off-campus facilities for club activities. She asked if the new Multipurpose Center will alleviate that problem. Secondly, she asked how this project aligns with the University’s goals and mission across the campus. She added that the project has a unique opportunity to satisfy many things in the student university experience. Director Schulman responded that some clubs will still rent off-campus space but that well over half to three-quarters of the club off-campus rentals will go away. He added that faculty and staff will also benefit from the Multipurpose Center. In addition, the new Multipurpose Center will create an institutional image which will send out a powerful message impacting enrollment. In addition, the hockey and basketball facilities will continue to bring the public community together which is another positive impact. Provost David Rosowsky pointed out that the importance of the impact on net tuition revenue cannot be overstated adding that students will be impressed when they come to campus and see the commitment to health and wellness.

Referencing the construction timelines, Alumni Representative Afi Ahmadi asked how disruptions will be minimized given the scope of the project and working around the athletic schedules. Ms. McKenna agreed that the renovation will be challenging. There will be
approximately one and a half years spent on design with a couple of check points built in. She suggested that the project should be looked at as a series of steps. There are three summer periods built into the schedule when the renovation of Gutterson Fieldhouse will take place. She added that they are very conscientious of the impact on students.

Trustee Curt McCormack commented that it’s interesting that people who use fitness centers try to find the nearest parking spot and that with a net reduction in parking spaces (site of proposed new Multipurpose Center), that people will be encouraged to walk more.

Concerning academic social interface, Trustee Thura asked if there was a specific vision for classrooms. Director Schulman responded that level of specificity has not been discussed at this time but that classrooms are a high priority, and programming will include health and wellness. He added that one of his goals is to integrate the Athletic Department with the rest of the campus.

Staff Representative Amanda McIntire inquired about the longevity of the new building and renovations. Ms. McKenna responded that there are portions of some of the buildings that have “good bones” and renovations will address the shortcomings. She added that they don’t have a flat answer but they will be strategic and focused.

Trustee Frank Cioffi remarked that the team has done an excellent job addressing health and wellness and academic programming. He suggested that the challenge will be how to pay for the project but added that he has great confidence that a way will be found. He also acknowledged the team for a great job creating a plan that addresses the needs of the University and the students.

Trustee Ron Lumbra asked about risk factors, and whether there is anything Trustees should be concerned about. Ms. McKenna responded that there are always risks when you conduct a renovation but the timing is to the University’s benefit.

Chair Botzow inquired if the regulatory approval timeframe is conservative, aggressive, or normal. Director Vaughan responded that the timeline is normal. Chair Botzow then asked Director Vaughan if there were any anomalies to this project compared to other projects he’s moved through the permitting processes. Director Vaughan did not see anything that was an anomaly. Director Schulman added that one of the factors in this is that they are not increasing capacity in any way, so in comparison to a multipurpose events center off-campus, they don’t anticipate any significant issues. Chair Botzow asked if they thought the neighbors will be surprised when they read the newspaper tomorrow. Director Schulman responded yes, and reiterated that it was a really well thought out decision to remain on campus and the proposed project fits who UVM is as an institution especially with the idea of reusing Gutterson Fieldhouse. The idea of preserving something that is special to people, to improving it, and maintaining it as a long-term home is something that really resonates with people, and it resonates with donors as well. Other institutions have done this recently with their hockey facilities, including Yale University and Providence College. Chair Botzow commented that part of the project will be built on top of a parking lot and asked how that will affect parking. Vice President Gustafson responded that it’s less than 100 spaces, and they don’t expect the loss of
parking will be a big problem. Since hockey and basketball games occur during the evening and weekends, ample parking will be available for the public. Chair Botzow asked if the student athletes were brought into the conversation during this process. Director Schulman responded that they have talked to the athletes and Cannon Design has a lot of experience working with athletes. He added that this is going to be a student centric space. Chair Botzow asked if dance will have an opportunity to utilize the space. Director Schulman said that there is a lot of interest in dance classes and a lot of the multipurpose spaces are suitable for dance. Chair Botzow commented that the focus on health and wellness is both brilliant and right, but added that whenever you do a project along this line, there are tradeoffs and asked if any have been identified during this initial planning phase. Director Schulman responded that there were two pieces not included in this project: a new aquatic center and an improved indoor field house. However, the proposed concept plan does allow spaces for a future pool, future indoor turf, and future outdoor tennis.

Chair Botzow thanked the presenters. He reminded the Committee that they are being asked to approve the initial project concept and refer the project to the Budget, Finance & Investment Committee for approval of the next step. He reminded the Committee that the project is in the very early stages and as detailed in the project timeline and will come back before the Board in October 2017 and October 2018 for further approval.

The following resolution was presented:

**Resolution Approving Initial Project Concept for an On-Campus Multipurpose Center**

WHEREAS, the Board approved the commencement of a multipurpose center design development process by Resolution of February 8, 2014; and

WHEREAS, the Board approved the establishment of, and appointments to, a Multipurpose Center Work Group on May 21, 2016, to provide guidance to the administration on a potential multipurpose center project; and

WHEREAS, the administration today reported on the results of the preliminary study of the feasibility and programmatic concept of an on-campus multipurpose center project;

THEREFORE, BE IT RESOLVED, that the Committee hereby approves the concept for an on-campus multipurpose center, as presented on this date by the administration, and recommends that the Budget, Finance & Investment Committee authorize the administration to proceed with the schematic design phase, and to generate an associated project cost estimate and funding plan for review by the Budget, Finance & Investment Committee.

A motion was made, seconded and an opportunity for discussion was offered.

Trustee Ahmadi asked for clarification of the resolution wording “…generate an associated project cost….” His question was whether this covers just the schematic design phase or the
entire project. Director Vaughan responded that the associated project cost to be generated is for
the entire project. The schematic design would take it to a level of specificity where they can do
a process permit for what it will take to do the whole project. He added that the steps in the
approval process are no different than the process for the projects currently underway.

There being no further discussion, the resolution was unanimously approved as presented.

**Capital Projects Progress Report**

Director of Capital Planning and Management Bob Vaughan referenced his written report on the
status of all campus projects and reminded Trustees that he gave a progress update on the major
projects under construction on main campus at the Committee of the Whole session. Chair
Botzow asked if deferred maintenance was being assigned to the new Multipurpose Center
adding that the assumption is whenever you build new, you’re doing everything you can to make
sure that the structures do not enter the deferred maintenance list. Provost Rosowsky added that
every capital project has a maintenance fund.

**Assessment of Learning Outcomes**

Associate Provost for Teaching and Learning Brian Reed and the Provost’s Faculty Fellow for
Assessment J. Dickinson reported on the progress of establishing a University system to promote
and support the assessment of student learning outcomes at both the program and institutional
levels. The overarching goal of the project is to create sustainable systems for assessing whether
students are achieving the learning outcomes that faculty have determined are essential to a
UVM education. The guiding concept has been a continuous cycle of gathering information on
students’ performance in key areas and then using the data to inform curricular changes, which in
turn will improve students’ achievement of the identified learning outcomes. The establishment
of a formal University system to promote and support the assessment of identified learning
outcomes will help UVM meet NEASC’s accreditation standards while forwarding the larger
goal of promoting a culture of assessment on campus.

Trustee Brian Alpert asked, as part of the preparation for accreditation, if the university does an
internal audit operating by the same rules and regulations as the accreditation body. Associate
Provost Reed responded that they do it through academic program review which is a major cycle
by which all the academic programs come up for review and is operated in collaboration with the
Curricular Affairs Committee. UVM has its own internal standards for programs that offers a
good snapshot of programs, their strengths, their challenges, their opportunities. As Professor
Dickinson mentioned, by strengthening the assessment of learning outcomes, and through the
process just described, the University is able to track every program and how they’re doing, and
can identify programs that need more help than the others. While the University has never done a
mock interview, Associate Brian Reed acknowledged it is an interesting idea and that the
College of Medicine has done so with their accreditation. Trustee Alpert suggested that the
University give it try.

Provost Rosowsky pointed out that UVM has some faculty who have participated in reviews at
other institutions which is very helpful with the process. He also acknowledged Associate
Provost Reed and Professor Dickinson for their work which has been an extremely well-organized, well-visioned, a well-paced activity, and noted that communications have been excellent. The buy-in from the Deans has provided great support along with other partners in the University. Provost Rosowsky also acknowledged Professor Dickinson as the first Provost Faculty Fellow of which there is a small number, and the program has been an enormous success. Associate Provost Reed said he thought one of the reasons that many faculty members have embraced the Assessment project is they want to do well in educating their students. They may not have been aware of assessment tools and processes, but when they see how assessment can help their programs be more effective, they jump on board.

Chair Botzow commented that in this meeting, there are a lot of strategies built around getting better and perhaps Trustees can also find ways to get better. Chair Botzow pointed out that in doing the assessment work, a great deal of information is being collected and asked if the Assessment team has thought through who will be the owner or the guardian of that information. Professor Dickinson responded that they have a Sharepoint site in which folders have been set up for each program to store their information. At this point, it’s important for each program to identify a point person. Chair Botzow asked if Professor Dickinson’s engagement is long-term or short-term. Associate Provost Reed responded that we are currently in an ad hoc mode and ramping up. By the time we get to the accreditation site visit in Spring 2019, the Assessment system will be built. Then we will need to maintain it to ensure it continues to function well. Professor Dickinson’s appointment will end one year following the NEASC review and then these systems will be passed onto the next assessment fellow. Chair Botzow commented that with this culture of self-assessment, are there opportunities to drive it into other areas such as helping students assess if their education for their number of years here is appropriate. He suggested that there are opportunities that can be learned from this where students could learn to assess themselves. Professor Dickinson responded that they’re definitely heading in that direction.

**Faculty Professional Development**

Chair Botzow introduced this topic by asking the core questions of why are we doing this and what do we hope to attain. Associate Provost Reed and Associate Provost for Faculty Affairs Jim Vigoreaux reported on the progress of activities during the past year that support faculty professional development. Two essential components of the new vision for faculty development are to promote, recognize and celebrate faculty accomplishments, and to foster a culture of enhanced opportunities for administrative and leadership training. Accomplishments to date include the creation of the Provost’s Faculty Fellows Program, leadership and administrative training for new chairs and associate deans, a first-ever campus-wide faculty conference, ongoing conversations on the meaning and importance of the Teacher-Scholar model at UVM, and the celebration of faculty accomplishments through an annual recognition banquet.

Student Representative Davis asked that given that the University as a whole is moving towards this model of wellness, is the training or development that faculty receive following that direction. Associate Provost Vigoreaux responded that is something that came up last year and resources are available on campus and we need to do a better job in making the information accessible.
Alumni Representative Ahmadi asked to what degree are expectations established on the faculty side. Associate Provost Vigoreaux responded it’s an area that needs some work but they do have the resources. Referring to the Re-envision Faculty Development @UVM slide, he pointed out the item “provide a framework for planning with purpose.” He explained that currently there are numerous workshops and activities but that people may not see them as part of their professional growth because they have not been placed in context to give them meaning, so that’s the next challenge. Associate Provost Reed added that they’re building a culture where faculty go through annual performance review with their department chair. He added that it’s a cultural thing and we need to ask how do we help train our deans and department chairs to help our faculty grow.

Faculty Representative Chris Burns commended Associate Provost Vigoreaux and the Office of the Provost. He commented that faculty can get a little bit silo’d so having an event in the beginning of the semester where all faculty comes together has been a great consequence.

Referring to the word “faculty,” Chair Botzow asked about the forms of faculty as well as their participation. Associate Provost Vigoreaux responded that it is their intent to have a “soup to nuts” approach which includes all faculty. Chair Botzow asked if that includes coaches and instructors. Associate Provost Vigoreaux invited the Vice President for Human Resources, Diversity and Multicultural Affairs to respond. Vice President Wanda Heading-Grant responded that coaches are not considered faculty but they have access to the same professional development opportunities that faculty and staff have. Chair Botzow asked Associate Provost Vigoreaux to talk about the nexus between compensation and development. Associate Provost Vigoreaux responded that when they talk about a faculty development program, it’s really programs, so there’s going to be multiple layers.

Staff Representative McIntire commented that there are so many great resources. When you talk about administration and leadership, the faculty have many roles with teaching, scholarship, service and many of them are supervisors and leaders. Associate Provost Vigoreaux agreed that supervision is an area that needs to be addressed and there are resources to do so.

Trustee Thura commented on how students benefit from faculty development. She then asked if there was any specific work being done for faculty of diverse groups, LGBTQ, minorities, women, etc. to assist with advancing into leadership positions. Associate Provost Vigoreaux responded yes, that programs exist and he is focusing on growing and retaining a diverse faculty and providing them with a safe environment. Vice President Heading-Grant added that she and President Sullivan, along with other key stakeholders, hosted and coordinated a couple of forums with women faculty and faculty of color. Vice President Heading-Grant reported that she and Senior Executive Director for Engagement and Professional Development Sherwood Smith will also be looking at faculty development.

Chair Botzow commented that he strongly agrees with this initiative and referencing the last item on Associate Provost Vigoreaux’s “Re-envision Faculty Development @UVM” slide, “A UVM Strength,” he asked if UVM is normal, average or above average in comparison to other institutions. Associate Provost Vigoreaux responded that personally, he thinks UVM is always above average; however, in some areas UVM is way above average and in other areas we have some work to do.
At 3:17 p.m., the meeting had a brief break.

At 3:23 p.m., the meeting resumed.

**Provost’ Report**

Chair Botzow presented Provost David Rosowsky’s report on his behalf by referencing the January 2017 edition of his *Across the Green* memo, which provides updates on current initiatives and information on topics of interest to the broader community. Chair Botzow encouraged members to read the memo and commended the Provost for his continuing commitment to the “Across the Green” communication.

**Routine and Annual Reports**

The Provost then invited authors of annual and routine reports to offer highlights and entertain questions and comments from the Committee.

**Annual Vice President for Human Resources, Diversity & Multicultural Affairs Report**

Vice President for Human Resources, Diversity & Multicultural Affairs (HRDMA) Wanda Heading-Grant reported on several key areas and major accomplishments in the HRDMA Division this past year:

- The Mosaic Center for Students of Color and the Interfaith Centers – The Mosaic Center, formerly the ALANA Center, resumed focus on supporting students of color following the opening and re-naming event in early November. The Interfaith Center was opened with a celebration in November with approximately 80 members and friends of the UVM community in attendance. These two Centers engage students in reflection and action to build cross-cultural aptitudes, create a strong sense of inclusion to enrich their intellectual and social life. Both Centers recently collaborated with the Center for Cultural Pluralism & Professional Development and Training to host a webinar offering professional development to the campus community regarding how to support Muslim students, staff and faculty on campus.

- The Woman of Color Leadership Retreat and The Dismantling Rape Culture Conference in 2016 were both very successful. The Dismantling Rape Culture Conference had well over 600 attendees.

- Professional Development and Training – The Diversity, Engagement and Professional Development unit offers and provides professional development to faculty and staff regarding career development, gender, sexuality, LGBTQ, religion, and domestic and international diversity. Several women faculty and faculty of color forums were held this past fall. These efforts will lead to professional development opportunities and more partnerships this fall.
• Exit Interviews – HRDMA collaborated with campus stakeholders to develop an exit interview survey tool and process that reflect best practices for staff employees. This tool has been shared with key stakeholders including Staff Council, University Business Advisors, and the Office of General Counsel along with others.

• Worksite Wellness – The Governor’s Council on Physical Fitness and Sports recognizes Vermont employers who support a culture of physical, social, intellectual, occupational, emotional and spiritual Wellness, and awarded the University with the Governor’s Excellence in Worksite Wellness Award. In the first year of relaunching Wellness at UVM, the goal to have 1,750 (50% of UVM benefit eligible employees) complete health assessments was met. This unlocked $80,000 from Blue Cross Blue Shield of Vermont to be used for Wellness related projects. The next step will be to utilize a summary of claims and health risk assessment data to make a strategic wellness plan for the UVM community.

Chair Botzow congratulated Vice President Heading-Grant on her continued leadership.

Annual Student Affairs Report

Vice Provost for Student Affairs Annie Stevens and Assistant Dean for Student Affairs Patience Whitworth reported on initiatives and activities of the past year. Vice Provost Stevens began the report by explaining that the division of Student Affairs works with a result-based accountability model. There are three umbrellas: student health, engagement, on campus and overall success.

• Health & Wellbeing – There was a 94% retention in the new Wellness Environment (WE) program. A Mental Health Matters conference was held last October and attracted both regional and national speakers. The Counseling Center assisted 13,000 visitors and just received approval to add two more counselors. Commenting on the growth in usage of the Counseling Center, Chair Botzow asked if students are finding more stress and more need or are they comfortable and aware of the availability. Vice Provost Stevens responded that it’s both.

• Engagement –Probably one of the biggest initiatives is getting students engaged, and UVM students get engaged in really deep meaningful ways on campus. The Student Affairs Division not only want to see students get involved in clubs or community service or Greek life, but be involved in all of those at once. Student Affairs staff are regularly communicating with families and they’ve found this to be one of the best strategic things they’ve started to do. This past fall they worked with alumni, alumni relations and the Foundation and hosted a Catamount brunch. Approximately 400 parents were expected and 900 showed up which shows how much parents want to come to campus and be engaged. In terms of community relations, the Division has a team of three who work with all of the students who live off campus which is about 5,000 – 6,000 students and they’ve done great work bringing students together with the community resulting in positive relationships with their neighbors and community leaders.
• Success & Outcomes – The Student Affairs Division has totally reorganized whole departments such as the Career Center and they’ve done some amazing work. They are completely redoing what people think career advising is. The Center for Academic Success includes the tutorial center and a partnership with SGA in peer advising. The Learning Communities have been kept small over the years, hovering around 30 percent but now it’s up to 45 percent and they hope to see continued growth.

Vice Provost Stevens concluded the report by highlighting several publications in which the Division appeared:

• **Inside Higher Ed**: *Cannabis and the Mission of Higher Education*, Jon Porter, Director Center for Health & Wellbeing

• **Washington Post, Huffington Post, Seven Days** and across social media: *Black Lives Matter Flag*, Student Government Association and Blackout 1.0 student organizers

• **The Burlington Free Press**: *Drug Violations Plummet at UVM*

Trustee Thura commented that it’s great that resources are being put into mental health services. Trustee Ram noted that the Student Health Center seemed to be a big issue and asked what it would take to move that conversation forward. Vice Provost Stevens responded that it is a constant challenge and they are partnering with the hospital, underscoring the importance of the clinicians and counselors working together.

Trustee Alpert asked what would be the next project if they had the funding. Vice Provost Stevens responded that it would be the student health center.

Referring to community relations and the noise issue, Trustee McCormack asked Vice Provost Stevens to repeat the statistics she reported earlier in her presentation. Vice Provost Stevens responded that they have been working with the Burlington Police Department with a focus on Isham Street where there is a high concentration of students. This partnership has resulted in a 68% decrease in noise, a 50% decrease in burglaries, and an 86% decrease in vandalism.

**Report by the Faculty Senate Curricular Affairs Committee Chair**

Following a brief overview of Faculty Senate Curricular Affairs Committee activities, Laura Almstead, (CAC) Chair, presented a proposal for a new Ph.D. in Human Functioning and Rehabilitation Science from the College of Nursing and Health Sciences in conjunction with the Graduate College. The proposed program is an academic, research-oriented Ph.D. program that emphasizes interprofessional education in human functioning and rehabilitation related to posture, balance, mobility, hearing, speech, language, physical activity and exercise.

This degree will expose students to a spectrum of clinical translation of research across fields associated with human functioning and rehabilitation. Graduates will benefit throughout their careers from a broad understanding of how the health sciences impact the functioning of individuals and, thereby, of society; focused individual interdisciplinary research programs; and
teaching skills in their areas of expertise. The program has the potential to contribute to the University’s current research initiatives and offers unique opportunities for prospective students interested in pursuing graduate studies in Human Functioning and Rehabilitation Science. Two important points are the collaborative nature of the degree and the unique aspect of the program not seen across other graduate programs at the University. There are very few programs like this nationwide. Graduate Student Representative Champagne commented that with this degree, the University has now added a research component to its suite of doctorates.

Following the Report of the Curricular Affairs Committee of the Faculty Senate, the following resolution was presented and an opportunity for discussion was offered:

**Resolution Approving the Creation of a PhD in Human Functioning and Rehabilitation Science in the Graduate College**

RESOLVED, that the Board of Trustees approves the creation of a PhD in Human Functioning and Rehabilitation in the Graduate College, as approved and advanced by the Provost on October 24, 2016, and the President on October 28, 2016.

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

**Other Action Items**

- Vice President for Executive Operations Gary Derr introduced the proposed amendment to section 204.5 intended to clarify the Faculty Senate’s role regarding proposals to establish, substantially change or eliminate academic centers and institutes. Vice President Derr explained that it is a minor wording change from “approval” to “review and recommendation.”

The following resolution was presented and an opportunity for discussion was offered:

**Resolution Adopting Amendment to the University Manual Regarding Approval of Academic Centers and Institutes**

RESOLVED, that the Board of Trustees hereby authorizes the amendment by the University, through the Office of the Provost, of Section 204.5 of the University and University Officers’ Manual. The amendment will clarify the Faculty Senate’s role regarding proposals to establish, substantially change or eliminate academic centers and institutes. The amended Section 204.5 was approved and advanced by the Provost following consultation with the Faculty Senate and is attached here as Appendix A.

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

- Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant informed the Committee that the Equal Employment Opportunity/Affirmative Action
and the Equal Opportunity in Educational Programs and Activities and Non-Harassment Policy Statements are due for annual review by the Board for compliance purposes and they fall under the purview of this Committee. She noted that there are no recommended changes to either policy at this time.

The following resolution was presented and an opportunity for discussion was offered:

**Resolution Reaffirming Equal Opportunity Policy Statements**

RESOLVED, that the Board reaffirms the Equal Opportunity in Educational Programs and Activities and Non-Harassment Policy Statement with no changes, attached here as Appendix B; and

BE IT FURTHER RESOLVED, that the Board reaffirms the Equal Employment Opportunity/Affirmative Action Policy Statement with no changes, attached here as Appendix C, both effective as of February 4, 2017.

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

**Other Business**

Chair Botzow thanked the Committee and expressed his appreciation for having had the opportunity to work with the EPIR Committee members. Vice Chair Donna Sweeney thanked Chair Botzow for his years serving as Chair and acknowledged the wonderful job he has done. There was unanimous consent and applause from the Committee members.

**Adjournment**

There being no further business, the meeting adjourned at 4:15 p.m.

Respectfully submitted,

Bill Botzow, Chair
204.5 Academic Centers and Institutes

Centers and institutes facilitate the performance of interdisciplinary or focused research or other scholarly or creative activities not otherwise conducted within the structure of Programs, Departments, Schools, or Colleges. Centers and institutes that involve any or all of the following are considered academic centers and institutes: curriculum or instruction, research, scholarship or creative arts. Proposals to establish, substantially change or eliminate academic centers and institutes must be approved by the Board of Trustees, upon recommendation of the President and Provost following application of appropriate governance protocols, the latter to include Faculty Senate review and recommendation approval. Academic centers and institutes are subject to regular review by the Faculty Senate.

The scope of academic centers and institutes can vary from a sharply defined focus within a school or college to an interdisciplinary subject or specialized field of study spanning two or more academic units. The terms can be used interchangeably according to preference. Other synonymous terms may be used in the working title in order to best reflect current practice in a field.

Academic centers and institutes do not grant degrees or appoint faculty, nor do they offer credit-bearing courses except in cooperation with the academic unit(s) that constitute their participants.

In general, a University-wide or cross-college center or institute will be hosted in one of the participating colleges or schools. Its Director will be appointed by and report to the Provost or the Vice President for Research. Academic centers or institutes that are housed within a single college or school will typically have a Director who is appointed by and reports to the Dean or other designated college administrator.
Equal Opportunity in Educational Programs and Activities and Non-Harassment

Policy Statement

The University of Vermont and State Agricultural College is committed to a policy of equal educational opportunity. The University therefore prohibits discrimination on the basis of unlawful criteria such as race, color, religion, national or ethnic origin, age, sex, sexual orientation, marital status, disability, or gender identity or expression, as those terms are defined under applicable law, in admitting students to its programs and facilities and in administering its admissions policies, educational policies, scholarship and loan programs, athletic programs, and other institutionally administered programs or activities made available to students at the University. The University also prohibits harassment, as defined in the Vermont Statutes at Title 16, section 11(a)(26). Unlawful harassment is a form of discrimination and is therefore prohibited. Sources: Title VI of the Civil Rights Act of 1964; Title IX of the Education Amendments of 1972; the Age Discrimination Act of 1975; Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; the Vermont Public Accommodations Act; and such other federal, state, and local non-discrimination laws as may apply.

Note: This Statement of Policy is the official University of Vermont Equal Educational Opportunity Policy Statement and supersedes all prior statements regarding its subject matter. It may be modified only by written statement issued by the President as Chief Executive Officer of the University or by formal action by the University of Vermont and State Agricultural College Board of Trustees. This Policy Statement is designed to express the University's intent and commitment to comply with the requirements of federal, state, and local non-discrimination laws. It shall be applied co-extensively with those non-discrimination laws and shall not be interpreted as creating any rights, contractual or otherwise, that are greater than exist under those laws.
Contacts

Questions regarding this policy statement or compliance with its provisions may be directed to:

Dean of Students
University of Vermont
41-43 South Prospect Street
Burlington, VT 05405
(802) 656-3380

or to:

Director, Office of Affirmative Action and Equal Opportunity

University of Vermont
428 Waterman Building
Burlington, VT 05405
(802) 656-3368

Questions may also be directed to government agencies having oversight and enforcement authority with respect to the referenced laws. A complete listing of those agencies may be obtained from the Office of Affirmative Action and Equal Opportunity.

The Vice President for Human Resources, Diversity and Multicultural Affairs is the University official responsible for the interpretation and administration of this policy.

Title IX Coordinator

Questions about policies related to Title IX, including sex discrimination, sexual harassment, and all forms of sexual violence, may be directed to the University’s Title IX Coordinator:

   Director, Office of Affirmative Action and Equal Opportunity  656-3368

Section 504 Coordinator

Questions about disability related issues may be directed to the University’s Section 504 Coordinator:

   Director, Office of Affirmative Action and Equal Opportunity  656-3368
Related Documents/Policies

Equal Employment Opportunity/Affirmative Action Policy Statement
http://www.uvm.edu/~uvmppg/ppg/general_html/affirm.pdf

Harassment – Students
http://www.uvm.edu/~uvmppg/ppg/student/studentharas.pdf

Procedures for Investigating and Resolving Discrimination Complaints

Sexual Harassment Policy – Students
http://www.uvm.edu/~uvmppg/ppg/student/sexharasstudent.pdf

Effective Date

Approved by the President: February 4, 2016
Approved by the Chair of the Board of Trustees: February 4, 2016
Equal Employment Opportunity/Affirmative Action Policy Statement

Policy Statement

The University of Vermont and State Agricultural College is committed to a policy of equal employment opportunity and to a program of affirmative action in order to fulfill that policy. The President of the University fully supports the University’s equal employment opportunity policy and the University’s affirmative action program.

The University will accordingly recruit, hire, train, and promote persons in all positions and ensure that all other personnel actions are administered without regard to unlawful criteria including race, color, religion, ancestry, national origin, place of birth, sex, sexual orientation, disability, age, positive HIV-related blood test results, genetic information, gender identity or expression, or status as a disabled veteran, recently separated veteran, active duty wartime or campaign badge veteran, or Armed Forces service medal veteran (collectively “protected veterans”), as these terms are defined under applicable law, or any other factor or characteristic protected by law, and ensure that all employment decisions are based only on valid job requirements.

In addition, the University of Vermont recognizes that discriminatory harassment and sexual harassment are forms of unlawful discrimination, and it is, therefore, the policy of the University that discriminatory harassment and sexual harassment will not be tolerated. The University also prohibits unlawful harassment on the basis of other characteristics protected by law.

Further, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or retaliation because they have engaged in or may engage in the following: filing a
Equal Employment Opportunity/
Affirmative Action Policy Statement

complaint or assisting or participating in an investigation regarding alleged discrimination or harassment as prohibited in the policy statement above; filing a complaint or assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the Vietnam Era Veterans' Readjustment Assistance Act of 1974 ("VEVRAA"), Section 503 of the Rehabilitation Act of 1973 ("Rehabilitation Act"), or the Affirmative Action provisions of any other federal, state or local law; opposing any act or practice made unlawful by VEVRAA or any other federal, state, or local law requiring equal employment opportunities for individuals with disabilities or protected veterans; or exercising any other rights protected by VEVRAA or the Rehabilitation Act. Additionally, the University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant.

The University of Vermont maintains an audit and reporting system that: measures the effectiveness of the University’s affirmative action program; indicates any need for remedial action; determines the degree to which the University’s objectives have been attained; measures the University’s compliance with its affirmative action obligations; and determines whether individuals with disabilities and veterans have had the opportunity to participate in all University sponsored educational, training, recreational and social activities.

Sources: Titles VI and VII of the Civil Rights Act of 1964; the Immigration Reform and Control Act of 1986; Title IX of the Education Amendments of 1972; the Equal Pay Act of 1963; the Age Discrimination in Employment Act of 1967; the Age Discrimination Act of 1975; Sections 503 and 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; Section 402 of the Vietnam-Era Veterans Readjustment Assistance Act of 1974; Executive Order 11246; the Genetic Information Nondiscrimination Act of 2008; and the Vermont Fair Employment Practices Act, all as amended; and such other federal, state and local non-discrimination laws as may apply.

Note: This Statement of Policy is the official University of Vermont Equal Educational Opportunity Policy Statement and supersedes all prior policy statements regarding its subject matter. It may be modified only by written statement issued by the President as Chief Executive Officer of the University or by formal action by the University of Vermont and State Agricultural College Board of Trustees. This Policy Statement is designed to express the University’s intent and commitment to comply with the requirements of federal, state, and local non-discrimination laws. It shall be applied co extensively with those non-discrimination laws and shall not be interpreted as creating any rights, contractual or otherwise, that are greater than exist under those laws.

Contacts

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Director, Office of Affirmative Action and Equal Opportunity
University of Vermont
428 Waterman Building
Burlington, VT 05405
(802) 656-3368
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    Director, Office of Affirmative Action and Equal Opportunity 656-3368

Questions about disability related issues may be directed to the University’s Section 504 Coordinator:

    Director, Office of Affirmative Action and Equal Opportunity 656-3368

Questions may also be directed to government agencies having oversight and enforcement authority with respect to the referenced laws. A complete listing of such agencies may be obtained from the Office of Affirmative Action and Equal Employment Opportunity.

The Vice President for Human Resources, Diversity and Multicultural Affairs is the University official responsible for the interpretation and administration of this policy.

The University has developed an Affirmative Action Plan. The portions of the plan required for disclosure are available for inspection during normal business hours; contact the University’s Public Records Officer at (802) 656-8937.

**Related Documents/Policies**

Equal Opportunity in Educational Programs and Activities and Non-Harassment
http://www.uvm.edu/~uvmppg/ppg/student/equaledu.pdf

Procedures for Investigating and Resolving Discrimination Complaints

Sexual Harassment Policy – Employees
http://www.uvm.edu/~uvmppg/ppg/hr/sexharasemp.pdf

**Effective Date**

Approved by the President: February 4, 2017
Approved by the Chair of the Board of Trustees: February 4, 2017
TRANSLATE NEW KNOWLEDGE TO SOCIETY –
ENTREPRENEURIAL ECOSYSTEM

Board of Trustees
Educational Policy and Institutional Resources Committee
May 19, 2017

Presented By
David V. Rosowsky, Provost
Richard A. Galbraith, Vice President for Research
Since 2013, with support from the Offices of the President and Provost, the Office of the Vice President for Research has led UVM’s efforts to grow and sustain the “entrepreneurial ecosystem” of the region and state. With over 1,100 full-time faculty members who work diligently at the creation of new knowledge through their research, scholarship, and creative works, UVM is uniquely positioned to lead this effort.

UVM creates $1.33 billion dollars in economic impact and 11,287 jobs, both locally and across the state. UVM’s research portfolio alone has an economic impact of $158 million and creates 809 jobs across the state. UVM has become a “connector” and key player in the many City, State, and local initiatives that form the innovation and entrepreneurship ecosystem in Vermont. These people, places, and partners are the underpinning of a system that fosters the lifecycle of an idea that transitions to job creation and the economic benefits enjoyed by a growing, sustainable economy. And, it has become clear that this effort, if managed properly, could lead to the desirable outcome of attracting smart, innovative people to move to the region and hopefully entice more of the bright young minds attending UVM and other Vermont colleges to stay in Vermont after graduation.

UVM People

If a university spends resources on the creation of new knowledge, resources must also be in place to introduce that new knowledge to the marketplace in the form of intellectual property, patents, licenses, and start-up businesses.

Within the OVPR, this role is filled by UVM Innovations, formerly the Office of Technology Commercialization. The overarching goal of UVM Innovations is to pursue licenses with commercial partners, either established or UVM start-up companies, that represent the best opportunity to bring the nascent UVM technologies to market. Critical components of a successful ecosystem are: (i) educating the research community about technology commercialization and intellectual property, (ii) encouraging invention disclosures on research findings, (iii) identifying technologies with commercial value, (iv) securing, monitoring and managing appropriate intellectual property protection, (v) networking researchers and marketing to potential commercial partners, and (vi) licensing in a manner to promote rapid development.

An additional resource within the OVPR is the Instrumentation and Modeling Facility (IMF). The IMF plays a key role in supporting UVM inventors through the development of prototypes and custom devices.

One of the most visible programs to foster faculty entrepreneurship at UVM is the SPARK-VT initiative. Now in its fifth year, SPARK-VT 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 with benchmark results evaluated each year after the award is made.

While a key function of a university is to create knowledge, it is also of great importance to disseminate knowledge through graduate and undergraduate teaching. At UVM, we have a growing cadre of faculty members and staff who are working to introduce innovation, design thinking, and entrepreneurship into their pedagogy. These faculty members include:

- Dr. Erik Monsen (Grossman School of Business)
- Dr. Stuart Hart (Grossman School of Business)
- Dr. Mercedes Rincon (Larner College of Medicine)
- Dr. Kieran Killeen (College of Education and Social Services)
- Eugene Korsunskiy (College of Arts and Sciences)
- Jenn Karson (College of Engineering and Mathematical Sciences)
- Dr. Corine Farewell (Office of Innovations)
- Cairn Cross (Fresh Tracks Capital and the Grossman School of Business)
- Tobey Clark (Instrumentation and Modeling Facility)

We are also pleased to note that there are a growing number of students interested in entrepreneurship, including those that have started small businesses and a group of students who have created a student-run venture capital fund called the Catamount Innovations Fund. And, mentored by faculty in the Grossman School of Business, students have started an Entrepreneurial Club.

In 2016, the OVPR created the Entrepreneurship Forum. OVPR leadership invited faculty, staff, students, and friends from across the campus and region 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. The number of Forum members is now over 30 and meetings are held monthly throughout the academic year.

**UVM Places**

In addition to the support mentioned previously to external entities like Generator and VCET, and UVM’s IMF, the University is home to a maker space in CEMS called the FabLab and an innovation/design thinking space called Hills 20. Hills 20 is host to classes, talks, meet-ups, student clubs and events related to entrepreneurship year around.
UVM Partners

In the past four years, under the auspices of the Office of the Vice President for Research (OVPR), UVM has become directly involved in a series of initiatives, companies, and regional resources that are all connected to the innovation and entrepreneurial activities of the region. Here are some of those key partners:

- **Burlington Generator**: As a 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. UVM has provided direct financial support since Generator’s inception for their operational needs and to fund the popular Pitch It, Fab It program in partnership with UVM’s Instrumentation and Modeling Facility.

- **Vermont Center for Emerging Technology (VCET)**: As a start-up, co-working, and incubator space, VCET has been affiliated with UVM for many years. UVM has provided direct financial support and on-campus space since VCET’s inception.

- **BTV Ignite**: This program is an offshoot of a federally funded program and has brought 11 local partners together to identify the gaps in the local tech economy and work to fill those gaps. UVM has been a full institutional partner and funder since the program began in 2015.

- **MetroLab**: This program connects municipalities with universities to work together on regional research opportunities, and UVM and the City of Burlington joined the program in 2016.

Other area partners include the Kauffman Foundation, the organizers of Tech Jam and Innovation Week, venture capital firms Fresh Tracks and Vermont Works, and the Vermont Agency of Commerce.

Additionally, UVM has become a familiar and welcome underwriter of many local entities, events, and initiatives that foster innovation and entrepreneurship. In addition to the funding noted above, a partial list includes the Vermont Technology Alliance, the Vermont Biosciences Alliance, Launch VT, Collegiate Launch VT, Pitch It Fab It, Peak Pitch, Innovation Week, and the 2017 Innovation Summit.

**Summary**

We believe that the region is at a tipping point for innovation and entrepreneurship. Put another way, we are at a tipping point for the creation of sustainable well-paying jobs and reasons for people to move to, or stay, in the region. There are positive indicators, such as the study released by the Kauffman Foundation that shows the Burlington area is in the
top 5th percentile for start-up businesses per capita. Unfortunately, that same Foundation found that this region is in the lowest percentile per capita for success at scaling those start-up businesses into larger companies. At the OVPR, we are committed to supporting the innovation and entrepreneurship ecosystem by marshalling the effort and talents of our faculty, staff, and students; by working to identify the gaps in technology and other areas of the economy and attempting to fill them; and by providing direct financial support to local initiatives, entities and events related to innovation and entrepreneurship whenever possible.

In addition, the major metrics which we use to monitor the success of the entrepreneurial ecosystem are presented in the following table:
EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE

May 19, 2017

Resolution Approving the Creation of a Minor in Public Policy Analysis in the College of Arts & Sciences

RESOLVED, that the Board of Trustees approves the creation of a Minor in Public Policy Analysis in the College of Arts & Sciences, as approved and advanced by the Provost and President on January 30, 2017.

Resolution Approving the Creation of a Certificate in Physical Activity Promotion in Children and Youth in the College of Arts & Sciences

RESOLVED, that the Board of Trustees approves the creation of a Certificate in Physical Activity Promotion in Children and Youth College of Arts & Sciences, as approved and advanced by the Provost and President on March 18, 2017.

Resolution Approving the Termination of Environmental Sciences Biology and Geology Minors in the College of Arts & Sciences

RESOLVED, that the Board of Trustees approves the termination of Environmental Sciences Biology and Geology Minors in the College of Arts & Sciences, as approved and advanced by the Provost and President on March 18, 2017.

Resolution Approving the Creation of a Certificate of Graduate Study in Agroecology in the Graduate College

RESOLVED, that the Board of Trustees approves the creation of a Certificate of Agroecology in the Graduate College, as approved and advanced by the Provost and President on March 28, 2017.

Resolution Approving the Creation of a Minor in Education for Cultural and Linguistic Diversity on the College of Education & Social Services

RESOLVED, that the Board of Trustees approves the creation of a Minor in Education for Cultural and Linguistic Diversity in the College of Education & Social Services, as approved and advanced by the Provost and President on March 28, 2017.
Approval to Establish Quantitative Reasoning Outcome as a General Education Requirement

WHEREAS, on May 21, 2011, the Board of Trustees approved the General Education proposal as approved by
- the Curricular Affairs Committee of the Faculty Senate on April 14, 2011;
- the Executive Council of the Faculty Senate on April 20, 2011; and
- the Faculty Senate on May 19, 2011;
and as approved and advanced by the Provost and the President on May 19, 2011; and

WHEREAS, on May 13, 2013 the Board approved the establishment of a three-credit Undergraduate Foundational Writing and Informational Literacy Requirement;

WHEREAS, on March 16, 2015, the Board approved the establishment of a sustainable learning outcome as a General Education requirement;

THEREFORE, BE IT RESOLVED, that the Board approves the establishment of a quantitative reasoning outcome as a General Education requirement as approved and advanced by the Provost and President March 28, 2017.

Resolution Approving a New Certificate of Computer-Aided Engineering Technology in the College of Engineering & Mathematical Sciences

RESOLVED, that the Board of Trustees approves the creation of a new Certificate of Computer-Aided Engineering Technology in the College of Education & Social Services in the College of Engineering & Mathematical Sciences, as approved and advanced by the Provost and President on May 5, 2017.

Resolution Approving Revisions to Residency Policy

RESOLVED, that the Board of Trustees hereby accepts technical corrections to the Residency Policy, specifically the removal of language detailing tuition charges for those students who are members of the Armed Forces, Veterans, or family members thereof, qualifying for benefits through the U.S. Department of Veterans Affairs and the Higher Education Opportunity Act, as set forth in Appendix A to this resolution; and

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes and directs the Vice President for Enrollment Management to create and maintain a University Operating Procedure addressing eligibility criteria for those benefits, in compliance with federal law.

Resolutions Approving Revisions to Hazing Policy

RESOLVED, that the Board of Trustees approves revisions to the Hazing Policy, appearing as Appendix B to this document.
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 the University, even if he/she enrolls in multiple programs. Irrespective of a student’s in-state status as defined in this Policy, upon submission of appropriate documentation, UVM will charge members of the armed forces, veterans, and qualifying family members thereof, the in-state tuition rate in accordance with federal law (e.g. the Higher Education Opportunity Act and 38 U.S.C. 3679(c)) and further detailed in the University’s Tuition Billing for Members of the Armed Forces, Veterans, and their Families Operating Procedure.

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

Tuition Billing for Members of the Armed Forces, Veterans and their Families
[Forthcoming] None

Effective Date

Approved by the Board of Trustees on May 21, 2016 May 20, 2017

Stacey Kostell
Vice President for Enrollment Management

Approved:

E. Thomas Sullivan
President

Approved:

David A. Daigle
Chair of the Board of Trustees

Date
Date
Date

Residency
Hazing

Policy Statement

It is the policy of the University of Vermont that no member of the University community may participate or be involved in hazing activities.

Hazing means any act committed by a person, whether individually or in concert with others, against a member of the University community in connection with joining, pledging, being initiated into, affiliating with, holding office in, or gaining or maintaining membership in any group or organization that is recognized by the University, and that is intended to have the effect of, or should reasonably be expected to have the effect of, socially or physically isolating, humiliating, intimidating, or demeaning the individual(s) or otherwise endangering their mental or physical health. Hazing also includes soliciting, directing, aiding, or otherwise participating actively or passively in such acts, and occurs regardless of the consent or willingness of a person to participate in the activity.

Hazing does not include any activity or conduct that furthers legitimate curricular, extracurricular, or military training program goals, provided that (1) the goals are approved by the appropriate University official, such as a student organization’s advisor or a team’s head coach (for students), provided the official is an employee of the University, or the Office of the Provost (for employees); and (2) the activity or conduct furthers the goals in a manner that is appropriate, contemplated by the University, and typical and customary for similar programs at other educational institutions.

Information that any member of the University community or University recognized group or organization has allegedly violated this policy will be referred to the appropriate process for investigation and resolution. Any student or student organization will be referred through the student conduct process for an alleged violation of this policy. Faculty and staff will be referred to the appropriate review process in compliance with University policy or applicable collective bargaining agreement for any alleged violation of this policy. Faculty and staff recognized groups and organizations will be referred to the Office of the Provost for an alleged violation of this policy.

This policy is intended to be consistent with State law; it will be reviewed periodically and revised in light of legal developments.
Reason for the Policy

The University of Vermont is first and foremost an educational institution. The University’s hazing policy, prevention efforts, and response procedures for hazing incidents, must grow from, and embody, this educational mission.

Membership in University recognized groups and organizations can increase leadership and service potential; provide athletic, recreational, intellectual, and spiritual opportunities; and otherwise contribute positively to personal and social development. When membership is linked with involvement in hazing activities, the educational purpose of the endeavor is compromised and can endanger the health and safety of students or other university community members. Hazing is therefore strictly prohibited at the University of Vermont.

Applicability of the Policy

This policy applies to all members of the University community and their guests, regardless of whether the behavior occurs on or off campus, as well as all University recognized groups and organizations.

Policy Elaboration

Understanding the Scope of Hazing Activities

Members of University recognized groups and organizations engage in a wide array of activities that positively nurture individual relationships, camaraderie, and team building; develop unity, connectedness, and a sense of belonging; and promote the development of self-esteem. However, because it is not always clear to individuals which activities are unacceptable and constitute hazing, leaders and members of groups are strongly encouraged to consult with the groups’ advisers, coaches, or other University officials responsible for the program or activity in advance of any planned event.

A broad range of behaviors may be considered hazing. The range of activities cross a continuum from minor to more severe forms of conduct. Severity of the hazing can be measured both by the level of pressure to engage in the conduct (expecting, encouraging, urging, requiring, coercing, forcing, etc.) and the type of the behavior involved (behavior that is very unlikely to cause physical or psychological harm to behavior that is very risky and almost always will result in some degree of harm). Creating an expectation to participate in activities as a condition of joining, affiliating with, or maintaining membership in a group where harm could result is likely to be considered hazing.

Upon completion of a thorough investigation, determinations as to whether hazing occurred are made by the appropriate University official, hearing officer, or hearing body with due consideration of the relevant facts and circumstances.

For further information, the University has developed a Hazing Prevention and Education Resource [link forthcoming] to aid the campus community in identifying behaviors that may constitute hazing, or may lead to hazing.
Definitions

Hazing: see Policy Statement above.

Recognized Group or Organization: As defined in the University’s Group and Organization Recognition Policy.

University Official: any person employed by the University and/or acting on behalf of the University.

Procedures

Reporting Incidents of Hazing
University officials are required to report possible hazing incidents in a prompt and effective manner to University Police Services, as detailed in the contact information section of this Policy. Students and all other members of the University community are strongly encouraged to report possible hazing incidents as soon as possible to University Police Services.

The Chief of Police Services, or designee, will promptly take steps to investigate and respond to hazing reports consistent with the exercise of reasonable professional discretion, including the convening of responsible University administrators.

Benefits to Those Who Report
Individuals who are victims of hazing and who truthfully report such activities shall not be individually charged with a violation of this Policy. Similarly, individuals who have knowledge of a hazing incident, but who did not participate, and truthfully report the activities shall not be individually charged with a violation of this Policy in relation to that particular incident.

When reviewing a case, consideration will be given to whether an organization or group has self-reported a hazing behavior and identified individuals who are responsible for the hazing to an appropriate University Official or UVM Police Services.

Administrative Response
The University’s response to hazing allegations will occur through the processes outlined in the Code of Student Rights and Responsibilities, the Staff Handbook, the Officers’ Manual, or the applicable collective bargaining agreement.

Students may also be subject to review of the same conduct for (1) violation of professional standards related to an academic program; (2) conduct standards associated with Athletics; (3) conduct standards associated with recognized student organizations; (4) Housing and Meal Plan Contract Terms and Conditions; (5) eligibility to participate in other University sponsored programs. Similarly, for employees, since hazing may violate the policy(ies) of more than one institutional governing body, the same incident may be referred to more than one hearing body or go through more than one process.
Recognized Groups and Organizations may also be subject to suspension or revocation of University recognition for policy violations or while an investigation is on-going and until such time that the case is resolved.

University Police Services may refer conduct that may constitute a violation of criminal law to appropriate law enforcement officials, subject to the requirements of governing law.

**Sanctions**

Hearing officials or bodies responsible for imposing sanctions upon individuals and/or organizations for violation of this policy may consider factors such as the following:

Nature of the offense, including whether aggravated conduct occurred and whether it is shown that the conduct was premeditated

- Severity of the harm or damage resulting from the offense
- Disciplinary history of the Respondent(s)/organization
- Whether the Respondent(s)/organization cooperated during the proceedings, responded honestly to questions, and promptly accepted responsibility for one’s actions
- Whether the Respondent(s)/organization sought to threaten or purposefully intimidate a complainant, witnesses, or others involved in the University’s disciplinary process
- Whether there was an active attempt to conceal or hide the violation(s)
- Any leadership role or seniority of the Respondent(s) in the organization relative to which hazing occurred, and/or at what level of the organization the hazing behavior was encouraged, endorsed, or otherwise sponsored
- Whether any offense involved behavior directed at a person’s actual or perceived membership in a legally protected category as defined in UVM Policy V.7.4.9, Equal Opportunity in Educational Programs and Activities and Non-Harassment (http://www.uvm.edu/policies/student/equaledu.pdf).
- Sanctions imposed by other University reviews or hearings
- Whether a risk of continued harm, or threat of harm, to the campus community or individual members exists
- Whether there is convincing evidence that a Respondent was provoked or pressured into the situation, even though the Respondent made a conscious choice to participate
- Whether the organization and/or Respondent(s) have individually or collectively expressed a clear understanding of the severity of the offense, including resulting damage, injury or harm
- Whether the organization and/or Respondent(s) have individually or collectively taken steps to positively address their behavior, or otherwise take responsibility for their actions

Hearing officials or bodies responsible for imposing sanctions will do so exercising reasonable discretion in light of factors such as those just described above.

Examples of sanctions that may be imposed upon individuals are:

- Disciplinary suspension or dismissal, or suspension or termination of employment;
- Attendance at or creation of educational programs or other trainings;
- Appropriate reflection activities;
- Monetary Fines;
- Restitution; and/or
- Participation in alcohol, drug, or other counseling services

Examples of sanctions that may be imposed upon organizations that knowingly permit, authorize, or condone hazing are:
- Probation;
- Revocation or suspension of the organization’s existence or recognition;
- Attendance at or creation of educational programs or other trainings;
- Appropriate reflection activities;
- Restitution;
- Cancellation of some or all the organization’s activities or events (such as intercollegiate or intramural sports contests); and/or
- Decrease in, or restriction of, the organization’s privileges

**Forms**

None

**Contacts**

**To Report an Incident of Hazing, Contact UVM Police Services:**

- Emergency Reporting: 911
- Non-Emergency Reporting: 656-3473
- Anonymous Reporting: Report a Crime
- Anonymous Tip Line: Tip411 -or- 656-TIPS

If you are concerned about the health or welfare of a student and would like to connect them with support, please fill out a Concerning and/or Risky Event (CARE) Form or contact:

- Dean of Students Office: 656-3380; DeanofStudents@uvm.edu; Nicholson House

To seek confidential support if you have been the subject of hazing, please contact:

- Center for Health and Wellbeing (24/7):
  - Counseling and Psychiatry Services (CAPS): 656-3340
  - Student Health Services: 656-3350

- Employee Assistance Program (EAP): Invest EAP – (802) 864-EAPΩ (3270)

*Please note:* Counseling and Psychiatry Services, Student Health Services, and the Employee Assistance Program are designed to be confidential resources for individuals who report hazing incidents. Under current Federal law, CAPS and EAP are exempted from reporting these incidents to law enforcement. Medical clinicians in Student Health Services are required to report hazing incidents, although they may do so without providing identifying information about the reporter. Communications outside of the Center for Health and Wellbeing and EAP are not guaranteed to be confidential.
For more information about identifying behaviors that may constitute hazing, or may lead to hazing, please see the UVM Hazing Prevention and Education Resource [link forthcoming].

The University official responsible for oversight of the policy when a student or student organization commits a violation is the Vice Provost for Student Affairs. The University official responsible for oversight of the policy when a staff or faculty member, or staff or faculty organization, commits a violation is the Provost.

**Related Documents / Policies**

Alcohol and Other Drug Use – Students  
[https://www.uvm.edu/policies/student/drugandalco.pdf](https://www.uvm.edu/policies/student/drugandalco.pdf)

Campus Security Authorities (CSAs) and Responsible Employees under Federal Law (“UVM Reporters”) – Designation of and Reporting By Procedure  
[http://www.uvm.edu/policies/riskmgm/campussecurity.pdf](http://www.uvm.edu/policies/riskmgm/campussecurity.pdf)

Code of Students Rights and Responsibilities  
[http://www.uvm.edu/policies/student/studentcode.pdf](http://www.uvm.edu/policies/student/studentcode.pdf)

Discrimination and Harassment Policy  
[https://www.uvm.edu/policies/student/studentharas.pdf](https://www.uvm.edu/policies/student/studentharas.pdf)

Group and Organization Recognition Policy  

Hazing Prevention and Education Resource  
[link forthcoming]

Minors; Reporting Abuse or Neglect of and Crimes Procedure  

Sexual Harassment & Misconduct Policy  

State of Vermont Hazing Law  
[http://legislature.vermont.gov/statutes/section/16/009/00570](http://legislature.vermont.gov/statutes/section/16/009/00570)

**Effective Date**

Accepted:

__________________________________________  ____________  
Annie Stevens  
Vice Provost for Student Affairs  

Date
Approved:

_____________________________   ____________
E. Thomas Sullivan             Date
President

_____________________________   ____________
David A. Daigle                Date
Chair of the Board of Trustees
Undergraduate Academic and Pre-Professional Advising
Academic Excellence Goal #3

Board of Trustees – Educational Policy & Institutional Resources Committee
May 19, 2017

Prepared by:
Brian Reed, Associate Provost for Teaching and Learning
Annie Stevens, Vice Provost for Student Affairs
Pamela Gardner, Career Center Director

Introduction
This report includes a broad overview addressing the Academic Goal to improve student advising, both academic and career/pre-professional. Below we have outlined a summary of academic unit advising, and updates regarding our pre-professional/career advising work.

Academic Unit Summary
In a memo dated January 3, 2017, Provost Rosowsky asked the deans of the undergraduate schools and colleges to provide update reports on academic advising in their respective units. The framework for the update reports was eleven questions posed by the Provost. This is a summary of the findings which include the characteristics of academic advising across the schools and colleges; identified obstacles to advising; and suggestions to improve academic advising.

Characteristics of Advising in the Schools and Colleges
- All of the undergraduate academic units have proactive, multi-layered, “wrap around” advising systems involving professional staff advisors, faculty advisors, deans’ offices, the University CARE team, academic support services, etc.
- All of the undergraduate schools and colleges have ongoing discussions, resource materials and training activities in support of academic advising.
- The practices and resources for faculty, staff and students are posted on each of the respective units’ web sites.
- In all cases there is a holistic plan for advising although the models vary. Most of the units use professional staff advisors either in students’ first year or in combination with faculty advisors across the nominal four years of undergraduate education. CALS is the exception based on the philosophy that full-time faculty advising is a strength and a distinguishing feature.
- Differential faculty advising loads exist in all of the units except Grossman School of Business. Differential loads are typically determined by the department Chair or program coordinator in consideration of factors such as new vs. veteran faculty, other workload expectations, etc.
- CEMS is the only unit that has instituted a formal award to recognize outstanding advising, only. CALS has the Carrigan Award for outstanding teaching and advising.
• All of the units conduct student surveys of advising. In about half the cases this is done at the department or program level; the other half at the college level.

• All of the units review and update their advising plans on a regular basis.

**Obstacles to Advising** (themes):
• Lack of an electronic platform that would allow easy tracking of advising activities across the academic units and student support offices
• Lack of student engagement in the advising process and support services
• Lack of advising capacity, high advisee:advisor ratios in some programs
• Students with non-academic concerns that require additional attention
• Lack of support for the increasing number of international students, which has shifted more demands onto faculty advisors and student services professionals
• Many competing priorities for faculty and student services staff
• Poor integration of the Four-Year Plan for Career Success into advising processes
• Advising is not highly valued in faculty performance and RPT processes
• Lack of access to real-time data and predictive analytics that would enable special advising/intervention
• Students get overwhelmed by e-mail, cannot distinguish what’s really important
• Several units noted that while it is not an obstacle per se, advising done well is an intense and time-consuming process.

**Suggestions to Improve Advising** (themes):
• Better clarity and coordination between the centralized advising center and the college advising efforts;
• Ensure that paradigms for advising undecided students in the Advising Center do not interfere with discipline-specific advising for students enrolled in professional programs
• Get an electronic system to track and coordinate student advising
• Develop an online University advising handbook
• Include “Managing your Inbox” in a University-wide First-Year Experience course

**CAREER and PRE-PROFESSIONAL ADVISING**
This fall, the Career Center provided over 2200 individual consultations with students. Of those, over 25% covered major choice, pre-health, and prelaw advising. Generally, attendance at career specific panels, skill-building workshops and events (e.g., Career Fairs, Graduate School Fair, Internships, and Workshops) have risen exponentially over the past 4 years:

2012-13 = 5,583
2013-14 = 5,863
2014-15 = 8,104
2015-16 = 9,177
Pre-health Advising and Outcomes
During the 2017 summer and fall semesters, 13 group activities/events attracted 367 attendees while 367 students received individual advising. Outcomes in admit rates for pre-health UVM graduates compared to national indicate positive trends:

- 2013: 47% (44%)
- 2014: 53% (43%)
- 2015: 63% (42%)

Pre-law Advising and Outcomes
In Fall 2017, 62 students attended pre-law related events and workshops. 36 colleagues were briefed on UVM’s 3+2 program with Vermont Law School. Similarly, outcomes in admit rates for pre-law UVM graduates are also positive, especially when compared to national benchmarks:

- 2013: 76% (69%)
- 2014: 87% (77%)
- 2015: 90% (78%)

Conclusion
We are succeeding at engaging more students in pre-professional advising and have seen concurrent improvement in our enrollment outcomes. As we move forward with the Advising Center and the First Year Experience, we will continue to assess our progress on the identified goals. The information will be used to inform actions for continuous improvement to benefit the student experience.
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<th>DRAFT – May, 2017</th>
<th>October 20, 2017</th>
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<td><strong>Action Items</strong></td>
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<td><strong>Routine Reports</strong></td>
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*New ERM Risk/MRP #13 – Title IX Sexual Assault (added at end of 2016, in October for first report, then annually in February beginning in 2019, scheduled confirmed by Al on 12/20/16 following meeting w/President)*

**ERM Opportunity/MRP #2- Grow Research Enterprise**
Additional Policies due for cyclical review in 2017-2018 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.

Reports/presentations should include an opening paragraph introducing the topic and an executive summary. If the topic has come before the Board previously, at a meeting or Board retreat, an overview of that history and any previous action taken by the Board should be included (hyperlinks to relevant documents might also appear in the report, such as in an appendix). Reports should include reference to where UVM falls in the national landscape of higher education and highlight if UVM is a national leader in the area you are reporting on.
THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

BUDGET, FINANCE AND INVESTMENT COMMITTEE

Chair Don McCree, Vice Chair Robert Brennan, President Thomas Sullivan, David Aronoff, John Bartholomew, Johanna Donovan, Bernard Juskiewicz, Ron Lumbra, Ed Pagano, Soraiya Thura and Lisa Ventriss, 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 (to be determined), Graduate Student Representatives Nikisha Patal and Roger DaGama

Friday, May 19, 2017
10:45 a.m. – 11:45 a.m.
2:00 p.m. – 3:00 p.m.
Silver Maple Ballroom, (401) Dudley H. Davis Center

AGENDA

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<tr>
<th>Item</th>
<th>Enclosure</th>
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<tr>
<td>Call to Order</td>
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<td><em>10:45 a.m.</em></td>
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<tr>
<td>1. Approval of the April 10, 2017 meeting minutes</td>
<td>Attachment 1</td>
<td>Don McCree</td>
<td>10:45-10:50</td>
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| 2. Report of the Investment Subcommittee  
  • Endowment Performance Update  
  • Asset Allocation Update | Separate Enclosure | Robert Brennan | 10:50-11:00 |
| 3. Review of Projected Outcomes from Strategic Financial Planning Model | | Richard Cate Charles Kim David Woodward | 11:00-11:45 |
| Recess | | | 11:45 a.m. |
| Reconvene | | | 2:00 p.m. |
| 4. Vice President’s Report  
  • Capital Project Pre-Funding Account  
  • Net Tuition Stabilization Fund  
  • Sources and Uses Update for Capital Projects  
  • Third Quarter General Fund Budget to Actuals | Attachment 2 and Handout | Richard Cate Alberto Citarella Claire Burlingham | 2:00-2:15 |
| 5. Fundraising Update on Capital Projects | | Mark Dorgan | 2:15-2:20 |

*Times are approximate.*
# BUDGET, FINANCE & INVESTMENT COMMITTEE

## AGENDA, Continued

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<td>6.</td>
<td>Resolution Authorizing Bond Issuance</td>
<td>Attachment 3</td>
<td>Richard Cate</td>
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<td>7.</td>
<td>FY 2018 Budget <em>(action)</em></td>
<td>Attachments 3 &amp; 4 Appendices A – F</td>
<td>David Rosowsky, Richard Cate, Alberto Citarella</td>
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<td>Overview of Total Operating Budget</td>
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<td>FY 2018 General Fund Budget Proposal</td>
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<td>Resolutions Approving:</td>
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<td>• FY 2018 Tuition Rates</td>
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<td>• FY 2018 Student Fees</td>
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<td>• General Fund Budget</td>
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<td>8.</td>
<td>Other Business**</td>
<td>Attachment 5</td>
<td>Don McCree</td>
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<td>• Review of Workplan</td>
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**ADJOURN**

3:00 p.m.

*Times are approximate.*

**Executive Session as needed.*
Budget, Finance and Investment Committee  
Executive Summary  
May 19, 2017  

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

ACTION ITEMS

Approval of Previous Meeting Minutes
The minutes for the April 10, 2017 Committee meeting are included as Attachment 1.

Action: Motion to approve the minutes.

Resolution Authorizing Bond Issuance
At its March 2017 meeting, the full Board authorized the Vice President for Finance, in consultation with the Bond Work Group, to proceed with preparations to refund $65 million of the 2007 bonds in order to reduce the interest expense associated with the bonds. This work has been ongoing since that time and the administration is now seeking final authorization to refund the 2007 bonds and issue a new series. This authorization requires the very detailed resolution that is included in Attachment 3. We cannot be sure of the exact savings that will accrue from this refunding but interest rates have declined recently so, if they remain at this level, the estimated present value savings is somewhat higher than originally projected. In addition, the bankers have structured the new issue such that we can accrue $4 million of savings over the first two years. This will provide the funding for deferred maintenance that was authorized by the Board in February, while precluding the need to borrow any funds to do so.

The Trustees Bond Work Group has reviewed the materials associated with this bond issue and recommends that the Board approve the resolution. The key elements are as follows:

- Par Value of Refunded Bonds - $65 million
- Total interest cost capped at 5% (actual cost estimated to be 3.7% at current rates)
- Total administrative costs capped at 1.25% of par amount of new issue
- Minimum present value savings equal to no less than 3% of the par value of refunded bonds (current estimate is in excess of 12%)
- Underwriters fee of 0.3% ($3/bond)
- New bonds will mature no later than the maturity date of the refunded bonds and the weighted average maturity date of the new bonds will not be more than two years later than that of those that are being refunded
- Bond pricing is expected to occur during the week of June 19th with the closing on July 7th
- Vice President for Finance is authorized to sign all documents associated with the refunding subject to final consultation with the Bond Work Group in advance of the pricing date to be scheduled in early June
Action: Approval of resolution authorizing bond issuance. Attachment 3

Resolutions Approving FY 2018 Budget
Provost David Rosowsky, University Budget Director Alberto Citarella, and I will outline and seek approval of the FY 2018 budget planning assumptions and budget proposal. These materials are included as Attachment 4, Appendices A – F.

The key assumptions underlying this budget proposal include a 0.4% base budget reduction that was announced several months ago, a 2.5-2.7% tuition increase differentiated between in and out-of-state students, an increase in undergraduate enrollment, 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 2018 general fund budget, tuition rates, room and meal rates, and student fees. Attachment 3

DISCUSSION ITEMS

Review of Projected Outcomes from Strategic Financial Planning Model
The consultants from Kaufman Hall will present to the Committee the results of the combined efforts of their team and that of UVM in continuing the strategic financial planning work that was described to the Committee at the February meeting.

Fundraising Update on Capital Projects
Vice President for Development and Campaign Director Mark Dorgan 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 5

ROUTINE REPORTS

Report of the Investment Subcommittee (ISC)
ISC 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 reviewed the asset allocation targets and decided to leave them unchanged, as reflected in the table below. Separate Enclosure
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 Monday, April 10, 2017 at 9:00 a.m., in room 427A Waterman Building.


REPRESENTATIVES PRESENT: Faculty Representative Laura Gewissler, Foundation Representative Richard Ader*, Staff Representatives Sonya Stern and Cheryl Herrick***,

ABSENT: Trustees David Aronoff and Johannah Donovan, Faculty Representative Andrew Barnaby, Graduate Student Representatives Roger DaGama and Nikisha Patal, Alumni Representative Myron Sopher, and Student Representatives Jake Guarino and Andrew Dazzo

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, University Budget Director Alberto Citarella, and Vice President of Enrollment Management Stacey Kostell

* By means of conference phone.
** Arrived at 9:15am.
*** Departed meeting at 9:30am.

Chair Don McCree called the meeting to order at 9:03 a.m. He started the meeting by welcoming new trustees and committee members and thanking the student representatives.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes from the February 3, 2017 Joint Budget, Finance & Investment and Educational Policy & Institutional Resources Committee meeting and the February 3, 2017 Budget, Finance & Investment and the Committee meeting.

Enrollment Management Update

Budget Director Alberto Citarella opened the discussion by directing Committee members to the Enrollment Management PowerPoint slides distributed electronically in advance of the meeting. He noted that the Committee is not approving tuition, room, board, or fees at this meeting and that the purpose of this discussion is to contextualize the total amount of student tuition and fees.

In terms of gross tuition, fees, in-state students pay roughly $15,000 and out-of-state students pay roughly $30,000 per year. Compared to the University’s private comparator institutions, UVM is on the low end. Compared to the University’s public comparator institutions, UVM is on the high end for both in- and out-of-state gross tuition, fees, room, and board.
In accordance with the President’s Strategic Action Plan, annual tuition increases have ranged from 3.5% to 2.5% since 2012 with a 3.2% combined increase rate for in and out-of-state students.

When asked why UVM is always compared to the same public and private institutions, President Thomas Sullivan explained that the Board approved the listed Universities as UVM’s peer aspirations in 2013. He noted that the list of public and private peer comparator institutions is re-evaluated every few years.

In regards to the net price out-of-state students pay after gift aid, Budget Director Citarella explained the gross cost of attendance decreases from $50,310 to $34,743 with the average gift award to students being between $15,000 and $16,000. For in-state students, the gross cost of attendance decreases from $27,918 to $16,594. President Sullivan emphasized that the net cost of attendance for students is not tuition alone; it also includes room, board, fees, books and some stipend money.

Provost David Rosowsky added that, in the last year, the University has begun to drive down the net price for Vermont students as UVM continues to put more money into aid and scholarship dollars.

Vice President of Enrollment Management Stacey Kostell then discussed the average institutional financial support. She explained that UVM’s discount is higher that its peer comparators at $12,761.

She noted that for out-of-state students, UVM’s tuition is high and the goal is to make the University more affordable with scholarship dollars. Her office is working to promote why UVM is a good investment, while also increasing the selectivity of students.

Vice President Kostell explained that undergraduate indebtedness at graduation is around $24,858 for in-state students and around $26,991 for out-of-state students. She emphasized that 38% of in-state students and 48% of out-of-students graduate with no debt.

Trustee Ed Pagano added that the University has a good story to tell in terms of the discount rate available for students. He emphasized the need for additional public relations to get this good story out. In response, Provost Rosowsky added that 44% of Vermonters are attending UVM tuition-free. Board Chair David Daigle encouraged Committee members that as a collective community, it is their responsibility to share the message about the affordability of UVM.

Vice President Kostell explained that she and her staff talk about how UVM is a great investment and that there is a great return on investment for students who attend. She noted the Enrollment Management office has launched a new student financial services website with student stories that talk about their positive experiences at UVM.

Vice President Kostell then explained the Catamount Commitment, a program that waives fees for some students who are eligible for the PELL grant. Catamount Commitment also does family programming and provides faculty mentoring to students.
Vice President Kostell shared that there are fewer international students due to a smaller Global Gateways Program (GGP) class in 2016. About 90% of students in the GGP matriculate into UVM and perform well, while adding to the campus culture in a positive way. There are now over 800 international students on campus. One of the University’s goals is to bring students in from all different countries and diversify the international student population.

In regards to the fall 2017 enrollment projections, Vice President Kostell noted that enrollment numbers are growing. By improving student retention from year to year and admitting transfer students and spring first-year students, her office is able to shape the incoming class. She noted the University is on track to meet campus targets and academic goals and that this incoming class is the best pool of Vermont students the University has ever seen.

President Sullivan added that academic criteria, net tuition revenue, capacity to house students, and the intellectual capacity of faculty are factors the administration discusses when deciding how many students to admit each year.

Vice President Richard Cate explained that undergraduate enrollment in 2010 was higher than that projected for 2017. At that time, UVM had 300 fewer beds because of the residence hall configuration. Under Incentive-based Budgeting, colleges are now getting the resources to hire new faculty, which they weren’t receiving under the old financial model. In 2009 and 2010, the University’s selectivity level was at 78% – 79%. UVM is now at a 67% selectivity rate, which is enhancing the quality of students admitted.

When asked about the gender demographics of the incoming class, Vice President Kostell explained in the past few years, there is a higher ratio of female to male students. As the Science, Technology, Engineering and Mathematics (STEM) program grows, it is likely that more males will attend the University. She noted that while the University is trying to increase the number of male students, it is also trying to get more females to study in the STEM program.

President Sullivan added there is a significant gender gap in the academic performance of high school students who graduate in Vermont and the proportion of high school males who go onto higher education is very low.

**FY 2018 Budget Assumptions and Proposed Tuition Rate**

Vice President Cate reminded Committee members that the key assumptions underlying this budget proposal include a 0.4% base budget reduction that was announced several months ago, a 2.5 and 2.7% tuition increase for out-of-state and in-state students respectively, an increase in undergraduate enrollment, and increased tuition revenues from strategic decisions being made in the academic units.

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 2017 General Fund base budget. He explained salary, wage, and benefits increases are a result of base budget increases. There is an $800,000 increase in accounting changes, which are expenses the University already had that will now show up in the General Fund Budget. There is also a $1.1 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.

An important strategy for enrollment management is to focus also on increasing the population of international students and transfer students, as well as student retention. Vice President Kostell noted she is seeing an increase in Vermonters who left the state for the first year of college and coming back to Vermont and enrolling in UVM.

When asked what the challenges are in regards to retention, President Sullivan explained it is important to mentor students and track their success. Vice President Cate added that the Center for Health and Wellbeing Fee is proposed to increase to fund two additional counselors, as students are accessing those resources more.

University Budget Director Citarella then walked through the FY 2018 General Fund Budget proposal. He noted the budgeted recurring revenue in the FY 2018 proposal represents a 4.4%, or $15.2 million increase.

Budget Director Citarella then noted the following budget elements:

- Undergraduate Tuition is projected to increase 2.5% for out-of-state students and 2.7% for in-state students.
- Graduate Tuition is projected to increase by $3.0 million driven primarily by enrollment growth in professional master’s degrees in the College of Nursing and Health Sciences, the College of Medicine and the Grossman School of Business.
- Non-Degree tuition is projected to decrease by $766,000, driven primarily by a shift in the University’s strategy for transfer students.
- Summer Session Tuition is projected to increase by $1.2 million, primarily driven by an increased focus by many of the Colleges and Schools on teaching during the summer session.

The University is projecting growth of almost 11% 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.

Provost Rosowsky explained that the summer class offerings are just as robust as during the spring and fall semesters. Although students cannot use merit-based scholarships or their PELL grants in the summer, summer tuition is discounted by 30%, which has driven summer enrollment up.

Provost Rosowsky added that, at the October Board meeting, he will bring forward what the summer session revenue numbers and give Committee members a chance to see it. He will then explain what programs are offered, what enrollment numbers look like, etc.

Budget Director Citarella continued the budget presentation noting:

- Medical Tuition is projected to increase by $1.3 million due to an increase in enrollment of 6 students.
- State Appropriations are projected to be flat.
• Sponsored Facility and Administration Cost Reimbursement is budgeted at $300,000 over the FY 2017 budget and consistent with the University’s projection for FY 2017 actuals.
• 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. This component is projected to be down 2.9% or $189,000 due primarily to a decrease in enrollment in the Global Gateway Program.
• Unrestricted Annual Giving is projected to remain flat.
• Other Income is projected to increase by $1.1 million.

Regarding General Fund Expense, Budget Director Citarella noted:
• Wages and Benefits are projected to increase by 4.1%, driven primarily by a budgeted increase in the cost of insurance and wages and salary.
• Operating and Equipment is projected to increase by $2.1 million. The largest components of this increase are: $800,000 associated with travel related courses for which there is direct revenue, a $1.1 million increase in the Colleges/Schools’ budgets (and future year strategic investment projections), and a $400,000 increase for hardware/software.
• New Facilities is projected to increase by $1.4 million budgeted primarily due to the addition of STEM, Alumni House, Chiller Plant and Taft. These expenses are equally split between facilities renewal ($900,000) and operating expenses ($800,000).
• Deferred Maintenance is budgeted to $2 million consistent with the University Board-adopted goal of increasing the amount it spends on deferred maintenance.
• Insurance and Water and Sewage is projected to increase $200,000 due to an increase in rates.
• Debt repayments from the General Fund are budgeted to decrease by roughly $572,000 in FY 2018, due to recent rounds of financing debt.

Board Chair Daigle requested Vice President Cate to break out the component of benefits for health-care related costs. At the next Committee meeting, Vice President Cate will show the Committee a breakdown of the percentage of salary and wages, health insurance, and the other components.

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.

Adjournment

There being no further discussion, Chair McCree adjourned the meeting at 10:54 a.m.

Respectfully submitted,

Don McCree, Chair
What follows are brief updates on the capital project pre-funding account and the net tuition stabilization fund as of March 31, 2017:

**Capital Project Pre-Funding Account**
- Authorized Reserve May 16, 2014: $10,000,000
- Approved transfer to STEM Project: ($7,000,000)
- Approved transfer to On Campus Multi-Purpose Center: ($750,000)
- Reserve Balance March 31, 2017: $2,250,000
- Approved transfer to Ifshin Hall April 10, 2017: (2,250,000)
- Balance After Ifshin Hall Transfer: $0.00

**Net Tuition Stabilization Fund**
- Authorized Reserve May 16, 2014: $4,500,000
- Reserve Balance as of March 31, 2017: $4,500,000

At the request of Board Chair Daigle, I am also appending the current status of capital project sources and uses.
## Capital Projects Funding Sources and Uses as of April 30, 2017

(All recognized UVM Foundation gifts are as of the date of Board approval)

<table>
<thead>
<tr>
<th>Capital Project</th>
<th>Date of Board of Trustees Approval of Project Funding</th>
<th>UVM Foundation Bonded Cash Receipts</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>UVMMC Affiliation Agreement</th>
<th>Presidents Strategic Initiatives Fund</th>
<th>Capital Project Prefunding Account</th>
<th>Net Plant Asset Reserves</th>
<th>Short Term Debt</th>
<th>Dining Contract &amp; Reserves</th>
<th>Project Total</th>
<th>Repayment schedule</th>
<th>Remaining Cash Due</th>
<th>Source of Repayment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni House</td>
<td>2/7/2015</td>
<td>$2,300,000</td>
<td>$400,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td>$2,700,000</td>
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<td></td>
<td>Unknown (Estate)</td>
<td>$2,700,000</td>
<td>UVMF Estate Gift</td>
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<tr>
<td>Stem Complex</td>
<td>2/8/2014</td>
<td>$78,000,000</td>
<td>$6,700,000</td>
<td>$9,256,690</td>
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<td>$6,000,000</td>
<td>$543,310</td>
<td>$7,000,000</td>
<td>$107,500,000</td>
<td>$5,000,000</td>
<td>$8,000,000</td>
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<td>5 years</td>
<td>$19,300,000</td>
<td>UVMF Fundraising</td>
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<tr>
<td>First Year</td>
<td>Housing</td>
<td>3/14/2016</td>
<td>$53,000,000</td>
<td>$4,000,000</td>
<td>$5,000,000</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>UVMF Gift</td>
</tr>
<tr>
<td>UVM Rescue</td>
<td>Facility</td>
<td>5/21/2016</td>
<td>$400,000</td>
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<td></td>
<td></td>
<td>$300,000</td>
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<td>$1,625,000</td>
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<td></td>
<td>10 years</td>
<td>$700,000</td>
<td>Facilities Revenue</td>
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<tr>
<td>Virtue Field</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td>5 years</td>
<td>$2,000,000</td>
<td>UVMF Gift</td>
</tr>
<tr>
<td>Taft School</td>
<td>Phase 1</td>
<td>2/6/2016</td>
<td>$2,000,000</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>5 years</td>
<td>$2,000,000</td>
<td>UVMF Gift</td>
</tr>
<tr>
<td>Taft School</td>
<td>Phase 2</td>
<td>12/12/2016</td>
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<td></td>
<td></td>
<td>5 years</td>
<td>$3,000,000</td>
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</tr>
<tr>
<td>Valley Hall</td>
<td>Deferred Maintenance</td>
<td>2/6/2016</td>
<td>$4,900,000</td>
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<td>5 years</td>
<td>$2,000,000</td>
<td>UVMF Gift</td>
</tr>
<tr>
<td>Bailey House</td>
<td>Addition</td>
<td>2/6/2016</td>
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<td>$3,000,000</td>
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<td></td>
<td></td>
<td></td>
<td>5 years</td>
<td>$2,000,000</td>
<td>UVMF Gift</td>
</tr>
<tr>
<td>Larner Commons</td>
<td></td>
<td>10/22/2016</td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
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<td></td>
<td>5 years</td>
<td>$2,100,000</td>
<td>UVMF Gift</td>
</tr>
<tr>
<td>Converse Hall</td>
<td>Deferred Maintenance</td>
<td>10/22/2016</td>
<td>$2,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>5 years</td>
<td>$2,000,000</td>
<td>UVMF Gift</td>
</tr>
<tr>
<td>Billings Library</td>
<td>Renovation</td>
<td>10/22/2016</td>
<td>$4,200,000</td>
<td>$4,300,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td>5 years</td>
<td>$4,300,000</td>
<td>UVMF Fundraising</td>
</tr>
<tr>
<td>Ifshin Hall</td>
<td></td>
<td>10/22/2016</td>
<td>$5,750,000</td>
<td></td>
<td>$2,250,000</td>
<td>$1,000,000</td>
<td>$11,000,000</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 years</td>
<td>$5,250,000</td>
<td>UVMF Fundraising &amp;</td>
</tr>
<tr>
<td>On Campus</td>
<td>Multi-purpose Center</td>
<td>2/3/2017</td>
<td></td>
<td>$750,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 years</td>
<td>$750,000</td>
<td>$750,000/yr. for</td>
</tr>
<tr>
<td>Chiller Plant</td>
<td>expansion</td>
<td>5/6/2015</td>
<td>$3,200,000</td>
<td>$1,200,000</td>
<td>$3,000,000</td>
<td>$4,400,000</td>
<td>$11,800,000</td>
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<td></td>
<td>7 years</td>
<td>$3,000,000</td>
<td>5 years from GSB Dean</td>
</tr>
</tbody>
</table>

**SOURCES OF FUNDS**

- **REPAYMENT OF FUNDS**
  - **Repayment schedule**
  - **Remaining Cash Due**
  - **Source of Repayment**
BUDGET, FINANCE AND INVESTMENT COMMITTEE

May 19, 2017

Resolution Approving Fiscal Year 2018 Budget Planning Assumptions: General Fund

RESOLVED, that the Board of Trustees hereby approves the budget planning assumptions for Fiscal Year 2018, which lead to a General Fund operating expense budget for the University of $363,708,000, and hereby authorizes the President to proceed with detailed budget preparation in accordance with these assumptions.

Resolution Approving Tuition Charges for Fiscal Year 2018

RESOLVED, that the Board of Trustees hereby approves increases in the following tuition rates effective with the 2017-2018 academic year:

In-state tuition from $15,096 to $15,504 per year, or $646 per credit hour.
Out-of-state tuition from $38,160 to $39,120 per year, or $1,630 per credit hour.
Medical student in-state tuition from $34,380 to $35,380 per year.
Medical student out-of-state tuition from $59,620 to $61,260 per year.

Resolution Approving Room and Meal Plan Rates, Fiscal Year 2018

RESOLVED, that the Board of Trustees hereby approves room and meal plan rates for Fiscal Year 2018 as follows:

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Single with Bath</td>
<td>$9,870</td>
</tr>
<tr>
<td>Private Double with Bath</td>
<td>$8,770</td>
</tr>
<tr>
<td>Private Triple with Bath</td>
<td>$7,270</td>
</tr>
<tr>
<td>Suite Single with Shared Bath</td>
<td>$9,472</td>
</tr>
<tr>
<td>Suite Double with Shared Bath</td>
<td>$8,270</td>
</tr>
<tr>
<td>Suite Triple with Bath</td>
<td>$6,916</td>
</tr>
<tr>
<td>Traditional Single</td>
<td>$9,106</td>
</tr>
<tr>
<td>Traditional Double</td>
<td>$7,900</td>
</tr>
<tr>
<td>Traditional Triple</td>
<td>$6,256</td>
</tr>
<tr>
<td>Traditional Quad</td>
<td>$5,296</td>
</tr>
<tr>
<td>Retail Dining</td>
<td>$4,122</td>
</tr>
<tr>
<td>Residential Unlimited Access (+100 Points)</td>
<td>$4,122</td>
</tr>
<tr>
<td>Residential Unlimited Access (+300 Points)</td>
<td>$4,606</td>
</tr>
</tbody>
</table>

Resolution Approving Student Fees for Fiscal Year 2018

RESOLVED, that the Board of Trustees hereby approves increases to student fees from $2,204 to $2,266 effective with the 2017-2018 academic year.
Resolution Approving Graduate Student Senate Fee for Fiscal Year 2018

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 2018

RESOLVED, that the Board of Trustees approves a continuation of a varying Graduate Continuous Registration fee, effective with the 2017-2018 academic year, as follows:

- Less than half-time $100 per semester
- Half to full-time $200 per semester
- Full-time $300 per semester

Resolution Authorizing Bond Issuance

The University of Vermont and State Agricultural College
Board of Trustees

GENERAL OBLIGATION BONDS,
SERIES 2017


WHEREAS, a working group of Trustees appointed by the Chair of the University’s Board of Trustees (the “Bond Work Group”) was consulted, and, due to favorable market conditions,
recommends to the University’s Board of Trustees (the “Board”) that the University refund all or a portion of the outstanding Series 2007 Bonds (the “Refunded Bonds”); and

WHEREAS, the Board has determined that it is desirable to authorize the Vice President for Finance and Treasurer, or his successor or designee, to proceed toward the refunding of the Refunded Bonds, in consultation with the Bond Work Group, and to execute any and all contracts and documents necessary for the issuance by the University of the Series 2017 Bonds (as defined below); and

WHEREAS, the Board has determined that in order to refund the Refunded Bonds and pay associated administrative costs, it is necessary and desirable to authorize (i) the issuance by the University of its General Obligation Bonds, Series 2017 in an amount not to exceed $70 million aggregate principal amount (the “Series 2017 Bonds”), in one or more series, at one or more times, with anticipated net present value savings of not less than 3% of the total par amount of the Refunded Bonds and costs of issuance not to exceed 1.25% of the par amount of the Series 2017 Bonds and (ii) the execution of a supplemental indenture between the University and the Trustee, establishing the amount of the Series 2017 Bonds and the details thereof and describing the Refunded Bonds; and

WHEREAS, the Board proposes to issue the Series 2017 Bonds on a parity with the outstanding Series 2007 Bonds, Series 2009 Bonds, Series 2010 Bonds, Series 2012A Bonds, Series 2014 Bonds, Series 2015 Bonds and Series 2016 Bonds (the Series 1990 Bonds, the Series 1998 Bonds, the Series 2002 Bonds and the Series 2005 Bonds being no longer outstanding) pursuant to the terms of the Indenture and one or more Supplemental Indentures thereto relating to the Series 2017 Bonds (collectively, the “Supplemental Indentures”), between the University and the Trustee; and

WHEREAS, the Board desires to authorize the execution and delivery of one or more Bond Purchase Agreements (collectively, the “Bond Purchase Agreements”) among the University, Citigroup Global Markets Inc. and Merrill Lynch, Pierce, Fenner & Smith Incorporated (the “Underwriters”), pursuant to which the University will sell the Series 2017 Bonds to the Underwriters in accordance with the terms and conditions set forth therein; and

WHEREAS, the Board desires to authorize the execution and delivery of one or more Escrow Agreements (collectively, the “Escrow Agreements”) between the University and the Trustee, in its capacity as Trustee for the Refunded Bonds, pursuant to which the University will direct the Trustee to purchase certain Eligible Securities (as defined in the Indenture) and deposit funds necessary to pay the principal and interest on the Refunded Bonds when due and/or the redemption price for the Refunded Bonds on the applicable redemption date; and

WHEREAS, in connection with the issuance and sale of the Series 2017 Bonds, one or more Preliminary Official Statements (collectively, the “Preliminary Official Statements”) and final Official Statements (collectively, the “Official Statements”) will be prepared by the University, which will present information about the University, the terms of the Series 2017 Bonds and the security for the Series 2017 Bonds, among other things; and
WHEREAS, the Board desires to authorize the execution and delivery of one or more Continuing Disclosure Agreements (collectively, the “Continuing Disclosure Agreements”) between the University and the Trustee, pursuant to which the University will be obligated to update certain information in the applicable Official Statement and provide certain other notices to the specified repository in accordance with the terms and conditions set forth therein; and

WHEREAS, copies of the forms of the following documents relating to the transactions described above have been filed with the University:

1. the Supplemental Indentures;
2. the Bond Purchase Agreements;
3. the Escrow Agreements;
4. the Preliminary Official Statements (including Appendix A thereto); and
5. the Continuing Disclosure Agreements;

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

Section 1. Issuance of Series 2017 Bonds.

The Board hereby approves and confirms the issuance by the University of the Series 2017 Bonds, in one or more series, at one or more times, to provide funds to refund all or a portion of the outstanding Refunded Bonds of the University (including the costs of issuance and any other related expenses, including the Underwriters’ discount and their expenses, provided such costs shall not exceed 1.25% of the par amount of the Series 2017 Bonds). The Series 2017 Bonds shall bear a true interest cost not exceeding 5.00% per annum with net present value savings of not less than 3% of the par amount of the Refunded Bonds. The Series 2017 Bonds shall be in the initial principal amount of not more than $70 million, shall mature not later than the final maturity date of the Refunded Bonds and shall have a weighted average maturity not exceeding the weighted average maturity of the Refunded Bonds by more than two years. If the Series 2017 Bonds are issued at more than one time, each issuance of the Series 2017 Bonds shall comply with the limitations contained in this Resolution; provided that the aggregate principal amount of Series 2017 Bonds shall not exceed the limitations on principal amount set forth herein. The Board hereby finds and determines that these purposes are necessary and desirable and hereby authorizes the Vice President for Finance and Treasurer, in consultation with the Bond Work Group, to determine (i) whether the Series 2017 Bonds should be issued as two or more sub-series of bonds, issued together or at different times (based on whether the issuance of the Series 2017 Bonds in two or more sub-series, issued together or at different times, will facilitate debt management or marketing of the Series 2017 Bonds or compliance with federal tax law restrictions or is expected to maximize present value savings or otherwise reduce interest rate or other costs) and (ii) the terms of the Series 2017 Bonds and the terms of the sale of the Series 2017 Bonds (including the maturity dates and amounts, the interest rates, the original issue premium or discount, the redemption provisions of the Series 2017 Bonds based on financial or structural benefits to the University and marketing considerations and the underwriters’ compensation) subject to the limitations set forth in this resolution and the applicable Supplemental Indenture. The form and content of the Series 2017 Bonds as set forth in the applicable Supplemental Indenture are hereby
approved and confirmed. The Vice President for Finance and Treasurer, and the Secretary or the Assistant Secretary of the Board are authorized and directed to execute and deliver the Series 2017 Bonds for and on behalf of the University, in substantially the form and content set forth in the applicable Supplemental Indenture, but with such changes, additions or deletions as shall to them seem necessary, desirable or appropriate, their execution thereof to constitute conclusive evidence of their approval of any and all such changes, additions or deletions.

Section 2. Authorization to Determine Refunded Bond Redemptions. The Board hereby authorizes and directs the Vice President for Finance and Treasurer, in consultation with the Bond Work Group, to determine which maturities (or portions of maturities) of the Refunded Bonds shall be refunded with the proceeds of the Series 2017 Bonds and the dates of redemption of such Refunded Bonds; provided that such refunding results in net present value savings of not less than 3% of the par amount of the Refunded Bonds (from each issuance of Series 2017 Bonds if issued at more than one time).

Section 3. Authorization of Supplemental Indentures. The Board hereby approves and confirms the form and content of one or more Supplemental Indentures. The Vice President for Finance and Treasurer, and the Secretary or Assistant Secretary of the Board are hereby authorized and directed to execute and deliver one or more Supplemental Indentures for and on behalf of the University, in substantially the form and content made available to the Board, but with such changes, additions or deletions as shall to them seem necessary, desirable or appropriate, their execution thereof to constitute conclusive evidence of their approval of any and all such changes, additions or deletions. From and after the execution and delivery of the Supplemental Indentures, the Vice President for Finance and Treasurer, and the Secretary or Assistant Secretary of the Board and all other officers of the Board and the University are hereby authorized, empowered and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Supplemental Indentures as executed.

Section 4. Authorization of Bond Purchase Agreements. The Series 2017 Bonds shall be awarded and sold to the Underwriters pursuant to the terms of one or more Bond Purchase Agreements at an aggregate underwriters’ discount or fee to be determined by the Vice President for Finance and Treasurer in consultation with the Bond Work Group, of not more than 0.30% ($3.00 per $1,000 bond) plus an additional amount to cover out-of-pocket expenses of the Underwriters. The Series 2017 Bonds shall be authenticated and delivered to or upon the order of the Underwriters upon payment of the purchase price set forth in the Bond Purchase Agreement. The form and content of the Bond Purchase Agreements are hereby approved. The Vice President for Finance and Treasurer is hereby authorized and directed to execute and deliver the Bond Purchase Agreements for and on behalf of the University, in substantially the form and content made available to the University, but with such changes, additions or deletions as shall to him seem necessary, desirable or appropriate, his execution thereof to constitute conclusive evidence of his approval of any and all such changes, additions or deletions therein. From and after the execution and delivery of the Bond Purchase Agreements, the Vice President for Finance and Treasurer and all other officers of the Board and the University are hereby authorized and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Bond Purchase Agreements as executed.
Section 5. **Authorization of Escrow Agreements.** The form and content of one or more Escrow Agreements are hereby approved. The Vice President for Finance and Treasurer is hereby authorized and directed to execute and deliver one or more Escrow Agreements for and on behalf of the University, in substantially the form and content made available to the Board, but with such changes, additions or deletions as shall to him seem necessary, desirable or appropriate, his execution thereof to constitute conclusive evidence of his approval of any and all such changes, modifications, additions or deletions. From and after the execution and delivery of the Escrow Agreements, the Vice President for Finance and Treasurer and all other officers of the Board and the University are hereby authorized and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Escrow Agreements as executed.

Section 6. **Authorization of Continuing Disclosure Agreements.** The form and content of one or more Continuing Disclosure Agreements are hereby approved. The Vice President for Finance and Treasurer is hereby authorized and directed to execute and deliver one or more Continuing Disclosure Agreements for and on behalf of the University, in substantially the form and content made available to the Board, but with such changes, additions or deletions as shall to him seem necessary, desirable or appropriate, his execution thereof to constitute conclusive evidence of his approval of any and all such changes, modifications, additions or deletions. From and after the execution and delivery of the Continuing Disclosure Agreements, the Vice President for Finance and Treasurer and all other officers of the Board and the University are hereby authorized and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Continuing Disclosure Agreements as executed.

Section 7. **Approval of Preliminary Official Statements and Official Statements.** The form, terms and content of the Preliminary Official Statements and the Official Statements in substantially the form of the Preliminary Official Statements (but including the terms of the Series 2017 Bonds) are authorized, approved and confirmed, with such changes, additions or deletions therein as shall seem necessary, desirable or appropriate to the Vice President for Finance and Treasurer. The use of the Preliminary Official Statements and of the Official Statements by the Underwriters in connection with the sale of the Series 2017 Bonds is hereby authorized, approved and confirmed. The Vice President for Finance and Treasurer is authorized to execute the Official Statements on behalf of the University.

Section 8. **Tax Certificates.** The Vice President for Finance and Treasurer of the University is hereby authorized to execute certificates in order to evidence the University’s compliance with the Internal Revenue Code of 1986 and the applicable Income Tax Regulations thereunder.

Section 9. **No Personal Liability.** No stipulation, obligation or agreement herein contained or contained in the Series 2017 Bonds, the Indenture, the Supplemental Indentures, the Bond Purchase Agreements, the Escrow Agreements, the Continuing Disclosure Agreements or any other instrument related to the issuance of the Series 2017 Bonds shall be deemed a stipulation, obligation or agreement of any officer, agent or employee of the University in his or her individual
capacity, and no such officer, agent or employee shall be personally liable on the Series 2017 Bonds or be subject to personal liability or accountability by reason of the issuance thereof.

Section 10. **Actions of Officers.** The officers of the Board and of the University are hereby authorized and directed to do any and all other acts and to execute any and all other documents, which they, in their discretion, deem necessary and appropriate in order to consummate the transactions contemplated by (i) this Resolution, (ii) the Indenture and the Supplemental Indentures and (iii) the documents presented to this meeting or made available for review: except that none of the above shall be authorized or empowered to do anything or execute any document which is in contravention, in any way of (a) the specific provisions of this Resolution, (b) the specific provisions of the Indenture or the Supplemental Indentures, (c) any agreement to which the University is bound, (d) any rule or regulation of the University or (e) any applicable law, statute, ordinance, rule or regulation of the United States of America or the State of Vermont.

Section 11. **Severability of Invalid Provisions.** If any one or more of the agreements or provisions herein contained shall be held contrary to any express provision of law or contrary to the policy of express law, though not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements or provisions shall be null and void and shall be deemed separable from the remaining agreements and provisions and shall in no way affect the validity of any of the other agreements and provisions hereof or of the Series 2017 Bonds authorized hereunder.

Section 12. **Conflicting Provisions.** All prior resolutions or parts thereof of the University in conflict with the provisions herein contained are, to the extent of such conflict, hereby superseded and repealed.

Section 13. **Effective Date.** This Resolution shall take effect upon its adoption.
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 2018 General Fund Budget Proposal

**Budget Proposal Overview:** The appended documents summarize the information that was presented and discussed in detail at the April 10th BFI meeting regarding the FY 2018 budget.

Appendix A summarizes the proposed FY 2018 University total operating budget, including the general fund, income and expense activities, and restricted funds. General Fund revenue and expenses for FY 2018 are both projected to increase 4.4% over the FY 2017 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 tuition increase of 2.5% for out-of-state students and 2.7% for those from Vermont, is illustrated in Appendix C in some detail and compares it to the FY 2017 budget.

**Proposed Tuition and Fees:** When combined with proposed increases in fees, room and board, the cost of attendance for in-state students is proposed to increase 3.2% and an increase of 2.8% 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 2018 budget at the May 19th meeting.
April 10, 2017

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 2018 Budget Proposal

FY 2018 Budget Assumptions and Proposed Tuition Rate

The attached budget summary describes the administration’s proposal for the FY 2018 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 10 meeting. The key assumptions underlying this budget proposal include a 0.4% base budget reduction that was announced several months ago, a 2.5 and 2.7% tuition increase respectively for in- and out-of-state students, an increase in undergraduate enrollment, 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. The primary driver is an increase in the number of undergraduate students, both in-state and out-of-state. 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 11% 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. The tuition increase and a 0.4% base budget reduction will also help provide additional resources to cover projected cost increases. The growth in “Other Income” is primarily a result of moving some activities, such as travel course expenses, 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% being driven primarily by increases in strategic investments and facilities. The components of the increases are below:

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>$ Increase (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary, wage &amp; benefit increases</td>
<td>9.6</td>
</tr>
<tr>
<td>Contingency/Future Year Investments (Academic Units)</td>
<td>1.1</td>
</tr>
<tr>
<td>Accounting changes (offset by revenue)</td>
<td>0.8</td>
</tr>
<tr>
<td>Other increases in utilities and technology</td>
<td>0.4</td>
</tr>
<tr>
<td>Deferred maintenance, facilities &amp; debt</td>
<td></td>
</tr>
<tr>
<td>Deferred maintenance</td>
<td>2.0</td>
</tr>
<tr>
<td>Facilities Renewal (STEM/Alumni House)</td>
<td>0.9</td>
</tr>
<tr>
<td>Operating Expenses (Chiller/Taft/STEM)</td>
<td>0.8</td>
</tr>
<tr>
<td>Debt</td>
<td>-0.5</td>
</tr>
<tr>
<td>Total</td>
<td><strong>$15.1</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. 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 2017 AND FY 2018
(In Thousand $s)

<table>
<thead>
<tr>
<th></th>
<th>Original FY 2017 BUDGET</th>
<th>FY 2018 PROJECTED BUDGET</th>
<th>% CHG FROM FY 2017 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>$ 42,509</td>
<td>$ 42,509</td>
<td>0.0%</td>
</tr>
<tr>
<td>Net Tuition</td>
<td>$ 256,551</td>
<td>$ 270,593</td>
<td>5.5%</td>
</tr>
<tr>
<td>Sponsored Facilities &amp; Administration Cost</td>
<td>$ 24,915</td>
<td>$ 25,164</td>
<td>1.0%</td>
</tr>
<tr>
<td>Reimbursement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Income</td>
<td>$ 24,541</td>
<td>$ 25,443</td>
<td>3.7%</td>
</tr>
<tr>
<td><strong>Subtotal, General Fund</strong></td>
<td>$ 348,516</td>
<td>$ 363,709</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>INCOME/EXPENSE ACTIVITIES</strong></td>
<td>$ 141,507</td>
<td>$ 141,507</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Subtotal, Unrestricted Funds</strong></td>
<td>$ 490,023</td>
<td>$ 505,216</td>
<td>3.1%</td>
</tr>
<tr>
<td><strong>RESTRICTED FUNDS</strong></td>
<td>$ 164,327</td>
<td>$ 167,614</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>Total Restricted and Unrestricted Revenue</strong></td>
<td>$ 654,350</td>
<td>$ 672,829</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>EXPENSE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GENERAL FUND</strong></td>
<td>$ 348,516</td>
<td>$ 363,709</td>
<td>4.4%</td>
</tr>
<tr>
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</tr>
<tr>
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<td>$ 164,327</td>
<td>$ 167,614</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>Total Restricted and Unrestricted Expense</strong></td>
<td>$ 654,350</td>
<td>$ 672,829</td>
<td>2.8%</td>
</tr>
</tbody>
</table>
FY 18 Total Operating Budget - $672.8 million

- General Fund: $363.7M (54%)
- Restricted Funds: $167.6M (25%)
- Income/Expense: $141.5M (21%)
These summary notes provide background and explanation for the University’s FY 2018 General Fund Budget Proposal, which highlights its key revenue and expense components. As was the case in FY 2017, the proposed FY 2018 budget is balanced with revenues and expenses equaling each other.

**General Fund Revenue**
Budgeted recurring revenue in the FY 2018 proposal is $15.2 million more than budgeted recurring revenue in the FY 2017 budget, a 4.4% increase.

**Undergraduate Student Enrollment:** The FY 2018 undergraduate Fall/Spring enrollment average is budgeted to be 10,105, an increase of 3.0%. The primary driver is an increase in the number of out-of-state students over the FY 2017 budget. In addition, it should be noted that the University experienced an actual Fall/Spring average in FY 2017 of 10,030 or 2.2% over budget. This implies that the FY 2018 budget will only be 0.7% over FY 2017 actuals.

**Tuition Rates:** The proposed tuition rate increase for FY 2018 is $960 for out-of-state students and $408 for in-state students. This equates to increases of 2.5% and 2.7% respectively.

**Undergraduate Net Tuition:** The combination of increased student enrollment and a 2.5-2.7% tuition increase results in a projected increase in undergraduate net tuition of 4.6%.

**Graduate Tuition:** The University is projecting a $3.0 million increase over the FY 2017 graduate tuition budget driven primarily by enrollment growth in professional master’s degrees in the College of Nursing and Health Sciences, the College of Medicine and the Grossman School of Business. This represents a 20.2% increase. It is projected that FY17 actuals will come in at budget.

**Non-Degree Tuition:** A decrease of $766,000 is budgeted for FY 2018. This is consistent with projections for FY 2017, which are expected to come in roughly $800,000-900,000 less than budget. The primary driver of this decrease is a shift in the University’s strategy for transfer students. Previous to FY 2017, the University relied on the non-degree population as a significant source of its undergraduate transfer population. As part of its undergraduate enrollment strategy, Enrollment Management has shifted the focus of its transfer strategy to international and other student populations.
**Summer Tuition:** Summer tuition is budgeted to grow 11.7%, or $1.2 million, over the FY 2017 budget driven primarily by an increased focus by many of the Colleges and Schools on teaching during the summer session. It should be noted that FY 2017 Summer Tuition is projected to be $10.8 million, roughly $700,000 better than budget. This implies that the growth from the FY 2017 projection to the FY 2018 budget is roughly only 4.5%.

**Medical Tuition:** Medical tuition is budgeted to increase $1.3 million or 5.5% driven primarily by an assumed tuition increase of 2.75% - 2.90% and an increase in enrollment of 6 students.

**State Appropriation:** State Appropriations are budgeted to be flat.

**Sponsored Facility and Administrative Cost Reimbursement:** This component is budgeted at $300,000 over the FY 2017 budget and consistent with the University’s projection for FY 2017 actuals.

**Internal Activities Cost Recovery:** This component, which is comprised primarily of contributions from auxiliary activities like Residential Life, the Bookstore, and the Global Gateway Program (GGP), is projected to be down 2.9% or $189,000 due primarily to a decrease in enrollment in the GGP program.

**Operating Investment Income, Unrestricted Endowment and Unrestricted Annual Giving:** All three of these components are assumed to remain flat to the FY 2017 budget. The University’s FY 2017 projection for these revenue components is assumed to be at or near FY 2017 budget.

**Other Income:** Other Income is slated to increase by $1.1 million, or 8.2%. The primary component of this increase is an accounting change which is bringing $800,000 in both revenue and expenses into the General Fund budget. These revenues and expenses are associated with travel courses, and previously were not budgeted within the General Fund. The remaining $300,000 is due primarily to an increase in the University’s rental income.

**General Fund Expense**
Expense budgets are also increasing $15.1 million, or roughly 4.4%, driven primarily by increases in salary and benefits.

**Wages and Benefits:** Wages and Benefits are budgeted to increase 4.1%. Over 75% of this increase is attributable to a budgeted increase in the cost of insurance and wages and salary. The remaining $2.5 million is due primarily to increased hiring in the Colleges/Schools to account for increased enrollments as well as hires for Title IX compliance, and communications.

**Operating & Equipment:** This component is budgeted to increase by $2.2 million. The largest components of this increase are: $800,000 associated with travel related courses for which there is direct revenue coming in (an accounting change), a $1.1 million increase in the Colleges/Schools’ contingency budgets (and future year strategic investment projections), and a $400,000 increase for hardware/software.

**Library Acquisitions:** We are proposing to level fund the library acquisitions budget.
**Energy:** Energy has been budgeted at a 3.3% increase over the FY 2017 budget to account for an increase in rates.

**New Facilities:** An increase of $1.4 million is budgeted primarily for the addition of STEM, Alumni House, Chiller Plant and Taft. These expenses are equally split between facilities renewal ($900,000) and operating expenses ($800,000).

**Deferred Maintenance:** This category is budgeted to $2 million consistent with the University Board-adopted goal of increasing the amount it spends on deferred maintenance.

**Insurance & Water/Sewage:** The increase of roughly $200,000 in this category is evenly split between insurance and water/sewage rates. Both are due to an increase in rates.

**Debt Repayment:** Debt repayments from the General Fund are budgeted to decrease by roughly $572,000 in FY 2018, due to recent rounds of financing debt.
### REVENUE

<table>
<thead>
<tr>
<th></th>
<th>FY 17 Budget</th>
<th>FY 17 Projection*</th>
<th>FY 18 Budget</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Tuition</td>
<td>40,533</td>
<td>41,196</td>
<td>42,152</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergrad Tuition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Out-of-State Tuition</td>
<td>265,825</td>
<td>273,981</td>
<td>282,566</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Student Aid-EM</td>
<td>(95,065)</td>
<td>(97,041)</td>
<td>(103,612)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Student Aid-Central Managed</td>
<td>(15,522)</td>
<td>(15,241)</td>
<td>(16,143)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Aid from Restricted Gifts/Endowments</td>
<td>4,300</td>
<td>4,300</td>
<td>4,300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Undergrad Tuition</td>
<td>200,071</td>
<td>207,195</td>
<td>209,263</td>
<td>9,193</td>
<td>4.6%</td>
</tr>
<tr>
<td>Graduate In-state Tuition</td>
<td>8,139</td>
<td>7,930</td>
<td>10,286</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Out-of-state Tuition</td>
<td>24,186</td>
<td>19,387</td>
<td>28,580</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Student Aid</td>
<td>(17,311)</td>
<td>(11,188)</td>
<td>(20,813)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Graduate Tuition</td>
<td>15,015</td>
<td>16,129</td>
<td>18,053</td>
<td>3,038</td>
<td>20.2%</td>
</tr>
<tr>
<td>Non-Degree In-state Tuition</td>
<td>4,559</td>
<td>3,541</td>
<td>4,237</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Degree Out-of-state Tuition</td>
<td>3,440</td>
<td>3,430</td>
<td>3,021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Student Aid</td>
<td>(588)</td>
<td>(379)</td>
<td>(613)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Non-Degree Tuition</td>
<td>7,411</td>
<td>6,592</td>
<td>6,644</td>
<td>(766)</td>
<td>-10.3%</td>
</tr>
<tr>
<td>Summer In-state Tuition</td>
<td>4,452</td>
<td>4,571</td>
<td>5,173</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer Out-of-state Tuition</td>
<td>5,739</td>
<td>6,283</td>
<td>6,211</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Student Aid</td>
<td>(55)</td>
<td>(29)</td>
<td>(61)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Summer Tuition (UG, Grad, ND)</td>
<td>10,136</td>
<td>10,825</td>
<td>11,322</td>
<td>1,187</td>
<td>11.7%</td>
</tr>
<tr>
<td>Medical Tuition</td>
<td>23,991</td>
<td>24,092</td>
<td>25,311</td>
<td>1,319</td>
<td>5.5%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>42,509</td>
<td>42,509</td>
<td>42,509</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sponsored Facilities &amp; Admin Cost Reimbursement</td>
<td>24,915</td>
<td>25,300</td>
<td>25,234</td>
<td>319</td>
<td>1.3%</td>
</tr>
<tr>
<td>Internal Activities Cost Recovery</td>
<td>6,415</td>
<td>6,516</td>
<td>6,228</td>
<td>(187)</td>
<td>-2.9%</td>
</tr>
<tr>
<td>Operating Investment Income</td>
<td>1,900</td>
<td>1,953</td>
<td>1,900</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Unrestricted Endowment</td>
<td>2,345</td>
<td>2,369</td>
<td>2,345</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Unrestricted Annual Giving</td>
<td>1,000</td>
<td>1,103</td>
<td>1,000</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other Income</td>
<td>12,808</td>
<td>13,062</td>
<td>13,898</td>
<td>1,090</td>
<td>8.5%</td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>348,516</td>
<td>357,646</td>
<td>363,708</td>
<td>15,193</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

### EXPENSE

<table>
<thead>
<tr>
<th></th>
<th>FY 17 Budget</th>
<th>FY 17 Projection</th>
<th>FY 18 Budget</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages, Benefits, Start-ups and Stipends</td>
<td>236,157</td>
<td>236,157</td>
<td>245,745</td>
<td>9,588</td>
<td>4.1%</td>
</tr>
<tr>
<td>Operating &amp; Equipment</td>
<td>56,718</td>
<td>56,718</td>
<td>58,912</td>
<td>2,194</td>
<td>3.9%</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>7,354</td>
<td>7,354</td>
<td>7,354</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Energy</td>
<td>10,329</td>
<td>10,329</td>
<td>10,675</td>
<td>346</td>
<td>3.3%</td>
</tr>
<tr>
<td>New Facilities, Rental, Renewal</td>
<td>2,564</td>
<td>2,564</td>
<td>3,992</td>
<td>1,428</td>
<td>55.7%</td>
</tr>
<tr>
<td>Deferred Maintenance</td>
<td>2,740</td>
<td>2,740</td>
<td>4,740</td>
<td>2,000</td>
<td>73.0%</td>
</tr>
<tr>
<td>Insurance, Water/Sewage</td>
<td>3,157</td>
<td>3,157</td>
<td>3,365</td>
<td>208</td>
<td>6.6%</td>
</tr>
<tr>
<td>General Fund Contribution to Debt Repayment</td>
<td>21,172</td>
<td>21,172</td>
<td>20,600</td>
<td>(572)</td>
<td>-2.7%</td>
</tr>
<tr>
<td>General Fund Support for UVM Foundation</td>
<td>8,325</td>
<td>8,325</td>
<td>8,325</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>TOTAL EXPENSE</td>
<td>348,516</td>
<td>348,516</td>
<td>363,708</td>
<td>15,193</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

* Note that the FY 2017 Projections for expenses were set at budget. It is expected that these will come in at or below budget.
## THE UNIVERSITY OF VERMONT
### COMPARISON OF STUDENT COSTS, FY 2017 - FY 2018

<table>
<thead>
<tr>
<th>In-State Students</th>
<th>Actual FY 2017</th>
<th>Proposed FY 2018</th>
<th>Increase (Decrease)</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Rate</td>
<td>$15,096</td>
<td>$15,504</td>
<td>$408</td>
<td>2.7%</td>
</tr>
<tr>
<td>Housing (traditional double)</td>
<td>$7,634</td>
<td>$7,900</td>
<td>$266</td>
<td>3.5%</td>
</tr>
<tr>
<td>Average Meal Plan</td>
<td>$3,944</td>
<td>$4,122</td>
<td>$178</td>
<td>4.5%</td>
</tr>
<tr>
<td>Student Fees</td>
<td>$2,204</td>
<td>$2,266</td>
<td>$62</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Total In-State Costs</strong></td>
<td><strong>$28,878</strong></td>
<td><strong>$29,792</strong></td>
<td><strong>$914</strong></td>
<td><strong>3.2%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Out-of-State Students</th>
<th>Proposed FY 2017</th>
<th>Proposed FY 2018</th>
<th>Increase (Decrease)</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Rate</td>
<td>$38,160</td>
<td>$39,120</td>
<td>$960</td>
<td>2.5%</td>
</tr>
<tr>
<td>Housing (traditional double)</td>
<td>$7,634</td>
<td>$7,900</td>
<td>$266</td>
<td>3.5%</td>
</tr>
<tr>
<td>Average Meal Plan</td>
<td>$3,944</td>
<td>$4,122</td>
<td>$178</td>
<td>4.5%</td>
</tr>
<tr>
<td>Student Fees</td>
<td>$2,204</td>
<td>$2,266</td>
<td>$62</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Total Out-of-State Costs</strong></td>
<td><strong>$51,942</strong></td>
<td><strong>$53,408</strong></td>
<td><strong>$1,466</strong></td>
<td><strong>2.8%</strong></td>
</tr>
</tbody>
</table>

### Tuition Rates Per Credit Hour

<table>
<thead>
<tr>
<th></th>
<th>Proposed 2017</th>
<th>Proposed 2017</th>
<th>Increase (Decrease)</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Students</td>
<td>$629</td>
<td>$646</td>
<td>$17</td>
<td>2.7%</td>
</tr>
<tr>
<td>Out-of-State Students</td>
<td>$1,590</td>
<td>$1,630</td>
<td>$40</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

### College of Medicine Tuition

<table>
<thead>
<tr>
<th></th>
<th>Proposed 2017</th>
<th>Proposed 2017</th>
<th>Increase (Decrease)</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Tuition</td>
<td>$34,380</td>
<td>$35,380</td>
<td>$1,000</td>
<td>2.9%</td>
</tr>
<tr>
<td>Out-of-State Tuition</td>
<td>$59,620</td>
<td>$61,260</td>
<td>$1,640</td>
<td>2.8%</td>
</tr>
</tbody>
</table>
## FY 2018 Proposed Room/Meal Rates

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Room Rate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Single with Bath</td>
<td>$9,538</td>
<td>$9,870</td>
<td>3.5%</td>
</tr>
<tr>
<td>Private Double with Bath</td>
<td>$9,316</td>
<td>$8,770</td>
<td>-5.9%</td>
</tr>
<tr>
<td>Private Triple with Bath</td>
<td>$7,516</td>
<td>$7,270</td>
<td>-3.3%</td>
</tr>
<tr>
<td>Suite Single with Shared Bath</td>
<td>$9,014</td>
<td>$9,472</td>
<td>5.1%</td>
</tr>
<tr>
<td>Suite Double with Shared Bath</td>
<td>$7,788</td>
<td>$8,270</td>
<td>6.2%</td>
</tr>
<tr>
<td>Suite Triple with Shared Bath</td>
<td>$6,284</td>
<td>$6,916</td>
<td>10.1%</td>
</tr>
<tr>
<td>Traditional Single</td>
<td>$8,798</td>
<td>$9,106</td>
<td>3.5%</td>
</tr>
<tr>
<td>Traditional Double</td>
<td>$7,634</td>
<td>$7,900</td>
<td>3.5%</td>
</tr>
<tr>
<td>Traditional Triple</td>
<td>$6,092</td>
<td>$6,256</td>
<td>2.7%</td>
</tr>
<tr>
<td>Traditional Quad</td>
<td>$5,116</td>
<td>$5,296</td>
<td>3.5%</td>
</tr>
<tr>
<td><strong>Total Central Campus</strong></td>
<td>$695</td>
<td>$705</td>
<td>1.4%</td>
</tr>
<tr>
<td><strong>Weighted Average Increase</strong></td>
<td>--</td>
<td>--</td>
<td>3.5%</td>
</tr>
<tr>
<td><strong>Meal Plan Rates</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail Dining</td>
<td>$3,944</td>
<td>$4,122</td>
<td>4.5%</td>
</tr>
<tr>
<td>Residential Unlimited Access (+100 pts.)</td>
<td>$3,944</td>
<td>$4,122</td>
<td>4.5%</td>
</tr>
<tr>
<td>Residential Unlimited Access (+300 pts.)</td>
<td>$4,408</td>
<td>$4,606</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

### Majority Used Plans*

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Room Rate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional Double</td>
<td>$7,634</td>
<td>$7,900</td>
<td>3.5%</td>
</tr>
<tr>
<td><strong>Meal Plan Rate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail Dining</td>
<td>$3,944</td>
<td>$4,122</td>
<td>4.5%</td>
</tr>
<tr>
<td>Residential Unlimited Access</td>
<td>$3,944</td>
<td>$4,122</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></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG Student Government Association (SGA)</td>
<td>$200</td>
<td>$204</td>
<td>2.0%</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>$230</td>
<td>$234</td>
<td>1.7%</td>
</tr>
<tr>
<td>Davis Center</td>
<td>$592</td>
<td>$603</td>
<td>1.9%</td>
</tr>
<tr>
<td>Transportation</td>
<td>$111</td>
<td>$114</td>
<td>2.7%</td>
</tr>
<tr>
<td>CHWB</td>
<td>$659</td>
<td>$694</td>
<td>5.3%</td>
</tr>
<tr>
<td>Athl Oper/Athl Facility/Recreation</td>
<td>$374</td>
<td>$382</td>
<td>2.1%</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>$57</td>
<td>$58</td>
<td>1.8%</td>
</tr>
<tr>
<td>Library Facility</td>
<td>$45</td>
<td>$45</td>
<td>0.0%</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>0.0%</td>
</tr>
<tr>
<td><strong>Overall Student Fees</strong> (excludes Room &amp; Board)</td>
<td>$1,974</td>
<td>$2,032</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

## Residence Hall Activity - FY 2018

<table>
<thead>
<tr>
<th>Complex/Hall</th>
<th>Beds Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>*New Building</td>
<td>695</td>
</tr>
<tr>
<td>Converse</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Central Campus</strong></td>
<td>695</td>
</tr>
<tr>
<td>Marsh/Austin/Tupper (MAT)</td>
<td>427</td>
</tr>
<tr>
<td>Harris/Millis (H/M)</td>
<td>686</td>
</tr>
<tr>
<td>Living/Learning (L/L)</td>
<td>576</td>
</tr>
<tr>
<td>U. Heights N</td>
<td>414</td>
</tr>
<tr>
<td>U. Heights S</td>
<td>421</td>
</tr>
<tr>
<td><strong>Total Athletic Campus</strong></td>
<td>2,524</td>
</tr>
<tr>
<td>Christie/Wright/Patterson (CWP)</td>
<td>500</td>
</tr>
<tr>
<td>Mason/Simpson/Hamilton (MSH)</td>
<td>460</td>
</tr>
<tr>
<td>Coolidge</td>
<td>146</td>
</tr>
<tr>
<td>Redstone</td>
<td>33</td>
</tr>
<tr>
<td>Slade</td>
<td>25</td>
</tr>
<tr>
<td>Wing/Davis/Wilks (WDW)</td>
<td>528</td>
</tr>
<tr>
<td><strong>Total Redstone Campus</strong></td>
<td>1,692</td>
</tr>
<tr>
<td>Jeanne Mance</td>
<td>171</td>
</tr>
<tr>
<td>McAuley</td>
<td>168</td>
</tr>
<tr>
<td>Mercy</td>
<td>182</td>
</tr>
<tr>
<td>Back Five</td>
<td>236</td>
</tr>
<tr>
<td>Cottages</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total North Campus</strong></td>
<td>784</td>
</tr>
<tr>
<td><strong>Total All Campuses</strong></td>
<td>5,695</td>
</tr>
<tr>
<td>Average Occupancy</td>
<td>4,858</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>-</td>
</tr>
<tr>
<td>Sheraton</td>
<td>-</td>
</tr>
<tr>
<td>439 College</td>
<td>22</td>
</tr>
<tr>
<td><strong>Total Temporary Housing</strong></td>
<td>22</td>
</tr>
</tbody>
</table>
Gross Tuition, Fees, Room & Board
2016-2017

Source: IPEDS
Note: Data above does not include the impact of Financial Aid.
University of Vermont Annual Tuition Increase
2013 - 2018

Lowest in 40 years
($408) ($960)

Average 3.0%
Average Percentage Increase in Tuition & Fees (In-State) 2013 to 2017

- College of William and Mary: 10.1%
- University of Connecticut: 5.7%
- Stony Brook University: 5.2%
- Binghamton University: 5.1%
- University of Colorado Boulder: 4.7%
- Boston College: 4.0%
- Boston University: 3.9%
- Syracuse University: 3.6%
- George Washington University: 3.3%
- University of Massachusetts Amherst: 3.2%
- University of Vermont: 3.2%

Source: IPEDS
Average Percentage Increase in Tuition & Fees
2013 to 2017 (Out-of-State)

<table>
<thead>
<tr>
<th>University</th>
<th>Out-of-State Public</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stony Brook University</td>
<td>9.8%</td>
<td></td>
</tr>
<tr>
<td>Binghamton University</td>
<td>9.7%</td>
<td></td>
</tr>
<tr>
<td>University of Connecticut</td>
<td>5.4%</td>
<td></td>
</tr>
<tr>
<td>University of Massachusetts Amherst</td>
<td>4.7%</td>
<td></td>
</tr>
<tr>
<td>Boston College</td>
<td>4.0%</td>
<td></td>
</tr>
<tr>
<td>Boston University</td>
<td>3.9%</td>
<td></td>
</tr>
<tr>
<td>Syracuse University</td>
<td>3.6%</td>
<td></td>
</tr>
<tr>
<td>George Washington University</td>
<td>3.3%</td>
<td></td>
</tr>
<tr>
<td>College of William and Mary</td>
<td>3.3%</td>
<td></td>
</tr>
<tr>
<td>University of Vermont</td>
<td>3.2%</td>
<td></td>
</tr>
<tr>
<td>University of Colorado Boulder</td>
<td>3.0%</td>
<td></td>
</tr>
</tbody>
</table>

Source: IPEDS
Comparator On-Campus Room & Board
2016-2017

Source: IPEDS
**Fees, Room, and Meal Plan (does not include financial aid)**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition rate I/S</td>
<td>3.5%</td>
<td>2.9%</td>
<td>3.3%</td>
<td>3.4%</td>
<td>2.9%</td>
<td>15,096</td>
<td>15,504</td>
<td>408</td>
<td>2.7%</td>
</tr>
<tr>
<td>Tuition rate O/S</td>
<td>3.5%</td>
<td>2.9%</td>
<td>3.4%</td>
<td>3.4%</td>
<td>3.0%</td>
<td>38,160</td>
<td>39,120</td>
<td>960</td>
<td>2.5%</td>
</tr>
<tr>
<td>Room (Standard Double)</td>
<td>3.5%</td>
<td>2.9%</td>
<td>4.0%</td>
<td>3.7%</td>
<td>3.5%</td>
<td>7,634</td>
<td>7,900</td>
<td>266</td>
<td>3.5%</td>
</tr>
<tr>
<td>Predominate Meal Plan</td>
<td>4.0%</td>
<td>4.2%</td>
<td>3.0%</td>
<td>3.0%</td>
<td>4.5%</td>
<td>3,944</td>
<td>4,122</td>
<td>178</td>
<td>4.5%</td>
</tr>
<tr>
<td>Total Room and Board</td>
<td>3.7%</td>
<td>3.4%</td>
<td>3.6%</td>
<td>3.4%</td>
<td>3.8%</td>
<td>11,578</td>
<td>12,022</td>
<td>444</td>
<td>3.8%</td>
</tr>
<tr>
<td>UG Student Government Association (SGA)</td>
<td>2.4%</td>
<td>3.6%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>14.9%</td>
<td>200</td>
<td>204</td>
<td>4</td>
<td>2.0%</td>
</tr>
<tr>
<td>UG Inter Residence Association (IRA) Fee</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>30</td>
<td>30</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total Other Fees</td>
<td>2.1%</td>
<td>3.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>12.7%</td>
<td>230</td>
<td>234</td>
<td>4</td>
<td>1.7%</td>
</tr>
<tr>
<td>Davis Center</td>
<td>0.0%</td>
<td>2.9%</td>
<td>0.9%</td>
<td>3.5%</td>
<td>1.4%</td>
<td>592</td>
<td>603</td>
<td>11</td>
<td>1.9%</td>
</tr>
<tr>
<td>Transportation</td>
<td>2.0%</td>
<td>2.9%</td>
<td>1.9%</td>
<td>2.8%</td>
<td>0.9%</td>
<td>111</td>
<td>114</td>
<td>3</td>
<td>2.7%</td>
</tr>
<tr>
<td>CHWB</td>
<td>3.5%</td>
<td>2.7%</td>
<td>2.6%</td>
<td>3.9%</td>
<td>2.0%</td>
<td>659</td>
<td>694</td>
<td>35</td>
<td>5.3%</td>
</tr>
<tr>
<td>Athl Oper/Athl Facility/Recreation</td>
<td>5.0%</td>
<td>3.1%</td>
<td>3.3%</td>
<td>3.5%</td>
<td>15.4%</td>
<td>374</td>
<td>382</td>
<td>8</td>
<td>2.1%</td>
</tr>
<tr>
<td>Technology</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>2.7%</td>
<td>0.0%</td>
<td>77</td>
<td>77</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Center for Academic Success</td>
<td>8.0%</td>
<td>0.0%</td>
<td>1.9%</td>
<td>1.8%</td>
<td>1.8%</td>
<td>57</td>
<td>58</td>
<td>1</td>
<td>1.8%</td>
</tr>
<tr>
<td>Career Center (New Fee FY 2015)</td>
<td>n.a.</td>
<td>n.a.</td>
<td>2.6%</td>
<td>0.0%</td>
<td>-</td>
<td>39</td>
<td>39</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Library Facility</td>
<td>0.0%</td>
<td>0.0%</td>
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<td>October 20, 2017</td>
<td>February 2, 2018</td>
<td>April x, 2018 (Easter 4/1)</td>
<td>May 18, 2018</td>
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<td><strong>Budget Process</strong></td>
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</table>
| Approval of Summer Session Tuition Rates | Setting of Maximum Room/Meal Plan & Other Fees for FY 2019 | Preliminary Review of FY 2019 Budget Premises (general fund, tuition & fees) | Approval of Final FY 2019 Budget:  
  - General Fund  
  - Tuition Rates  
  - Room & Meal Plan Rates  
  - Student Fees |
| Approval of Global Gateway & Pre-Master’s Program Tuition Rates (summer/fall 2018 & spring 2019) | Peer Comparisons | 1st Qtr. Financial Status Report |              |

| **Status of Budget**   |                  |                  |                           |              |
| End-of-Year Budget to Actuals | 1st Qtr. Financial Status Report | 3rd Qtr. Financial Status Report |              |

| **Written Reports/Updates** |                  |                  |                           |              |
| VP Report (annual/cyclical updates)  
  - External Audit  
  - Dual Enrollment  
  - President’s Strategic Initiatives Fund  
  - Revenue Contracts | VP Report (annual/cyclical updates)  
  - Net Assets  
  - Green Revolving Loan Fund | VP Report (annual/cyclical updates)  
  - Capital Projects Prefunding Account  
  - Net Tuition Stabilization Fund  
  - Sources and Uses Update for Capital Projects |              |

| **Performance Review of Investments as of** |                  |                  |                           |              |
| June 30, 2017 | December 31, 2017 | March 31, 2018 |              |

| **Policy/Planning Discussions** |                  |                  |                           |              |
| Annual Review/Reaffirmation of the Endowment Budget Policy & Endowment Administration Fee Policy | Polices Due for Annual Review  
  - Statement of Investment Objectives & Policies  
  - Cash Management & Liquidity Policy (only presented to the committee if recommended changes) | Annual Asset Allocation Update |              |

| **Debt Planning** |                  |                  |                           |              |
| Capital Projects | Fundraising Update  
| Approval of Clinical Simulation Lab Expansion Project  
| Approval of Annual Residential Life Deferred Maintenance Projects  
| TBD | Fundraising Update  
| Approval of Deferred Maintenance Funding  
| Higher Ed Funding Model* Undergrad Enrollment/Net Tuition Revenue**  
| Higher Ed Funding Model* Undergrad Enrollment/Net Tuition Revenue** |

**ERM Risk/MRP #11 – Undergrad Enrollment /Net Tuition Revenue**

NOTES:

- **Annual BFI Committee Orientation** held the week prior to off-cycle committee meeting in April
- **Annual off-cycle meeting** to preview budget premises scheduled mid-April (or around spring UVM Foundation board meetings if feasible; working around Easter/Passover)
- **Annual review of Committee Workplan** conducted at May meeting

For Tracking:

- **Investment Advisor Contract**: 5-year cycle; last approved by the Executive Committee on 6/15/15; due summer of 2020
- **Socially Responsible Investing Clarifying Resolution**: approved 2/6/16; 5-year cyclical review; due February 2021
- **Capital Projects**: October 2017 resolution authorizing expenditures for project design of on-campus Multipurpose Center project (or COTW); October 2018 resolution authorizing final expenditures for on-campus Multipurpose Center project (or COTW)
- **Future Topics**: Deferred Maintenance Funding Proposal adopted by the Board in February 2017 directed the administration to seek authorization for additional funding, consistent with goals of deferred maintenance funding concept, at the winter Board meeting in each of the next 4 years

Reports/presentations should include an opening paragraph introducing the topic and an executive summary. If the topic has come before the Board previously, at a meeting or Board retreat, an overview of that history and any previous action taken by the Board should be included (hyperlinks to relevant documents might also appear in the report, such as in an appendix). Reports should include reference to where UVM falls in the national landscape of higher education and highlight if UVM is a national leader in the area you are reporting on.
THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE  
BOARD OF TRUSTEES  

VERMONT AGRICULTURAL COLLEGE BOARD  

Chair Tristin Toleno, Vice Chair Anne O’Brien, Secretary Curt McCormack, John Bartholomew, Johannah Donovan, Bernie Juskiewicz, Shap Smith, Donna Sweaney, and Jeff Wilson  

Friday, May 19, 2017  
4:00 p.m. – 5:00 p.m.  
4:30 p.m. – 5:30 p.m.  
Chittenden Bank Room (413)  
Dudley H. Davis Center  

REVISED 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>
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<td><em>4:30 p.m.</em></td>
</tr>
<tr>
<td>1. Approval of February 4, 2017 Meeting Minutes</td>
<td>Attachment 1</td>
<td>Tristan Toleno</td>
<td>4:30-4:35</td>
</tr>
<tr>
<td>2. Election of Officers – Chair, Vice Chair and Secretary</td>
<td></td>
<td>Tristan Toleno</td>
<td>4:35-4:40</td>
</tr>
<tr>
<td>3. Legislative Update</td>
<td></td>
<td>Tom Sullivan Wendy Koenig</td>
<td>4:40-5:20</td>
</tr>
<tr>
<td>5. Other Business**</td>
<td></td>
<td>Tristan Toleno</td>
<td>5:25-5:30</td>
</tr>
<tr>
<td>Motion to Adjourn</td>
<td></td>
<td>Tristan Toleno</td>
<td>5:30 p.m.</td>
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</tbody>
</table>

*Time is approximate.  
** Executive Session as needed.
ACTION ITEMS

Approval of Previous Meeting Minutes
The minutes for the February 4, 2017 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

Legislative Update – I will join President Tom Sullivan and Director of State and Federal Relations Wendy Koenig in a review of the 2017 legislative session. We will also engage in a strategy session to plan for the 2018 session.

Update on the upcoming 2017 Legislative Summit on Water – Trustee Anne O’Brien will give an update on the planning progress for the 2017 legislative summit. She will also ask for additional volunteers to work on this important event.

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 4, 2017, at 7:30 a.m., in the Chittenden Bank Room of the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Tristan Toleno*, Secretary Curt McCormack, Bill Botzow, Bernard Juskiewicz, Donna Sweeney, Kesha Ram, Joan Lenes and Jeff Wilson

MEMBERS ABSENT: Vice Chair Anne O’Brien

OTHER TRUSTEES PRESENT: Board Chair David Daigle

ALSO PARTICIPATING: Director of Federal and State Relations Wendy Koenig, and President Tom Sullivan

*participated via phone and departed the meeting at 8:23 a.m.

Chair Tristan Toleno called the meeting to order at 7:37 a.m.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes from the October 21, 2016 meeting.

Review of Legislative Strategies for 2017-2018

President Sullivan reviewed the following three areas of priority for the University during this first year of the biennium:

1) Maintain UVM’s present general fund appropriation.
2) Obtain an additional million dollars for low income Vermonters.
3) Generate support for an additional capital appropriation for the STEM Complex.

The Board expressed support for these priorities, and discussed the fact that UVM’s largest challenge within the legislature is being viewed as too successful. UVM has been able to effectively demonstrate its return on investment, and will continue to proactively showcase its progress. However, UVM should also be more aggressive in educating the legislative body on the consequences of legislative disinvestment over time. The University can support this education process by encouraging legislative visits to campus to highlight programs and also utilize students to underscore the success that UVM brings to the state of Vermont.

The Board also began a conversation in regards to H.41, a bill that would eliminate legislative trustees from the University of Vermont Board of Trustees. Board Chair David Daigle explained...
that he envisions any changes to the composition of the Board will be rooted in the ability to raise more private funds over time. He is interested in the next century of success for UVM and does not think Vermont has the ability to significantly increase the state appropriation. Trustee Bill Botzow opined that this may be a dangerous time to consider such a change, given the tension between UVM and the Vermont State Colleges with regards to funding, and achievement of long-term goals. Chair Tristan Toleno explained that the Chair of House Education, and the Speaker of the House, do not envision this bill moving forward this year. The Board agreed to continue discussion surrounding this issue at their next meeting.

**Legislative Summit Planning**

Director of Federal and State Relations Wendy Koenig noted that the revised format for the 2016 Legislative Summit was very well received and resulted in increased attendance. The Board discussed topics for the 2017 Summit and decided to pursue an agenda focused on water quality. President Sullivan noted that Vice Chair Anne O’Brien has served as an exemplary Chair of the Legislative Summit Planning Group for several years, and suggested that Secretary Curt McCormack serve as Vice Chair to assist in the planning this year.

**Adjournment**

There being no further business, the meeting adjourned at 8:31 a.m.

Respectfully submitted,

Curt McCormack, Secretary
Friday, May 19, 2017

<table>
<thead>
<tr>
<th>Item</th>
<th>Exemption/Enclosures</th>
<th>Discussion Leader</th>
<th>Times</th>
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<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td></td>
<td>*4:30 p.m.</td>
</tr>
<tr>
<td>1. Approval of February 4, 2017 meeting minutes</td>
<td>Attachment 1</td>
<td>Lisa Ventriss</td>
<td>4:30-4:32</td>
</tr>
<tr>
<td>3a. Election of Officers</td>
<td>Appointment of Public Officers</td>
<td>Lisa Ventriss</td>
<td>4:35-4:40</td>
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<tr>
<td>Motion to Go Out of Executive Session</td>
<td></td>
<td>Lisa Ventriss</td>
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<tr>
<td>4. Election of Officers - Chair, Vice Chair and Secretary</td>
<td></td>
<td>Lisa Ventriss</td>
<td>5:20-5:25</td>
</tr>
<tr>
<td>5. Other Business</td>
<td></td>
<td>Lisa Ventriss</td>
<td>5:25-5:30</td>
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<tr>
<td>Motion to Adjourn</td>
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<td>5:30 p.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

Friday, May 19, 2017

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 evaluation and appointment of public officers.

ACTION ITEMS

Approval of Previous Minutes
The February 4, 2017 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 2016 through February 2017.

EXECUTIVE SESSION

I will entertain a motion to enter into Executive Session for the purpose of discussing the evaluation and appointment of public officers.
UNIVERSITY OF VERMONT
BOARD OF TRUSTEES

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 4, 2017, at 7:30 a.m., in the Boulder Society Room, 411 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Lisa Ventriss, Vice Chair Ron Lumbra, Briar Alpert, David Aronoff, Robert Brennan, and Donald McCree

ABSENT: Cynthia Barnhart, David Daigle and Richard Gamelli

Chair Lisa Ventriss called the meeting to order at 7:40 a.m.

Approval of Minutes

A motion was made, seconded, and voted to approve the October 21, 2016 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 by James Benjamin Wilbur. Mr. Wilbur was born in Cleveland, Ohio and after he retired, he settled in Manchester, Vermont. When he died in 1929, his estate came to UVM, including the Wilbur Trust and many memorabilia around campus. Chair Ventriss noted that Mr. Wilbur was fascinated with Ira Allen, and many items related to Ira Allen located throughout campus, were part of the Wilbur estate.

The Wilbur Trust Fund 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 2015-2016 one hundred forty two Vermont residents received grants totaling $795,373. She concluded by noting that the amount and number of awards granted are down compared to last year due to a couple of contributing factors: an increase in income the last few years due to the total budget not being spent, the number of grants awarded and overall scholarship administration and timing.

Wilbur Trust Update

The UVM Board reviewed a summary of the Wilbur Trust Fund financial report from August 1, 2016 through November 30, 2016.
Executive Session

At 7:45 a.m., the Chair entertained a motion to enter into executive session for the purpose of discussing the evaluation and appointment of a public officer. The meeting was re-opened to the public at 8:25 a.m.

Other Business

Trustees discussed the desired skillset for candidates to succeed the three trustees who will be completing their terms of service next year. There was consensus that candidates from the fields of medicine and technology would position the Board to be more resourceful and that Board will strive for balanced gender representation.

Adjournment

There being no further business, the meeting was adjourned at 8:30 a.m.

Respectfully submitted by,

Lisa Ventriss, Chair
(on behalf of Richard Gamelli, Secretary)
THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES
FULL BOARD

Chair David Daigle, Vice Chair Ron Lumbra, Secretary Donna Sweaney, Briar Alpert, David Aronoff, Cynthia Barnhart, John Bartholomew, Robert Brennan, Frank Cioffi, Johannah Donovan, Carolyn Dwyer, Richard Gamelli, Bernard Juskiewicz, Curt McCormack, Caitlin McHugh, Donald McCree, Anne O’Brien, Ed Pagano, Governor Phil Scott, Shap Smith, President Thomas Sullivan, Soraiya Thura, Tristan Toleno*, Lisa Ventriss, Jeff Wilson

Saturday, May 20, 2017
8:00 a.m. – 11:00 a.m.
Livak Ballroom (417-419)
Dudley H. Davis Center

AGENDA

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<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
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<td><strong>Call to Order</strong></td>
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<td>* 8:00 a.m.</td>
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<tr>
<td>1. Approval of March 6, 2017 meeting minutes</td>
<td>Attachment 1</td>
<td>David Daigle</td>
<td>8:00-8:05</td>
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<tr>
<td>2. Public Comment</td>
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<td>David Daigle</td>
<td>8:05-8:20</td>
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<td>3. Committee Reports</td>
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<td>8:20-8:50</td>
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<tr>
<td>Audit</td>
<td>Bernard Juskiewicz</td>
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<td>Educational Policy &amp; Institutional Resources</td>
<td>Donna Sweaney</td>
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<tr>
<td>Budget, Finance &amp; Investment</td>
<td>Don McCree</td>
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<td>4. VT Agricultural College Board</td>
<td>Anne O’Brien</td>
<td>8:50-8:55</td>
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<td>5. UVM Board</td>
<td>Lisa Ventriss</td>
<td>8:55-9:00</td>
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<td>6. Approval of Consent Agenda</td>
<td>Attachment 2</td>
<td>David Daigle</td>
<td>9:00-9:15</td>
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<td><strong>Motion to Enter Executive Session</strong></td>
<td><strong>Exemption(s)</strong></td>
<td>David Daigle</td>
<td>9:15-10:55</td>
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<tr>
<td>7a. Labor Relations Agreement Negotiations</td>
<td>Collective Bargaining; contracts</td>
<td>Wanda Headingle-Grant; Fran Bazluke</td>
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<td>7b. 2018 Honorary Degrees</td>
<td>Contracts</td>
<td>Gary Derr</td>
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<tr>
<td><strong>Motion to Go Out of Executive Session</strong></td>
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<td>David Daigle</td>
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<tr>
<td>8. Other Business</td>
<td></td>
<td>David Daigle</td>
<td>10:55-11:00</td>
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<td><strong>Motion to Adjourn</strong></td>
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<td>11:00 a.m.</td>
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*Times are approximate. ** The Chair will seek a motion to go into Executive Session to discuss contracts and collective bargaining. No action is expected following the Executive Session.
A meeting of the Board of Trustees of the University of Vermont and State Agricultural College was held on Monday, March 6, 2017, starting at 1:00 p.m., in 427A Waterman Building.


MEMBERS ABSENT: Carolyn Dwyer, Governor Phil Scott

ALSO PARTICIPATING: Provost David Rosowsky; Vice President for Finance and Treasurer Richard Cate; Vice President for University Relations and Administration Thomas Gustafson; Vice President for Human Resources, Diversity and Multicultural Affairs Wanda Heading-Grant; Vice President for Executive Operations Gary Derr; Vice President for Legal Affairs and General Counsel Fran Bazluke; Chief of Staff and Senior Counsel to the President Sharon Reich Paulsen; Assistant Provost and Chief of Staff Kerry Castano; and Labor & Employee Relations Manager Mary Brodsky

*participated via phone.
*joined by phone at 1:31 p.m.

Chair David Daigle called the meeting to order at 1:03 p.m.

Approval of Previous Meeting Minutes

A motion was made, seconded and it was voted to approve the minutes from the February 4, 2017, meeting as presented.

Chair Daigle pointed out, for the benefit of new Trustees, that the minutes included a resolution that authorized the Vice President for Finance & Treasurer to hire KPMG as the new external auditor.

Public Comment

There were no requests for public comment.

Election of Board Chair

Frank Cioffi, Chair of Board Governance Committee, reminded Trustees that, in February, the Board elected the following University and Board Officers:
He advised 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.

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

**Chair’s Remarks**

Chair Daigle thanked the Board for re-electing him as Chair. He moved on to recognize the UVM Men’s basketball team for a successful season and wished the team luck in its conference semi-final game this evening.

Chair Daigle next welcomed the following new Trustees to the Board: the students’ appointed Trustee Caitlin McHugh; Governor Phil Scott; and legislatively-elected Trustees Johannah Donovan, John Bartholomew, and Shap Smith. Chair Daigle noted that Johannah Donovan is serving her second term on the Board, after retiring in 2011.

Chair Daigle next reported that a five-year Presidential Comprehensive Review will be conducted this year. He stated that, for efficiency, the comprehensive review will be coordinated with the annual presidential review process and that the Committees will meet jointly.

Lastly, Chair Daigle acknowledged a recent incident at Middlebury College where controversial writer Charles Murray was prevented from providing a public lecture as a result of protests. Chair Daigle reminded the Board that UVM welcomes and encourages freedom of speech, which is also highly supported by President Tom Sullivan. He stated that President Sullivan plans to have conversations with campus leaders on how to handle similar situations that might arise at UVM. In those conversations, President Sullivan will also affirm the University’s commitment to free speech, regardless of where the topic may fall on the spectrum of supported and opposed viewpoints.
President’s Report

President Tom Sullivan congratulated Chair Daigle for his re-election to the Board. He seconded Chair Daigle’s comments about the very successful UVM athletic teams this year, including the men’s basketball team who are undefeated in conference play. He next provided a brief update on the *Move Mountains: The Campaign for the University of Vermont*. He stated that, as of last week, the campaign has raised over $410 million, which is 85% of the total goal.

President Sullivan next reported that the search for the UVM Foundation President & CEO has been narrowed to a small group of finalists and that there is hope to make an announcement of the person chosen for the position at the end of this month. He added that the candidate pool is impressively strong.

Trustee Frank Cioffi asked if the UVM Board of Trustees will be involved with the UVM Foundation President & CEO selection process. President Sullivan stated that the Board will be involved by means of the three members who also serve on the UVM Foundation Board and those on the search committee.

Action Items

Chair Daigle presented a resolution approving Committee and Chair appointments, indicating that appointments will take effect once approved. He stated that the appointments reflect assignments for new Trustees, as well as some re-assignments of returning Trustees. He specifically called to attention that Trustee Ron Lumbra will be moving from the Educational Policy and Institutional Resources Committee (EPIR) to the Budget, Finance and Investment Committee (BFI) and that Trustee Jeff Wilson will be moving from BFI to EPIR. Chair Daigle also noted that, as to EPIR, Trustee Donna Sweaney will serve as Chair and Trustee Carolyn Dwyer as Vice Chair.

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 2017 as presented today and appearing as Appendices A and B to this document.

Provost David Rosowsky introduced a resolution establishing a flat tuition rate for elective summer internship credits. He explained that the proposal provides more flexibility and opportunities for summer internships, while also bringing them fully into federal compliance. He invited Assistant Provost and Chief of Staff Kerry Castano to provide more details.

Assistant Provost Castano explained that the new summer internship option will allow for more access. She said that a notable change of the proposal is that the new option will be offered at a tuition rate of $100 per credit, and that the credit will not count towards graduation eligibility. She emphasized that, although the tuition is discounted, the experience is not reduced. She advised Trustees that the proposal received the support of Faculty Senate’s Curricular Affairs
Committee. Assistant Provost Castano added that faculty can be further educated about internship programs on campus.

Trustee Frank Cioffi, who is the President of the Greater Burlington Industrial Corporation (GBIC), said that GBIC hosts approximately four to six UVM interns per year. He added that the quality of the students has been outstanding.

Provost Rosowsky pointed out that the internship programs are a direct response to the President’s Strategic Action Plan’s goal that calls for increased accessibility.

Chair Daigle asked for elaboration on the compliance issues. Assistant Provost Castano explained that, previously, faculty members were awarding credit for the students’ summer work in the fall semester, but that a federal law, Title IV, requires that credit must be awarded during the time the academic experience occurred.

Vice President for Finance and Treasurer Richard Cate added that the revenues from the summer internship credit has no revenue impact to the University’s budget.

Trustee Cynthia Barnhart, who is Chancellor of Massachusetts Institute of Technology (MIT), stated that MIT just completed an analysis of its elective summer internship credit program and arrived at a similar proposal.

The following resolution was presented for approval:

**Resolution Establishing Flat Tuition Rate for Elective Summer Internship Credit**

RESOLVED, that the Board of Trustees hereby approves the establishment of a flat tuition rate for elective summer internship credit in situations where students either are not being compensated, or are being compensated at a rate of pay below minimum wage, for their work as interns; and

BE IT FURTHER RESOLVED, that the summer internship tuition rate will go into effect for the 2017 Summer Session at a cost of $100 per credit hour.

Vice President Cate introduced a resolution authorizing the initiation of activities leading up to bond refunding, advising that this is the fifth opportunity that has arisen in four years to refinance. Specifically, the University has an opportunity to re-fund the remainder of its outstanding 2007 bonds, which have a par value of $65 million. If municipal bond interest rates remain in their current range between now and June, and the University opts to re-fund these bonds, the University could achieve a present value savings, over the terms of the bonds, of approximately $6 - $7 million. Vice President Cate consulted with the Trustee Bond Work Group and is recommending to the Board that the administration initiate the processes necessary to price the bonds. The proposed issue would also include the first $4 million of debt for deferred maintenance that was authorized by the Board in February. Final authority for the issuance would be subject to the approval of the Full Board at the May meeting. If circumstances change significantly between now and then, there would be an opportunity to take a different course at that time.
In reference to the $4 million of debt, Trustee Robert Brennan asked if the term would be blended with longer refinancing. Vice President Cate affirmed it would.

Chair Daigle asked whether, if the Board provides final authority for the issuance in May, the University be able to go to market immediately. Vice President Cate explained that the opportunity would be in June and the close date would be July 3rd.

Trustee Robert Brennan noted that there is a very real prospect of rates increasing every day and asked if this possibility has been accounted for. Vice President Cate acknowledged the possibility, but explained that long-term municipal bond rates are not necessarily correlated. He added that he will go forward with the plan to refund if the rate remains less than 65 basis points between now and June.

The following resolution was presented for approval:

**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 recommends authorizing the Vice President of Finance and Treasurer to bring to the Board of Trustees, at its May 2017 meeting, a detailed proposal and accompanying resolution for the refunding of up to $65 million (par value) of outstanding 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 Board of Trustees endorses the Vice President for Finance and Treasurer’s intention to enter into all necessary contracts associated with preparing for the 2017 bond issue to refund 2007 Bonds and issue $4 million of new debt, 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 2017 meeting.

Vice President Cate next presented a resolution regarding Votey infrastructure deferred maintenance. He explained that the Board approved the project in February 2016. Last month, however, the University received competitive bids that will increase the project cost from $4.0 to $4.9 million. He explained that the $900,000 increase in cost is due to the project occurring in a much more constrained time frame, as well as the determination that the project will now include a roof replacement. Vice President Cate added that, even with the additional $900,000 for the project, it is still costing $600,000 less than the original projection. He also stated that the cost is already incorporated in the budget for deferred maintenance. The reason that the Board is being asked to approve the increased amount is because the February 2016 project approval was for a project cost of $4 million.
Trustee Curt McCormack asked why it is necessary to act on the approval now. Vice President Cate reiterated that it is related to the need to complete the project in a more compressed time frame, as well as to cover additional costs to complete infrastructure improvements.

The following resolution was presented for approval:

**Votey Infrastructure Deferred Maintenance Resolution**

WHEREAS, the Board of Trustees approved $4,000,000 for project costs at the February 5, 2016 Board meeting to address the Votey Infrastructure Deferred Maintenance; and

WHEREAS, the administration today reported on the estimated $900,000 of increased cost, due to efficiencies to compress the timeframe for completion rather than closing the building and disrupting ongoing academic activities and increased cost of scope, for the Votey Infrastructure Deferred Maintenance Project and presented a funding plan,

THEREFORE, BE IT RESOLVED, that the Board of Trustees authorizes the Vice President for Finance and Treasurer, or his designee, to expend an additional $900,000 for project costs, to be expended in a manner consistent with the report made on this date; and

BE IT FURTHER RESOLVED, that the $900,000 of funds for such expenditures be drawn from deferred maintenance funding.

Chair Daigle offered an opportunity for final comments before seeking a motion to approve the remainder of consent agenda. There being none, a motion was made, seconded and the remainder of the consent agenda was unanimously approved as presented. Trustee Bernie Juskiewicz was not in attendance for the consent agenda vote.

**Executive Session**

At 1:30 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, and collective bargaining. He noted that action was anticipated following the session which was expected to last approximately 20 minutes. The motion was made, seconded and approved.

Provost David Rosowsky; Vice Presidents Tom Gustafson, Richard Cate, Gary Derr, Wanda Heading-Grant, and Fran Bazlule; Chief of Staff & Senior Counsel to the President Sharon Reich Paulsen; and Labor & Employee Relations Manager Mary Brodsky were invited to remain.

Following the first item, all in attendance, including President Sullivan, were excused with the exception of Trustees and Vice Presidents Bazlule, Gustafson, and Derr.

At 2:30 p.m., the meeting was re-opened to the public.
The following resolution was presented for approval:

**Resolution Authorizing Negotiation and Settlement of United Academics Collective Bargaining Agreement**

RESOLVED, that the Board hereby authorizes the administration to negotiate and settle a collective bargaining agreement with United Academics relative to the full-time faculty bargaining unit on the material terms reported on this date.

A motion was made, seconded and the resolution was unanimously approved as presented.

**Adjournment**

There being no further business, the meeting was adjourned at 2:31 p.m.

Respectfully submitted,

David Daigle, Chair
## The University of Vermont and State Agriculture College

### Board of Trustees Standing Committees

#### 2017 Assignments - Approved 3/6/17

<table>
<thead>
<tr>
<th>Audit (7)</th>
<th>Board Governance (9)</th>
<th>Budget, Finance &amp; Investment (11)</th>
<th>Educational Policies &amp; Institutional Resources (13)</th>
<th>Executive (7)</th>
<th>University of Vermont Board (9)</th>
<th>Vermont Agricultural College Board (9)</th>
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C = chair; VC = vice chair; S = secretary
### Appendix B

The University of Vermont and State Agriculture College
Board of Trustees Other Committees & Work Groups

2017 Assignments - Approved 3/6/17

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<thead>
<tr>
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<tr>
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<td>Wilson-19</td>
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</table>

C = chair; VC = Vice Chair; Sec’y = Secretary  *membership also serves as an Advisory Group for Senior Administration Appointments
EDUCATIONAL POLICY & INSTITUTIONAL RESOURCES

1. **Resolution Approving the Creation of a Minor in Public Policy Analysis in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a Minor in Public Policy Analysis in the College of Arts & Sciences, as approved and advanced by the Provost and President on January 30, 2017.

2. **Resolution Approving the Creation of a Certificate in Physical Activity Promotion in Children and Youth in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the creation of a Certificate in Physical Activity Promotion in Children and Youth College of Arts & Sciences, as approved and advanced by the Provost and President on March 18, 2017.

3. **Resolution Approving the Termination of Environmental Sciences Biology and Geology Minors in the College of Arts & Sciences**

RESOLVED, that the Board of Trustees approves the termination of Environmental Sciences Biology and Geology Minors in the College of Arts & Sciences, as approved and advanced by the Provost and President on March 18, 2017.

4. **Resolution Approving the Creation of a Certificate of Graduate Study in Agroecology in the Graduate College**

RESOLVED, that the Board of Trustees approves the creation of a Certificate of Agroecology in the Graduate College, as approved and advanced by the Provost and President on March 28, 2017.

5. **Resolution Approving the Creation of a Minor in Education for Cultural and Linguistic Diversity on the College of Education & Social Services**

RESOLVED, that the Board of Trustees approves the creation of a Minor in Education for Cultural and Linguistic Diversity in the College of Education & Social Services, as approved and advanced by the Provost and President on March 28, 2017.
6. **Approval to Establish Quantitative Reasoning Outcome as a General Education Requirement**

WHEREAS, on May 21, 2011, the Board of Trustees approved the General Education proposal as approved by

- the Curricular Affairs Committee of the Faculty Senate on April 14, 2011;
- the Executive Council of the Faculty Senate on April 20, 2011; and
- the Faculty Senate on May 19, 2011;

and as approved and advanced by the Provost and the President on May 19, 2011; and

WHEREAS, on May 13, 2013 the Board approved the establishment of a three-credit Undergraduate Foundational Writing and Informational Literacy Requirement;

WHEREAS, on March 16, 2015, the Board approved the establishment of a sustainable learning outcome as a General Education requirement;

THEREFORE, BE IT RESOLVED, that the Board approves the establishment of a quantitative reasoning outcome as a General Education requirement as approved and advanced by the Provost and President March 28, 2017.

7. **Resolution Approving a New Certificate of Computer-Aided Engineering Technology in the College of Engineering & Mathematical Sciences**

RESOLVED, that the Board of Trustees approves the creation of a new Certificate of Computer-Aided Engineering Technology in the College of Education & Social Services in the College of Engineering & Mathematical Sciences, as approved and advanced by the Provost and President on May 5, 2017.

8. **Approving Revisions to Residency Policy**

RESOLVED, that the Board of Trustees hereby accepts technical corrections to the Residency Policy, specifically the removal of language detailing tuition charges for those students who are members of the Armed Forces, Veterans, or family members thereof, qualifying for benefits through the U.S. Department of Veterans Affairs and the Higher Education Opportunity Act, as set forth in Appendix A to this resolution; and

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes and directs the Vice President for Enrollment Management to create and maintain a University Operating Procedure addressing eligibility criteria for those benefits, in compliance with federal law.

9. **Resolutions Approving Revisions to Hazing Policy**

RESOLVED, that the Board of Trustees approves revisions to the Hazing Policy, appearing as Appendix B to this document.
BUDGET, FINANCE & INVESTMENT COMMITTEE

10. Resolution Approving Fiscal Year 2018 Budget Planning Assumptions: General Fund

RESOLVED, that the Board of Trustees hereby approves the budget planning assumptions for Fiscal Year 2018, which lead to a General Fund operating expense budget for the University of $363,708,000, and hereby authorizes the President to proceed with detailed budget preparation in accordance with these assumptions.

11. Resolution Approving Tuition Charges for Fiscal Year 2018

RESOLVED, that the Board of Trustees hereby approves increases in the following tuition rates effective with the 2017-2018 academic year:

- In-state tuition from $15,096 to $15,504 per year, or $646 per credit hour.
- Out-of-state tuition from $38,160 to $39,120 per year, or $1,630 per credit hour.
- Medical student in-state tuition from $34,380 to $35,380 per year.
- Medical student out-of-state tuition from $59,620 to $61,260 per year.

12. Resolution Approving Room and Meal Plan Rates, Fiscal Year 2018

RESOLVED, that the Board of Trustees hereby approves room and meal plan rates for Fiscal Year 2018 as follows:

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<th>Room Type</th>
<th>Rate per Year</th>
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<td>Private Double with Bath</td>
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<td>Private Triple with Bath</td>
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<td>Traditional Double</td>
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<td>Traditional Triple</td>
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<tr>
<td>Residential Unlimited Access (+100 Points)</td>
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<tr>
<td>Residential Unlimited Access (+300 Points)</td>
<td>$4,606</td>
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13. Resolution Approving Student Fees for Fiscal Year 2018

RESOLVED, that the Board of Trustees hereby approves increases to student fees from $2,204 to $2,266 effective with the 2017-2018 academic year.
14. **Graduate Student Senate Fee for Fiscal Year 2018**

RESOLVED, that the Board of Trustees approves a continuation of the Graduate Student Senate fee in the amount of $20 for the academic year.

15. **Resolution Approving Graduate Continuous Registration Fee for Fiscal Year 2018**

RESOLVED, that the Board of Trustees approves a continuation of a varying Graduate Continuous Registration fee, effective with the 2017-2018 academic year, as follows:

- Less than half-time: $100 per semester
- Half to full-time: $200 per semester
- Full-time: $300 per semester

16. **Resolution Authorizing Bond Issuance**

**The University of Vermont and State Agricultural College**

**Board of Trustees**

**GENERAL OBLIGATION BONDS,**

**SERIES 2017**


WHEREAS, a working group of Trustees appointed by the Chair of the University’s Board of Trustees (the “Bond Work Group”) was consulted, and, due to favorable market conditions,
recommends to the University’s Board of Trustees (the “Board”) that the University refund all or a portion of the outstanding Series 2007 Bonds (the “Refunded Bonds”); and

WHEREAS, the Board has determined that it is desirable to authorize the Vice President for Finance and Treasurer, or his successor or designee, to proceed toward the refunding of the Refunded Bonds, in consultation with the Bond Work Group, and to execute any and all contracts and documents necessary for the issuance by the University of the Series 2017 Bonds (as defined below); and

WHEREAS, the Board has determined that in order to refund the Refunded Bonds and pay associated administrative costs, it is necessary and desirable to authorize (i) the issuance by the University of its General Obligation Bonds, Series 2017 in an amount not to exceed $70 million aggregate principal amount (the “Series 2017 Bonds”), in one or more series, at one or more times, with anticipated net present value savings of not less than 3% of the total par amount of the Refunded Bonds and costs of issuance not to exceed 1.25% of the par amount of the Series 2017 Bonds and (ii) the execution of a supplemental indenture between the University and the Trustee, establishing the amount of the Series 2017 Bonds and the details thereof and describing the Refunded Bonds; and

WHEREAS, the Board proposes to issue the Series 2017 Bonds on a parity with the outstanding Series 2007 Bonds, Series 2009 Bonds, Series 2010 Bonds, Series 2012A Bonds, Series 2014 Bonds, Series 2015 Bonds and Series 2016 Bonds (the Series 1990 Bonds, the Series 1998 Bonds, the Series 2002 Bonds and the Series 2005 Bonds being no longer outstanding) pursuant to the terms of the Indenture and one or more Supplemental Indentures thereto relating to the Series 2017 Bonds (collectively, the “Supplemental Indentures”), between the University and the Trustee; and

WHEREAS, the Board desires to authorize the execution and delivery of one or more Bond Purchase Agreements (collectively, the “Bond Purchase Agreements”) among the University, Citigroup Global Markets Inc. and Merrill Lynch, Pierce, Fenner & Smith Incorporated (the “Underwriters”), pursuant to which the University will sell the Series 2017 Bonds to the Underwriters in accordance with the terms and conditions set forth therein; and

WHEREAS, the Board desires to authorize the execution and delivery of one or more Escrow Agreements (collectively, the “Escrow Agreements”) between the University and the Trustee, in its capacity as Trustee for the Refunded Bonds, pursuant to which the University will direct the Trustee to purchase certain Eligible Securities (as defined in the Indenture) and deposit funds necessary to pay the principal and interest on the Refunded Bonds when due and/or the redemption price for the Refunded Bonds on the applicable redemption date; and

WHEREAS, in connection with the issuance and sale of the Series 2017 Bonds, one or more Preliminary Official Statements (collectively, the “Preliminary Official Statements”) and final Official Statements (collectively, the “Official Statements”) will be prepared by the University, which will present information about the University, the terms of the Series 2017 Bonds and the security for the Series 2017 Bonds, among other things; and
WHEREAS, the Board desires to authorize the execution and delivery of one or more Continuing Disclosure Agreements (collectively, the “Continuing Disclosure Agreements”) between the University and the Trustee, pursuant to which the University will be obligated to update certain information in the applicable Official Statement and provide certain other notices to the specified repository in accordance with the terms and conditions set forth therein; and

WHEREAS, copies of the forms of the following documents relating to the transactions described above have been filed with the University:

1. the Supplemental Indentures;
2. the Bond Purchase Agreements;
3. the Escrow Agreements;
4. the Preliminary Official Statements (including Appendix A thereto); and
5. the Continuing Disclosure Agreements;

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

Section 1. Issuance of Series 2017 Bonds.

The Board hereby approves and confirms the issuance by the University of the Series 2017 Bonds, in one or more series, at one or more times, to provide funds to refund all or a portion of the outstanding Refunded Bonds of the University (including the costs of issuance and any other related expenses, including the Underwriters’ discount and their expenses, provided such costs shall not exceed 1.25% of the par amount of the Series 2017 Bonds). The Series 2017 Bonds shall bear a true interest cost not exceeding 5.00% per annum with net present value savings of not less than 3% of the par amount of the Refunded Bonds. The Series 2017 Bonds shall be in the initial principal amount of not more than $70 million, shall mature not later than the final maturity date of the Refunded Bonds and shall have a weighted average maturity not exceeding the weighted average maturity of the Refunded Bonds by more than two years. If the Series 2017 Bonds are issued at more than one time, each issuance of the Series 2017 Bonds shall comply with the limitations contained in this Resolution; provided that the aggregate principal amount of Series 2017 Bonds shall not exceed the limitations on principal amount set forth herein. The Board hereby finds and determines that these purposes are necessary and desirable and hereby authorizes the Vice President for Finance and Treasurer, in consultation with the Bond Work Group, to determine (i) whether the Series 2017 Bonds should be issued as two or more sub-series of bonds, issued together or at different times (based on whether the issuance of the Series 2017 Bonds in two or more sub-series, issued together or at different times, will facilitate debt management or marketing of the Series 2017 Bonds or compliance with federal tax law restrictions or is expected to maximize present value savings or otherwise reduce interest rate or other costs) and (ii) the terms of the Series 2017 Bonds and the terms of the sale of the Series 2017 Bonds (including the maturity dates and amounts, the interest rates, the original issue premium or discount, the redemption provisions of the Series 2017 Bonds based on financial or structural benefits to the University and marketing considerations and the underwriters’ compensation) subject to the limitations set forth in this resolution and the applicable Supplemental Indenture. The form and content of the Series 2017 Bonds as set forth
in the applicable Supplemental Indenture are hereby approved and confirmed. The Vice President for Finance and Treasurer, and the Secretary or the Assistant Secretary of the Board are authorized and directed to execute and deliver the Series 2017 Bonds for and on behalf of the University, in substantially the form and content set forth in the applicable Supplemental Indenture, but with such changes, additions or deletions as shall to them seem necessary, desirable or appropriate, their execution thereof to constitute conclusive evidence of their approval of any and all such changes, additions or deletions.

Section 2. Authorization to Determine Refunded Bond Redemptions. The Board hereby authorizes and directs the Vice President for Finance and Treasurer, in consultation with the Bond Work Group, to determine which maturities (or portions of maturities) of the Refunded Bonds shall be refunded with the proceeds of the Series 2017 Bonds and the dates of redemption of such Refunded Bonds; provided that such refunding results in net present value savings of not less than 3% of the par amount of the Refunded Bonds (from each issuance of Series 2017 Bonds if issued at more than one time).

Section 3. Authorization of Supplemental Indentures. The Board hereby approves and confirms the form and content of one or more Supplemental Indentures. The Vice President for Finance and Treasurer, and the Secretary or Assistant Secretary of the Board are hereby authorized and directed to execute and deliver one or more Supplemental Indentures for and on behalf of the University, in substantially the form and content made available to the Board, but with such changes, additions or deletions as shall to them seem necessary, desirable or appropriate, their execution thereof to constitute conclusive evidence of their approval of any and all such changes, additions or deletions. From and after the execution and delivery of the Supplemental Indentures, the Vice President for Finance and Treasurer, and the Secretary or Assistant Secretary of the Board and all other officers of the Board and the University are hereby authorized, empowered and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Supplemental Indentures as executed.

Section 4. Authorization of Bond Purchase Agreements. The Series 2017 Bonds shall be awarded and sold to the Underwriters pursuant to the terms of one or more Bond Purchase Agreements at an aggregate underwriters’ discount or fee to be determined by the Vice President for Finance and Treasurer in consultation with the Bond Work Group, of not more than 0.30% ($3.00 per $1,000 bond) plus an additional amount to cover out-of-pocket expenses of the Underwriters. The Series 2017 Bonds shall be authenticated and delivered to or upon the order of the Underwriters upon payment of the purchase price set forth in the Bond Purchase Agreement. The form and content of the Bond Purchase Agreements are hereby approved. The Vice President for Finance and Treasurer is hereby authorized and directed to execute and deliver the Bond Purchase Agreements for and on behalf of the University, in substantially the form and content made available to the University, but with such changes, additions or deletions as shall to him seem necessary, desirable or appropriate, his execution thereof to constitute conclusive evidence of his approval of any and all such changes, additions or deletions therein. From and after the execution and delivery of the Bond Purchase Agreements, the Vice President for Finance and Treasurer and all other officers of the Board and the University are hereby authorized and directed to do all such acts and things and to execute all such documents as may
be necessary to carry out and comply with the provisions of the Bond Purchase Agreements as executed.

Section 5. Authorization of Escrow Agreements. The form and content of one or more Escrow Agreements are hereby approved. The Vice President for Finance and Treasurer is hereby authorized and directed to execute and deliver one or more Escrow Agreements for and on behalf of the University, in substantially the form and content made available to the Board, but with such changes, additions or deletions as shall to him seem necessary, desirable or appropriate, his execution thereof to constitute conclusive evidence of his approval of any and all such changes, modifications, additions or deletions. From and after the execution and delivery of the Escrow Agreements, the Vice President for Finance and Treasurer and all other officers of the Board and the University are hereby authorized and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Escrow Agreements as executed.

Section 6. Authorization of Continuing Disclosure Agreements. The form and content of one or more Continuing Disclosure Agreements are hereby approved. The Vice President for Finance and Treasurer is hereby authorized and directed to execute and deliver one or more Continuing Disclosure Agreements for and on behalf of the University, in substantially the form and content made available to the Board, but with such changes, additions or deletions as shall to him seem necessary, desirable or appropriate, his execution thereof to constitute conclusive evidence of his approval of any and all such changes, modifications, additions or deletions. From and after the execution and delivery of the Continuing Disclosure Agreements, the Vice President for Finance and Treasurer and all other officers of the Board and the University are hereby authorized and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the provisions of the Continuing Disclosure Agreements as executed.

Section 7. Approval of Preliminary Official Statements and Official Statements. The form, terms and content of the Preliminary Official Statements and the Official Statements in substantially the form of the Preliminary Official Statements (but including the terms of the Series 2017 Bonds) are authorized, approved and confirmed, with such changes, additions or deletions therein as shall seem necessary, desirable or appropriate to the Vice President for Finance and Treasurer. The use of the Preliminary Official Statements and of the Official Statements by the Underwriters in connection with the sale of the Series 2017 Bonds is hereby authorized, approved and confirmed. The Vice President for Finance and Treasurer is authorized to execute the Official Statements on behalf of the University.

Section 8. Tax Certificates. The Vice President for Finance and Treasurer of the University is hereby authorized to execute certificates in order to evidence the University’s compliance with the Internal Revenue Code of 1986 and the applicable Income Tax Regulations thereunder.

Section 9. No Personal Liability. No stipulation, obligation or agreement herein contained or contained in the Series 2017 Bonds, the Indenture, the Supplemental Indentures, the Bond Purchase Agreements, the Escrow Agreements, the Continuing Disclosure Agreements or any other instrument related to the issuance of the Series 2017 Bonds shall be deemed a
stipulation, obligation or agreement of any officer, agent or employee of the University in his or her individual capacity, and no such officer, agent or employee shall be personally liable on the Series 2017 Bonds or be subject to personal liability or accountability by reason of the issuance thereof.

Section 10. **Actions of Officers.** The officers of the Board and of the University are hereby authorized and directed to do any and all other acts and to execute any and all other documents, which they, in their discretion, deem necessary and appropriate in order to consummate the transactions contemplated by (i) this Resolution, (ii) the Indenture and the Supplemental Indentures and (iii) the documents presented to this meeting or made available for review: except that none of the above shall be authorized or empowered to do anything or execute any document which is in contravention, in any way of (a) the specific provisions of this Resolution, (b) the specific provisions of the Indenture or the Supplemental Indentures, (c) any agreement to which the University is bound, (d) any rule or regulation of the University or (e) any applicable law, statute, ordinance, rule or regulation of the United States of America or the State of Vermont.

Section 11. **Severability of Invalid Provisions.** If any one or more of the agreements or provisions herein contained shall be held contrary to any express provision of law or contrary to the policy of express law, though not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements or provisions shall be null and void and shall be deemed separable from the remaining agreements and provisions and shall in no way affect the validity of any of the other agreements and provisions hereof or of the Series 2017 Bonds authorized hereunder.

Section 12. **Conflicting Provisions.** All prior resolutions or parts thereof of the University in conflict with the provisions herein contained are, to the extent of such conflict, hereby superseded and repealed.

Section 13. **Effective Date.** This Resolution shall take effect upon its adoption.
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 the University, even if he/she enrolls in multiple programs. Irrespective of a student’s in-state status as defined in this Policy, upon submission of appropriate documentation, UVM will charge members of the armed forces, veterans, and qualifying family members thereof, the in-state tuition rate in accordance with federal law (e.g. the Higher Education Opportunity Act and 38 U.S.C. 3679(c)) and further detailed in the University’s Tuition Billing for Members of the Armed Forces, Veterans, and their Families Operating Procedure.

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

Tuition Billing for Members of the Armed Forces, Veterans and their Families
[Forthcoming] None

Effective Date

Approved by the Board of Trustees on May 21, 2016 May 20, 2017

Stacey Kostell
Vice President for Enrollment Management

Approved:

E. Thomas Sullivan
President

Approved:

David A. Daigle
Chair of the Board of Trustees
Hazing

Policy Statement

It is the policy of the University of Vermont that no member of the University community may participate or be involved in hazing activities.

Hazing means any act committed by a person, whether individually or in concert with others, against a member of the University community in connection with joining, pledging, being initiated into, affiliating with, holding office in, or gaining or maintaining membership in any group or organization that is recognized by the University, and that is intended to have the effect of, or should reasonably be expected to have the effect of, socially or physically isolating, humiliating, intimidating, or demeaning the individual(s) or otherwise endangering their mental or physical health. Hazing also includes soliciting, directing, aiding, or otherwise participating actively or passively in such acts, and occurs regardless of the consent or willingness of a person to participate in the activity.

Hazing does not include any activity or conduct that furthers legitimate curricular, extracurricular, or military training program goals, provided that (1) the goals are approved by the appropriate University official, such as a student organization’s advisor or a team’s head coach (for students), provided the official is an employee of the University, or the Office of the Provost (for employees); and (2) the activity or conduct furthers the goals in a manner that is appropriate, contemplated by the University, and typical and customary for similar programs at other educational institutions.

Information that any member of the University community or University recognized group or organization has allegedly violated this policy will be referred to the appropriate process for investigation and resolution. Any student or student organization will be referred through the student conduct process for an alleged violation of this policy. Faculty and staff will be referred to the appropriate review process in compliance with University policy or applicable collective bargaining agreement for any alleged violation of this policy. Faculty and staff recognized groups and organizations will be referred to the Office of the Provost for an alleged violation of this policy.

This policy is intended to be consistent with State law; it will be reviewed periodically and revised in light of legal developments.
**Reason for the Policy**

The University of Vermont is first and foremost an educational institution. The University’s hazing policy, prevention efforts, and response procedures for hazing incidents, must grow from, and embody, this educational mission.

Membership in University recognized groups and organizations can increase leadership and service potential; provide athletic, recreational, intellectual, and spiritual opportunities; and otherwise contribute positively to personal and social development. When membership is linked with involvement in hazing activities, the educational purpose of the endeavor is compromised and can endanger the health and safety of students or other university community members. Hazing is therefore strictly prohibited at the University of Vermont.

**Applicability of the Policy**

This policy applies to all members of the University community and their guests, regardless of whether the behavior occurs on or off campus, as well as all University recognized groups and organizations.

**Policy Elaboration**

**Understanding the Scope of Hazing Activities**

Members of University recognized groups and organizations engage in a wide array of activities that positively nurture individual relationships, camaraderie, and team building; develop unity, connectedness, and a sense of belonging; and promote the development of self-esteem. However, because it is not always clear to individuals which activities are unacceptable and constitute hazing, leaders and members of groups are strongly encouraged to consult with the groups’ advisers, coaches, or other University officials responsible for the program or activity in advance of any planned event.

A broad range of behaviors may be considered hazing. The range of activities cross a continuum from minor to more severe forms of conduct. Severity of the hazing can be measured both by the level of pressure to engage in the conduct (expecting, encouraging, urging, requiring, coercing, forcing, etc.) and the type of the behavior involved (behavior that is very unlikely to cause physical or psychological harm to behavior that is very risky and almost always will result in some degree of harm). Creating an expectation to participate in activities as a condition of joining, affiliating with, or maintaining membership in a group where harm could result is likely to be considered hazing.

Upon completion of a thorough investigation, determinations as to whether hazing occurred are made by the appropriate University official, hearing officer, or hearing body with due consideration of the relevant facts and circumstances.

For further information, the University has developed a Hazing Prevention and Education Resource [link forthcoming] to aid the campus community in identifying behaviors that may constitute hazing, or may lead to hazing.
Definitions

_Hazing_: see Policy Statement above.

_Recognized Group or Organization_: As defined in the University’s Group and Organization Recognition Policy.

_University Official_: any person employed by the University and/or acting on behalf of the University.

Procedures

Reporting Incidents of Hazing
University officials are required to report possible hazing incidents in a prompt and effective manner to University Police Services, as detailed in the contact information section of this Policy. Students and all other members of the University community are strongly encouraged to report possible hazing incidents as soon as possible to University Police Services.

The Chief of Police Services, or designee, will promptly take steps to investigate and respond to hazing reports consistent with the exercise of reasonable professional discretion, including the convening of responsible University administrators.

Benefits to Those Who Report
Individuals who are victims of hazing and who truthfully report such activities shall not be individually charged with a violation of this Policy. Similarly, individuals who have knowledge of a hazing incident, but who did not participate, and truthfully report the activities shall not be individually charged with a violation of this Policy in relation to that particular incident.

When reviewing a case, consideration will be given to whether an organization or group has self-reported a hazing behavior and identified individuals who are responsible for the hazing to an appropriate University Official or UVM Police Services.

Administrative Response
The University’s response to hazing allegations will occur through the processes outlined in the Code of Student Rights and Responsibilities, the Staff Handbook, the Officers’ Manual, or the applicable collective bargaining agreement.

Students may also be subject to review of the same conduct for (1) violation of professional standards related to an academic program; (2) conduct standards associated with Athletics; (3) conduct standards associated with recognized student organizations; (4) Housing and Meal Plan Contract Terms and Conditions; (5) eligibility to participate in other University sponsored programs. Similarly, for employees, since hazing may violate the policy(ies) of more than one institutional governing body, the same incident may be referred to more than one hearing body or go through more than one process.
Recognized Groups and Organizations may also be subject to suspension or revocation of University recognition for policy violations or while an investigation is on-going and until such time that the case is resolved.

University Police Services may refer conduct that may constitute a violation of criminal law to appropriate law enforcement officials, subject to the requirements of governing law.

**Sanctions**

Hearing officials or bodies responsible for imposing sanctions upon individuals and/or organizations for violation of this policy may consider factors such as the following:

Nature of the offense, including whether aggravated conduct occurred and whether it is shown that the conduct was premeditated

- Severity of the harm or damage resulting from the offense
- Disciplinary history of the Respondent(s)/organization
- Whether the Respondent(s)/organization cooperated during the proceedings, responded honestly to questions, and promptly accepted responsibility for one’s actions
- Whether the Respondent(s)/organization sought to threaten or purposefully intimidate a complainant, witnesses, or others involved in the University’s disciplinary process
- Whether there was an active attempt to conceal or hide the violation(s)
- Any leadership role or seniority of the Respondent(s) in the organization relative to which hazing occurred, and/or at what level of the organization the hazing behavior was encouraged, endorsed, or otherwise sponsored
- Whether any offense involved behavior directed at a person’s actual or perceived membership in a legally protected category as defined in UVM Policy V.7.4.9, Equal Opportunity in Educational Programs and Activities and Non-Harassment (http://www.uvm.edu/policies/student/equaledu.pdf).
- Sanctions imposed by other University reviews or hearings
- Whether a risk of continued harm, or threat of harm, to the campus community or individual members exists
- Whether there is convincing evidence that a Respondent was provoked or pressured into the situation, even though the Respondent made a conscious choice to participate
- Whether the organization and/or Respondent(s) have individually or collectively expressed a clear understanding of the severity of the offense, including resulting damage, injury or harm
- Whether the organization and/or Respondent(s) have individually or collectively taken steps to positively address their behavior, or otherwise take responsibility for their actions

Hearing officials or bodies responsible for imposing sanctions will do so exercising reasonable discretion in light of factors such as those just described above.

Examples of sanctions that may be imposed upon individuals are:

- Disciplinary suspension or dismissal, or suspension or termination of employment;
- Attendance at or creation of educational programs or other trainings;
- Appropriate reflection activities;
- Monetary Fines;
• Restitution; and/or
• Participation in alcohol, drug, or other counseling services

Examples of sanctions that may be imposed upon organizations that knowingly permit, authorize, or condone hazing are:
• Probation;
• Revocation or suspension of the organization’s existence or recognition;
• Attendance at or creation of educational programs or other trainings;
• Appropriate reflection activities;
• Restitution;
• Cancellation of some or all the organization’s activities or events (such as intercollegiate or intramural sports contests); and/or
• Decrease in, or restriction of, the organization’s privileges

Forms
None

Contacts
To Report an Incident of Hazing, Contact UVM Police Services:

Emergency Reporting: 911
Non-Emergency Reporting: 656-3473
Anonymous Reporting: Report a Crime
Anonymous Tip Line: Tip411 -or- 656-TIPS

If you are concerned about the health or welfare of a student and would like to connect them with support, please fill out a Concerning and/or Risky Event (CARE) Form or contact:

Dean of Students Office: 656-3380; DeanofStudents@uvm.edu; Nicholson House

To seek confidential support if you have been the subject of hazing, please contact:

Center for Health and Wellbeing (24/7):
- Counseling and Psychiatry Services (CAPS): 656-3340
- Student Health Services: 656-3350

Employee Assistance Program (EAP): Invest EAP – (802) 864-EAPØ (3270)

Please note: Counseling and Psychiatry Services, Student Health Services, and the Employee Assistance Program are designed to be confidential resources for individuals who report hazing incidents. Under current Federal law, CAPS and EAP are exempted from reporting these incidents to law enforcement. Medical clinicians in Student Health Services are required to report hazing incidents, although they may do so without providing identifying information about the reporter. Communications outside of the Center for Health and Wellbeing and EAP are not guaranteed to be confidential.
For more information about identifying behaviors that may constitute hazing, or may lead to hazing, please see the UVM Hazing Prevention and Education Resource [link forthcoming].

The University official responsible for oversight of the policy when a student or student organization commits a violation is the Vice Provost for Student Affairs. The University official responsible for oversight of the policy when a staff or faculty member, or staff or faculty organization, commits a violation is the Provost.

**Related Documents / Policies**

Alcohol and Other Drug Use – Students  
[https://www.uvm.edu/policies/student/drugandalco.pdf](https://www.uvm.edu/policies/student/drugandalco.pdf)

Campus Security Authorities (CSAs) and Responsible Employees under Federal Law (“UVM Reporters”) – Designation of and Reporting By Procedure  
[http://www.uvm.edu/policies/riskmgm/campussecurity.pdf](http://www.uvm.edu/policies/riskmgm/campussecurity.pdf)

Code of Students Rights and Responsibilities  
[http://www.uvm.edu/policies/student/studentcode.pdf](http://www.uvm.edu/policies/student/studentcode.pdf)

Discrimination and Harassment Policy  
[https://www.uvm.edu/policies/student/studentharas.pdf](https://www.uvm.edu/policies/student/studentharas.pdf)

Group and Organization Recognition Policy  

Hazing Prevention and Education Resource  
[link forthcoming]

Minors; Reporting Abuse or Neglect of and Crimes Procedure  

Sexual Harassment & Misconduct Policy  

State of Vermont Hazing Law  
[http://legislature.vermont.gov/statutes/section/16/009/00570](http://legislature.vermont.gov/statutes/section/16/009/00570)

**Effective Date**

Accepted:

_____________________________   ____________  
Annie Stevens              Date  
Vice Provost for Student Affairs
Approved:

E. Thomas Sullivan
President

Date

David A. Daigle
Chair of the Board of Trustees

Date
Grant and Contract Awards
January 1, 2017 – March 31, 2017
May 19, 2017

Board of Trustees
Committee of the Whole

Prepared By
Sudha Ramaswami, Director, Sponsored Project Administration
HIGHLIGHTS OF SPONSORED PROJECTS
AWARDED 01/01/17 to 03/31/17

During this three-month period, grants and contracts totaling $15,996,553 were awarded to UVM. Awards being reported in this period include:

- Funding from the United States Department of Agriculture to create a robust method of tracking information for specialty crop operations in the state. A variety of information, such as inputs, labor records, nutrient application/removal records, yields, and field maps, would be tracked so that data is readily available for farmers for a wide range of uses. The program aims to create a web based platform with combined mobile based application as well as to create an outreach program that helps farmers implement these record keeping tools.

- A second installment of funding from the Food & Drug Administration for being one of the four regional centers to Advance food safety. The objective of the grant is to build the regional network infrastructure necessary to support a national food safety system that increases the understanding and to adopt established food safety standards, evidence-based guidance, and protocols for those affected by FSMA rules and other food safety regulations and market requirements. Large and small scale farm operations are usually the target for this collaborative project.

- Funding from the United States Department of Agriculture to conduct the research on and to disseminate information necessary to remove the barriers in becoming an organic maple operation. The project also aims to increase the number of certified organic maple operations in the U.S. Achieving this goal will help in improving the ecosystem and increasing the crop values and annual revenues of both currently certified organic operations, and those that transition from conventional to organic production.

- A research study funded by the National Science Foundation on the notion of marginality. An examination of complex relationships between pariah populations sharing space in the industrial conurbation of Marseille, France. The objective of this ethnographic focus, is to learn something about whether and how people in such spaces see each other variably either as belonging to the same category or, by contrast, as interlopers in proprietary space.

- Funding from the State of Vermont, Department of Aging and Disabilities to provide effective Assistive Technology (AT) services for Vocational Rehabilitation eligible Consumers throughout the state. The Center on Disability and Community Inclusion will be providing Vocational Rehabilitation Assistive Technology Specialists that will serve in the three regions of Vermont. The scope of the project also includes conducting design and development activities to establish an effective service model.

- A research study on phytoplankton ecosystem, funded by United States Geological Survey. The study looks into the impact of storms on the phytoplankton communities. The project will couple monitoring data obtained with traditional sampling methods and high-frequency sensors in lakes across the globe.

- Continued funding from the National Institutes of Health for a research study for introducing a change to the treatment of asthma on obese patients. The researchers plan to do this by defining the utility and efficacy of volume elevation in the lungs of obese asthma patients.
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## College of Arts and Sciences

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**Extension**

<p>| EXT     | Extension-Program and Faculty Support | Balzano, Amerigo G | Natural Resources Conservation Service/Department of Agriculture | Development of Phosphorus Mass Balances on Vermont Farms | 3/14/2017  | 6/1/2019 | $34,606 | $5,538   | $40,144    | Extension |
| EXT     | Extension-Program and Faculty Support | Callahan, Christopher W | Food &amp; Drug Administration | The Northeast Center to Advance Food Safety (NECAFS) | 3/1/2017   | 2/28/2018 | $272,968 | $43,675  | $316,643   | Extension |
| EXT     | Extension-Program and Faculty Support | Cannella, Mark P | Vermont Housing &amp; Conservation Board | Farm Viability 2017 Grant Cycle | 10/1/2016  | 4/30/2018 | $151,539 | $24,246  | $175,785   | Extension |
| EXT     | Extension-Program and Faculty Support | Cannella, Mark P | Vermont Housing &amp; Conservation Board | Forest Business 2017 | 12/1/2016  | 11/30/2017 | $59,666 | $15,334  | $75,000    | Extension |</p>
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Provost’s Report  
May 19, 2017

Board of Trustees  
Educational Policy and Institutional Resources Committee

Prepared By  
Provost and Senior Vice President David V. Rosowsky

My May 2017 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.
Across the Green
April 2017

TO: University of Vermont Academic Community
FROM: David V. Rosowsky, Provost and Senior Vice President

Investing in our Future: Driving to Excellence

INTRODUCTION, REFLECTING ON CHANGE

Spring is in the air at the University of Vermont, and while we wait patiently for telltale signs and scents of the new season, we can't help but notice the signs of change all around us. As we prepare to say goodbye to the Class of 2017, we welcome new academic programs, new campus facilities, and a new university-wide institute. This also is the season of hiring new faculty who will join us in the fall, along with our newest students – the UVM Class of 2021 and an impressive new group of graduate and professional students.

Our campus is undergoing significant and exciting physical changes. Work continues apace on a number of high-profile capital projects for the University. The new first-year residence hall opens in August and will be home to nearly 700 first-year students. Among the novel features of UVM’s newest residence hall will be the bridge to the Bailey/Howe Library, connecting the residence hall to innovative new learning and discovery space in a renovated section of the library. The first building of the STEM Complex, ‘Discovery,’ will open in May, after which demolition of the Cook Building will commence, followed by the construction of the second building, ‘Innovation’ (to be completed in summer 2019). Votey renovations continue, with significant activity occurring this summer such that teaching and research activities in Votey can resume at the start of the fall semester. Work has already commenced on renovations to the Taft School to create a new center for the arts, complete with new galleries, studio classrooms, and exhibition/performance spaces. Two projects are expected to begin immediately after Commencement in May. The first is an expansion of Kalkin Hall (to be named Ifshin Hall) for the Grossman School of Business. Billings Library renovations also will begin this summer, creating a beautiful new home for many of the University’s humanities programs/centers. And construction also has commenced on the new patient tower at the UVM Medical Center across the quad from the new STEM Complex. These projects join two other large capital projects that were completed this past year, the Miller Research and Educational Center expansion and the new UVM Alumni House and Silver Pavilion complex.
As I reflect on the academic year quickly drawing to a close, I cannot help but be impressed by the progress each college and school has made in adapting to the new budget model, and seizing opportunities afforded by its transparency and relative simplicity. At the core of the new model, and all it has enabled, is the elimination of complexity and opaqueness, and the removal of unnecessary and counterproductive barriers to innovation, collaboration, and program evolution. We now operate, as a University, within a resource framework that is predictable, easy to understand, transparent, and equitable. Above all, the new model enables multi-year planning and investment. The model is largely decentralized in that resources, responsibility, and decisions reside at the college/school level. The colleges and schools share responsibility, in a fashion that makes sense and is predictable year-to-year, for university-wide (shared) functions. And as colleges’ and schools’ enrollment patterns change, they can plan and adapt accordingly – with the ability to monitor these trends and work in partnership with Enrollment Management to understand and respond to changes.

We are just completing our second full year under IBB. The new budget model was developed and implemented over two years through the hard work of literally hundreds of faculty and staff colleagues. We have created a framework within which we can – together – responsibly manage resources to deliver on our promise of academic excellence and student success, while identifying and investing in our highest strategic priorities and those of each college/school. As we move into Year 3, as planned, we will undertake an exercise (starting in December 2017) to develop IBB 2.0 – which may include modifications to elements of the original model and/or new elements. As with the development of the model, this effort will be coordinated by a campus-wide Steering Committee of approximately two dozen faculty and staff, including some from the original Steering Committee. It is expected that the work of the Steering Committee will engage many more faculty and staff through task committees, and will complete its work by December 2018. Once again, the Steering Committee will present its recommendations to President Sullivan for his review and approval, with IBB 2.0 becoming effective July 2019 (the start of FY20). As has become customary, both the processes and the recommendations will be fully transparent. We will continue to use the IBB website to post and archive all information relative to the development, implementation, and adaptation of the University’s budget model.

So this has been, and continues to be, a time of exciting change for the University of Vermont. This includes new levels of campus-wide engagement around strategic visioning and planning, the launch of new academic programs and both disciplinary and cross-disciplinary initiatives, and investment in existing buildings and the construction of new buildings to support new learning and discovery modalities. Another area of significant strategic investment, namely the many ways we are investing in our Teacher-Scholars, is the subject of the next section.

INVESTING IN UVM’S TEACHER-SCHOLAR MODEL

For many of us, this has been a year of reaffirming and reinvesting in the Teacher-Scholar model at UVM. The year started (last summer) with a series of retreats among university leadership, academic leadership, and the Board of Trustees. Throughout the year, President Sullivan and I have spoken often about our Teacher-Scholar model, have committed significant new resources
to its success and to its visibility, and have posited the model as a hallmark and a discriminator for the University – something we do well and aspire to do better than any other university.

In my September 2016 ‘Across the Green’ memo, I first wrote about how and why our Teacher-Scholar model can serve as a discriminator, how we can advance and promote the model, how we can engage and engage our faculty, and how we can recognize our best teacher-scholars at the University. This “roadmap” informed future discussions among deans and within colleges and schools over the course of the year.

The January 2017 ‘Across the Green’ memo included a section “The Teacher-Scholar Model and Boyer’s Definition of Scholarship” in which I relate the Teacher-Scholar model with the three pillars of the land grant university mission, and the four categories of scholarship described by Ernest Boyer (1990) in his seminal report, “Scholarship Reconsidered: Priorities of the Professoriate” published by the Carnegie Foundation for the Advancement of Teaching. This, too, inspired discussions across the campus this year, and helped departments and colleges as they articulated their goals, priorities, and metrics for scholarship and for success. If you have not yet read that section in the January 2017 memo, I encourage you to do so. And as always, I welcome your feedback.

It is not enough to recognize, celebrate, and promote the Teacher-Scholar model at UVM (although doing each creates great value and shines brightly on our academic community), we must also reinvest in it. Reaffirmation with reinvestment nurtures the model, broadens opportunities for engagement, and solidifies our reputation as a national leader in the effective integration of teaching and scholarship.

Our investments in UVM’s Teacher-Scholar model and its core elements and principles fall into four categories: (1) investments in faculty, (2) investments in faculty professional development, (3) investments in facilities, and (4) awards and recognitions. I have written about each in previous ‘Across the Green’ memos, and of course we are surrounded by evidence of these strategic investments – new people, new programs, new facilities, new awards, but also a new energy around our shared values, shared aspirations, and shared commitments.

To provide a quick summary:

(1) Investments in faculty:

We have hired between 35 and 40 new full-time faculty in each of the last five years (not including faculty-rank appointments in the Larner College of Medicine). All are outstanding scholars with deep commitment to teaching. We make clear in our recruitment, not that all faculty are expected to teach, but that all faculty are privileged to be able to teach. We provide startup resources, mentoring, and support to enable our new faculty to be successful in the roles for which they were hired, whether teaching, research and scholarship, or a combination. We also remain committed to our robust faculty sabbatical program, into which the University invests more than $5M annually, as part of our on-going commitment to faculty professional development, renewal, and success.
(2) Investments in faculty professional development:

**Associate Provost for Faculty Affairs** Jim Vigoreaux has been working over the past year to organize, re-design, and expand professional development offerings for all faculty ranks. The goal is to have a “one-stop shop” for faculty professional development opportunities available on the Office of the Provost website by this summer. Deans are working with department chairs to ensure faculty are both aware of and encouraged to participate in all relevant professional development opportunities at the appropriate time in their career. No longer just a consideration for early career faculty, the Provost’s Office believes intentional professional development opportunities should exist and be accessed throughout one’s entire faculty career. I want to take this opportunity to thank Associate Provost Vigoreaux for his commitment to this priority and the tremendous progress he has made this year.

Beyond these professional development opportunities and the University’s commitment to faculty reinvestment and renewal in the form of faculty sabbaticals, we also have invested significantly in faculty research, scholarship, and creative activity. This year, the **Office of the Provost** and **Office of the Vice President for Research** invested more than $1M in competitively awarded grants to faculty. This includes support through the SPARK-VT program; the REACH program; the Faculty Activity Network (FAN); the UVM-Industry Fellowship Program; the Fostering Interdisciplinary Scholarship, Arts, and Research (FISAR) program; the OVPR Express program (for new faculty); as well as direct financial support (cost-share, equipment, or matching funds) for large center-level grants identified by the Vice President for Research as strategic priorities for the University.

In the coming year, another $500K in support for faculty research and scholarship will be made available through new research initiation (seed) funds awarded through the **Institute for Environment**, bringing our annual investment to more than $1.5M. Growth in extramural research and increased interdisciplinary activity are two of the **Academic Excellence Goals** underpinning the President’s **Strategic Action Plan**.

These investments in scholarship are in addition to specific funds targeting innovative pedagogy and new course delivery models (through the Engaged Practices Innovation or **EPI grants** administered by Associate Provost Brian Reed) and resources being invested by all of the deans in creating new pedagogy, new courses, and new curricula. Taken together, the University is investing several millions of dollars each year in faculty professional development directly supporting the values and ideals of the **Teacher-Scholar** model.

(3) Investments in facilities:

Earlier in this memo I summarized the major **capital projects** being constructed at the University. In nearly every instance (including the new first-year residence hall and the Bailey/Howe Library), these projects include new spaces for teaching, learning, and discovery. These spaces are more adaptable, flexible, and easily reconfigured to accommodate different class sizes and pedagogies; more technologically enabled; and more appropriate for group work, hands-on learning, and creative activities.
New laboratories for physical sciences and engineering in the STEM Complex complement the new laboratories for life sciences in Jeffords Hall completed in 2010. And new instructional and research space for computer science, math, engineering, and complex systems in the STEM Complex will bring together these disciplines in one integrated facility, in which cross-disciplinary teaching and learning can give rise to new discoveries and innovation. The renovations to the Taft School and Billings Library will create similar opportunities for integration, synergistic activity, scholarship and innovative pedagogy in the arts and humanities, respectively.

The move to “learning commons” types of classrooms can be seen in all colleges and schools. Flipped classrooms, innovation classrooms, and design studios are replacing traditional desk-and-chair classrooms. And we continue to invest significant resources each year into upgrading and augmenting technological capabilities in all of our teaching and learning spaces. If you haven’t seen them yet, I encourage you to visit the Larner Classroom (Medical Education Room 100) or Hills 20 (our first innovation classroom, with more being planned). ‘Discovery’ (opening next month) and the renovated Votey Hall (coming back online this fall) will bring many exciting new teaching and learning spaces online, as will the expansion to Kalkin Hall.

(4) Awards and recognitions:

This year we added two new awards for faculty excellence, the President’s Distinguished Senior Lecturer and Lecturer Awards. These new awards join many awards and recognitions of our outstanding teacher-scholars including the University Distinguished Professor, University Scholar, Kroepsch-Maurice Excellence in Teaching Award, many college and school-based awards for faculty excellence, and our growing number of endowed professorships and chairs. This fall, the Office of the Provost, in collaboration with the Student Government Association (SGA), will announce a new award recognizing outstanding advising. We must commit as a University to recognizing and celebrating our best teacher-scholars, both as points of pride and as exemplars.

INSTITUTE FOR ENVIRONMENT

This month we announced the launch of the Gund Institute for Environment at the University of Vermont. The launch marked the culmination of four years of work dating back to the first university-wide Envisioning Environment report (2013), and following the recommendations of both that first report and the subsequent faculty-led Envisioning the Institute report (2014), which was then followed by thoughtful faculty-led reports with specific mission statement, scope, organizational structure and governance, and resourcing recommendations – all of which are available online. I extend my sincere thanks to the many faculty members who dedicated countless hours of time and effort to imagine, re-imagine, and ultimately converge on recommendations that led to this exciting new initiative for the University. Faculty from all UVM colleges and schools participated at every stage. It is because of this shared visioning that we now have this shared reality, and I believe this will quickly become a signature program for the
University of Vermont, underscoring and amplifying our commitment to the study of the environment writ large.

Throughout this process, I stated often that we would not launch this ambitious institute unless and until it could be properly resourced. Thanks to a significant new gift from the Gund Family, we are now in a position to fully fund the Institute and ensure the success of this ambitious and exciting campus-wide initiative. We are profoundly grateful to the Gund Family for their vision, for their generous support, and for the trust they have placed in us and our commitment to excellence and to success. They believe in our transformative vision and our bold aspirations.

In the coming weeks and months, you can expect to hear much more about the Year 1 plans and many opportunities to become engaged with the Institute from Dr. Taylor Ricketts, inaugural Director of the Institute for Environment. My thanks to Professor Ricketts for his steady leadership, and congratulations to everyone involved in making this ambitious vision a reality. Well done.

UPDATE ON ‘MOVE MOUNTAINS,’ THE COMPREHENSIVE CAMPAIGN FOR THE UNIVERSITY OF VERMONT

With just over two years remaining in the Move Mountains Comprehensive Campaign, we are more than 80% toward our $500M goal. It appears increasingly likely we will exceed our goal when we conclude the campaign in summer 2019. This is very exciting, of course, but also provides clear affirmation that we are moving in the right direction, that we have established the right strategic priorities and goals, and that we have developed a compelling case statement for the future of the University of Vermont. This is the largest campaign in the history of the University and already is enabling transformative changes throughout our campus. Already we have doubled the number of endowed professorships and chairs, from 52 to 105 (and counting). We have added a substantial number of new scholarships and fellowships, and we have raised critically needed support for some of our most ambitious capital projects. But by far the largest category of new support raised in the campaign has been support for academic programs. These are resources that go directly into the colleges and schools to support specific academic programs. The deans report regularly to their colleges/schools on development priorities, efforts, and successes. I hope you will follow the campaign’s progress and join us as we celebrate a successful conclusion to the ambitious and important Move Mountains campaign in 2019.

‘COFFEE WITH THE PROVOST’ REFLECTIONS AND CLOSING THOUGHTS

As I write this, I have hosted three “Coffee with the Provost” sessions this spring, with a fourth scheduled for May 1. This was a new concept, started this spring, to provide casual opportunities for unstructured dialog. I didn’t know what to expect – active listening, exchange of ideas, making suggestions, sharing concerns, or even offering criticism – but was open to anything. The idea was simple: I would be available for an “office hour” at a designated café on campus and anyone was welcome to stop by to chat or just say hello. More than 100 individuals (faculty, staff, and students) stopped by during the first three “Coffee with the Provost” sessions. Our conversations ranged from academics, to athletics, to the election, to the budget, to hybrid
learning, to design thinking, to sustainability, to economic development, to academic and industrial partnerships, to community and statewide engagement. Some just drifted over to say hello, introduce themselves, and ask a question. But many others stayed for the hour to listen-in on other conversations or to have side conversations with new colleagues. While I came to each session not knowing what to expect, I always came away energized. Talking with colleagues in such an informal setting, without a plan or agenda, is something I enjoy immensely. (Those who know me know that I cherish the opportunity to speak before large groups as well, but that my favorite part is the unstructured, often unpredictable “Q&A” session that often follows.) I hope you will join me at a future “Coffee with the Provost” session. Our final session this spring is May 1 (10:30-11:30am in the Scarlet Lounge across from Henderson’s Café in the Davis Center), however we will continue these in the next academic year.

Earlier this month, we announced that UVM was selected to receive the STARS Gold Rating for Sustainability Efforts. This rating places us among the top 12% of all rated higher education institutions. We were among the top 10 universities in the country for percentage of sustainability courses and percentage of academic departments with sustainability course offerings. With our 37% reduction in greenhouse gas (GHG) emissions from 2007 to 2015, UVM was ranked #1 for clean and renewable energy use, #4 for total GHG emissions reduction, and #9 for energy use reduction. Finally, we ranked #3 by STARS for diversity and equity coordination, affordability and access, and support for underrepresented groups. I could not be prouder of the University and our faculty, staff, and students. A special thanks to Associate Provost for Teaching and Learning Brian Reed for his leadership and to the staff in the Office of Sustainability for their dedication and hard work over the last year to complete UVM’s successful application.

I would be remiss if I didn’t acknowledge what a great year this has been for our Catamount athletes and teams. While some teams are still in season this month, others have concluded their seasons with impressive results, garnering significant conference and national honors, and attracting considerable national attention. Our student-athletes are points of pride for all of us at UVM. I have had the great honor of meeting all of our teams this year and getting to know many of our student-athletes, coaches, and athletics staff. (I do not take the “cheerleader-in-chief” role lightly!) I encourage all UVM faculty and staff to support our teams and our student-athletes. Attend games, meets, and matches; get to know our athletes and coaches; and become a part of the excitement that is Catamounts Athletics. I extend special congratulations to UVM Men’s Soccer, Women’s Hockey, Men’s Hockey, Swimming and Diving, and Men’s Basketball teams for their outstanding seasons. This was a GREAT year in Catamount Country. As for next year, whether building on success or building toward success, the future looks very bright indeed. GO CATS!

As spring slowly but surely arrives in Burlington, our campus begins preparations for Commencement Weekend and the related end-of-year activities. A big THANK YOU, in advance, to the grounds staff, the events staff, and the many faculty and staff throughout the University who assist in making Commencement Weekend such a success every year. This is something we do exceptionally well at UVM, and it creates a lasting impression on our graduates and their families. Our campus never looks more beautiful than it does for the week of Commencement. Students and parents are so grateful to see so many faculty and staff over the course of the weekend. Indeed, we show “the best” of UVM – our campus and our people – that weekend.
Thank you each and all, in advance, and I very much look forward to seeing you across the green and throughout our beautiful campus in the weeks ahead and during Commencement Weekend.

With my thanks to all that you do for our students, for one another, and for the University of Vermont. Go Cats!

“We have created a framework within which we can – together – responsibly manage resources to deliver on our promise of academic excellence and student success, while identifying and investing in our highest strategic priorities and those of each college/school.”

“This has been a year of reaffirming and reinvesting in the Teacher-Scholar model at UVM.”

“We must commit as a University to recognizing and celebrating our best teacher-scholars, both as points of pride and as exemplars.”

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ANNUAL RESEARCH REPORT

Board of Trustees
Educational Policy and Institutional Resources Committee
May 19, 2017

Prepared By
Richard A. Galbraith, Vice President for Research
Office of the 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 for 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 third year, 21 FAN gatherings have been held.
- The hiring of a full-time Grant Proposal Manager in the OVPR (spring 2015). The emphasis of the Grant Proposal Manager is to facilitate the submission of large, multidisciplinary applications such as Center grants. In FY16 she assisted 28 faculty members in the preparation and submission of 18 grant applications, 6 of which were subsequently awarded.
- 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. Now in its second year, support has been provided to 25 faculty members from across disciplines.
- Continuation of the very successful internal disciplinary-based funding program called REACH. Now in its fifth year, the REACH program provided $150,000 to seven UVM faculty members in an effort to support and promote promising research, scholarship and creative arts.
- We are in our third 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 again this summer, attend workshops in Stony Brook. A new director has been
appointed, and two workshops have been run with UVM faculty in the OVPR program entitled UVM Communicates. Future 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 for 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.
- Support of the new coordinator of the UVM Student Research Day presentations.

B. **Innovation and Entrepreneurial Ecosystem.**

In the innovation and entrepreneurial ecosystem arena, the VP for 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. The Maker space recently moved to superior space on Pine Street. 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. We are now encouraging membership of those in the surrounding community.
- 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 Technologies (VCET), a business incubator ranked 5th in the US. Last year, UVM partnered with VCET to open an 11,000 square foot co-working and start-up incubator space just blocks from the UVM campus.

• Migration of the successful SPARK-VT initiative from the Larner College of Medicine to the OVPR as a university-wide program. It is in its fifth 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 fifth round of this program was held in mid-April of this year.

• Sponsorship of a variety of local and regional conferences on energy, engineering, and others, as well as “civic hacking” and Ideathon events.

• Sponsorship of the annual UVM Legislative Forum on Health Care.

• Introduction of the new UVM Business Forum to be held in the fall of 2017.

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 [www.uvm.edu/epscor.w3.uvm.edu/2/node/2183]

• The Vermont Genetics Network (VGN) [www.uvm.edu/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), UVM Innovations, 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.
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 offices of the Executive Director of 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 Executive Director of Research Administration was led by Jennifer Gagnon, until she resigned in the fall of 2016. An Interim Executive Director of Research Administration, with over 30 years of research administration experience, Carol Zuiches, was contracted to serve until a permanent replacement is hired. The Executive Director of Research Administration 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. Donna Silver, a Certified IRB Professional, has 27 years of research experience at the University. Donna held the RPO Assistant Director position for 12 years prior to being promoted to Director of RPO. She leads a team of approximately 10.

In FY16, SPA supported the development and submission of over 1179 proposals totaling over $214,126,836. SPA negotiated and accepted on behalf of the University 598 awards representing over $137,982,916 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 close-out of all active sponsored projects. In FY16, SPA prepared and submitted approximately 1,064 interim and final financial reports and billed and collected over $126 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.

SPA is in the midst of a major upgrade to the InfoEd system, the pre-award software used to obtain electronic approvals of proposals. We are using this opportunity to create some efficiencies in our proposal submission process.

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 has accomplished several initiatives over the last 12 months. The team partnered with the Collaborative Institutional Training Initiative (CITI) to develop UVM/UVMMC specific human subjects training which was rolled out to researchers in December 2016. CITI training for vertebrate animal researchers, as well as researchers using biohazardous materials, including recombinant DNA, is due for release this spring. The IRB team successfully piloted electronic submission over the last 6 months of the 2016 calendar year. As of January 2017, we have been training researchers with the goal to have all researchers submitting electronically by July 1, 2017. We applied for and received approval to cede IRB review to the National Cancer Institute’s Central IRB for pediatric oncology protocols. Initiatives for the coming year include implementation of single IRB for multi-state clinical trials and development of procedures to address the Common Rule Changes which take effect in January 2018.

The offices of the Executive Director of 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.

UVM INNOVATIONS: OFFICE OF TECHNOLOGY COMMERCIALIZATION (OTC)

The Office of Technology Commercialization, led by Dr. Corine Farewell, has changed its name to UVM Innovations to reflect the varied role played by this office within the spectrum of technology transfer and entrepreneurial activities across campus and the community. Critical components of a successful ecosystem are achieved by educating faculty, staff and students about technology transfer and intellectual property, encouraging invention disclosures on research findings, identifying technologies with commercial and societal 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. UVM Innovations 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. UVM Innovations received a record number of 56 invention disclosures in the past fiscal year from researchers across the University. UVM Innovations is working with the OVPR and the Provost’s office to address the need for a reliable reserve of resources to protect the growing intellectual property of the University to enable pursuit of a broad intellectual property portfolio across the breadth of UVM discoveries.

Highlights in the current fiscal year include the recognition of UVM start-ups on a national scale. The National Council of Entrepreneurial Tech Transfer (NCET2), an association of university Startup Officers, held its inaugural University Startups Demo Day at Congress on September 20, 2016, in Washington, D.C. Universities create over 800 start-ups each year around the country, and 200 companies were submitted and screened to find the "Best University Start-ups 2016." UVM start-up, Greenscale Technologies (http://www.greenscaletechnologies.com/), spawned from a graduate student, Ryan McGinnis, and Professor Darren Hitt of the College of Engineering and Mathematical Sciences, was recognized as one of the most exciting early-stage companies presented by the country's great universities. WISER Systems’ (http://www.wisersys.com/seras/) initial product SERAS (a suicide risk assessment tool), a start-up built from a collaboration of the Larner College of Medicine (Drs. Isabelle Desjardins, Robert Althoff, and Sanchit Maruti) and the Grossman School of Business (William Cats-Baril), was recognized in February with the 3rd place Innovation Award from the World Patient Safety, Science and Technology Summit http://patientsafetymovement.org/news/patient-safety-movement-announces-innovation-award-winners-5th-annual-summit.

UVM Innovations sent out a request to have Vermont represented at the National Innovation Summit & Showcase (http://nationalinnovationsummit.com/) (co-located with the National SBIR/STTR Conference), which was supported by UVM OVPR, the State Agency of Commerce and Community Development (ACCD), Vermont Center for Emerging Technologies (VCET), and Vermont Technology Council (VTC).

We have 3 of our start-ups making presentations and another 4 accepted to showcase their work! This places UVM in the top 10% of all universities, federal labs, government research centers and companies submitting.

Clearly, we are doing something right in Vermont! Our collective and collaborative efforts are resulting in national recognition and accolades.

Another key activity of UVM Innovations 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 – serves as one of the premiere entrepreneurship events held in Vermont. 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 UVM Innovations. This class, now in its third year, offers MBA candidates hands-on opportunity 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 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. UVM Innovations’ 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.

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 70 investigators from the Colleges of Medicine, Arts and Sciences, and Agriculture and Life Sciences utilize the research animal facilities.

UVM’s program of Animal Care is fully-accredited by the Association for the Assessment & Accreditation of Laboratory Animal Care (AAALAC). 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. The Health Sciences Research Facility (HSRF) houses a state-of-the-art 6,000 square-foot barrier mouse facility. In addition, five other University buildings contain animal holding and procedural areas comprising a total of nearly 22,000 square feet. Animal Care Management currently is preparing to house animals in a new vivarium contained in the Vermont Department of Health laboratory in Colchester - this area complements three laboratories dedicated to UVM infectious-disease research.

INSTRUMENTATION & TECHNICAL SERVICES (ITS)

Instrumentation & Technical Services consists of the Instrumentation & Model Facility (IMF) and Technical Services Partnership (TSP). IMF has served the University community for 50 years providing research instrument design and fabrication services for
campus researchers, Vermont innovators, and other universities. TSP applies biomedical engineering expertise to serve state and regional hospitals. As a self-sufficient core facility with a staff of 53, 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 eight papers, and have made more than 30 presentations at international, national and regional professional meetings in their areas of expertise.

The Instrumentation & Model Facility (IMF) continues to play a key role in supporting Office of the Vice President of Research initiatives, including SPARK, School of Engineering Senior Experience in Engineering Design Program, and UVM Innovations through the development of prototypes and custom devices for student, faculty and staff inventors. Another area of interaction is with state small business development entities in the area of technology innovation. IMF, with the support of OVPR, continues to partner with the Burlington Generator to hold “Pitch It, Fab It” competitions for microbusinesses to support their development via IMF design/fabrication of concept models and prototypes.

Overall, 121 IMF projects were completed in calendar year 2016 for 21 UVM departments, 18 Vermont inventors, start-ups, 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 assigned a dedicated staff to support research instrumentation services. Currently, ITS calibrates and repairs about 200 biological safety cabinets on campus and has added services for a variety of other lab equipment. Due to volume increases, five ITS staff members are available to support campus research equipment, resulting in a lower cost, faster response service than provided by original equipment manufacturers.

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 (UVMMC) technology projects, including medical device cybersecurity, 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. With the start of the Biomedical Engineering program in CEMS, TSP is providing several structured internships for students.

**VERMONT ADVANCED COMPUTING CORE (VACC)**

The Vermont Advanced Computing Core (VACC) is a research facility offering high-performance computing services to UVM faculty, staff, and students. We support innovative, data-intensive research across disciplines at UVM. Currently we have 284 active users, including 92 faculty principal investigators, post-docs, graduates, undergraduates, and faculty researchers, across 22 disciplines. In 2016, the VACC generated over 17 million computational hours for UVM research, an increase of 8
Director Joshua Bongard and Associate Director Andrea Elledge have worked with the UVM Foundation to look for innovative ways for funding research at UVM. They are in the process of submitting a proposal to the Sloan Foundation that will engage UVM alumni by crowdsourcing computing on campus. If awarded, the project will be used to further develop “Big Data” computing. This will complement the current high performance configuration and allow better access for faculty research. Dr. Bongard and Ms. Elledge worked with UVM Enterprise Technology Services’ Mike Austin, Jim Lawson, and Andrew Evans to upgrade the cluster with funds from the Provost and Vice President for Research. This upgrade has added significant computational power to the VACC, increasing overall capacity by approximately 50%. This upgrade replaced the oldest storage in the cluster (10+ years old) with newer, better performing storage. This system provides more performance and storage capacity, which allows researchers to analyze larger data sets with better performance. All of these upgrades will combine to provide a better experience for VACC users, reducing the wait time for jobs to start, and providing better performance for running jobs.

As of FY17, 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.
In FY16 Jeralyn collaborated with 28 faculty members to support the submission of 18 grant proposals, requesting $45.5M in direct costs. Of the submitted proposals, 12 were large, multidisciplinary proposals, and 6 were proposals to support individual research projects. The faculty members requesting support included 9 new faculty members or inexperienced grant writers. Requests for support came from a diversity of disciplines, representing 15 departments in 7 schools/units (CALS, CAS, LCOM, CEMS, CESS, RSENR, Extension). Proposals were submitted to 7 funding agencies (NIH, NSF, USDA, FDA, EPA, Howard Hughes Medical Institute, and Searle Scholars). Of the proposals she supported in FY16, 6 were awarded (approximate total direct costs awarded: $25M, and resulting indirect costs: $9.7M).

In her first year as Grant Proposal Manager, Jeralyn 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 sessions attracted between 25-40 participants, including faculty, staff, and grad students (as well as several participants from off campus). Materials from the sessions have 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. Jeralyn is repeating the Brown Bag series in FY17, with plans to develop new content for the series in FY18.

**SUMMARY**

In FY16, 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.

The Vice President for Research office tracks certain key metrics within research administration each year. The data for FY15 and FY16 can be found in the table below, and these metrics will be updated annually as part of the OVPR Annual Report.
## Annual Research Metrics (FY15 and FY16)

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<tr>
<th>Category</th>
<th>FY15</th>
<th>FY16</th>
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<td>Extramural Funding</td>
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<td>Competitive Intramural Funding</td>
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<td>Animals Used in Research Each Month</td>
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<td>OVPR Grant Writing Support to All Colleges</td>
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<td>Dollar Amount of Proposals Submitted with Support</td>
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<td>Patent Applications Filed</td>
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<td>OVPR High Speed Computing Processors</td>
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<td>Departments Using Instrumentation/Modeling</td>
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<td>21</td>
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ANNUAL GRADUATE EDUCATION REPORT

Board of Trustees
Educational Policy and Institutional Resources Committee
May 19, 2017

Prepared By
Cynthia J. 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 2nd in 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 pre-master’s program for international students, initiated marketing campaigns to facilitate international recruitment, enhanced support of our graduate students, and guided development of and approved a new master’s program, a new certificate of graduate study and 6 new accelerated master’s degree options. Graduate enrollment in AY16-17 is 7% higher than the previous year.

ENROLLMENT TRENDS

Enrollment metrics for AY16-17 applications, admitted students and newly enrolled students all increased relative to the two previous years (Table 1). Five year data show that all numbers, including total enrolled, are up (Figure 1). Recent increases represent both new program development and net increases in existing programs. An extensive profile of graduate enrollment at UVM is available in the Graduate College Annual Report for 2016.

<table>
<thead>
<tr>
<th></th>
<th>AY 14-15</th>
<th>AY 15-16</th>
<th>AY 16-17</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Applied</strong></td>
<td>2812</td>
<td>2603</td>
<td>2878</td>
</tr>
<tr>
<td><strong>% change from prior year</strong></td>
<td>6%</td>
<td>-7%</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Admit</strong></td>
<td>1150</td>
<td>1254</td>
<td>1404</td>
</tr>
<tr>
<td><strong>% change from prior year</strong></td>
<td>15%</td>
<td>9%</td>
<td>12%</td>
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<tr>
<td><strong>New Enrolled</strong></td>
<td>599</td>
<td>593</td>
<td>686</td>
</tr>
<tr>
<td><strong>% change from prior year</strong></td>
<td>15%</td>
<td>-1%</td>
<td>16%</td>
</tr>
<tr>
<td><strong>Total Enrolled</strong></td>
<td>1405</td>
<td>1385</td>
<td>1485</td>
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<tr>
<td><strong>% change from prior year</strong></td>
<td>4%</td>
<td>-1%</td>
<td>7%</td>
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</table>
The Graduate College is currently home to 1485 students, with 57% enrolled in master’s and certificate programs and 43% in doctoral programs. Of the total graduate student enrollment (excluding MD degree), 62% are female, 50% are Vermont residents, 10% are international and 6% are underrepresented minorities. National graduate student demographics for Fall 2015 were 73% in master’s programs, 57% female, 18% international and 22% underrepresented minorities. The in state/out of state ratio at UVM is significantly different for master’s vs. doctoral programs (Figure 2). This difference reflects the robust professional master’s programs that serve the State of Vermont by developing its professional workforce.

National enrollment data for AY16-17 are not yet published. However, the average of changes over the previous two years (Table 2) have exceeded national numbers and our strong growth this past year make it likely that will again be true.
Table 2. UVM and National Trends for Total Graduate Enrollment by Degree

<table>
<thead>
<tr>
<th></th>
<th>% change ’13-’14 to ’14- ‘15</th>
<th>% change ’14-’15 to ’15-’16</th>
<th>% change ’15-’16 to ’16-’17</th>
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</thead>
<tbody>
<tr>
<td><strong>Total Enrollment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UVM</td>
<td>4.0%</td>
<td>-1.0%</td>
<td>7.0%</td>
</tr>
<tr>
<td>National - all</td>
<td>1.1%</td>
<td>1.1%</td>
<td>Not available</td>
</tr>
<tr>
<td>National Public</td>
<td>1.0%</td>
<td>2.4%</td>
<td>Not available</td>
</tr>
<tr>
<td><strong>Master’s Enrollment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UVM</td>
<td>4.0%</td>
<td>-0.7%</td>
<td>10.0%</td>
</tr>
<tr>
<td>National - all</td>
<td>0.5%</td>
<td>Not available</td>
<td>Not available</td>
</tr>
<tr>
<td>National Public</td>
<td>1.6%</td>
<td>Not available</td>
<td>Not available</td>
</tr>
<tr>
<td><strong>Doctoral Enrollment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UVM</td>
<td>4.0%</td>
<td>9.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>National - all</td>
<td>3.5%</td>
<td>Not available</td>
<td>Not available</td>
</tr>
<tr>
<td>National Public</td>
<td>4.6%</td>
<td>Not available</td>
<td>Not available</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 recognition and reputation and provides greater professional and academic support of graduate students.

International students

The goal to identify new markets is focused on increasing international enrollments. To broaden the reach of UVM’s brand, we have partnered with University Communications and Study International, a resource and digital marketing firm whose mission is to connect students with a global network of universities. An initial article geotargeted to regions from which we would like to increase applications was successful in driving new traffic to our website. Three more articles over the next year are planned to solidify the interest generated and result in an increase in international applications.

One of our goals is to double the number of international graduate students at UVM (from 140 to 280). We have partnered with UVM’s Global Gateway Program (GGP) and the College of Engineering and Mathematical Sciences (CEMS) to develop a pre-master’s program (PMP) similar to the GGP undergraduate program. This program brings academically talented international students who need additional development of English language proficiency prior to admission to graduate school. The PMP is a one year program during which the students take 12 credits of graduate coursework with other graduate students and 12 credits of English as a second language (ESOL) coursework. They must meet progression standards in both graduate coursework GPA and language proficiency to then matriculate as a full time graduate student.
Our first cohort of 10 students is just completing the PMP year. Eight of the 10 students are doing very well, with 6 having a GPA above 3.5 in their graduate coursework. The other two have struggled, but we expect at least one and possibly both will progress to the master’s program. This is a very good outcome. These students have also worked hard to assimilate and have engaged in activities from visiting a sugar house, to igloo construction and traveling to New York and Boston for sight-seeing and shopping. We are very proud of their accomplishments and look forward to their progression and welcoming the next cohort in August.

Our current international graduate enrollment derives from 59 countries, though China remains the biggest source (Figure 3).

![Figure 3](image)

**Figure 3.** Distribution of home country for applicants, admitted students and newly enrolled international graduate students. The 10 PMP students are not included here as they are not officially graduate students until the end of the PMP year.

**Recruiting UVM’s undergraduates**

Over the last decade, the benefit of master’s level education to meet the modern workforce requirements has become more salient. Coupled with the clear advantage both bachelor’s and master’s degrees provided in the recent economic recovery (Figure 4), we are seeing more students interested in continuing past the bachelor’s.
Figure 4. Workers with a graduate degree have experienced stable employment growth, adding 253,000 jobs in the recession and 3.8 million jobs in the recovery, but workers with a Bachelor’s degree have seen stronger growth more recently in the recovery, adding 4.7 million jobs.

Source: Georgetown University Center on Education and the Workforce, America’s Divided Recovery: College Haves and Have-Nots, 2016

The University of Vermont has long had a mechanism whereby undergraduate students could take 6-9 credits of graduate coursework while still an undergraduate, with 6 of these credits counting towards both degrees. The mechanism is called an accelerated master’s program (AMP) and is essentially an early entry point into a graduate program. The 9 credits taken while still an undergraduate act as a 9 credit scholarship for graduate school thus allowing both an accelerated time to degree and reduced cost for the master’s. A motivated student can complete a thesis based master’s in just 12 months following conferral of their bachelor’s degree. Though this program has been available since its conception in 1993, it has served only a relatively few students each year. Two years ago the Graduate College began to actively advertise this opportunity to students and to faculty in programs that didn’t have the mechanism. We have seen a doubling of programs and tripling of students served in the last two years (Figure 5).

Figure 5. Growth of AMP programs and student number. Data for 2016-17 are not yet complete so the student number may increase further.

In addition to AMP programs, UVM also has several 12 month master’s programs that allow students to obtain a bachelor’s and master’s in 5 years. The AMPs are restricted to UVM undergraduates, but the 12 month master’s degree programs recruit students from outside UVM as well.
Professional and Academic Support
Professional and co-curricular support services for graduate students lag behind national norms for research universities. This lack of support is detrimental to recruitment and is a deficit we are actively working to remove. This academic year has seen the development and expansion of the Graduate Writing Center.

Graduate Writing Center
Activity reports by Professor Nancy Welch, Director of the Graduate Writing Center, notes:
“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. Between January 19 and March 10 2016 the peer consultants met with 26 graduate students in individual and small-group sessions—for a total of 41 contact hours. While the majority of students have come from graduate programs in the College of Nursing and Allied Health, one or more students from the following programs have also met with a graduate writing consultant: Animal Science, CDAE/MPA, Clinical and Translational Science, English, Education (Counseling and Educational Leadership), Engineering, Geology, History, Nursing, Nutritional and Food Science, Physical Therapy, Pre-Vet Post-Baccalaureate, Psychology, and RSNR. In addition, by midway through its first semester, 33 students had attended two Sunday Graduate Writing Retreats and one Friday Forum for thesis and dissertation writers.

In June the first Thesis and Dissertation Jump-Start Camp combined the best elements of the writing retreat (plenty of quiet and focused writing time) with workshops in a four-day camp that will conclude with students making concrete plans for forming writing groups and thus carrying on accountability to and support for one another through the summer.

Graduate Writing Center appointments increased from 101 over the Spring 2016 semester to 233 over the Fall 2016 semester. Premasters Program students account for 107 of the Fall appointments. The remaining 126 appointments were with graduate students from CALS, CAS, CNHS, CESS, CEMS and RSEN.

The success of the Graduate Writing Center is also leading to requests from academic programs for specific training events tailored to their programs and coursework. We expect to see continued expansion of this program over the next year.

Center for Teaching and Learning
This academic year also saw the beginning of a partnership with the Center for Teaching and Learning to expand teaching and other professional workshops for graduate students. The Graduate College contracted for Holly Parker to provide the following support:

- “Teaching in Higher Education” workshops for graduate students
• In collaboration with the Office on International Education, develop professional development opportunities for graduate international students who have teaching responsibilities.
• Conduct teaching observations/consultations for graduate students not in the Graduate Teaching Program (GTP)

The first year of this program has been successful and included
• Blackboard Overview - Graduate Teaching Assistants (GTAs)
• UVM Teaching Resources
  o Psychology GTAs Orientation session
  o The American Classroom for New International GTAs
• Universal Design for Learning and Teaching Orientation for Math GTAs
• Teaching Roundtable Discussions (in collaboration with Center for Cultural Pluralism and Office of International Education)
• Faculty syllabi consultations for discipline-specific credit courses on pedagogy for graduate students for Biology and Psychology departments
• Planning and attending Faculty Luncheon for premasters program (PMP) faculty
• PMP student focus groups
• "GTP Journey" consultations - One-on-one meetings with 19 GTP students from the 2015 and 2016 cohorts to track their progress and plan their completion of the program. The format of these discussions are based on the UVM Career Services 4-year plan.
• Teaching in Higher Education)
• Writers' Workshops on Teaching Philosophy

Expansion of the program in AY17-18 will include development of 3 online modules that will contain readings, mini-lectures, and activities and can be shared with UVM colleges/departments offering GTA professional development

Student Recognition and Funding
Complementing professional development activities are recognition and award mechanisms to focus on success of our graduate students. The Graduate College provides funding to support student travel to present research and scholarship at national meetings. Philanthropic support has also allowed us to begin to support small research grants for students in disciplines that don’t typically garner extramural support. For many years we have recognized outstanding graduate teaching assistants. Beginning this year we have added annual outstanding thesis and dissertation awards to recognize student research and scholarship.
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. Two new graduate programs were approved by in AY 17:

Certificate of Graduate Study in Agroecology – minimum residency, online program
From the proposal: “Identifying the most viable and sustainable ways to improve our agrifood systems remains one of the most important challenges of our time. While there are no magic bullets, the field of Agroecology\(^1\) offers a promising approach that seeks to integrate the social, ecological and production problems and issues that challenge our current agrifood system. The Certificate of Graduate Study in Agroecology is a 15 credit program, designed for participants to learn about and experience Agroecology as an emerging field and as a transdisciplinary, participatory and action-oriented.” UVM is uniquely positioned for this certificate because of strength of the research enterprise here and the fact that the Program Director, Professor Mendez, is an internationally known leading scholar in this area.

Master of Science in Physical Activity and Wellness Science – one year master’s program; From the proposal: “The American College of Sports Medicine (the governing organization for exercise professionals: [http://www.acsm.org/](http://www.acsm.org/)) has partnered with the American Medical Association to develop the “Exercise is Medicine” initiative ([http://www.exerciseismedicine.org/](http://www.exerciseismedicine.org/)). The goal of this global public health initiative is to encourage primary care and public health providers to incorporate exercise professionals in a more formal way as part of a team-based approach to health care and public health, which complements and extends the strong initiatives at UVM for advancing population health. In respect to this goal, the proposed M.S. degree in Physical Activity and Wellness Science will theoretically and experientially train exercise professionals with expertise in physical activity programming to prevent, stop, treat, and reverse chronic disease, and after completion of this degree program, pursue employment in a wide variety of healthcare and public health settings.” This master’s program will add to the existing cadre of strong health related programs in the College of Nursing and Health Sciences and is expected to have substantial interest from students.

Variable Tuition
As part of the plan to maintain vibrancy of existing programs, a mechanism was developed to allow graduate programs to reduce the tuition for potential out of state students so that these students are more likely to come, if admitted. Early evidence indicates the program, called variable tuition, is a successful recruitment tool (Figure 6).
Figure 6. Outcome of variable tuition. SEMBA and MPH started variable tuition in fall 2015; Counseling and DNP started variable tuition in Fall 2016.

In addition to those programs shown in Figure 6, three programs started variable tuition after recruitment for this academic year and one was variable from its beginning so there is no before and after comparison.

Rankings

As a final strategy to increasing vibrancy of existing programs, we are working with Alex Yin, Director of Institutional Research, and the academic deans to determine where we have the ability to move our programs up in national rankings. This work involved identifying programs with the potential to make significant change and looking at the metrics on which the rankings are based to determine where to put our best effort. This effort may also include looking at where we have strengths in faculty and research, but no accompanying graduate program. In general, UVM has very strong health and professional programs, but has a lower profile in the research program reputation. Strong research programs are clearly an area on which to focus our efforts.

Indicated below is the status of graduate program rankings in the 2017 US News and World Report (USNWR). This list was compiled by Alex Yin.
### Table 3: 2018 US News and World Report Ranking at UVM College Level – Based on Statistical Data and Peer Input

<table>
<thead>
<tr>
<th>Program</th>
<th>2018 Rank</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical- Primary Care</td>
<td>47</td>
<td>Improved 1 spot from 2017 rankings</td>
</tr>
<tr>
<td>Medical- Research</td>
<td>56</td>
<td>Ranking did not change from 2017 rankings</td>
</tr>
<tr>
<td>Education</td>
<td>57</td>
<td>Improved 9 spots from 2017 rankings</td>
</tr>
<tr>
<td>Master’s – Nursing</td>
<td>97</td>
<td>Improved 7 spots from 2017 rankings</td>
</tr>
<tr>
<td>Engineering</td>
<td>139</td>
<td>RNP in 2017 rankings</td>
</tr>
<tr>
<td>Business</td>
<td>RNP 1</td>
<td>RNP in 2017 rankings</td>
</tr>
<tr>
<td>DNP – Nursing</td>
<td>RNP</td>
<td>RNP in 2017 rankings</td>
</tr>
</tbody>
</table>

### Table 4: 2018 US News and World Report Ranking at Program/Specialty Level – Based on Peer Input

<table>
<thead>
<tr>
<th>Program</th>
<th>Department at UVM</th>
<th>Rank</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Medicine</td>
<td></td>
<td>10</td>
<td>Dropped 2 spots since last collection in 2016</td>
</tr>
<tr>
<td>Environmental/ Environmental Health Eng.</td>
<td>Civil &amp; Environmental Engineering</td>
<td>64</td>
<td>Improved 11 spots since last data collection in 2016</td>
</tr>
<tr>
<td>Psychology (General/Experimental)</td>
<td>Psychological Science</td>
<td>66</td>
<td>Improved 12 spots since last data collection in 2013</td>
</tr>
<tr>
<td>Civil Engineering</td>
<td>Civil &amp; Environmental Engineering</td>
<td>77</td>
<td>Improved 4 spots since last data collection in 2016</td>
</tr>
<tr>
<td>Mechanical Engineering</td>
<td>Mechanical Engineering</td>
<td>RNP</td>
<td>Dropped from 109 since last data collection in 2016</td>
</tr>
<tr>
<td>Biomed. Eng. / Bioengineering</td>
<td>Cross College</td>
<td>RNP</td>
<td>Last data collection in 2017</td>
</tr>
<tr>
<td>Electrical/ Electronic/ Communications Eng.</td>
<td>Electrical &amp; Biomedical Engineering</td>
<td>RNP</td>
<td>Last data collection in 2017</td>
</tr>
<tr>
<td>Materials Engineering</td>
<td>Cross College</td>
<td>RNP</td>
<td>Last data collection in 2017</td>
</tr>
<tr>
<td>Speech-Language Pathology</td>
<td>Communication Sciences &amp; Disorders</td>
<td>39</td>
<td>Last data collection in 2016</td>
</tr>
<tr>
<td>Physical Therapy</td>
<td>Rehabilitation &amp; Movement Sciences</td>
<td>53</td>
<td>Last data collection in 2016</td>
</tr>
</tbody>
</table>

1 Rank not published in USNWR
Table 3 indicates those programs annually reviewed by USNWR where rankings are based on statistical data as well as peer evaluation. Education has a very good reputation and the program has increased its ranking by 9 positions this year to 57. Continued student recruitment and outcomes success, along with growth in total and per faculty research funding, will support further movement and could place us in the top 50 within the next few years.

The SEMBA Program does not yet have enough annual graduates (20) to be included in the USNWR rankings; however, SEMBA has received several accolades. The Princeton Review included the Grossman School on its list of the “Best 295 Business Schools” in the U.S. and ranked SEMBA as the 4th “Best Green MBA” in the country. CEO Magazine also included SEMBA on its list of top MBA programs in North America. It has also been named the 2015 Grand Prize winner of the Dr. Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula. Targeted growth to increase student number to a minimum of 40 will allow SEMBA to join the rankings list. Key factors to ensure that ranking will be commensurate with their current reputation will depend on continued quality of incoming students and outcomes of graduates. This is a program that could be in the top 25 by 2025.

The other graduate program at the Grossman School, the Master’s of Accountancy (MAcc), has also earned recent recognition. In 2015 the MAcc overall pass rate for the licensing exam ranked 40th of 821 institutions with 10 or more candidates and 9th of 266 institutions with 21-60 candidates. The first-time overall pass rate of 75% was in the TOP 5% OF U.S and compared with the overall U.S. pass rate of 55%. In 2016, their 94.4% pass rate was #1 in New England. Though not annually ranked in USNWR, the success of the MAcc contributes to the overall reputation of the Grossman School’s graduate programs and thus will support higher peer assessment for SEMBA.

The doctorate of Nursing Practice (DNP) was also not ranked. This program is new and does not have any graduates yet. Their ranking at the master’s level reflects the prior degree that the DNP replaced. We expect their DNP program to be minimally as highly

<table>
<thead>
<tr>
<th>Program</th>
<th>Field</th>
<th>Rank</th>
<th>Last data collection</th>
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</thead>
<tbody>
<tr>
<td>Clinical Psychology</td>
<td>Psychological Science</td>
<td>57</td>
<td>2016</td>
</tr>
<tr>
<td>Social Work</td>
<td>Social Work</td>
<td>78</td>
<td>2016</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>Community Develop. &amp;</td>
<td>115</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>Applied Economics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chemistry</td>
<td>Chemistry</td>
<td>106</td>
<td>2014</td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>Biology</td>
<td>115</td>
<td>2014</td>
</tr>
<tr>
<td>Math</td>
<td>Mathematics &amp; Statistics</td>
<td>126</td>
<td>2014</td>
</tr>
</tbody>
</table>
ranked as the master’s. The focus in CNHS of developing graduate education and research will support enhanced peer assessment for all of its programs. We would like to see the DNP move into the top 50 within 10 years.

We were pleased to see Engineering move up from Rank Not Published to a published rank with this year’s data and peer assessment. Growth in engineering programs will have a positive outcome for these rankings as reputation is to some extent based on program size. For that growth to be most effective, it needs to be at the doctoral level. However, the key metric to enhance Engineering’s rankings will be increased total extramural and per faculty research expenditures. Graduate students are essential for the research mission so increasing their number will increase the ability of the faculty to be successful securing funding. Engineering has a long climb, but with increased numbers of high quality graduate students and a significant increase in extramural funding, they could break into the top 100 within 10 years.

The programs in Table 4 are reviewed less regularly and only involve peer assessment. Growth of our graduate programs will enhance UVM’s visibility in these disciplines. The quality of students and faculty, along with research funding levels, are the keys to that visibility enhancing peer assessment.

**Growth Targets**

Our strategic goal, set in AY 14-15, is to increase total graduate enrollment 30% by AY 19-20. The enrollment target is 1831 students. Many of the activities that support that goal lead to incremental growth across all programs. These activities include enhancing recruitment of international students, developing the pre-master’s program, recruiting UVM’s undergraduates through the accelerated master’s programs, recruiting more out of state students through variable tuition and developing academic and co-curricular professional support for graduate students. Addition of new programs and targeted growth in specific programs will increase graduate enrollment above the incremental growth. Figure 7 indicates the strategy for growth across units to reach the goal of a 30% increase in graduate students by 2020. Two components of growth include a 5% per year incremental growth across all units and addition of new programs and targeted growth in specific programs. We expect to see the largest targeted growth in CEMS, CNHS, GSB and LCOM. A more detailed indication of past and future growth across units is presented in Table 5. With a 5% per year growth across all programs and the potential new programs and targeted additional growth in existing programs, the 1831 student goal would be exceeded.
Figure 7. Current and predicted growth of graduate enrollments across colleges/schools.
GOAL: 30% Increase in Graduate Student Population from AY 14-15 to AY 19-20 for Total Enrollment of 1831 Students (not including medical students)

<table>
<thead>
<tr>
<th>College</th>
<th>Program</th>
<th>Current and Prior Enrollment</th>
<th>Growth Targets by AY 19-20 in Addition to Incremental Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AY 14-15</td>
<td>AY 15-16</td>
<td>AY 16-17</td>
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<tr>
<td>CALS</td>
<td>master's</td>
<td>85</td>
<td>82</td>
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<td></td>
<td>PhD</td>
<td>41</td>
<td>38</td>
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<tr>
<td></td>
<td>CGS</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>126</td>
<td>120</td>
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<tr>
<td></td>
<td>master's</td>
<td>86</td>
<td>72</td>
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<td></td>
<td>PhD</td>
<td>286</td>
<td>263</td>
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<tr>
<td></td>
<td>CGS</td>
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<td></td>
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<tr>
<td></td>
<td>PhD</td>
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<td>105</td>
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<tr>
<td></td>
<td>CGS</td>
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<td>0</td>
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<tr>
<td></td>
<td>TOTAL</td>
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<td>CESS</td>
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<td>PhD</td>
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<td></td>
<td>CGS</td>
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New Policy Certificate - in development
New Agroecology certificate - approved
Potential Arts/Management Certificate or masters
Potential online EdD - maintain current numbers and see small growth
Additional Complex Systems and Data Science master's students
New Complex Systems and data Science PhD - in development
New Biomedical Engineering masters - in development
Additional Food Systems doctoral students
Additional Food Systems master's students
Additional Bioengineering doctoral students
Additional SEMBA students - required for ranking
Additional Accountancy students
Additional Medical Science masters
Additional certificate students
New and additional growth over incremental growth in current programs
Capital Project Progress Report
May 19, 2017

Board of Trustees
Educational Policy and Institutional Resources Committee

Prepared by
Robert B. Vaughan, Director of Capital Planning and Management

STEM Complex

Engineer/Architect: Ellenzweig/Freeman French Freeman
General Contractor: PC Construction for Phases I and II
                         Engelberth Construction for Phase III
Est. Completion Date: May 2019
Size: 171,747 net assignable square feet
Project Cost: $ 104 million
Project Description: The first phase of the STEM Complex Project included the programming for each of the units of Chemistry, Physics, Mathematics & 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.

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 will be completed and occupied in May 2017. The relocation of all of the occupants in the existing Cook Building will take place during the entire month of May, followed by the start-up of Phase II. Phase III will also be underway this summer of 2017 to renovate selected teaching and research labs.

First-Year Residence Hall and Dining

Engineer/Architect: WTW Architects
General Contractor: Engelberth Construction
Est. Completion Date: August 2017
Size: 207,000 gross square feet
Project Cost: $ 70.0 million
Project Description: 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 bridge hallway that spans the Green Mountain Walkway that forms a gateway entry to the buildings' courtyard. The buildings contain approximately 207,000 GSF including a 450-seat dining facility, 699 beds of housing, Residential Life offices, student amenity space, fitness center and bike storage.

Status: Currently on schedule and on budget.

Project Update: The building complex is progressing toward a summer 2017 completion. All of the exterior masonry and the slate roof installation are complete. The interior fit-up of each floor of student rooms and restroom cores are on schedule for completion within the project schedule. The dining hall component is also progressing well with interior fit-up.

Residential Life DM Projects

Vermont Integrated Architecture, PC (VIA)
Millbrook Building & Remodeling
August 2017
8,737 gross square feet (Slade Hall only)
$ 4.0 million

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.

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 project is scheduled for construction commencing in April with an August 2017 completion.
Kalkin Addition (Ifshin Hall)

Engineer/Architect: Black River Design
General Contractor: DEW Construction
Est. Completion Date: August 2018
Size: 30,975 gross square feet
Project Cost: $11.0 million
Project Description: A new 3-story addition located in the plaza area adjacent to the building and a partial renovation to the first floor of Kalkin Hall (30,975 gross square feet), has been designed to house two 35-seat classrooms, 12 student breakout rooms, 14 faculty offices, graduate student spaces, a 60-seat case method classroom, a multi-purpose room, an expanded student services space, and an upgraded computer lab. The addition will also capture the atrium space created by the installation of a new roof extending from the existing building to the addition.

Status: Currently on schedule and on budget.

Project Update: Construction is scheduled to start in the month of May. Regulatory activities have been completed over the first four months of 2017, along with logistics planning on the phasing of work over the next year.

Chiller Plant Expansion

Engineer/Architect: RMF Engineering
General Contractor: PC Construction
Est. Completion Date: March 2017
Size: 7,488 gross square feet (building only)
Project Cost: $11.8 million
Project Description: 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.

Status: Currently on schedule and on budget.

Project Update: Construction work began in March 2016 and has progressed well over the past year with a completion in May 2017.

Converse Hall (Phases I and II)

Engineer/Architect: Gale Associates
General Contractor: Stewart Construction
Est. Completion Date: Fall 2017
Size: 42,796 gross square feet
Project Cost: $4.0 million
Project Description: The scope of work for the combined scope of Phases I and II will require extensive exterior restoration of the stone exterior elements above the roof line as well as the complete replacement of the slate roof and all of the
Several interim repairs have been completed to remove or stabilize the elements that were in the worst condition. We also performed intermediate repairs approximately five years ago to stabilize the areas requiring repairs. We determined that attempting to execute this work in two separate phases would necessitate the complete staging of the building façade twice. The scope will include the delicate stone removal above the roof line in order to carefully abate the hazardous material in the mortar prior to the reinstallion of the stonework.

Status:
Currently on schedule and on budget.

**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 I and II approaches and perform both phases simultaneously. The schedule is to begin construction in May 2017 and complete the work by the summer of 2018.

**Billings Library**

Engineer/Architect: Schwartz/Silver Architects
General Contractor: ReArch Co.
Est. Completion Date: 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:** Construction will begin in May 2017 to accomplish deferred maintenance exterior improvements prior to beginning the interior third floor scope. The remainder of the scope incorporating the former Cook Commons will proceed to fit-out the area into the new special collections library following the closing of the former dining hall.
Rescue Facility

Engineer/Architect: Freeman French Freeman
General Contractor: Neagley and Chase
Est. Completion Date: Winter 2017
Size: 4,437 gross square feet
Project Cost: $1.625 million
Project Description: The new facility will be 4,437 square feet 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.

Status: Currently on schedule and on budget.

Project Update: The groundbreaking took place on April 21, 2017. The construction is scheduled for completion by the end of the calendar year.

Taft School (Phase I and II)

Engineer/Architect: Northern Architects
General Contractor: PeakCM (Phase I)
Est. Completion Date: Spring 2018
Size: 25,123 gross square feet
Project Cost: $5.0 million
Project Description: 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. The Phase II scope will include replacement of the electrical service to the building to increase capacity, installation of central air conditioning, upgrade to all existing restrooms, and fit-out of renovated rooms to include aesthetic treatment of walls, ceilings, and floor coverings; new lights, and upgraded ventilation.

Status: Currently on schedule and on budget.

Project Update: The project is currently in construction for Phase I. The Phase II programming and design work has been initiated.
**Bailey-Howe Library Addition**

Engineer/Architect: WTW Architects  
General Contractor: Engelberth Construction  
Est. Completion Date: August 2017  
Size: 4,100 gross square feet  
Project Cost: $3.0 million  
Project Description: 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 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 construction of the addition to Bailey-Howe has commenced, with the scheduled completion of summer 2017.

**Votey Deferred Maintenance**

Engineer/Architect: Ellenzweig/Freeman French Freeman  
General Contractor: Engelberth Construction  
Est. Completion Date: August 2019  
Size: 81,234 gross square feet  
Project Cost: $4.9 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 first component of the deferred maintenance has been completed with the entire roof membrane replacement completed during August and September 2016. The construction of the final phase began with enabling work being accomplished during the Spring semester in the corridor spaces throughout the first, second and third floors. The building is scheduled to be vacated for the entire summer of 2017 in order to complete the majority of the scope of work.
Virtue Field (Phase II)

Engineer/Architect: CHA Sports
General Contractor: DEW Construction
Est. Completion Date: Spring 2017
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 majority of the Phase II project scope has been completed and the complex was dedicated at a ceremony in September, 2016. The installation of the accessible ramp to the concourse and the completion of the stormwater lines has recently been completed.

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 (seven):

- Approval of a request by the College of Arts and Sciences for a new Minor in Public Policy Analysis
  
  NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for a Minor in Public Policy Analysis submitted by the College of Arts and Sciences. The new minor is a collaboration between the Departments of Economics and Political Science. The proposal was also approved by the Faculty Senate on January 23, 2017. If approved by the Board of Trustees, the program will be offered beginning fall 2017.

Program Description, Rationale, and Evidence for Demand

The newly proposed minor in Public Policy Analysis provides students the curricular guidance needed to gain specific background in public policy analysis, and was developed in response to expressed student interest. It focuses on understanding the basics of the functions and operations of government with an emphasis on evaluating effects, costs, feasibility, and acceptability of proposed and existing policy. Although the course of study that students in the new minor will pursue exists within the structure of the current Political Science and Economics minors, these minors do not give the students the necessary and desired credentials provided by a Public Policy Analysis minor. Currently, students need to complete minors in both Economics and Political Science or specific coursework in addition to one of the minors to gain the appropriate knowledge. Furthermore, the availability of a course of study that provides a foundation in public policy analysis is not readily apparent to faculty outside the Departments of Economics and Political Science or students.
Relationship to Existing Programs
The most similar existing program is the Minor in Community and International Development offered by the Department of Community Development and Applied Economics (CDAE) in the College of Agriculture and Life Sciences. This minor includes courses covering policy topics, but the focus is on sustainable community development. Additionally, the College of Education and Social Services offers a PhD in Educational and Leadership Policies, which is distinct in the requirements and students it serves.

The proposers acknowledge that the field of public policy is very broad, and they welcome additional new minors from across the University that offer students an emphasis on specific content or topical areas of policy (e.g. health, community resiliency, education). In response to questions raised about the proposals original name “Minor in Public Policy,” the proposers changed the name to “Public Policy Analysis.” The revised title better reflects the focus on understanding the basics of the functions and operations of government with an emphasis on evaluating the effects (intended and unintended), costs, feasibility, and acceptability of a proposed or existing policy, and facilitates creation of additional public policy-focused minors in other areas.

Curriculum
The proposed curriculum requires students to take a balance of economics and political science courses focused on the context and tools of public policy analysis. There is a substantial amount of flexibility in the choice of elective courses, enabling students to customize their course of study to fit their major and interests. It also provides the departments flexibility in managing student demand for seats in courses. The introductory level courses required for the minor, which are offered every semester including summer, have ample capacity. The intermediate courses required for the minor have been offered once a year or every other year.

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<td>EC 130 Public Policy</td>
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Three credits from:

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<td>POLS 127</td>
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<tr>
<td>POLS 139</td>
<td>Public Policy Tools &amp; Processes</td>
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Three additional credits from:

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<td>POLS 122</td>
<td>Constitutional Law: Government Powers</td>
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<td>POLS 124</td>
<td>The Presidency</td>
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<td>POLS 127</td>
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<td>POLS 132</td>
<td>U.S. Supreme Court: Process and Policy</td>
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<td>Public Opinion/Political Participation</td>
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<td>POLS 137</td>
<td>Politics and the Media</td>
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<tr>
<td>POLS 138</td>
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<td>POLS 139</td>
<td>Public Policy Tools &amp; Processes</td>
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There are only two pre-requisites for the new minor: EC 011 (3 credits) and POLS 021 (3 credits). The minor is open to all majors, including economics and political science. The proposers note, however, that for students majoring in Political Science or Economics, POLS courses or EC courses, respectively, used for the minor are included in the 45-credit major rule. No more than one course can count towards both the Political Science major and the Public Policy Analysis minor. EC 012 is required for both the Economics major and the Public Policy Analysis minor, and this is the only course that can count towards both programs.

**Impact on Current Programs**

The proposers indicate that they do not anticipate the newly proposed minor will have an effect on any other academic units except in providing an excellent option for their students. Within the Economics and Political Science Departments, some students may opt for the Public Policy Analysis minor instead of an Economics or Political Science minor.

**Advising**

As the responsible academic unit, the Political Science department will be responsible for advising for the minor. In fact, one of the central purposes of the class is to provide students and faculty, in particular those outside of the economics and political science departments, with a roadmap of courses for those students interested in public policy analysis.

**Assessment Plan**

The minor will be assessed under the standard Academic Program Review procedures.
**Resource Requirements**

Given that the proposed minor draws on existing courses, no resources are needed for the proposed minor. The introductory level courses required for the minor (EC 011, EC 012, and POLS 021) are offered every semester including the summer and have ample capacity. The intermediate courses required for the minor (EC 130 and POLS 127 or POLS 139) have in the past been offered once a year or every other year. If interest in the minor is high, then these courses will be offered more frequently.

**Evidence of Support**

The newly proposed minor in Public Policy Analysis was approved by the Curriculum Committees of the Economics and Political Science Departments. The proposal was also approved by the College of Arts and Sciences Curriculum Committee and the College of Arts and Sciences faculty.

**Summary**

The proposed Minor in Public Policy Analysis will be an excellent addition to the University’s curricular offerings. It provides a focused course of study and credentials in an area of student interest that is relevant to many disciplines, and allows room for additional public policy-related minors in other areas. The new minor also capitalizes on existing courses and integrates expertise in the Departments of Economics and Political Science.

- **Approval of a request by the College of Arts and Sciences in conjunction with the College of Education and Social Services, and the College of Nursing and Health Sciences for a new Undergraduate Academic Certificate in Physical Activity Promotion in Children and Youth**

  NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for a new Certificate in Physical Activity Promotion in Children and Youth (PAPC&Y) submitted by the College of Arts and Sciences. The new minor is a collaboration between faculty in the College of Arts and Sciences (CAS), the College of Education and Social Services (CESS), and the College of Nursing and Health Sciences (CNHS). The proposal was also approved by the Faculty Senate on February 27, 2017. If approved by the Board of Trustees, the program will be offered beginning Fall 2017.

**Program Description, Rationale, and Evidence for Demand**

The proposed undergraduate Certificate in PAPC&Y will provide undergraduate students with a foundation in the approaches, methods, and techniques for successfully engaging children and youth in physical activity across a range of professional settings. Students in the certificate program will engage in substantive and integrated learning experiences across the disciplines of psychological science, education, and exercise and
movement science. The new certificate will also provide students hands-on research experience while assisting with the implementation of a physical activity curriculum to children in local educational settings.

The primary objective of the newly proposed Certificate in PAPC&Y is to use an interdisciplinary approach to augment the skills of students who work or plan to work with children and youth in multiple contexts to implement physical activity programs, and to evaluate the effectiveness of these programs. Students that complete the program will gain the skills required to facilitate increased opportunities for physical activity in children’s lives across a range of settings. It is important to note that this certificate program will not prepare students for careers in Physical Education. Students that inquire about the certificate and express interest in a career as a Physical Education teacher will be advised to pursue that goal through the B.S. in Education (Teaching Endorsement: Physical Education PK – 12).

Currently, obesity and sedentary behaviors of children and adolescents are at epidemic levels in the United States. Individuals involved in monitoring children’s well-being (e.g. child care, school, community programs) are all in a position to make an impact. Therefore, it is important to ensure that students preparing to seek employment in these settings have the opportunity to receive training in the appropriate goals, curricula, and evaluation procedures for increasing and evaluating physical activity outcomes in children. In addition, the Vermont Education Quality Standards were recently revised, making physical activity a priority area for those who work in schools even outside the physical education setting:

“Each school shall offer options for students in grades K-12 to participate in at least 30 minutes of physical activity within or outside of the school day. Physical activity may include recess and movement built into the curriculum, but does not replace physical education classes.” (Vermont Education Quality Standards, p. 6)

This certificate program provides both the implementation and evaluation skills needed in such contexts.

Faculty from the departments of Psychological Science, Education, and Rehabilitation and Movement Sciences developed the proposed Certificate in PAPC&Y in response to growing interest in PSYS 268: Fit Kids Applied Research, a new service-learning course taught by Dr. Betsy Hoza. The course offers undergraduate students a unique educational opportunity to become active in research and gain hands-on experience implementing and investigating the efficacy of a physical activity intervention in children and youth. PSYS 268 currently enrolls students across numerous disciplines, including psychological science, education, and exercise and movement science.
Relationship to Existing Programs and Impact on Current Programs

Currently, there are no existing minors or undergraduate certificates with the same educational goals as the newly proposed Certificate in PAPC&Y. Because the curriculum of the certificate is primarily composed of existing courses, there is a small amount of overlap in coursework for students pursuing majors in related areas. To meet the intended interdisciplinary requirement of the certificate program, students will not be allowed to meet all certificate requirements (detailed below) within their major department. The program proposers anticipate approximately ten students in the initial year based on expressed interest. Due to the limited expected enrollment and the uniqueness of the new certificate, the proposers do not anticipate any noticeable impact on existing programs.

Curriculum

Completion of the proposed Certificate in PAPC&Y will require a minimum of 15 credits (nine at 100-level or higher). Students will have the option to follow an Applied Track or Research Track within the certificate program. The specific objectives of the Applied Track are to train professionals who can: 1) incorporate developmentally appropriate physical activity into a variety of applied professional settings involving children and youth, and 2) use data at a basic level to evaluate the effectiveness of these programs. The specific objectives of the Research Track are to train professionals who can: 1) design an evaluation of a developmentally appropriate physical activity program, and 2) utilize appropriate measures of physical activity and health-related outcomes to evaluate program effectiveness.

<table>
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<th>Level I Courses (minimum of two courses)</th>
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<tr>
<td>RMS 095</td>
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<td>Intro to Early Childhood Education</td>
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<td>EDSP 005</td>
<td>Intro to Spec Education</td>
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<td>PSYS 150</td>
<td>Developmental Psych: Childhood</td>
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<td>Fitness</td>
</tr>
<tr>
<td>EDPE 166</td>
<td>Kinesiology</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level II Courses (minimum of one course for applied track; minimum of two courses for research track)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PSYS 168†</td>
<td>Applied Psychological Research</td>
</tr>
<tr>
<td>RMS 220 or RMS 053</td>
<td>Research I</td>
</tr>
<tr>
<td>RMS 295</td>
<td>Physical Activity Assessment in Children and Youth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level III Courses (minimum of two courses for applied track; minimum of one course for research track)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PSYS 268</td>
<td>Fit Kids Applied Research</td>
</tr>
<tr>
<td>PSYS 269</td>
<td>Fit Kids Applied Research: Special Populations</td>
</tr>
<tr>
<td>PSYS 295/296</td>
<td>Advanced Fit Kits Applied Research</td>
</tr>
</tbody>
</table>

† New course.
As noted previously, students will not be allowed to meet all certificate requirements within their major department.

A suggestion was made to allow SOC 101 as a substitute for either of the research method courses. The proposers will review the syllabus to determine if SOC 101 is an appropriate addition. The proposers also indicated a willingness to consider courses from other departments that would be suitable for the program.

All existing courses have capacity or the ability increase capacity in order to accommodate students enrolled in the new certificate program. The proposers indicate that special topics courses (RMS 295, PSYS 295/296) will be submitted for permanent numbers in the near future.

**Advising**

For students that enroll in the certificate with a major in one of the three sponsoring colleges (CAS, CESS, CNHS), academic advising will take place in the home department of each student’s major. If students from other units enroll in the program, a secondary advisor will be assigned from within CAS, CESS, or CNHS on a rotating basis per a Memorandum of Understanding (MOU).

**Staffing Plan, Resource Requirements, and Budget**

All existing courses have capacity or the ability increase capacity in order to accommodate students enrolled in the new certificate program. Faculty have room in their workloads to accommodate two of the three new courses. The third course, PSYS 168 Applied Research in the Field, will be taught by Assistant Professor Erin Shoulberg (Psychological Sciences Department). The proposers indicate that the course revenue is expected to cover the cost of Dr. Shoulberg’s time, and thus additional financial commitment from the involved departments or colleges is not required. Course offerings will be handled per a MOU established among the three collaborating colleges. The core faculty for this certificate program will meet at least biweekly, and will address any remaining issues related to integrative project supervision or course substitutions.

**Evidence of Support**

Letters of support were provided by Chairs of the Departments of Psychological Science (John Green), Education (George Salembier), and Rehabilitation and Movement Science (Jeremy Sibold). Additional support letters were provided by the Chair of the CNHS Curriculum Planning Committee (Elizabeth Adams), and the Deans of CAS (William Falls), CNHS (Patricia Prelock), and CESS (Cynthia Gertsl-Pepin).

**Summary**

The newly proposed Certificate in Physical Activity Promotion in Children and Youth is a collaborative effort that spans multiple departments and colleges, and capitalizes on existing courses and resources. It was created to provide students with the opportunity
to experience interdisciplinary coursework while building their knowledge in the domain of physical health and wellness. The curriculum includes both service-learning coursework and opportunities for students to engage in research, both of which are high impact practices that improve undergraduate success. The goals and specific objectives of the certificate are well aligned with the missions of the involved departments and colleges, and support the University’s efforts to advance interdisciplinary research and enrich students’ development and experiences. The proposed certificate program is unique in its explicit goal of training students that will pursue careers in a variety of professional disciplines to promote and evaluate effectiveness of physical activity programming for children and youth. Therefore, it will be a wonderful addition to the University’s portfolio of curricular offerings.

• Approval of an uncontested request by the directors of the Environmental Sciences Program to terminate the Environmental Sciences: Biology Minor and the Environmental Sciences: Geology Minor
  NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved an uncontested request from the Directors of the Environmental Sciences Program, Charlotte Mehrtens from the College of Arts and Sciences (CAS), Donald Ross from the College of Agriculture and Life Sciences (CALS), and Jennifer Pontius from the Rubenstein School of Environment and Natural Resources (RSENR) to terminate the Environmental Sciences: Biology Minor and the Environmental Sciences: Geology Minor. The proposal was also approved by the Faculty Senate on February 27, 2017.

Currently, Environmental Sciences (ENSC) is a cross-college program that spans CAS, CALS, and RSENR. At the time the ENSC: Biology and ENSC: Geology Minors were established, the Environmental Sciences program was housed only in CAS. These are the only two ENSC minors and the curricula do not include any ENSC courses. Additionally, the coursework for the two ENSC minors duplicates coursework in the existing Biology and Geology Minors.

Currently, there are no students currently enrolled in either of the ENSC minors. Over the past five years, roughly two students have inquired about the ENSC: Biology Minor, and there have been no inquiries regarding the ENSC: Geology Minor. Thus, these two ENSC minors do not appear to match the interests and needs of current students.

By terminating these two minors, the Directors of the Environmental Science program hope to open up the opportunity for a new minor in Environmental Sciences that reflects the educational mission and learning objectives of the current Environmental Sciences program.
• Approval of a request by the Graduate College in conjunction with the College of Agriculture and Life Sciences for a new Certificate of Graduate Studies in Agroecology

NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for a new Certificate of Graduate Study in Agroecology submitted by the Graduate College in conjunction with the College of Agriculture and Life Sciences. It will be housed in the Department of Plant and Soil Science, tenure home of the certificate’s Faculty Director, Ernesto Méndez, and current locus of most the work in agroecology occurring at the University. The proposal was also approved by the Faculty Senate on March 27, 2017. If approved by the Board of Trustees, the program will be offered beginning Fall 2017.

Program Description, Rationale, and Evidence for Demand
The newly proposed Certificate of Graduate Study in Agroecology (CGSA) is a low-residency program in the emerging field of Agroecology – a transdisciplinary, participatory, and action-oriented approach that seeks viable and sustainable ways to improve our agrifood systems by confronting the social, ecological and production problems and issues they face. The curriculum is designed to encourage students to integrate the natural and social sciences with perspectives and experiences of farmers and other practitioners, and to explore evidence-based, practical solutions to contemporary issues from production to consumption.

The initial target audiences are UVM graduate students from Food Systems, Community Development and Applied Economics, the Rubenstein School of Environment and Natural Resources, and Plant and Soil Science seeking an agroecology complement to their current studies, as well as graduate students from other institutions seeking a comprehensive introduction to the field. The new certificate is also likely to attract food systems, agriculture, and rural development professionals wishing to implement an agroecological approach, and policymakers who want to deepen their understanding of this emerging field.

Justification and Evidence for Demand
UVM is perhaps the only university where agroecology, ecological economics, and agrifood system initiatives are thriving and have the potential for a deeper integration. This positions UVM as a leader in this important and timely transdisciplinary confluence. Moreover, land-grant universities, as emphasized in a recent statement by Union of Concerned Scientists, are an appropriate source of much needed public support for agroecology, which is less likely to be supported by the private sector since these farming methods often reduce requirements for purchased inputs.

Evidence of demand includes a reported 50% increase in student inquiries regarding graduate-level work in agroecology at UVM. These potential students are both domestic
and international, many with prior research or professional experience in relevant areas. Participants of the 16th Annual International Agroecology Shortcourse in Santa Cruz, California (July, 2016) greeted the idea of a CGSA at UVM with enthusiasm, and voiced strong support for largely online delivery that would not disrupt their own ongoing professional duties. A survey of current UVM graduate students (N = 49) also indicated strong support, with 61% agreeing that a low-residency certificate would benefit them academically, and 47% stating an interest in taking online courses in agroecology to complement their current coursework.

Relationship to Existing Programs
The proposed CGSA will be a curricular complement to the Rubenstein School Environmental and Natural Resources (RSENR). Since agroecology provides a framework for linking food production and distribution models with issues related to environmental health and sustainability, graduate students from RSENR working in food and/or agricultural related areas will be eligible, and encouraged, to participate. The proposers also expect to supplement the Food Systems Graduate Program, with the certificate’s primary coursework centered upon participatory action research and transdisciplinary collaboration appealing to students with an interest in the production side of agrifood systems who are looking to apply their food system knowledge via an action-oriented approach.

The proposers note that the CGSA has similar pedagogy (low-residency) and possible content overlap with the low-residency Master of Science in Natural Resources concentration in Leadership for Sustainability (MSLS). The MSLS course NR 312: Power, Privilege, and Catalyzing Change shares an exploration of power and food sovereignty, though with differing emphasis (catalyzing change vs. addressing agricultural issues). The proposers see this not as a conflict, but a complement. The directors of the MSLS are interested in using the proposed agroecology content as part of their elective and/or required coursework. In the future, the CGSA will also incorporate electives from other associated low-residency programs. For example, the proposers have expressed their openness to explore future possibilities for students in this CGSA program taking related courses in the MSLS and FS programs, and supporting the enrollment of students in the MSLS and FS programs in the agroecology courses.

Curriculum
The fifteen-credit curriculum is a sequence of three required core courses and two electives. Five new courses were specifically developed to fit the low-residency model of the certificate program. At present, there are only two possible elective course options. The proposers fully recognize the importance of adding to the elective options, and have expressed a commitment to doing so. As noted previously, greater variety is anticipated in the near future from collaborating units and departments. New courses are
also likely to be developed; topics to be based on student interests and needs. In addition, certain graduate-level seminar courses may be offered as “hot topic” courses.

<table>
<thead>
<tr>
<th>Required</th>
<th>Credits</th>
<th>Pre-Requisites</th>
<th>Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>PS 311  Introduction to Agroecology</td>
<td>3</td>
<td>Graduate standing or instructor permission</td>
<td>Residential</td>
</tr>
<tr>
<td>PS 312  The Ecological Foundations of Agroecology</td>
<td>3</td>
<td>One semester biological science at the 100-level or Instructor permission.</td>
<td>Online</td>
</tr>
<tr>
<td>PS 315  Agroecology Capstone/synthesis project</td>
<td>3</td>
<td>PSS 311, PSS 312, PSS 313, PSS 314</td>
<td>Online</td>
</tr>
</tbody>
</table>

**ELECTIVES**

| PS 313 Participatory Action Research (PAR) and transdisciplinary approaches to Agroecology | 3 | PSS 311 | Online |

| PS 314  Agroecology, Food Sovereignty and Social Movements | 3 | Graduate Standing | Online |

**Admission Requirements and Process**

Students must hold an accredited bachelor’s degree and meet other Graduate College requirements. International students will need TOEFL scores, and proper documentation is required for the residential course. The proposers are also working to develop an online course tailored to the needs of international students who cannot obtain the necessary documentation for the residential course, possibly involving local experiential learning in their home country. The admissions committee will be comprised of affiliated faculty, with the Faculty Director, Dr. Ernesto Méndez serving as the final judge. Retention and graduation will be encouraged by advisory support from Dr. Méndez and the Educational Coordinator.

**Anticipated Enrollment and Impact on Current Programs**

Eventual enrollment, after initial fall cohort of at least eight, is anticipated to be 16 to 32 per year, each cohort contributing a minimum of eight and a maximum of 18 individuals. The proposers expect some 85 students to complete the certificate in the first five years.

The low-residency program expands the educational reach of CALS, and broadens its impact locally, regionally and abroad, while advancing the University’s standing as a leader in innovative pedagogy. The proposed certificate is intended to contribute to the attractiveness of existing programs as a stackable credential where enrolled students can
take CGSA courses as electives associated with their own degree program. UVM students not formally in the CGSA may still enroll in selected courses with the approval of the program coordinator and course instructor. Thus, the proposed CGSA is not expected to have an impact on participation in other UVM graduate programs, but rather provide an option for additional credentials to support their graduate work.

**Advising**
Because the CGSA may be taken as either a stand-alone degree or as part of a larger academic program, advisory duties will vary considerably among students. Graduate students pursuing a M.S. or Ph.D. will continue to receive mentorship from their primary academic advisor housed within their home department, and will follow any committee procedures detailed within the college’s student handbook. Any advisory duties pertaining directly to the CGSA will be handled by the CGSA Faculty Director (Dr. Méndez) and/or coordinators unless instructed otherwise by the student’s home department. Academic mentorship for certificate-only students will be primarily the role of the Faculty Director and Educational Coordinator.

**Assessment Plan**
The CGSA will be evaluated via the University’s Academic Program Review (APR). An initial program assessment by program faculty and the Graduate College will take place following the first two cohorts. Criteria for evaluation of program success will include the number of participating students, course evaluations, and feedback from participating faculty, and non-profit organizations associated with the program (e.g. employers of participating students).

**Staffing Plan, Resource Requirements, and Budget**
As stated previously, Dr. Ernesto Méndez will be Faculty Director of the program, overseeing development, evaluation and execution of curriculum, including all scheduling, course coordination, recruitment of necessary faculty. Dr. Méndez will also teach one course per year on-load (0.1 FTE), and take a lead role in advising incoming certificate students as needed.

A Program Coordinator (0.25 FTE), reporting directly to Dr. Méndez, will provide administrative, technical and instructional support for all students and faculty participating in the program (including yearly evaluations through faculty, student and staff evaluation methods). The Program Coordinator will also oversee all budgeting and course scheduling.

An Educational Coordinator (0.75 FTE) will track student progress and provide academic support for the program. They will also direct the development of course curricula and outcomes with participating faculty and staff, and assist in providing necessary training for adapting face-to-face coursework into an online format.
The direct personnel expenses for the three positions above is expected to range between $88,770 and $93,916 per year through 2022. Members of the Agroecology and Rural Livelihoods Group have held preliminary conversations with representatives from the UVM Foundation and several local companies to explore the possibility of seed funds and/or scholarship support for the program. In the event that these funds are not obtained before the start of the program, CALS has agreed to provide the necessary startup costs for the first year of the program. Staff support for marketing and website development will be provided by Continuing and Distance Education.

**Evidence of Support**

In developing the new CGSA, the proposers communicated with units across the University including the Graduate Program in Food Systems, the Food Systems Initiative, the Gund Institute for Ecological Economics, the Rubenstein School of Environment and Natural Resources (RSENR), the College of Engineering and Mathematical Sciences (CEMS), and the Center for Sustainable Agriculture (CSA). All report enthusiasm for the new program, as shown by numerous letters of support (see below).

Letters of support were provided by the CALS Curriculum Committee, the Graduate College Executive Committee; Deans Vogelmann (CALS), Forehand (Graduate College), Matthews (RSENR), Lantagne (UVM Extension and Director of UVM Food Systems Initiative), and Belliveau (CDE). Support letters were also provided by Professors Trubek (Director, Graduate Program in Food Systems), Neher (Chair, PSS), Ricketts (Director, Gund Institute for Ecological Economics), and Berlin (Director, UVM Center for Sustainable Agriculture).

**Summary**

The newly proposed Certificate of Graduate Study in Agroecology capitalizes on faculty expertise and initiatives unique to UVM in an area where there is a societal need and student demand. It will place UVM in a position to be a leader in the field of agroecology, and will complement and support current graduate programs. The overwhelming support voiced in the letters received from individuals across the University further demonstrates the recognition of this high-quality program as being a valuable addition to UVM’s curricular portfolio.

- **Approval of a request by the College of Education and Social Services for a new Minor in Education for Cultural and Linguistic Diversity**

  NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for a new Minor in Education for Cultural and Linguistic Diversity submitted by the College of Education and Social Services. The proposal was also approved by the Faculty Senate on March
27, 2017. If approved by the Board of Trustees, the program will be offered beginning fall 2017.

Program Description, Rationale, and Evidence for Demand
The purpose of the newly proposed Minor in Education for Cultural and Linguistic Diversity (ECLD) is to enhance student understanding, cultural competency, and agency related to the impact of multiculturalism, language learning issues, and diversity in pre-kindergarten through grade 12 (PreK-12) schools and other community and professional settings. The minor curriculum includes courses highlighting US immigration, migration, transnationalism, culture, family-school, and education policy as well as cultural and English language learning (ELL).

Development of this minor is in response to the changing landscape of Vermont and the rest of the United States. There are currently 81 million immigrants and their US-born children in this county, equaling 26% of the U.S. population (www.migrationpolicy.org). English Language Learners (ELLs) represent the fastest growing student population, expanding to 60% in the last decade, as compared with a 7% growth in the general student population (Grantmakers for Education, 2013). According to the Education Commission of the States (2013), almost 10% of K-12 students in public schools are ELLs, many preschool programs are not adequately equipped to serve the ELL population, and many general classroom teachers receive little to no training to address the needs of these ELL students. The proposed Minor in ECLD will provide students valuable understanding of immigrant students and their communities, the help needed to bridge the transition from school to career pathways, and the impact of immigration on educational policies. The proposed minor also offers UVM students a licensure option that could improve career prospects. Students both within and outside of the Department of Education have indicated significant interest in courses and programs related to immigrant children and schooling. A survey of 134 students enrolled in EDTE 056 Language, Policy Issues, Race and School in spring 2016 indicated that nearly 60% would be interested in completing a program that provided endorsement in teaching ELLs.

Relationship to Existing Programs
Although there are programs that address working with diverse populations, there are no existing minors that provide the training necessary for students entering careers in PreK-12 education to competently address the needs of ELLs and children with diverse cultural backgrounds. The proposed has the full support and collaborative backing of the departments offering these related programs (see Support section). The licensure track of this minor has been in existence since 2016.
Curriculum
The ECLD minor requires three core courses totaling nine credits. Following completion of the three core courses, students choose one of two tracks: Pathway I or Pathway II. The required courses and curricula for both pathways are detailed in the table that follows. Pathway I has been in place in the Department of Education since 2016 and includes courses for Education majors who want to pursue additional teaching licensure endorsement for PreK-12 English language learners. This pathway requires a total of 21 credits. This is one credit more than the maximum credits specified in the Standards for Minors, however it was deemed reasonable considering this pathway leads to a teaching licensure endorsement that must meet necessary criteria. Pathway II is a general track for both majors and non-majors who want to develop competency working with culturally and language-diverse communities in a wide variety of professional and community settings. In addition to education courses, the list of elective courses for this pathway includes courses from other departments and programs, which reflects the importance of interdisciplinary and cross-curricular knowledge and skills. Completion of Pathway II requires a minimum of 18 credits.

<table>
<thead>
<tr>
<th>Required Core Courses (Pathway I and Pathway II)</th>
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</thead>
<tbody>
<tr>
<td>EDTE 056:D1 Language, Policy Issues, Race, and School</td>
</tr>
<tr>
<td>EDTE 102/202* Bilingual Education and Policy</td>
</tr>
<tr>
<td>EDTE 205 Home, School, and Community Collaboration</td>
</tr>
</tbody>
</table>

**Pathway I: Endorsement**

| EDTE 201 Teaching English Language Learners | 3 credits |
| LING 080 Introduction to Linguistics | 3 credits |
| LING 170 or LING 177 TESOL and Applied Linguistics Second Language Acquisition | 3 credits |
| EDT 295 Practicum for Working with English Learners | 3 credits |

**Pathway II: Non-Endorsement** (a minimum of three courses from the list below; at least one at the 100-level or above)

| EDTE 057 Citizenship and Education in the U.S. | 3 credits |
| EDSP 224 Language Learning Considerations in Classroom Settings | 3 credits |
| LING 080 Introduction to Linguistics | 3 credits |
| LING 095 Linguistic Diversity in the U.S. | 3 credits |
| LING 176:D1 African American English | 3 credits |
| LING 177 Second Language Acquisition | 3 credits |
| CSD 020 Intro to Disordered Communication | 3 credits |
| CSD 094 Development of Spoken Language | 3 credits |
| EDHE 050 Bullying, Discrimination, and Youth Violence Prevention | 3 credits |
| GEOG 272 Migration, Mobility, and Transnationalism | 3 credits |
| SWSS 055 Working with Refugees | 3 credits |
| SOC 019:D1 Race Relations in the U.S. | 3 credits |
| HDFS 005 Human Development | 3 credits |
### Admission Requirements and Process
Students must complete an application to enroll in the proposed minor. Admission will be based on a grade of at least a B– in EDTE 056 as well as a written statement of interest. A selection committee of at least two faculty will review applications and make decisions regarding admission into the minor.

### Anticipated Enrollment and Impact on Current Programs
It is estimated that eight to ten students will be enrolled in Pathway I each academic school year, and ten to twelve students in Pathway II each semester. Given the small number of students and lack of other minors that provide similar training, impact on current programs is not anticipated.

### Advising
Dr. Cynthia Reyes will serve as the secondary advisor to students in the minor. Additional faculty will be included to serve in this capacity should the minor exceed expected enrollments (over 50 students).

### Resource Requirements
Given that the minor draws on existing courses, no resources are required for the proposed minor.

### Evidence of Support
Both Dean Falls of the College of Arts and Sciences and Dean Prelock of the College of Nursing and Health Sciences have expressed their support of the minor. In addition, letters of support were provided by faculty involved in teaching courses included in the minor.
Summary
The newly proposed Minor in Education for Cultural and Linguistic Diversity will enhance the education of both Education majors preparing to teach in PreK-12 schools with ELLs, and non-Education majors who will work in related professions where they will need to be able to effectively support ELLs and immigrant families. The proposed minor will provide valuable training in training the impact of multiculturalism, language learning issues, and diversity. As a result of participation in the ECLD minor, students will become more knowledgeable about culturally and linguistically diverse communities and develop competencies and skills to work in PreK-12 schools and a multicultural society. Given the growing number of immigrants and their US-born children in this country, and corresponding increase in the ELL students in PreK-12 classrooms, this new minor represents a valuable addition to UVM’s curricular offerings by providing training, with an option for licensure, in an area of great importance that will also improve chances of employment.

• Approval of a request by the Quantitative Reasoning General Education Committee for a new Quantitative Reasoning General Education Requirement

NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for a University-wide General Education requirement in Quantitative Reasoning. The proposal, which was developed by a committee of dedicated faculty, put forth the resolution below. Following the resolution is a summary of the development process, and specific courses identified as fulfilling the proposed requirement. The proposal was also approved by the Faculty Senate on March 27, 2017. If approved by the Board of Trustees, Quantitative Reasoning will become a requirement for all undergraduate degree students matriculating in Fall 2017 or later.

Resolution
Be it resolved that the Quantitative Reasoning proficiencies be made a General Education requirement.

Be it also resolved, that the following language be used in the course catalog:
“Quantitative Reasoning (QR) requirement: All undergraduate degree students matriculating in Fall 2017 or later must meet the Quantitative Reasoning General Education requirement for the University of Vermont. To meet this requirement, students must complete a course, curriculum, or co-curriculum prior to graduation that has been approved by the Faculty Senate’s Quantitative Reasoning Curriculum Review Committee.”

Charge
The committee was tasked with the following:
1) Developing learning proficiencies in the area of quantitative reasoning,
2) Developing a method for assessing whether a course contributes to the quantitative reasoning requirement, and
3) Developing an assessment plan that would be implemented in the future.

To meet their charge, the committee engaged in the following activities.
1. Reviewed the General Education goals and definition of Quantitative Reasoning outlined by President Sullivan in the October 22, 2014 Issue of Vermont Quarterly.

“At the University of Vermont, our faculty over a course of years has developed six learning outcomes within its general education criteria. These learning outcomes are 1) communication, writing, and information literacy; 2) quantitative reasoning; 3) science, systems, and sustainability; 4) cultures, diversity, and global perspectives; 5) integrating and the application of knowledge; and 6) art, aesthetic and design. These carefully considered learning outcomes, I believe, address almost all of the issues contained in the debate about the purpose of an education and the responsibility of our universities.”

What is Quantitative Reasoning?
(President Sullivan uses “quantitative reasoning,” while The Mathematical Association of America, (MAA), refers to it as “quantitative literacy.”)

According to The Mathematical Association of America (MAA), “A quantitatively literate college graduate should be able to:

- Interpret mathematical models such as formulas, graphs, tables, and schematics, and draw inferences from them.
- Represent mathematical information symbolically, visually, numerically, and verbally.
- Use arithmetical, algebraic, geometric, and statistical methods to solve problems.
- Estimate and check answers to mathematical problems in order to determine reasonableness, identify alternatives, and select optimal results.
- Recognize that mathematical and statistical methods have limits.”

The MAA guidelines further explain quantitative literacy expectations of college students: “The level of sophistication and maturity of thinking expected of a college student should extend to a capability for quantitative reasoning which is commensurate with the college experience. College students should be expected to go beyond routine problem solving to handle problem situations of greater complexity and diversity, and to connect ideas and procedures more readily with other topics both within and outside mathematics.”

2. Generated a rationale and expected proficiencies for the Quantitative Reasoning requirement.

The Quantitative Reasoning General Education requirement is intended to assure that graduates of the University of Vermont possess the ability to think critically, evaluate information, and reason quantitatively in order to excel in their chosen field and to perform as successful citizens in the world.

Each student will be a productively numerate citizen who will be proficient in:

- Interpreting data represented in a variety of ways, such as graphs, tables, and charts;
- Solving problems, through the use of patterns, numbers, and symbols;
- Evaluating the value and validity of provided information;
- Determining if the solution to a quantitative problem makes logical sense in the real world;
- Formulating alternative solutions; and
• Communicating effectively the thought process used to interpret and solve the problem.

*Note: It is understood that each of the six proficiencies will not be emphasized equally in each course that will fulfill this requirement. Students will be proficient in at least four of the six areas with any of the courses fulfilling the Quantitative Reasoning requirement.*

3. **Obtained a list of University’s majors and the minimum math requirement of each major from the Office of the Registrar.** (The math requirements included courses in MATH as well as STAT, CS, and PHIL.)

The courses in which the proficiencies indicated above are evaluated include, but are not limited to:

- MATH numbered 009 or higher,
- STAT numbered 051 or higher,
- CS numbered 008 or higher, or
- PHIL 013*.

*NOTE: PHIL 013 was evaluated by the Quantitative Reasoning Committee Chair. The Chair noted the following: “the symbolic representation is similar to that in mathematics. The logical thought required and the symbolic notation used, make it akin to a mathematics course.” A student in that class indicated that with his mathematics learning disability, a MATH course would be “extremely difficult, if not impossible” for him. PHIL 013 makes sense to this student since words, instead of numbers, are around the operation symbols.

Brief descriptions of the four specifically named courses are below.

**MATH 009:** College Algebra
This course covers sets, relations, functions with particular attention to properties of algebraic, exponential, logarithmic functions, as well as graphs and their applications.

**STAT 051:** Probability with Statistics
This course is an introduction to probabilistic and statistical reasoning, including probability distribution models and applications to current scientific/social issues. The roles of probability, study design, and exploratory/confirmatory data analysis are covered. It covers the basic reasoning used in probability models of the real world, with statistical applications.

**CS 008:** Introduction to Web Site Development
This course provides a strong foundation in working with images, beginning web programming, and web design so that students can create a functional web site.

**PHIL 013:** Introduction to Logic
This course covers the basic principles of deductive inference. When does one statement follow from another? When is one statement a logical consequence of another? This course helps students cultivate skills they can put to use to decide whether arguments they encounter in their daily lives really demonstrate the truth of their conclusions. The course will introduce students to the concepts and techniques used in first order logic. The material covered is technical in
nature. The aim is to first formalize and then analyze natural English statements using the symbolic language and methods of this first order logic.

4. **Contacted a representative group of Quantitative Reasoning course instructors to identify which proficiencies are addressed in their courses.**

A survey was sent to the fall 2016 instructors of MATH 009, STAT 051, CS 008, and PHIL 013. The survey included a list of the six proficiencies introduced previously. Instructors responded to the question “Which of these proficiencies do you address in your course?” Seven of the eight course instructors surveyed indicated that they address a minimum of four of the six proficiencies. One course instructor reported she addresses three of the six proficiencies. In follow-up conversations, the instructor of the course stated that at least four will be included in future offerings of the course.

The survey provided baseline data about what is already occurring in the target courses, and affirmed that these are appropriate courses in which to assess the Quantitative Reasoning proficiencies.

5. **Addressed the fact that there were three majors that did not include at least one of the courses identified as fulfilling the proposed Quantitative Reasoning General Education requirement (Human Development and Family Studies, Art Education, and Music Education).**

Committee members contacted representatives from each of the programs. All three programs stated a willingness to revise their program sequence and advisement processes to ensure that their students will have one or more of the identified Quantitative Reasoning courses on their transcripts at graduation.

An analysis of historical enrollment records for MATH 009, STAT 051, CS 008, and PHIL 013 was conducted to determine the availability of seats in the courses. The analysis showed that there is sufficient space in the courses for the approximately 120 students from the three majors. Therefore, no new sections or resources are required at this time to inaugurate a Quantitative Reasoning General Education requirement.

6. **Developed an assessment plan.**

Currently, students have the opportunity to achieve competence in four of the six proficiencies by taking one of the courses listed above. The committee created a form for tracking student competence in four of the six proficiencies. Mastery of the proficiencies can be evaluated to assess whether the learning outcomes of the Quantitative Reasoning General Education requirement are being met by students.

**Summary**

The Quantitative Reasoning General Education requirement is one of the six General Education requirements initially conceived in 2014. With its inauguration, it would become the fourth of those six to be implemented, joining Foundational Writing and Information Literacy, Diversity, and Sustainability. It can be implemented without requiring additional resources, and represents
an important and valuable component of the educational experience of students at the University of Vermont.

• **Approval of a request by the College of Engineering and Mathematical Sciences for a new Undergraduate Certificate of Computer-Aided Engineering Technology**
  
  NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for a new Undergraduate Certificate of Computer-Aided Engineering Technology (CAET) submitted by the College of Engineering and Mathematical Sciences. If approved by the Board of Trustees, the program will be offered beginning fall 2017.

**Program Description, Rationale, and Evidence for Demand**

Computer-Aided Engineering Technology (CAET) is the broad usage of computer software to aid in engineering analysis, design, and marketing. The term encompasses design, validation, simulation and optimization of products and manufacturing tools. CAET systems are playing an increasing role with regard to information to help support design teams in decision-making. CAET is used in many fields such as automotive, aviation, space, and shipbuilding industries. One of the components of CAET is Drafting and Design (CADD or CAD), which is the term for an evolving set of computer based tools used for the development, communication, and evaluation of product designs.

The proposed CAET certificate is designed to give UVM undergraduates a critical skill set identified by business and governmental groups at both the state and national levels. Successful completion of the CAET certificate enables employers to evaluate applicants by reviewing the class curriculum and student portfolios. Certificate recipients will be prepared for evolving technologies due to a sound basis in computerized design software combined with a mastery of three-dimensional form and location geometry. Therefore, the certificate would allow those that completed it to enter the workplace in fields such as mechanical, land development or structural design with core competencies that foster an immediate positive impact to an employer.

**Relationship to Existing Programs**

There are no other certificate programs at the University with a primary focus on CAET. A few elective courses (detailed in the Curriculum section) in the proposed minor are included in other minors. The current minor in Geospatial Technologies/Geographic Information Systems requires either GEOG 081 or CE 010. There is one computer-aided design (CAD) course, CDAE 101 Computer-Aided Drafting and Design, that is required for a minor in Green Building and Community Design (GBCD) offered by the Department of Community Development and Applied Economics.
Curriculum
Successful completion of the proposed CAET certificate requires a minimum of fifteen credits (eight credits of required courses and seven credits of elective courses). Two core foundation classes establish a basis in computerized automation techniques combined with the mastery of three-dimensional form and location geometry. Elective courses facilitate a focus into specific sub-disciplines. Some of these elective courses are from other academic units. Those units are aware and have acknowledge capacity in the courses for few additional students.

<table>
<thead>
<tr>
<th>Required Courses (8 credits)</th>
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<tr>
<td>ENGR 002  Graphical Communications 2 credits</td>
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<tr>
<td>ENGR 112  Building Information Modeling 3 credits</td>
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<tr>
<td>ENGR 114  Advanced 3D Drafting 3 credits</td>
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<tr>
<th>Elective Options (minimum of 7 credits)</th>
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<tbody>
<tr>
<td>CE 010    Geomatics 3 credits</td>
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</tr>
<tr>
<td>CDAE 101  Computer-Aided Drafting and Design 3 credits</td>
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<tr>
<td>CDAE 131  Applied Design Studio: Light Frame Building 3 credits</td>
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<tr>
<td>GEOG 081  Geospatial Concepts and Visualizations 3 credits</td>
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<tr>
<td>ENGR 116  Virtual Instrumentation 1 credit</td>
<td></td>
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<tr>
<td>NR 143    Intro to Geographic Information Systems 3 credits</td>
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Both ENGR 112 and ENGR 114 include design projects as course components. The project requirements integrated into these courses provide a capstone design experience for students, and serve as the integrative learning component required for undergraduate certificate programs at UVM.

Admission Requirements and Process
There are no special requirements for UVM students to complete the course sequence. Students will be required to declare their intent to earn a certificate for the sequence.

Anticipated Enrollment and Impact on Current Programs
The proposers anticipate as few as five students in the first year with growth of up to twenty over five years. All the courses in the sequence are currently being offered and have capacity. Undergraduate certificates provide UVM students additional credentials, and are not designed to substitute for degree programs. Given the minimal course overlap noted above with existing related minors, the proposers do not anticipate the proposed certificate would affect enrollment in these minors.

Advising
The CEMS academic advisors will handle advising for UVM students wishing to complete the certificate.

Resource Requirements
No resources are required for the proposed certificate. All courses included in the proposed curriculum are currently being offered and have capacity for additional
students. Existing CEMS labs have capacity for on-site courses. Online course needs will be met with the existing Virtual Computer system. The ENGR courses have been configured as hybrid courses as part of the normal pedagogical development. Both ENGR 002 and ENGR 116 have been further developed as fully online courses using funding from an existing UVM CEMS Department of Labor grant (TAACCCT).

Evidence of Support
Letters of support were provided by Deans of the College of Engineering and Mathematical Sciences (Luis Garcia), the College of Agricultural and Life Sciences (Thomas Vogelmann), the Rubenstein School of Environment and Natural Resources (Nancy Matthews), the College of Arts and Sciences (William A. Falls), and Continuing and Distance Education (Cynthia Belliveau). Jane Kolodinsky, Department Chair Community Development and Applied Economics, also provided a letter of support.

Summary
The proposed certificate program offers a coherent set of courses that meet an expressed need from employers for professional technical training. Courses in the curriculum all have capacity for more students, and the proposal has support of participating units. Therefore, the new certificate serves as a way to use existing resources to offer a valuable credential to UVM undergraduates.

Academic Program Reviews

Completed Reviews:
- Community Development and Applied Economics
- Music and Dance

Reviews in Progress:
- Rubenstein School of Environment and Natural Resources
- Public Administration
- Political Science
- Geology
- Asian Languages and Literatures
- Geography

Other Academic Actions

Completed Actions:
- The CAC recently:
  › Approved a proposal from the College of Arts and Sciences to revise the curricula of the existing Bachelor of Science and Bachelor of Arts in Chemistry
  › Approved proposal from the College of Engineering and Mathematical Sciences to
revise the Bachelor of Science in Engineering Management. [NOTE – This item was approved by the CAC on May 4th and does not require further approval by the Faculty Senate or Board of Trustees. It will be shared with the Faculty Senate at the May 18th meeting.]

› Approved proposal from the College of Arts and Sciences to eliminate the Language Studies and Formal Linguistics concentrations in the Linguistics major. [NOTE – This item was approved by the CAC on May 4th and does not require further approval by the Faculty Senate or Board of Trustees. It will be shared with the Faculty Senate at the May 18th meeting.]

› Approved a proposal from the College of Nursing and Health Sciences to add a residential option to the existing on-line Bachelor of Science in Health Sciences

› Approved a proposal from the College Arts and Sciences, Department of Music and Dance to change the name of the existing Minor in Music Technology to the Minor in Music Technology and Business

› Approved a proposal from the Graduate College in conjunction with the Larner College of Medicine to change the name of the existing Certificate of Graduate Study in Environmental Public Health to the Certificate of Graduate Study in Global and Environmental Health

› Approved a proposal from the Graduate College in conjunction with the Grossman School of Business to change the name of the existing Sustainable Entrepreneurship Master of Business Administration (SE MBA) to The Sustainable Innovation Master of Business Administration (The SIMBA)

› Approved a proposal from the Provost’s Office for a new reduced-tuition summer internship option. Increasingly, and in order to comply with federal regulations, employers offering unpaid internships require the internship to be undertaken for academic credit. The reduced-tuition option will allow students to participate in unpaid, elective internships during the summer for academic credit at a substantially lower cost per credit. All internships will be mentored by a UVM faculty member, and all existing expectations for academic quality and student learning outcomes will apply, consistent with the Policy on Academic Internships (see link below). Credits earned through this option will not count towards degree completion, but will be recorded on students’ transcripts. It is hoped that this new option will enable students to take advantage of unpaid internships that will give them valuable training experiences and enhance their resumes without undue financial burden.

http://www.uvm.edu/~provost/Policy%20on%20Academic%20Internships%20as%20Approved%20by%20Faculty%20Senate.pdf

› Voted to support a proposal from the Provost’s Office and Office of the Registrar for a new grade designation policy for administratively assigned failing grades. To comply with federal regulations, students must be assigned a grade for all courses by the final grade deadline (noon on the Tuesday after final exams end). Currently, administratively assigned failing grades are not distinguished from those assigned due to unsatisfactory performance. Understandably, receiving an administratively
assigned failing grade is stressful for a student, and can jeopardize scholarship and/or program eligibility. Under the new policy, failing grades assigned administratively due to failure of faculty to submit grades on time will be designated as AF, AUP, and ANP instead of F, UP, and NP, respectively. Administratively assigned failing grades will still have the same computational and curricular consequences as failing grades assigned due to lack of satisfactory performance, but will be more easily identified by students and others as administratively assigned. Additionally, it is hoped that the new policy, along with other efforts, will increase faculty’s awareness of the consequences of late final grade submission, and thus reduce the total number of administratively assigned failing grades.

**Ongoing Work:**
- The CAC is actively:
  - Working to develop lines of communication between unit-level curriculum committees and the Curricular Affairs Committee. The primary goal of these efforts is to increase awareness at the unit-level of the guidelines and approval process for new programs, and university-wide policies and approval processes relating to new course proposals, course revisions, and special topic courses. A Unit Curriculum Committee Tips document has been developed, and the CAC Chair met with the chairs of unit-level curriculum committees. The meeting was viewed as productive and helpful by all. At the suggestion of the unit-level curriculum committee chairs, the Unit Curriculum Committee Tips document is now posted on the Faculty Senate website under Curricular Resources. Unit-level curriculum committee chairs agreed that yearly or bi-yearly meetings with each other and the CAC Chair should become regular occurrences.
  - Working to communicate guidelines for new program proposals and proposals to revise existing programs, and to make faculty more aware of the approval processes. Recent efforts include increasing communication with unit-level curriculum committee chairs (see above), a presentation to the Faculty Senate by the Chair of the CAC, and development of a document to clarify changes to existing programs that must be reviewed by the CAC and Faculty Senate. The document is now posted on the Faculty Senate website under Curricular Resources.
  - Participating in the newly formed Educational Stewardship 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. A proposal for a Quantitative Reasoning General Education has been reviewed and approved by the CAC, and approved by the Faculty Senate. If approved by the Board of Trustees at this meeting, it will be put into place in fall 2017. A committee of General Education committee chairs has been established. Cathy Paris, Faculty Senate President, serves as Chair. Laura Almstead, Chair of the Faculty Senate CAC, and Brian Reed, Associate Provost for Teaching and Learning are also members.

- Receiving updates from the First-Year Experience (FYE) Committee regarding progress towards developing a FYE seminar offered within themed Residential Learning Communities across all residence halls.
- 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 one externally accredited program that is reviewed under a different protocol.
- Engaging in conversations focused on developing strategies that would promote Teaching Quality for faculty at all stages of their careers. Discussions include both the Associate Provost for Teaching and Learning and the Provost’s Faculty Fellow for Assessments.
- Collaborating with the Provost’s Faculty Fellow for Assessment and the Associate Provost for Teaching and Learning to bring the guidelines for New Academic, Research, or Service Endeavors in alignment with the current assessments initiative at UVM.
- Collaborating with the Provost’s Faculty Fellow for Assessment and the Associate Provost for Teaching and Learning align the guidelines for the Academic Program Review process with the current assessments initiative at UVM. In addition, revisions will include necessary refinements and modifications that have come to light since the launch of the current APR process.

- Proposals Under Consideration:
  - A proposal from the College of Arts and Sciences for a new Minor in Law and Society
  - A proposal from the College of Nursing and Health Sciences for a new Minor in Integrative Health Care
  - A proposal from the College of Nursing and Health Sciences for a new Minor in Emergency Medical Services
  - A proposal from the Graduate College in conjunction with the College of Nursing and Health Sciences for new Master of Science in Physical Activity and Wellness Science
Advising Center Update

Board of Trustees
Educational Policy & Institutional Resources Committee
Friday, May 19, 2017

Prepared by:
Annie Stevens, Vice Provost for Student Affairs
Brian Reed, Associate Provost for Teaching and Learning
Dani Comey, Director, Center for Academic Success

Executive Summary:
In August of 2016 the new Advising Center opened in the Davis Center, providing general advice and referral for all UVM students. The Center is a collaboration between the Provost’s Office, Student Affairs and the Student Government Association. It is staffed by SGA Peer Advisors, a full-time staff coordinator, and supported by the Center for Academic Success and the Faculty Fellow for Advising and First Year Experience. In the first year, the Center has been well received and has supported over 500 students from every class year and academic unit.

Highlights of Accomplishments:
1. Review of the Data (Appendix A)
   The attached Advising Center Data Summary reports usage of the Center from August 26, 2016 through April 15, 2017. Major points include:
   - The Advising Center has hosted 676 visits, serving 517 unique students
   - A majority of student visitors are in their first year at UVM (42%)
   - Of those who visit, 60% are enrolled in the College of Arts and Science, with the remainder enrolled in all other academic units.
   - 49% of student visitors sought general academic support (e.g. tutoring, help registering for classes understanding, how to read their curriculum audit).
   - 30% of student visitors were specifically looking for academic advising and received referrals to their faculty advisor or Dean’s office (e.g. degree requirements, curriculum planning, academic concerns).
   - The remaining 21% sought assistance with general university concerns or navigation

2. Programs and Events
   In its inaugural year, the Advising Center hosted:
   - UVM’s annual Majors Fair in November, where over 200 students declaring or changing their major could visit with every academic unit, the Career Center and Study Abroad advising staff.
   - Regular workshops on topics such as Time Management and Study Skills
   - Drop-in hours with Study Skills tutors
   - Course registration drop-in hours held during two weeks in November and in April
New Initiatives:

1. UVM Faculty Outstanding Undergraduate Academic Advising Award

Commencing with the 2017-18 academic year, this new university-wide award will recognize a faculty member who has achieved excellence in undergraduate academic advising in a manner consistent with the philosophy, roles and responsibilities described in “A Vision for Academic Advising at UVM.” Nominations will be invited from students, faculty and staff and recipients will be awarded $2,500 and recognized in a display in the Waterman Building. The award is a collaboration among the Office of the Provost, the Student Government Association, the Student Affairs Committee of the Faculty Senate and the Advising Center.

2. Student Success and Retention Software

Supported by the Academic Units, the Division of Enrollment Management, and the Division of Student Affairs, the university is currently reviewing software tools that support more effective advising and retention through offering real-time broad-based communication among students, faculty advisors, and academic Dean’s offices. The tool will be used to hold and provide data about students’ day-to-day interactions with student services staff and advisors and to offer possible intervention strategies to impact risk levels. Proposed implementation for the new software is targeted for Summer 2018.
Total visits to the Center:
676

Quick questions: students seeking brief assistance that did not require a consultation
113

Consultations with Peer Advisors
563 (404 unique students)

Reasons for Consultations:
49%  Academic Support (e.g. tutoring, CATS report, how to register for classes)
30%  Academic Advising (requiring referrals to Faculty Advisors, Dean’s office staff)
  6%: Meeting with Academic Advisor in the Center
15%  Non-academic reasons:
     University Navigation – 53%
     Financial – 18%
     Community – 17%
     Health & well-being – 7%

Consultations by Class Year:
First year students: 42%
Sophomore: 35%
Junior: 11%
Senior: 9%
Other (CE, grad, GG): 2%

Consultations by Academic Unit:
CAS – 338 visits / 245 unique students (60%)
CALS – 88 visits / 65 unique students (16%)
CEMS – 37 visits / 27 unique students (7%)
RSENR – 31 visits / 18 unique students (6%)
GSB – 22 visits / 14 unique students (4%)
CNHS – 17 visits / 10 unique students (3%)
CESS – 22 visits / 17 unique students (4%)
Other (CDE, Graduate, community) – 8 visits / 8 unique individuals (1%)
Other (prospective student) – 2 students (.3%)
Wilbur Trust Investment Pool Review
as of
February 28, 2017

Board of Trustees
University of Vermont Board

Prepared By
Marie Tiemann Endowment Accountant

Beginning Balance November 30, 2016
Long Term Investment Pool  20,703,519  349.0982 units
Separate Investment Pool  46,436
Total Balance at November 30, 2016  $20,749,955

Ending Balance February 28, 2017
Long Term Investment Pool  21,445,972  349.1835 units
Separate Investment Pool*  43,223
Total Balance at February 28, 2017  $21,489,195

*Separate Investment Pool Detail
Och Ziff¹  14,266
CF Venture Partners IV  5,355
CF Intl Private Equity Partners III  23,603
Total Separate Investment Pool  $ 43,223

¹ Special (side pocket) investments.
   To be distributed as liquidated by manager.
   Not transferable to UVM account since in Fund II.