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THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES MEETING SCHEDULE
October 20-21, 2017
Dudley H. Davis Center
590 Main Street, Burlington, Vermont

**Friday, October 20, 2017**

8:00 a.m. – 10:15 a.m.  COMMITTEE OF THE WHOLE  
Silver Maple Ballroom (401)

10:30 a.m. – 12:00 p.m.  EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE  
Livak Ballroom (417-419)

10:30 a.m. – 12:00 p.m.  BUDGET, FINANCE AND INVESTMENT COMMITTEE  
Silver Maple Ballroom, (401)

12:15 p.m. – 2:00 p.m.  LUNCH  

2:15 p.m. – 5:30 p.m.  COMMITTEE OF THE WHOLE  
Silver Maple Ballroom (401)

**Saturday, October 21, 2017**

7:30 a.m. – 8:30 a.m.  VERMONT AGRICULTURAL COLLEGE BOARD  
Chittenden Bank Room (413)

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

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

To: Board of Trustees

Re: Fall Board Meeting, October 20-21, 2017

I enclose materials related to next week’s Board of Trustees meeting. Standing Committees will meet throughout the day on Friday. Following committee meetings in the morning, time is reserved for lunch and a tour of the athletics facility. The University of Vermont and Vermont Agricultural College Boards and the Full Board will meet on Saturday morning. All meetings will be held in the Dudley H. Davis Center.

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 executive summaries 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 time will be reserved to address questions pertaining to the written reports from each of the Governance Leaders. The Committee will be asked to approve appointments to, and the charge of, a Board Governance Work Group and recommended revisions to the Audit Committee Charter. The Committee will be introduced to a College of Medicine project concept associated with the Psychology Department and Given Building. The academic presentation will highlight research in the areas of social sciences and humanities. An update will be offered on progress made since the last meeting on Move Mountains: The Campaign for the University of Vermont.

The Committee will reconvene in the afternoon for a presentation on the schematic design phase of the proposed on-campus Multipurpose Center conducted since the Board approved the initial project concept at our last meeting in February. An update on capital projects underway on central campus will be offered and the Committee will receive presentations addressing the state of information technology at the University and the new Code of Conduct and Ethical Standards. Time is reserved at the end of the meeting for an executive session to discuss contracts, collective bargaining and the evaluation of a public officer.
• The Educational Policy & Institutional Resources (EPIR) Committee will meet on Friday morning and be asked to consider proposals endorsed by the Faculty Senate and to review a residential life FY 2018 deferred maintenance project (McAuley Hall) for referral to the Budget, Finance & Investment Committee. The Committee will receive an annual presentation on diversity highlighting inclusive excellence at UVM and receive a report on Title IX Sexual Assault, a new risk added to the Enterprise Risk Management portfolio at the end of last year. The Committee will receive a presentation on recommended software and services to advance our academic excellence goals to improve undergraduate retention and the percentage of undergraduate students graduating in four years. Time will be reserved to address questions pertaining to the Provost’s report and annual reports covering enrollment, information technology, diversity, the UVM Foundation, and an annual Career Success Acton Plan progress report.

• The Budget, Finance & Investment (BFI) Committee will meet on Friday morning, to consider summer session tuition, setting the total cost of attendance fees for Global Gateway and Pre-Master’s Programs for summer and fall 2018 and spring 2019 and setting maximum room and meal plans fees for FY 2019. The Committee will receive a report from the Investment Subcommittee and consider recommended action items. The Committee will consider a contract with Educational Advisory Board – Student Services Collaborative for retention and advising software and services. A progress report on fundraising for capital projects and donor engagement will be offered. Upon referral by the EPIR Committee, the BFI Committee will be asked to approve the funding plan for the FY 2018 residential life deferred maintenance project (McAuley Hall). The Committee will receive annual updates on the external audit, dual enrollment, the President’s Strategic Initiatives Fund and FY 2017 end-of-year general fund budget to actuals.

• 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 and I will host a cocktail reception on Friday night at the Fleming Museum with senior leaders, deans and committee liaisons. I look forward to seeing everyone next week.
NOTE: “Strategic” in this context is defined as a matter that has significant strategic, fiduciary, or policy implications for UVM.

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<th>COMMITTEE</th>
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<th>STRATEGIC, POLICY OR FIDUCIARY IMPLICATIONS</th>
<th>RELATED MATERIALS</th>
<th>PRESENTER(S)</th>
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<td>Presidential Evaluation</td>
<td>Committee of the Whole</td>
<td>Resolution Regarding 5-Year Comprehensive Presidential Review</td>
<td>Fiduciary, Strategic</td>
<td>Separate Distribution</td>
<td>Board Chair Daigle</td>
</tr>
<tr>
<td>Resolution Regarding Board Delegation and Retention of Authority</td>
<td>Committee of the Whole</td>
<td>As recommended by the Audit Committee, adoption of revisions to raise threshold for retaining an independent audit firm for non-audit services from $10,000 to $25,000</td>
<td>Fiduciary; Policy</td>
<td>Attachment 7; Appendix C</td>
<td>Board Chair Daigle</td>
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<tr>
<td>Multipurpose Center</td>
<td>Committee of the Whole</td>
<td>Resolution authorizing expenditure of $1M from private gift funds for design development phase of project</td>
<td>Strategic; Fiduciary</td>
<td>Attachment 7</td>
<td>Vice President Gustafson</td>
</tr>
<tr>
<td>439 College Street</td>
<td>Committee of the Whole</td>
<td>*Resolution authorizing negotiations regarding lease agreement</td>
<td>Strategic; Fiduciary</td>
<td>Separate Distribution</td>
<td>Chair David Daigle</td>
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<tr>
<td>Residential Life FY 2018 Deferred Maintenance Project</td>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Resolution endorsing McAuley Hall project for referral to BFI Committee</td>
<td>Strategic; Fiduciary</td>
<td>Attachments 2 &amp; 3</td>
<td>Chair Sweaney; Dir. Capital Plng &amp; Mngmt. Vaughan</td>
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*action anticipated following executive session
## TABULAR SUMMARY OF STRATEGIC ACTION ITEMS

Board of Trustees, October 20-21, 2017

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

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<td>Summer Session Tuition Rates</td>
<td>Budget, Finance &amp; Investment</td>
<td>Resolution approving summer per credit hour tuition rates.</td>
<td>Policy; Financial</td>
<td>Attachment 2</td>
<td>Vice Chair Brennan; Budget Director, Citarella</td>
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<tr>
<td>Graduate Variable Tuition Rate</td>
<td>Budget, Finance &amp; Investment</td>
<td>Resolution modifying rate setting mechanism to allow certain graduate programs, with prior approval by the Provost, to maintain the same tuition rate (in-state and out-of-state) in the summer as the previous fall and spring semesters.</td>
<td>Policy</td>
<td>Attachment 2;</td>
<td>Vice Chair Brennan; Budget Director, Citarella</td>
</tr>
<tr>
<td>Global Gateway &amp; Pre-Master’s Programs Tuition</td>
<td>Budget, Finance &amp; Investment</td>
<td>Resolution setting total cost of attendance for global gateway &amp; pre-master’s programs for summer/fall 2018 and spring 2019.</td>
<td>Policy; Financial</td>
<td>Attachment 2</td>
<td>Vice Chair Brennan; Budget Director, Citarella</td>
</tr>
<tr>
<td>Maximum Room &amp; Meal Plans Fees for FY 2019</td>
<td>Budget, Finance &amp; Investment</td>
<td>Resolution setting the maximum room &amp; meal plan rates &amp; other fees for FY 2019 to allow Residential Life to enter into contracts with students prior to formal budget approval in May</td>
<td>Strategic; Financial</td>
<td>Attachments 2 &amp; 3</td>
<td>Vice President Cate; Budget Director Citarella</td>
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NOTE: “Strategic” in this context is defined as a matter that has significant strategic, fiduciary, or policy implications for UVM.

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<tr>
<td>Residential Life FY 2018 Deferred Maintenance Project</td>
<td>Budget, Finance &amp; Investment</td>
<td>Upon referral by EPIR, approval of expenditure of $3M from existing unrestricted residential life plant funds to finance McAuley Hall project</td>
<td>Strategic; Fiduciary</td>
<td>Attachment 2 &amp; 5</td>
<td>Vice Chair Brennan; Dir. Capital Plng &amp; Mngmt. Vaughan</td>
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**COMMITTEE OF THE WHOLE**

Silver Maple Ballroom, 401 Dudley H. Davis Center

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<td>Call to Order</td>
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<td>8:00 a.m.</td>
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<tr>
<td>Approval of the May 19, 2017 meeting minutes</td>
<td>David Daigle</td>
<td>8:00-8:05</td>
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<tr>
<td>Chair’s Report</td>
<td></td>
<td></td>
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<tr>
<td>• Resolution Regarding 5-Year Comprehensive Presidential Review</td>
<td>David Daigle</td>
<td>8:05-8:10</td>
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<td>President’s Report</td>
<td>Thomas Sullivan</td>
<td>8:10-8:15</td>
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<td>Student Government Association President’s Report</td>
<td>Christopher Petrillo</td>
<td>8:15-8:20</td>
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<td>Staff Council President’s Report</td>
<td>Karmen Swim</td>
<td>8:20-8:25</td>
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<td>Graduate Student Senate President’s Report</td>
<td>Michelle DiPinto</td>
<td>8:25-8:30</td>
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<td>Faculty Senate President’s Report</td>
<td>Cathy Paris</td>
<td>8:30-8:35</td>
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<tr>
<td>Alumni Association President’s Report</td>
<td>Penrose Jackson</td>
<td>8:35-8:40</td>
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<td>Move Mountains: The Campaign for the University of Vermont Update</td>
<td>Shane Jacobson</td>
<td>8:40-8:50</td>
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<td>Acknowledgement of Grant and Contract Awards Report</td>
<td>David Daigle</td>
<td>8:50-8:55</td>
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<td>Action Items</td>
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<tr>
<td>• Resolution Approving Board Governance Work Group Charge and Appointments</td>
<td>David Daigle</td>
<td>8:55-9:10</td>
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<tr>
<td>• Resolution Approving Revisions to the Audit Committee Charter</td>
<td>Bernard Juskiewicz</td>
<td></td>
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<tr>
<td>• Resolution Approving Revisions to the Resolution Regarding Delegation and Retention of Board Authority</td>
<td>David Daigle</td>
<td></td>
</tr>
<tr>
<td>Introduction of College of Medicine/Psychology/Given Concept</td>
<td>Rick Morin</td>
<td>9:10-9:30</td>
</tr>
<tr>
<td>Academic Presentation - Research Highlighting Social Sciences and Humanities</td>
<td>David Rosowsky</td>
<td></td>
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<tr>
<td>Recess</td>
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<td>10:15 a.m.</td>
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### EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
Livak Ballroom, 417-419 Dudley H. Davis Center

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<tr>
<td>Call to Order</td>
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<td>10:30 a.m.</td>
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<tr>
<td>Approval of May 19, 2017 meeting minutes</td>
<td>Donna Sweaney</td>
<td>10:30-10:35</td>
</tr>
<tr>
<td>Q&amp;A Routine and Annual Reports</td>
<td>Donna Sweaney</td>
<td>10:35-10:45</td>
</tr>
<tr>
<td>• Provost’s Report</td>
<td></td>
<td></td>
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<tr>
<td>• Annual UVM Foundation Report</td>
<td></td>
<td></td>
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<tr>
<td>• Annual Enrollment Report</td>
<td></td>
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<tr>
<td>• Annual Career Success Action Plan Progress Report</td>
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<tr>
<td>• Annual Information Technology Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Capital Projects Progress Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Projects:</td>
<td>Bob Vaughan</td>
<td>10:45-10:50</td>
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<tr>
<td>• Resolution Approving Residential Life FY 2018</td>
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<td></td>
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<tr>
<td>Deferred Maintenance Project (McAuley Hall)</td>
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<tr>
<td>Report by the Faculty Senate Curricular Affairs Committee Chair</td>
<td>Laura Almstead</td>
<td>10:50-10:55</td>
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<tr>
<td>Action Items</td>
<td>Laura Almstead</td>
<td>10:55-11:00</td>
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<tr>
<td>• Resolution Approving the Creation of a Minor in Law and Society in the College of Arts &amp; Sciences</td>
<td>Laura Almstead</td>
<td></td>
</tr>
<tr>
<td>• Resolution Approving the Creation of a Minor in Emergency Medical Services in the College of Nursing &amp; Health Sciences</td>
<td>Laura Almstead</td>
<td></td>
</tr>
<tr>
<td>• Resolution Approving the Creation of a MS in Physical Activity and Wellness Science in the Graduate College</td>
<td>Laura Almstead</td>
<td></td>
</tr>
<tr>
<td>Educational Advisory Board Retention and Advising Software Presentation</td>
<td>David Rosowsky</td>
<td>11:00-11:15</td>
</tr>
<tr>
<td>Annual Diversity Report &amp; Presentation</td>
<td>Wanda Heading-Grant</td>
<td>11:15-11:35</td>
</tr>
<tr>
<td>• Inclusive Excellence at UVM: Diversity, Inclusion, and Equity</td>
<td>Alex Yin</td>
<td></td>
</tr>
<tr>
<td>• Title IX Sexual Assault</td>
<td>Jes Kraus</td>
<td></td>
</tr>
<tr>
<td>Other Business*</td>
<td>Nick Stanton</td>
<td></td>
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<tr>
<td>Motion to Adjourn</td>
<td>Donna Sweaney</td>
<td>12:00 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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<td>10:30 a.m.</td>
</tr>
<tr>
<td>Approval of the May 19, 2017 meeting minutes</td>
<td>Robert Brennan</td>
<td>10:30-10:35</td>
</tr>
<tr>
<td>Resolution Approving Summer Session Tuition</td>
<td>Alberto Citarella</td>
<td>10:35-10:38</td>
</tr>
<tr>
<td>Resolution Modifying Graduate Variable Tuition</td>
<td>Alberto Citarella</td>
<td>10:38-10:40</td>
</tr>
<tr>
<td>Resolution Approving Total Cost of Attendance for Global Gateway and Pre-Master’s Programs (Summer/Fall 2018 &amp; Spring 2019)</td>
<td>Alberto Citarella</td>
<td>10:40-10:45</td>
</tr>
<tr>
<td>Resolution Approving Room and Meal Plan Rates for FY 2019</td>
<td>Alberto Citarella</td>
<td>10:45-10:55</td>
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Report of the Investment Subcommittee
- Endowment Performance Update
- Resolution Reaffirming the Endowment Budget Policy (Action)
- Resolution Reaffirming Endowment Administration Fee Policy (Action)

Vice President’s Report
- External Audit Update
- Dual Enrollment Update
- Annual Update on President’s Strategic Initiatives Fund
- Fiscal Year 2017 End of Year General Fund Budget to Actuals

Fundraising Update on Capital Projects

Capital Projects (action)
- Resolution Approving Residential Life Fiscal Year 2018 Deferred Maintenance Project (McAuley Hall)

Resolution Approving Contract with Educational Advisory Board – Student Success Collaborative

Other Business*

Motion to Adjourn

Motion to Adjourn

*Executive Session as needed.

12:15 p.m. – 2:00 p.m.  LUNCH

2:15 p.m. – 5:30 p.m.

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

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<td>Reconvene</td>
<td></td>
<td>2:15 p.m.</td>
</tr>
<tr>
<td>Multipurpose Center Update</td>
<td>Tom Sullivan</td>
<td>2:15-3:25</td>
</tr>
<tr>
<td>• Resolution Authorizing Expenditures for the Design Development Phase of the Multipurpose Center Project Design</td>
<td>Tom Gustafson Jeff Schulman Colleen McKenna</td>
<td></td>
</tr>
<tr>
<td>Capital Projects Update</td>
<td>Bob Vaughan</td>
<td>3:25-3:35</td>
</tr>
<tr>
<td>State of Information Technology at the University</td>
<td>Mara Saule Mark Ackerly</td>
<td>3:35-4:35</td>
</tr>
<tr>
<td>Code of Conduct and Ethical Standards Presentation</td>
<td>Tessa Lucey</td>
<td>4:35-4:55</td>
</tr>
<tr>
<td>Motion to Enter Executive Session*</td>
<td>David Daigle</td>
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<tr>
<td>Labor Relations Agreement Negotiations (United Academics)</td>
<td>Wanda Heading-Grant Sharon Reich Paulsen</td>
<td>4:55-5:05</td>
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<tr>
<td>439 College Street</td>
<td>Tom Gustafson Shane Jacobson</td>
<td>5:05-5:15</td>
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<tr>
<td>Annual and 5-Year Comprehensive Presidential Review Update</td>
<td>David Daigle</td>
<td>5:15-5:25</td>
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<tr>
<td>Motion to Go Out of Executive Session</td>
<td>David Daigle</td>
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<tr>
<td>Other Business*</td>
<td>David Daigle</td>
<td>5:25-5:30</td>
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<tr>
<td>• Resolution Authorizing Negotiations Regarding Lease of 439 College Street</td>
<td>David Daigle</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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* The Chair will entertain a motion to enter into Executive Session for the purpose of discussing contracts, collective bargaining and the evaluation of a public officer. Action is expected following the Executive Session.
### Vermont Agricultural College Board

**Item** | **Discussion Leader** | **Time**
---|---|---
Call to Order | | 7:30 a.m.
Approval of May 19, 2017 meeting minutes | Tristan Toleno | 7:30-7:35
Strategy for 2018 Legislative Session | Tom Sullivan | 7:35-8:05
Wendy Koenig | | 
Real Food Challenge | Melissa Zelazny | 8:05-8:20
Betsy McGavisk | | 
Update on 2017 Legislative Summit Planning | Anne O’Brien | 8:20-8:25
Curt McCormack | Wendy Koenig | | 
Other Business* | Tristan Toleno | 8:25-8:30
Motion to Adjourn | | 8:30 a.m.

*Executive Session as needed.

### University of Vermont Board

**Item** | **Discussion Leader** | **Time**
---|---|---
Call to Order | | 7:30 a.m.
Approval of May 19, 2017 meeting minutes | Lisa Ventriss | 7:30-7:32
Wilbur Trust Update | Lisa Ventriss | 7:32-7:35
Motion to Enter Executive Session* | Lisa Ventriss | 7:35-8:25
Trustee Recruitment | Lisa Ventriss | | 
Motion to Go Out of Executive Session | Lisa Ventriss | 8:25-8:30
Other Business | Lisa Ventriss | | 
Motion to Adjourn | | 8:30 a.m.

* The Chair will entertain a motion to enter into Executive Session to discuss the evaluation and appointment of public officers. No action is expected following the Executive Session.

### Full Board

**Item** | **Discussion Leader** | **Time**
---|---|---
Call to Order | | 8:30 a.m.
Approval of September 9, 2017 meeting minutes | David Daigle | 8:30-8:35
Public Comment | David Daigle | 8:35-8:50
Committee Reports | | 8:50-9:20
Audit | Bernard Juszkiewicz | 
Educational Policy & Institutional Resources | Donna Sweaney | 
Budget, Finance & Investment | Don McCree Robert Brennan | 
VT Agricultural College Board | Tristan Toleno | 9:20-9:25
UVM Board | Lisa Ventriss | 9:25-9:30
Approval of Consent Agenda | David Daigle | 9:30-9:45
Motion to Enter Executive Session** | David Daigle | | 
Sale and Purchase of Properties | Richard Cate Tom Gustafson | 9:50-10:00
2018 Honorary Degrees | Gary Derr | 10:00-10:05
Motion to Go Out of Executive Session | David Daigle | | 
Other Business | David Daigle | 10:05-11:00
Motion to Adjourn | | 11:00 a.m.

* The Chair will seek a motion to go into Executive Session to discuss collective bargaining and contracts. No action is expected following the Executive Session.
Friday, October 20, 2017
8:00 a.m. – 10:15 a.m.
2:15 p.m. – 5:30 p.m.
Silver Maple Ballroom, (401) Dudley H. Davis Center

AGENDA

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
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<tr>
<td><strong>Call to Order</strong></td>
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<td><em>8:00 a.m.</em></td>
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<tr>
<td>1. Approval of the May 19, 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. Chair’s Report</td>
<td>Separate Distribution</td>
<td>David Daigle</td>
<td>8:05-8:10</td>
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<td>• Resolution Regarding 5-Year Comprehensive Presidential Review</td>
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<td>3. President’s Report</td>
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<td>Thomas Sullivan</td>
<td>8:10-8:15</td>
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<td>4. Student Government Association President’s Report</td>
<td>Attachment 2</td>
<td>Christopher Petrillo</td>
<td>8:15-8:20</td>
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<tr>
<td>5. Staff Council President’s Report</td>
<td>Attachment 3</td>
<td>Karmen Swim</td>
<td>8:20-8:25</td>
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<td>6. Graduate Student Senate President’s Report</td>
<td>Attachment 4</td>
<td>Michelle DiPinto</td>
<td>8:25-8:30</td>
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<td>7. Faculty Senate President’s Report</td>
<td>Attachment 5</td>
<td>Cathy Paris</td>
<td>8:30-8:35</td>
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<tr>
<td>8. Alumni Association President’s Report</td>
<td>Attachment 6</td>
<td>Penrose Jackson</td>
<td>8:35-8:40</td>
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<td>9. <em>Move Mountains</em>: The Campaign for the University of Vermont Update</td>
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<td>Shane Jacobson</td>
<td>8:40-8:50</td>
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<td>11. Action Items</td>
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<td>8:55-9:10</td>
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<tr>
<td>• Resolution Approving Board Governance Work Group Charge and Appointments</td>
<td>Attachment 7; Appendix A</td>
<td>David Daigle</td>
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<tr>
<td>• Resolution Approving Revisions to the Audit Committee Charter</td>
<td>Attachment 7; Appendix B</td>
<td>Bernard Juskiewicz</td>
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<tr>
<td>• Resolution Approving Revisions to the Resolution Regarding Delegation and Retention of Board Authority</td>
<td>Attachment 7; Appendix C</td>
<td>David Daigle</td>
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*Times are approximate.*
**COMMITTEE OF THE WHOLE**

**AGENDA, Continued**

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<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
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<tbody>
<tr>
<td>12.</td>
<td>Attachment 8</td>
<td>Rick Mori Bill Falls Tom Gustafson Bob Vaughan</td>
<td>9:10-9:30</td>
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<td>14.</td>
<td>Attachment 7</td>
<td>Tom Sullivan Tom Gustafson Jeff Schulman Colleen McKenna</td>
<td>2:15-3:25</td>
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<td>17.</td>
<td>Tessa Lucey</td>
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<td>18a.</td>
<td>Wanda Heading-Grant Sharon Reich Paulsen</td>
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<td>18b.</td>
<td>Tom Gustafson Shane Jacobson</td>
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<td>18c.</td>
<td>David Daigle</td>
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<td>19.</td>
<td>David Daigle</td>
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<tr>
<td>Motion to Adjourn</td>
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*Times are approximate. **The Chair will entertain a motion to enter into Executive Session for the purpose of discussing contracts, collective bargaining and the evaluation of a public officer. Action is anticipated following the Executive Session.*
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 be asked to consider action items and will receive progress reports as outlined below. The Committee will be introduced to a College of Medicine project concept associated with the Psychology Department and Given Building. The academic presentation will highlight research in the areas of Social Sciences and Humanities. The afternoon session will include presentations on the Multipurpose Center, the state of information technology at the University, and the Code of Conduct and Ethical Standards. Executive Session time is reserved at the end of the afternoon to discuss contracts, collective bargaining and the evaluation of a public officer. Action is anticipated following the Executive Session.

**ACTION ITEMS**

**Approval of Previous Meeting Minutes**
The minutes from the May 19, 2017 meeting are included as Attachment 1.

*Action:* Motion to approve the minutes.

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**Resolution Regarding 5-Year Comprehensive Presidential Review**
As part of my Chair’s report, I will offer an update on the annual and 5-Year Comprehensive Presidential Review processes. At the conclusion of my report, I will offer a resolution regarding the 5-Year Comprehensive Presidential review.

*Action:* Resolution Regarding 5-Year Comprehensive Presidential Review. Separate Distribution

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**Resolution Approving Board Governance Work Group Charge and Appointments**
I will seek approval of the appointments to, and the charge of, a Board Governance Work Group.

*Action:* Resolution approving the appointments to, and charge of, the Board Governance Work Group. Attachment 7; Appendix A

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**Resolution Approving Revisions to the Audit Committee Charter**
At its meeting on July 10, 2017, the Audit Committee reviewed and endorsed revisions to the Audit Committee Charter. In view of evolving accounting standards, legal developments and experienced gained, the Committee is recommending two revisions:
1. Raising the threshold for retaining an independent audit firm for non-audit services from $10,000 to $25,000
2. Updating the title of the Code of Business Conduct, which is now the Code of Conduct and Ethical Standards

The Committee will be asked to approve these recommended changes as outlined in Appendix B to the consent agenda.

Action: Resolution Approving Audit Committee Charter Revisions. Attachment 7

Resolution Approving Revisions to the Resolution Regarding Delegation and Retention of Board Authority
As a result of the Audit Committee’s recommended revision to its Charter, the Committee will be asked to approve raising the threshold for retaining an independent audit firm for non-audit services from $10,000 to $25,000, which necessitates revising paragraph #32 of the Resolution Regarding Delegation and Retention of Board Authority.

Action: Resolution approving revision to the Resolution Regarding Delegation and Retention of Board Authority. Attachment 7; Appendix C

Resolution Authorizing Expenditures for the Design Development Phase of the Multipurpose Center Project Design
In February 2017, the Board was introduced to the concept for a proposed Multipurpose Center to improve and expand UVM facilities for health, fitness, recreation, wellness, campus events, and intercollegiate athletics. Following the presentation, the Board approved the initial concept for an on-campus Multipurpose Center and authorized the initiation of the schematic design phase and estimate of project cost.

On Friday afternoon, Trustees will have an opportunity to tour the athletics facility. Following the tour, the Committee will reconvene and receive an update on the project. Colleen McKenna, from Cannon Design, will share the results of the schematic design and the administration will preview next steps in the approval process and associated timeline.
At this meeting, the Committee will be asked to authorize expenditures for the design development phase of the Multipurpose Center project design.

Action: Resolution authorizing $1,000,000 of private gift funds for expenditures for the design development phase of the project. Attachment 7

STATUS UPDATES

Move Mountains: The Campaign for the University of Vermont – Shane Jacobson, President and CEO of the UVM Foundation, will provide a progress report on the Move Mountains campaign. The presentation will include total fundraising production, major milestones and
work yet to be accomplished in the campaign. Also included will be his initial assessment of the fundraising program since his arrival at the beginning of June.

**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, 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. Since our last meeting, the Central Campus Residence Hall and Dining Facility has opened. Progress updates on all other capital projects are included in Director Vaughan’s written report included at the back of the Board Book (Report G).

**PRESENTATIONS**

**Introduction of College of Medicine/Psychology/Given Concept** – Research is a core mission of the University of Vermont. In the last year for which full data are available, the Larner College of Medicine generated $90 million in research funding, yet the renowned research conducted by the Larner College of Medicine and the Department of Psychological Science of the College of Arts and Sciences are housed in buildings that are not adequate to meet modern research standards (Given was opened 1963 and Dewey opened in 1905). The administration will introduce the proposed solution to eliminate UVM deferred maintenance on both buildings by constructing new space adjacent to Given and rehabilitating Given to accommodate the faculty of the Larner College and the Psychology Department. Both the new and renovated space designs will be modern, flexible, collaborative research space to support current and future development of world-class research. **Attachment 8**

**Academic Presentation** – Provost David Rosowsky and Vice President for Research Richard Galbraith will provide a brief introduction highlighting current research work, followed by three presentations by faculty and student presenters.

The first presentation will cover “High Impact Co-Learning in Prison,” with presenters Dr. Kathryn J. Fox, Professor and Associate Dean in the College of Arts and Sciences, and Mychaella Devaney, a 2017 UVM Graduate (Psychology Major/Sociology Minor).

The second presentation will cover “Sacred Arts of the Black Atlantic: Religion and Race on Display at the UVM Fleming Museum,” with Presenters Dr. Vicki L. Brennan, Associate Professor in Religion and Director of the African Studies Program, and Ceili Brown, a UVM Senior studying psychological sciences and religion.

The final presentation will cover “Refugee Resettlement in Small Cities in the US,” with Presenters Dr. Pablo S. Bose, Associate Professor, Department of Geography and Director of the Global and Regional Studies Program, and Tilden Remerleitch, a UVM Senior studying geography and chinese. Mr. Remerleitch is the 2016-17 Recipient of the Boren Fellowship from the State Department.
State of Information Technology at the University – After an introduction by Chief Information Officer and Dean of Libraries Mara Saule, Information Security Officer Mark Ackerly will give the Committee an overview of the state of information technology at the University with a particular focus on information security. Mr. Ackerly will discuss what types of data the University collects and its obligations regarding the security of that data. He will share the challenges the University faces in keeping that data secure and what the University is doing in the face of those challenges. The presentation will conclude with a discussion of initiatives planned in the coming year.

Code of Conduct and Ethical Standards – At the February 2017 meeting, the Board of Trustees approved a new Code of Conduct and Ethical Standards Policy (Code). As part of the roll-out plan for the new Code, a presentation was developed that is included in Culture and Community, UVM’s new employee orientation. Tessa Lucey, the Director of Compliance Services, began presenting the new Code at Culture and Community in May 2017 and has presented to various groups and departments across campus including the campus-wide Leadership Retreat held on June 5, 2017 (attended by leadership across the University including Executive Leaders, Administrators, Deans, Directors, and Chairs). At the administration’s request, Director Lucey will present the new Code at the Committee of the Whole meeting.

OTHER BUSINESS

Executive session time is reserved during the Friday afternoon session to discuss contracts and the evaluation of a public officer. Following Executive Session, the Committee will be asked to approve a resolution authorizing negotiations regarding lease of 439 College Street.

ROUTINE REPORTS

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

A meeting of the Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, May 19, 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 Donna Sweaney, Briar Alpert, David Aronoff, Cynthia Barnhart, John Bartholomew, Robert Brennan, Frank Cioffi*, Johanna Donovan, Carolyn Dwyer, Richard Gamelli, Bernie Juskiewicz, Curt McCormack, Caitlin McHugh, Donald McCree, Anne O’Brien, Ed Pagano, Shap Smith, President Thomas Sullivan, Soraiya Thura, Tristan Toleno, Lisa Ventriss, and Jeff Wilson

MEMBERS ABSENT: Governor Phil Scott

ALSO PARTICIPATING: Provost David Rosowsky, Staff Council President Karmen Swim, Graduate Student Senate President Devin Champagne, Faculty Senate President Cathy Paris, Alumni Association President Penrose Jackson, Student Government Association President Christopher Petrillo, UVM Foundation Executive in Charge Mark Dorgan, Vice President for Research Richard Galbraith, Vice President for University Relations and Administration Tom Gustafson, Director of Capital Planning and Management Robert Vaughan, Associate Professor and Director of the Rubenstein Laboratory Jason Stockwell, First-Year Undergraduate Student in Biochemistry Alex Taylor, Assistant Professor in Mechanical Engineering Rachael Oldinski, Third-Year Undergraduate Student in Mechanical Engineering Jesse Ware, Associate Professor of Medicine and Neurological Sciences and Director of the Stem Cell Core Jeff Spees, Third-Year PhD Candidate in the Neuroscience Graduate Program John McInnis, Vice President for Human Resources, Diversity & Multicultural Affairs Wanda Heading-Grant, Vice President for Legal Affairs and General Counsel Francine Bazluke, Vice President of University Relations & Administration Thomas Gustafson, and Chief of Staff and Senior Counsel to the President Sharon Reich Paulsen

*In attendance for the morning session. Arrived at 3:29 p.m. for the afternoon session.

Chair David Daigle called the meeting to order at 8:07 a.m.

Approval of Minutes

Chair Daigle presented the February 3, 2017 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 13)
At the conclusion of his report, Chair Daigle presented a video, “What It’s Like Here”, which he found as an inspiring reflection of UVM. The video can be found at https://www.youtube.com/watch?v=Kkf4zXqZi7Y.

President’s Report

President Sullivan began by noting that the President’s Annual Report for 2016/2017 was distributed to Trustees this morning.

He next provided an enrollment update, reporting that the University is on track to exceed its enrollment target. This year, 22,000 applications were received and deposits are up. He also stated that selectivity has increased and the University is expecting to meet and exceed its quality goals. As to summer enrollment, President Sullivan stated that the University is anticipating the highest enrollment it has seen in the past five years. He noted that over half of the enrollment includes online courses.

President Sullivan moved on to describe the physical transformation of campus, and reminded Trustees that they will tour central campus later in the day. He reported that the Central Campus Residence Hall (formerly referred to as the First-Year Residence Hall), along with the new Central Campus Dining Facility, will open in August. Discovery Hall, the first new building of the STEM complex, opens this summer. He added that the recently renovated Chiller Plant will support these new facilities.

President Sullivan stated that UVM is ending a year that has been especially rich in national news coverage, with over 50 stories this academic year.

He next reported that UVM is three years ahead of schedule with the Real Food Challenge, a nationwide student-led campaign to shift institutional purchasing to more sustainable and community-based food production. UVM’s original commitment was to meet the 20% Real Food milestone by 2020. As a result of being ahead of schedule, UVM increased its target to achieve 25% Real Food milestone by 2020.

President Sullivan informed the Board that the following honors were recently presented, recognizing the accomplishments of faculty and staff: Distinguished Senior Lecturer and Lecturer Award, Distinguished University Citizenship and Service Award, and Our Common Ground Staff Award.

Finally, President Sullivan said that he was pleased to announce that Shane Jacobson will officially start as the UVM Foundation’s President and CEO on June 1. Mr. Jacobson’s appointment represents a homecoming, as he was the Foundation’s first employee, hired eight months before the formal launch of the Foundation in January 2012. Mr. Jacobson was later appointed as the UVM Foundation’s Vice President for Development, a position he served in until he left for Grinnell College in 2014.
Governance Leaders Reports

Staff Council President Karmen Swim reported several highlights of the Council’s work this year. She stated that the Council improved communication with staff around fiscal year (FY) 2018 wage increases and has clarified the process for merit increases. This year, feedback received regarding the FY 2018 wage increases is that some staff feel the additional 0.5% for merit is too low to reward exceptional performance. The Council continues to support merit raises and hopes that the amount will increase over time. President Swim stated that the merit process has improved with the roll-out of the online performance management tools, along with performance review trainings. The Council has scheduled four focus groups to discuss the experiences of staff and human resources representatives with the new performance review and merit process.

President Swim next reported that the Council submitted a recommendation to administrators regarding parking and commuting needs urging a reassessment and improvement of current parking polices. The Council hopes that a reasonable plan for parking expansion will be developed soon.

Next, President Swim advised that Staff Council Leadership sponsored a Staff Women’s Forum to provide a safe place for female-identified staff to hear inspirational speakers and have an open discussion regarding working at the University. The forum was well attended, with over 100 staff joining. As a result of the Forum’s success, the Council has decided to make it an annual event.

Finally, President Swim reported on the Our Common Ground Staff Award, stating that she had the honor to chair the process. This year, 21 nomination packets were received. The award recognizes six staff members who exemplify the qualities of UVM’s Our Common Ground, the statement of aspirations and shared values for the UVM Community and have made extraordinary contributions and had a significant impact on the University.

Chair Daigle observed that parking is a comprehensive issue affecting staff, faculty and students. President Swim acknowledged that it is a University-wide issue. She also commented that the wait for a Green Pass is at least five years, with more than 1,200 staff on the waiting list.

Graduate Student Senate (GSS) President Devin Champagne presented his last report. He first thanked the Board for its support for enriching graduate education. He next introduced incoming GSS President Michelle DiPinto. President Champagne acknowledged that GSS is more diverse than ever, with students representing programs across campus. He stated that the voice of graduate students has become more prominent as these student recently joined Faculty Senate Committees.

President Champagne next reported that GSS has greatly enhanced its Professional Development Series, which is aimed at helping students gain skills in areas not traditionally covered by graduate education. These workshops and seminars are well-attended and well-received.

President Champagne concluded his report by observing that the mental health and wellbeing of graduate students is a continuing concern. Recent studies indicate that up to 50% of graduate students evidence clinical symptoms of mental health issues, but many students do not realize
Committee of the Whole meeting, May 19, 2017  Page 4 of 14

how severely their health is being impacted. However, President Champagne acknowledged that UVM has been successful in creating and supporting wellness programs, especially in the area of providing supportive mentors.

Chair Daigle congratulated President Champagne on his leadership and welcomed incoming President DiPinto. Trustee Tristan Toleno asked what topics were included in Professional Development Series. President Champagne replied that this semester focused on topics relating to securing a job.

Faculty Senate President Cathy Paris summarized several notable accomplishments the Senate achieved this year. She stated that it supported the creation of the Gund Institute for Environment, organized a panel discussion to engage faculty on the topic of the Incentive-Based Budget Model, approved an array of innovative academic programs, and expanded the General Education (GE) curriculum with the approval of a new Quantitative Reasoning (QR) requirement. The Senate also collaborated with the Provost’s Office and Student Affairs in the planning of the first ever campus-wide faculty conference, and a second conference is scheduled for August 21.

Regarding the new QR general education requirement President Paris stated that, if approved by the Board, it will go into effect by Fall 2017. The QR requirement is intended to ensure that UVM graduates possess the ability to think critically, evaluate information insightfully, and reason quantitatively in order to excel in their chosen fields and to perform as successful citizens in the world.

President Paris also reported that the Senate is organizing a General Education Coordinating Committee to direct the activities of the four separate general education curriculum committees and to better articulate goals. She added that the Senate is also looking to re-brand general education to better capture the role of it in the academic life of the University, and to devise a more inspiring name for the program.

Trustee Caitlin McHugh asked if there was concern that students may struggle to meet another GE requirement. President Paris replied that the Senate remained mindful of the potential issue when developing the requirement. She added that, with the exception of three individual small programs, a QR general education requirement already exists; the intent of the current proposal is to create a QR requirement that is central to the experience of all undergraduates.

Chair Daigle inquired about the mechanism for assessing the GE curriculum. President Paris explained that there is a University-wide program to develop a culture of assessment at UVM, and there are several work groups focused specifically on assessing GE curriculum.

Alumni Association President Penrose Jackson reflected on the Association’s accomplishments this year. She first described leadership volunteer satisfaction and engagement. This winter, the Association conducted a survey to evaluate the engagement and satisfaction of all members of the Alumni Association Board of Directors and the five regional boards. President Jackson was pleased to report that 95% of the responses cited their experience as favorable, with 100% of the
responses being pleased with board communications. Additionally, 95% feel that the board was an effective use of their time and that it enhanced their feelings toward the University.

President Jackson next reported on campus partnership growth. She stated that the Association has collaborated with many groups on campus. She also reported that the Student Alumni Association is seeing record growth in engagement metrics with their programs. The creative “#Luvmyclub” campaign helped engage students as partners in philanthropy and, for the first time in nine years, the senior week program sold out in three days.

President Jackson concluded her report by commenting on the UVM Alumni House. She stated that the House has over 150 events scheduled and has hosted a vast array of campus and community events. The Association remains focused on marketing and branding the House. President Jackson was pleased to report that three weddings are scheduled, with many more inquiries in progress. She added that public rental is a critical component of the House’s financial model.

Student Government Association (SGA) President Christopher Petrillo provided his first report. He introduced himself as a third-year student studying chemical engineering and a native Vermonter. He stated that SGA is focusing on two themes, improving academic experience and improving health and wellbeing.

Reporting on specific initiatives, President Petrillo noted that SGA is looking into having textbooks available to students earlier and making them more affordable. SGA is also re-evaluating the scheduling of exam periods to allow students to have enough “down time” to prepare for exams. Another area of focus is improving the acclimation of international students, as well as evaluating how the diversity requirement can be enhanced.

President Petrillo offered congratulations to Trustee Caitlin McHugh for her appointment to the Board of Trustees. He concluded by stating that SGA had an increased rate of turnover this year, which has allowed for the growth of new ideas.

Chair Daigle asked how the Innovation Fund, referenced in President Petrillo’s written report, is allocated. President Petrillo explained that the funding is awarded to SGA groups for their inaugural year only. After the group’s first year, they must seek additional funding. Chair Daigle recommended that SGA reach out to the UVM Foundation to coordinate ways to generate more money for the Fund.

Next, Chair Daigle also stated that it is critically important that SGA thoroughly vet the peer-advising program so that it is continues to be successful.

Also referencing peer advising, Trustee Cynthia Barnhart recommended that SGA review best practices. President Petrillo acknowledged the importance of incorporating best practices and explained that his predecessors travelled to other universities in an effort to do so.
Move Mountains: The Campaign for the University of Vermont Update

Chair Daigle invited UVM Foundation Executive in Charge and Vice President for Development Mark Dorgan to offer a brief campaign update on progress made since the last Board meeting. Chair Daigle thanked Vice President Dorgan for his work in serving as the primary leader of the UVM Foundation as they searched for a new President and CEO.

Vice President Dorgan stated that recently hired UVM Foundation President and CEO, Shane Jacobson, will officially begin on June 1st. He thanked all who served on the search committee and took part in the interview process.

Vice President Dorgan moved on to report that, as of April 30, the campaign has raised $418 million and is 16 months ahead of schedule. He added that the campaign has reached 84% of its goal. Additionally, FY 2017 has been a record year and there are still six weeks remaining.

Vice President Dorgan next reviewed campaign commitment by type. He stated that student scholarships remain a high priority and that, on April 27, the annual scholarship dinner was held with record attendance numbers. Vice President Dorgan said that several attendees were so inspired by the event that they decided to create their own scholarships.

Vice President Dorgan next reported that the campaign has surpassed its goal of doubling chairs and professorships, and efforts continue in this area. For facilities support, the campaign continues to do well and, on May 5th, a groundbreaking occurred for Ifshin Hall. The new hall will provide critical capacity and much-needed resources for UVM’s Grossman School of Business. The Foundation also celebrated a $5 million gift from Michele Resnick Cohen, UVM ’72, and her husband Martin Cohen, to renovate and transform the Taft School into UVM’s first integrated center for the creative arts. Vice President Dorgan then stated that, in the area of academic support, the campaign continues to do well and he referenced the recent $6 million gift from the Gund family that will create the Gund Institute for Environment.

Finally, Vice President Dorgan advised that there is 16%, or $81,713,449, of the total campaign goal to be raised. He is confident that the Foundation will hit the goal, after which efforts will continue.

Trustee Curt McCormack inquired as to the percentage of commitments that are unrestricted. Vice President Dorgan explained that the majority of gifts are restricted and that he could provide an exact percentage after the meeting.

Chair Daigle asked about the amount of commitments made versus receipts. Vice President Dorgan replied that 56% of all commitments have been received. He added that there are 10% of pledges to be paid, and receipts are about 35%.

Trustee Robert Brennan requested an update on the Grossman Challenge. The Challenge, sponsored by the Grossman Family Foundation, offers to donate $5 million if the University is able to raise $10 million for UVM’s Grossman School of Business by June 30, 2017. Vice President Dorgan reported that the UVM Foundation has raised $6.4 million to date and have
$3.6 million remaining to raise, with six weeks left. He added that there is a strong pipeline of donors to help raise the remaining funds.

Acknowledgement of Grants and Contracts Awards Report

Before acknowledging the grants and contracts awards report, Chair Daigle asked Vice President for Research Richard Galbraith to comment on budget changes at the federal level, which could affect grants. Vice President Galbraith began by explaining that the United States President’s budget proposal included cuts of up to 20% to the National Institutes of Health (NIH), a major source of UVM grants. However, after further evaluation, the House passed a proposal to increase NIH funding by 20%. Vice President Galbraith stated that, although the increased funding is positive, it is limited to the remainder of 2017. He hopes that for next year, the government will at least level-fund NIH.

Vice President Galbraith next stated that the Environmental Protection Agency (EPA) will be hit hard by budget cuts. He explained that the University receives limited EPA funds, but Vermont will be affected significantly. He added that there are anticipated budget cuts in other areas; however, the cuts will not be nearly as dire as originally predicted.

Trustee Barnhart asked if Vice President Galbraith is optimistic about funding in 2018. Vice President Galbraith replied that he is optimistic about NIH funding, but feels unsure about other areas. However, he added that the world views science and technology as important areas and hopes that sentiment influences future budget decisions.

Trustee Barnhart asked if Vice President Galbraith spends much time in Washington D.C., to which he responded in the affirmative.


Capital Projects Update

Vice President for University Relations and Administration Tom Gustafson began the capital projects update by commenting on the parking concerns raised by Staff Council President Karmen Swim. He indicated that the administration is currently working on a comprehensive review of Parking & Transportation Services, including examining external best practices. He stated that he is responsive to expressed concerns, and that the review should conclude this summer. He noted that the review will include an evaluation of UVM’s longstanding relationship with public transportation.

Vice President Gustafson next reported that a request for proposals (RFP) was completed to secure the architects for the next phase of the Multipurpose Center Project. A number of proposals were received, with five firms interviewed. As a result, the current project architect, Cannon Designs, was chosen to continue through the next phases and will partner with a local architectural firm, TruexCullins.
Director of Capital Planning and Management Robert Vaughan reported on the status of current central campus projects. He stated that construction continues on Discovery Hall and that approximately half of Cook building has been moved to Discovery. Summer school will begin in Discovery soon. Once Cook is empty, it will go through abatement and deconstruction until the middle of November, at which point Innovation Hall construction will begin.

Director Vaughan then provided the following construction updates: Votey Hall is closed for renovations this summer; the Central Campus Residence Hall will open in August; the Chiller Plant renovation is complete and running; and the UVM Medical Center Miller Building is progressing. He added that these projects in total comprise approximately 14 acres.

Director Vaughan also reported that, this summer, the construction fencing lines will open up around Discovery Hall and enclose Kalkin and Votey Halls and Cook building. He added that the fence lines will open again in the Fall.

Director Vaughan next displayed photos that depicted the progress of Discovery Hall, the Chiller Plant, and the UVM Medical Center Miller Building. He also provided a preview of the central campus tour in which Trustees will participate later in the day.

Vice President Gustafson concluded the presentation by stating that the STEM Complex project was presented to the Board, as a concept, only four years ago. Since then, several other large-scale projects have been added. All of these projects will significantly enhance the University’s appeal. However, he stated that none of the projects could have been possible without the tremendous team effort that has taken place across campus. He took a moment to thank academic, administrative, and operational partners for their time and effort on making these projects a possibility. He also cited the leadership of Director Vaughan.

Trustee Curt McCormack asked if the Board will see renderings of the campus once it is completed, commenting that central campus had felt lacking to him. Director Vaughan replied that drone pictures will be taken to show the transformation of central campus once it is complete. He added that the bridge to the Central Campus Residence Hall will transform the area. Provost Rosowsky added that a significant amount of finishing details, such as landscaping, will also transform the space.

Trustee Caitlin McHugh asked how the construction area will be mitigated through the next construction phase so that it does not interfere with the student experience. Director Vaughan explained that protective screens will be used, as well as a carefully orchestrated construction schedule to decrease the impact of sound and other disruptive activity. However, he added that the construction might serve as a positive memory for students as they will be on campus during a unique time.

On behalf of Board, Chair Daigle expressed gratitude for all that Director Vaughan has done to coordinate many large campus construction projects.

At 9:37 a.m., the Chair called for a brief break.
At 9:50 a.m., the meeting resumed.
Academic Presentation – Research: Faculty and Student Collaboration

Provost David Rosowsky introduced the academic presentation by stating that it will highlight the unique way that UVM engages students in faculty research.

Vice President for Research Richard Galbraith introduced the first faculty/student pair, 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. Dr. Stockwell and Mr. Taylor described conducting research at the Rubenstein Ecosystem Science Laboratory, and how their research on Lake Champlain, and its surrounding watershed, informs similar issues faced across the world. Dr. Stockwell indicated that the Rubenstein Lab is part of the Global Lake Ecological Observatory Network (GLEON) network, and plays a critical role in global questions of human impact and climate change on water quality.

Mr. Taylor provided a student perspective on working in the lab. He stated that he became curious about the zebra mussel epidemic in Lake Champlain, inspiring him to reach out to the Rubenstein Lab. Initially, he shadowed students, which led to him discovering that he had a passion for chemistry and how it can affect aquatics. As a result, he switched his major to biochemistry. Mr. Taylor recently had an opportunity to attend the Northeast GLEON conference, in which ten institutions participated. Members of the conference broke out into working groups and came up with a research question, for which they would create an experimental design and then execute the research. He stated that this type of collaboration connects UVM to research efforts beyond UVM and opens up a new array of opportunities and questions.

Vice President Galbraith introduced the second faculty/student pair, 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. Dr. Oldinski and Mr. Ware are studying advanced healing through engineering. Dr. Oldinski began by describing the interdisciplinary nature of bioengineering, and that it includes biology, materials science, mechanical engineering and biomedical engineering. Bioengineering supports the development and growth of future engineers, scientists, leaders, and entrepreneurs, with the aim of healing our environment, ourselves, and the future of humanity.

Dr. Oldinski described the human body functioning as a complex machine with single parts used for multiple functions. Some of these parts include materials for self-repair. She explained the use of natural, sustainable materials to create smart materials that can be used for medical products, biological research, and disease models. Dr. Oldinski is currently working on bioengineering seaweed to create a patch that can seal collapsed lungs. She is also researching how to create self-healing tissue patches, including those that can deliver drugs necessary to fight diseases such as cancer.

Mr. Ware continued the presentation by sharing how he became a part of Dr. Oldinski’s lab. He stated that during his sophomore year, he took a course that piqued his interest in bioengineering. He added that he knew nothing about chemistry or biology, so he took time to familiarize
himself with those fields. In Dr. Oldinski’s lab, Mr. Ware’s first assignment was to work on the development of the microspheres that could help encapsulate living cells. For this project, he worked with several graduate students. Mr. Ware explained that his next project will be looking into the creation of smart nanospheres to be used in treating lung cancer as previously discussed by Dr. Oldinski. Mr. Ware will be working on this research this coming summer.

Vice President Galbraith introduced the final faculty/student presenters, 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. Dr. Spees and Mr. McInnis are working on developing stroke treatments based on stem cell signaling. Dr. Spees began by describing astrocytes that are located in the brain. These cells support neuronal activity via endfeet that help form the blood/brain barrier. When a person suffers a stroke, the blood/brain barrier breaks down as reactive astrocytes secrete factors that protect neurons and reduce immune cell invasion. Dr. Spees stated that learning about the function of astrocytes can help researchers create treatments for strokes.

Mr. McInnis continued the presentation by stating that he chose UVM for his graduate education because of the neuroscience program and Dr. Spees’ approach to research. He explained that his role in helping to develop stroke treatments is to culture stroke-derived stem cells and then differentiate them into astrocytes. Next, he applies experimental treatment to induce gene knockout. He then co-cultures control astrocytes with neurons and knockout astrocytes with neurons. As a result, he is able to view signaling in astrocytes that determines neuronal response to excitatory neurotransmitter. This finding is important in continuing research for stroke recovery.

Vice President Galbraith acknowledged the outstanding research amongst these faculty/student pairs. He stated that today’s focus was on science and that he hopes to have presentations at future meetings that focus on the humanities, creative arts, social sciences, and other areas. Vice President Galbraith also highlighted the interdisciplinary nature of the research amongst the presenters, and that they reflect the teacher/scholar model that distinguishes UVM from other universities.

Trustee Briar Alpert asked if the University provides adequate access to resources. Dr. Stockwell replied that the Office of Undergraduate Research has been very helpful in meeting the needs of faculty and students; however, he thinks that there is an opportunity to meet more needs, such as expanding the ability to provide research experiences to more students.

Trustee Soraiya Thura asked the students what their biggest challenges were when they first started. Mr. Ware replied that it was difficult for him to transition from mechanical engineering to bioengineering, but that he overcame the challenge by familiarizing himself with existing research in the new fields. He added that learning new equipment was a challenge. Mr. Taylor mentioned that, although getting started was challenging, the regular lab meetings were extremely helpful in his development, and that he had benefitted in particular from training he received on how to effectively read research articles and journal papers. Mr. McInnis thanked the administrative personnel in his graduate program for their assistance in supporting his research efforts.
Dr. Stockwell added that embedding students in real labs and research aids in retention and results in higher enrollments in STEM fields.

Dr. Oldiniski stated that coming to UVM was an exciting challenge, and that she feels that the sharing of tools and infrastructure across campus has supported her success. She noted that if UVM does not have a piece of equipment it needs, she collaborates with colleagues across the University and they build it themselves.

Dr. Spees commented that UVM is an exceptionally collaborative community. He added that the University’s labs are special in that they welcome undergraduates to be “hands on”.

Trustee Ron Lumbra asked how the cross-collaboration affects the quality of undergraduate education. He wondered how many students were participating in activities like this. Vice President Galbraith replied that it clearly enhances the educational experience, but that it is difficult to say exactly how many students are participating because there are varying levels of undergraduate engagement, that the collaborations can take a variety of forms, and that some are more formal than others. He did note the record number of undergraduate student participants in the Spring 2017 annual Student Research Conference and said that the University is working on ways to gather more data to measure student participation in research.

At 10:47 a.m., the meeting was recessed.

At 3:18 p.m., the meeting reconvened.

**Executive Session**

At 3:19 p.m., Chair Daigle entertained a motion to enter into executive session for the purpose of discussing contracts, premature public knowledge of which would clearly place the University at a substantial disadvantage, and the evaluation of a public officer. He noted the session would last for approximately 60 minutes with action anticipated following. Everyone was excused from the meeting with the exception of Provost Rosowsky, Vice Presidents Richard Cate, Wanda Heading-Grant, Thomas Gustafson, and Francine Bazluke; and Chief of Staff and Senior Counsel to the President Sharon Reich Paulsen.

The meeting re-opened to the public at 4:10 p.m. The Chair entertained a motion to refer the contract matter discussed on this date to the Executive Committee for further review and recommendation to the full Board. The motion was made, seconded and unanimously approved.

At 4:11 p.m., a motion was made to re-enter executive session for the purpose of discussing the evaluation of a public officer. President Sullivan and Vice Presidents Rosowsky, Cate, Gustafson, Bazluke, Heading-Grant and Sharon Reich Paulsen were excused for the remainder of the session.

The meeting re-opened to the public at 4:43 p.m.
Other Business

There being no further business, the meeting was adjourned.

Respectfully submitted,

David A. Daigle, Chair
Good morning everyone, and welcome to our annual commencement weekend board meeting. As another academic year draws to a close, we gather this weekend to celebrate the accomplishments of more than three thousand graduating catamounts, to shine a bright light on the accomplishments of the UVM class of 2017. We hope that you will join us to make this a memorable weekend for our students and guests.

On behalf of our board, I want to express a sincere thank you to all of the UVM faculty and staff who helped another class achieve their goals and aspirations. You were the architects of their UVM experience.

I would also like to thank everyone in the UVM community who has participated in President Sullivan’s fifth year comprehensive review. Our consultant, Carol Cartwright, has completed an impressive schedule of interviews, meeting with dozens of you. She reports that you have been engaged and open in the interviews, which is precisely what this exercise requires. Carol will be meeting with the review committee over the summer, and will report to the full board at our retreat in September.

Next, I would like to introduce our newest trustees, Caitlyn McHugh, who was with us in February but is now official, Joey Donovan, John Bartholomew, and Shap Smith. They joined our board in March, and we want to publicly welcome and thank them.

What has changed at UVM since the class of 2017 arrived on campus four years ago? There have been many advances, including these five:

- The number of endowed faculty positions has more than doubled; nearly one in ten of our faculty are now supported by this perpetual financial foundation. If we expect to meet our aspirational goals of advancing academic quality for the benefit of our students, we must have the ability to attract and retain talented faculty; philanthropic support will be vital.

- The medical center rebranded, from Fletcher Allen Health Care to the University of Vermont Medical Center. One might say this was a twenty year effort, as the rebranding was considered when Fanny Allen and Fletcher Hospital merged in 1995 (it was rejected by UVM). After three years with the new brand, the benefits to both UVM and the medical center are clearly evident, and our partnership is as strong as ever.

- The UVM Foundation has secured financial commitments from donors of in excess of $330 million. In just four years. For perspective, the total endowment was approximately $350 million four years ago. From the Larner College of Medicine, to the Grossman School of Business, to the Gund Institute for Environment, we are using these funds to enhance academic programs across the entire University.
• We commenced major upgrades to our central campus facilities. These upgrades will profoundly reshape the student experience at UVM for decades to come. Unquestionably, they will improve UVM’s ability to compete for talented students.

• We have opened a spectacular new Alumni house that will serve as a magnet for our alumni for generations to come. More than ever, we need to nurture that bond with graduating catamounts, so that they may become the future volunteers, advocates, and donors that will enable UVM to sustain its efforts.

Notwithstanding our accomplishments, we find ourselves in a very dynamic higher education ecosystem. The world does not stand still as we make improvements at UVM. We will need to continue to work together to secure our funding sources, prioritize our investments, and make measurable progress on our academic goals. Working as one UVM, I remain confident in our future.

This concludes my chair’s report.
Members of the Board,

The University of Vermont is in a state of transition. Our first-year class is the largest and most qualified group of students in the history of the university. Academics are changing as additional programs are added, course descriptions are expanded and advising improves. Students are rerouted by construction of new academic buildings on central campus. In the residential halls programmed housing is approaching full implementation and the Wellness Environment has expanded to the Central Campus Residence Hall, reaching far more students than ever before. There is more interest from students than ever before in university affairs and organizational involvement.

The role of the Student Government Association remains unchanged. We are here to represent and support the student voice, defend student rights and equity, and to ensure a standard of excellence in academic and extracurricular experiences for all undergraduates. We all benefit and build off the work that has been done by previous SGA administrations and I am incredibly grateful for the opportunity to serve an organization that represents the student body above all else and to continue this legacy for posterity.

The following report highlights many of the campus projects the SGA is currently working on. It is important to note that this report, while detailed, is not comprehensive. There are limitations given the September submission date of this report. As a result, I encourage contacting our association if you have any questions or desire to learn more about our projects.
Student Health and Wellbeing

Over the past few months, our administration has been evaluating student accessibility to health services on campus. This is a priority of ours as these are resources that all students, including graduate and medical, use during their time here. Adequate access and up to date facilities improve graduation and retention rates and greatly influence the student experience.\(^1\) Based on overwhelming student feedback, independent research, and conversations with faculty and staff, the Student Government Association has formed an ad hoc Student Health Committee to aid in addressing the multiple health issues on campus. These issues include, but are not limited to:

*The improvement of clinical space.* The current location on South Prospect street is non-ideal for student accessibility. As the university scales up, improving many of the buildings on campus, the Student Health Center has remained in the basement of the building, far from the center of campus and associated health related facilities. This location and the facilities within have remained relatively unchanged, but as the university presents a transformation in campus culture with healthy choices and wellness at the forefront, improved and centralized clinical space should follow. Previous campus evaluations have made similar recommendations.\(^2\)

*The Catamount Recovery Program.* The CRP has been in operation for seven years. They offer support for students in recovery from substance use disorders, and seeking to recover from substance use. They assist students to commit to sobriety and a better life. Outcomes for students in the program are overwhelmingly positive, with lower dropout rates and higher GPA values than the overall undergraduate averages.\(^3\) As drug and alcohol abuse issues are addressed on campus and in the state, and legalization of Cannabis looms, it is absolutely critical that this program has access to the resources necessary to aid those who have experienced issues and now seek support for improvement. The SGA has been working to find the CRP better funding for programs and a permanent home with ample space, two things they currently lack that are restricting to growth. Additionally, we are working with the Center for Health and Wellbeing (CHWB) and the CRP to provide better access to Narcan on campus, a treatment that has been shown to improve public health.\(^4\) This treatment should be as accessible as automated external defibrillators given substantial collegiate opioid issues nationally.\(^5\)

*Campus Counseling and Mental Health Service.* CAPS is currently located in the Christie Wright Patterson Complex on the Redstone campus. Residential Life has been supportive in the expansion of CAPS, with the addition space for new staff, but research has shown that separate mental health services and location have large impacts on student perception and willingness to seek help.\(^6\) We are talking with students and exploring advocating for the movement of CAPS to a more suitable location, and combining the service with CHWB clinical facilities. We have been working with student athletics representatives as well to reduce the stigma of mental health concerns in Varsity Athletics. These services in particular serve graduate, medical and undergraduate students as well as faculty and staff.

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\(^2\) Brailsford & Dunlavey, Campus Life Task Force II. Cannon Design, 2008

\(^3\) Catamount Recovery Program, Outcomes. The University of Vermont 2016.


The Women’s Center and Living Well. The Women’s Center has recently added staff and restructured to provide better services for the campus. We are collaborating to aid in student outreach. We have established a new student marketing and graphic design position to fix dated interfaces and help with information availability. It is our goal to ensure students are aware of the services provided by the center and how they can seek help. Living Well has been highly successful, and we have received excellent feedback on services provided. We will be running programming with them this year, including the second annual Fresh Check Day to promote health on campus. We will be working on the evaluation of food security on campus. Many students may not have access to adequate nutrition due to restrictive circumstances.

Academics

The Academic Affairs Committee has been working diligently with the registrar on expanding course descriptions and making textbook information available earlier to assist students in time and financial budgeting. Banner registration upgrades are on the horizon and the committee is providing valuable feedback for the introduction of time-saving waitlist, shopping cart and auto registration features. Additionally, they have been working to rebrand the undecided major as exploratory to decrease academic stigma and increase the flexibility of the program. The committee is also working on eliminating the overload fee for taking above 18 credits to ensure academically motivated students are not penalized for interdisciplinary exploration or attempting an accelerated program. The committee has also been overseeing the implementation of a Senate SharePoint for better communication and improved information availability.

Academic Advising has been improving. An online advising program, EAB, is being evaluated by faculty and students for a potential 2019 rollout. The Advising Center has seen a spike in requests for services. The Center is expanding and reaching new fields of study. The SGA continues to fund this initiative to ensure student academic success is a priority.

The collective bargaining process between the faculty union and the administration has also been a topic of interest for the SGA. As per our requests stipulating student needs last semester, the SGA is continuing to support the implementation of many basic academic obligations including standard office hours and more effective syllabi.

Student Rights Information

In response to a number of student concerns surrounding the availability of information on the obligations of the university to the student body, the SGA and Student Legal Services are presently evaluating methods of centralizing undergraduate rights and responsibilities information in an effective manner.

These concerns include, but are not limited to, avenues for reporting and receiving responses to crimes, particularly those involving sexual assault and discrimination, on campus. Additional concerns include academic rights of students accused of dishonesty, rights to grades and rubrics, and syllabi availability on the first day of classes. Education for international student rights are of particular importance as well.

Our Student Action Committee is working on revitalizing the Campus Voice, an avenue for students to offer feedback on their experience here and to express dissatisfaction with existing systems. The hope is that this important channel of student communication will help with future improvements and initiatives.
Diversity and Equity

Our administration and the SGA supports the Justice value of Our Common Ground. We want to ensure the success of all communities on campus including traditionally marginalized groups. The Committee on Diversity, Inclusion and Equity is currently working on forming an advisory group that will include leadership from many advocacy and community oriented organizations on campus. It is our hope that this will allow for better communication and effective movements by the student body at the university. We have representation on a student organizational conduct committee to provide policy insight and equitable treatment of all groups on campus. Our Finance Committee has recently modified their supplemental policy to provide better address the needs of specific organizations on campus and to adhere to a policy of equity.

The D1 and D2 courses are currently being reevaluated. The student body has found fault in the delivery of critical information that is necessary for the standard of academic excellence the university promises. Members of the SGA have been involved in the conversations surrounding how the courses may be improved. Feedback on course instruction, learning outcomes and delivery of sensitive information has been paramount to the review process.

Budget and Club Operations

Our Club Affairs Committee has seen an increase in demand for services from the larger incoming class. There is excitement for the new athletics complex providing more space for our organizations and student wellbeing. We have been in conversations providing information on what we would like to see included in the project. There have been more organizational recognition requests and higher budget proposals than in previous years. With the addition of the new UTickets system additional work and fees have necessitated an additional staff hire and more work study students alongside a larger committee. The reasons above have created additional estimated costs of approximately $79,000.

The Carbon Neutral SGA 2020 project has expanded as well. With more students using our services and creating a larger footprint, the costs associated with carbon neutrality have increased. We expect the project to continue on track for a 2020 completion date provided adequate funding is available. Other projects like waste management workshops, trash pickup days and improved facilities have aided in the support SGA provides for a more environmentally conscious world. As the SGA grows, the scale of our green operations must grow in tandem. Our Committee has estimated additional costs of $12,000.

The Catamount Innovation Fund has been operating smoothly in its inaugural year on campus. They are on track to be completely independent from the SGA by the end of the year. The $10,000 provided in seed funding by the SGA continues to be non-renewable based on the understanding that the fund will acquire outside funding sources. The fund offers an exciting potential for entrepreneurial pursuits at the university, further advancing the success of our students and alumni.

In response to added costs from previous projects, new employees and software, a strong commitment to carbon neutrality and a spike in the demand for our services, the SGA is requesting a fee increase of 5% for the coming year, amounting to a $6.00 a semester per student. This value is a result of calculations involving the increased costs of operations and projects for our governance organization as mentioned above. This amount is larger than the current costs incurred to compensate for expected growth next year. We demand the highest standards of performance from our organization and seek to provide the best services possible to the student body.
The most exciting news we have to report is the recent data received from Human Resources, Diversity, and Multicultural Affairs (HRDMA) that 90.7% of staff received performance appraisals in 2017. This is a tremendous improvement over the past year’s number of 40% and reflects the significant effort put forth by HRDMA to improve the process and implement a new system over the course of the last several years. Concerns about the lack of performance appraisals and the importance of performance management to employee wellbeing was an issue originally put forth by Staff Council’s Personal and Professional Development Committee in 2013 and we are incredibly pleased by this encouraging outcome and proud to have contributed to the success of the launch of the on-line performance reviews.

Staff Council’s Outreach Committee performed a series of focus groups this summer to explore staff perspectives of the new performance evaluation process and the compensation structure at the University of Vermont. Many staff shared that they are appreciative of the opportunity to discuss their professional development and performance with their supervisors, in some cases this is their first performance appraisal ever, and that the current amount available for merit increases (.5%) is perceived as insufficient compensation for exceptional service. In addition, many employees reported concern about what they perceive as supervisory deficiencies, especially supervisors who are not knowledgeable about either UVM policies and procedures or general employment best practices. This data helps us understand the need for more sound, widespread supervisory training at UVM to ensure consistency and competence among our many supervisors. Professional Development & Training offers many trainings and an intensive Supervisory Learning Series, but supervisory training is not mandatory. We hope to partner with other areas in the upcoming year to investigate the feasibility of different forms of supervisory education and support to improve this situation.

Last spring, Staff Council submitted recommendations to administrators regarding the parking and commuting needs for the university community and the importance of taking this into consideration as our campus grows and evolves. No progress has yet been made on this issue as far as we are aware, but we are still committed to helping ensure that the University’s parking and commuting situation is sustainable. Reassessing policies that support alternative commuting and public transit (such as flexible schedules) is necessary, and Staff Council continues to hope administration will work with Transportation and Parking to develop a reasonable plan for parking expansion as well.
Staff Council Leadership is also engaged in several projects this year. First, we will continue building on the excellent and productive collaborations the past several years have brought us. In addition, we wish to develop a plan for better promoting and advertising the excellent benefits UVM staff have available (such as tuition remission, but also including lesser-known benefits and opportunities at UVM, such as recent wellness discounts that have been identified by our Wellness Team). We are also working with HRDMa to develop a mentoring or “jump start” program to better stay connected to new UVM staff - helping newly-hired individuals connect to our community by supporting them after employee orientation to answer questions, connect them to resources and educate them on everything their place of employment has to offer. We look forward to continuing to work for the well-being of our entire campus community over the coming year.
Members of the Board,

With the fall semester in full swing, the Graduate Student Senate continues to enrich the graduate community in which we serve through sharing academic successes, creating community, and increasing awareness of issues which directly affect our graduate student body.

It is no surprise that mental health issues are something most graduate students face while in their programs of study. Between feeling isolated, relocating to a new place, and harboring anxiety to meet high standards, saying that graduate school can be stressful is sometimes an understatement. Many students spend long hours; in lab, researching, and writing to be second-to-none in their field. This often leaves students missing out on social and physical interactions that are beneficial for their mental health. The majority of graduate students will show varying signs of depression at some point during graduate school, and these issues have tendencies to circle back to larger issues; not being paid sufficiently, difficulty finding affordable housing, other monetary issues, and not getting adequate exercise.

The Graduate Student Senate will continue to push to make graduate stipends competitive with similar research-oriented universities, and encourage administration to bring back graduate housing for future cohorts of UVM graduate students. On top of these recurring issues, the Graduate College has put into effect the fitness class reimbursement plan, encouraging and supporting graduate students in being physically active.

The plan is simple- encourage graduate students to use group fitness courses already in place and if full time grads do so, they will be reimbursed the $70 sign-up fee. There has already been positive feedback on this program with students that would not ordinarily participate in these courses. Moreover, the value in this initiative is not just getting students to exercise; it is also encouraging graduate students to attend classes together, building a sense of community. This is also the second year GSS has covered intramural team fees for teams comprised entirely of graduate students. When it comes down to it, making personal connections with other graduate students outside of the classroom are just as valuable as the mental and physical benefits of exercise itself.

Weaving the network of the graduate community also has been strengthened in the social sense with a new Welcome Back Picnic at North Beach for graduate students to come, and enjoy Lake Champlain and speak to other students, and our annual Apple Picking, a crowd favorite!

The senate is in the works of putting a Grads Give Back event to support All Breeds Vermont while also having some time to decompress from courses/work with furry and lovable friends, as well as a gleaning event with Shelburne Orchards later in the semester. It is the hope to grow this program to aid graduate students to tutor in local schools, creating more one-on-one volunteering experiences for graduate students and organizations to benefit from.

As always, it is the hope of the Graduate Student Senate that the University continues to hear and quickly respond to the needs of all students, not just graduates, as they arise.

Respectfully submitted,

Michelle DiPinto
Faculty Senate Report

Board of Trustees – Committee of the Whole
October 20, 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.

Completed Actions:

Members of the Faculty Senate Executive Council collaborated with the Provost’s Office in the planning of a campus-wide faculty conference on Speech and Expression on Campus, held on August 21, 2017. This event, the first in a yearlong series of faculty development events on the same theme, was well attended and positively received.

Ongoing Actions - Senate leadership is:

Participating in the work of the Educational Stewardship Committee (ESC), a joint endeavor of the Senate, the Provost’s Office, Student Affairs, and the Associate Deans’ Group. The ESC was established to monitor the impact of IBB on the academic affairs of the University.

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

Collaborating with the Provost’s Office to develop the General Education Coordinating Committee (GECC). The GECC is a new joint committee intended to coordinate the activities, policies, and processes of the individual General Education Committees, bringing to the delivery of the General Education curriculum increased clarity, consistency, and efficiency. Other functions include:

- establishing and maintaining a visible, informative, and compelling web presence for the General Education curriculum
• developing operating procedures for new General Education requirements
• participating in the development of a plan for regular, ongoing assessment of the General Education Program and its identified student learning outcomes
• developing a plan for insuring portability of General Education courses among academic units
• advocating for the role of General Education in the academic life of the University

Faculty Senate Committees

Curricular Affairs

At its first meeting of the new academic year, the Curricular Affairs Committee (CAC) approved a proposal for a new Master of Science in Physical Activity and Wellness Science and another for a new minor in Emergency Medical Services, both submitted by the College of Nursing and Health Sciences. The committee is also taking up the review of several academic programs under the APR process. These actions are detailed in the CAC Chair’s report to the EPIR Committee.

Educational and Research Technologies and Student Affairs Committee

The Educational and Research Technologies Committee is collaborating with the Student Affairs Committee to explore the possibility of implementing a myUVM Portal-Integrated Course Evaluation System.

Financial and Physical Planning

The Financial and Physical Planning Committee (FPPC) continues in its 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

The Professional Standards Committee is working to clarify policies and procedures concerning voting on reappointment, promotion, and tenure actions.

Research, Scholarship, and Creative Arts

The Research, Scholarship, and Creative Arts (RSCA) Committee is contributing to the work of a faculty/administration joint committee studying Research Data Management at UVM. The RSCA is also engaged in discussion of how to better support and recognize the creative arts at this university.
The UVM Alumni Association is pleased to present this report on the first quarter of Fiscal Year 2018. We also encourage you to review the UVM Foundation Annual Report for 2017 which reflects additional highlights of our accomplishments.

This fall, the Alumni Association will welcome thirteen new members to our regional boards and to the Board of Directors. Today, over 125 individuals represent seven+ decades of graduates hailing from ten different regions. In addition, each year we become a more diverse group with increasing representation from our ALANA and LGBTQ+ communities. We are further pleased to report that four boards reached 100% donor participation. The commitment of this group is laudable on many levels.

**Strategic Priority Updates and Program Highlights**

**UVM Honors College and Academic Rigor at the University of Vermont**

The Alumni Association partnered with David Jenemann, Acting Dean of the Honors College, to conduct a series of focus group conversations with each of our boards on the UVM Honors College and academic rigor at UVM. These conversations offered feedback for the development of an education and communication plan. This plan will enhance visibility of the UVM Honors College with the alumni community, identify and cultivate an affinity cohort group of Honors College alumni, and identify opportunities to enhance the development of a campus culture that celebrates and nurtures academic rigor and aspirational success. The final report to Dean Jenemann in August reflected feedback from ninety volunteers.

**Welcome UVM Class of 2021**

More than 275 alumni, parents and current student leaders participated in Convocation activities as a part of UVM’s Week of Welcome. Alumni Association Board member Myron Sopher participated in the convocation program with president of the Student Alumni Association, Claire Julianelle. 2017 marked the Association’s sixth consecutive year of participation and collaboration with the UVM Greek Community drove participation to record levels. Congratulations to Alpha Delta Pi for winning our 2017 Spirit Award competition.
The UVM Discovery Travel program began its second year of programming by announcing 2018 travel itineraries. The trips will open the world to our guests, immersing them in exotic cultures, ideas, sights, and adventures. Whether exploring the wonders of the Galapagos or cruising the fabled Lake District of northern Italy, our travel will foster new discovery and learning.

2018 Trips – More details can be found on the UVM Discovery Travel Website

- Voyage of Discovery: Wonders of the Galápagos Islands - January 15 to 23, 2018
- The Great Journey through Europe - June 13 to 23, 2018
- Alaska’s Glaciers and the Inside Passage - July 5 to 12, 2018
- Village Life® Around the Italian Lakes - September 22 to 30, 2018

The UVM Alumni House

Happy Birthday!! One short year ago we began a new chapter of alumni engagement at UVM when the doors officially opened at 61 Summit Street. Since then, nearly 14,000 guests have attended over 200 events in the beautiful facility. In addition, over 450 non-event visitors, hailing from as far away as Alaska and Hong Kong, have visited their home here on campus. Event sales and activity remains on track with projections. Over 100 events have already been booked this year, reflecting a 15% growth in public rentals – including five weddings or commitment ceremonies.

Alumni Weekend 2017 and Parent & Family Weekend 2017

On October 6-8 the University community welcomed over 3,000 visitors to campus to participate in Alumni Weekend and Parent & Family Weekend. Guests had over 100 activities to choose from including class reunion events, academic lectures, school/college open houses, athletic contests, career panels and much, much more.

SAVE THE DATE: The Alumni Association will hold signature holiday events in New York City (Dec. 5th), Boston (Dec. 6th), San Francisco (Dec. 7th), Washington DC (Dec. 7th), and Burlington (Dec. 12th) to celebrate the UVM community. Mark your calendars!
COMMITTEE OF THE WHOLE

October 20, 2017

Resolution Approving Board Governance Work Group Charge and Appointments – to be provided under separate distribution

(As recommended by the Audit Committee, July 10, 2017)
Resolution Approving Revisions to the Audit Committee Charter

WHEREAS, the Audit Committee annually reviews its Charter and Guidelines and recommends to the Board of Trustees revisions thereto in view of evolving accounting standards, legal developments and experience gained;

BE IT RESOLVED, that the Board of Trustees hereby approves the revisions to the Audit Committee Charter and Audit Committee Guidelines, as included in Appendix B to this document.

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

WHEREAS, on July 10, 2017, the Audit Committee endorsed raising the threshold for the retention of an independent audit firm for non-audit services from $10,000 to $25,000; and

WHEREAS, this recommendation was included in proposed revisions to the Audit Committee Charter and Audit Committee Guidelines referred to in the Committee of the Whole today;

BE IT RESOLVED, that the Board of Trustees hereby approves the proposed revision to paragraph # 32 of the Resolution Regarding Delegation and Retention of Board Authority as included in Appendix C to this document.

Resolution Authorizing Expenditures for the Design Development Phase of the Multipurpose Center Project Design

WHEREAS, on February 4, 2017, the Board authorized the administration to take steps relating to an on-campus Multipurpose Center (Project), including initiation of the schematic design phase and generation of a Project cost estimate and funding plan; and

WHEREAS, the administration today provided a project status update and an estimate of the cost of completion of the Project design;

THEN, BE IT RESOLVED, that the Committee of the Whole hereby recommends to the Board that it authorize the administration to undertake the expenditures necessary to complete the design development phase, at a cost consistent with its report of this date; and

BE IT FURTHER RESOLVED, that up to $1,000,000 of private gift funds be used to fund such expenditures.
This Charter sets forth the responsibilities of the University Board of Trustees Audit Committee.

I. Principal Responsibilities

The principal responsibilities of the Committee shall include:

a. promoting the development and monitoring the effectiveness of an institutional system of risk assessment and internal controls. At least annually, reviewing with management the University’s processes for identifying, prioritizing, mitigating, and reporting institutional risks;

b. reviewing and, as appropriate, making recommendations to the Board, regarding institutional policies relevant to the scope of Committee responsibilities, including conflict of interest, ethical and fraudulent conduct, whistleblower protection, and documents retention;

c. ensuring that audit plans encompass significant and material aspects of University operations;

d. full authority and oversight of the internal audit function including appointment decisions, performance evaluations, and employment termination of the chief internal auditor;

e. implementing a selection process to retain the independent auditor and making a recommendation to the Board of Trustees for approval. Recommending such additional audits as the Committee and/or the Board must approve under the Board’s reserved authority;

f. maintaining direct and effective communication with independent auditors on behalf of the Board;

g. reviewing the results of internal and external audits (including the annually audited financial statements), and assessing the quality and timeliness of management’s response and corrective actions;

h. reviewing the effectiveness of the University’s practices related to monitoring its compliance with laws and regulations;

i. reviewing the results of management’s investigation and resolution of any reported, or otherwise discovered, significant instances of noncompliance;

j. evaluating the scope and quality of internal and independent audit services, and the degree of coordination and appropriate degree of independence between them;

k. reporting regularly and promptly to the Board regarding matters within the scope of the Committee charge; and,
I. periodically reviewing expense reimbursements, or summaries thereof that have been submitted by the President and reviewed and certified by the Vice President for Finance and Treasurer.

II. Membership

The University of Vermont Board of Trustees shall annually appoint at least 5 of its members to the Committee. Its members shall be independent of management and the University including its component units and affiliated organizations. For the purposes of this charter, “independence” is defined as rendering a Trustee ineligible for Committee service if he or she (1) is employed by the University; (2) is a partner or employee of a firm retained to conduct an audit of the University; (3) held such University employment or audit engagement at any time during the previous three years; or (4) is receiving consulting, advisory, or other compensatory fees for services provided to the University. Members of the Investment Subcommittee are eligible for appointment to the Audit Committee, but no such member may serve as its Chair or Vice Chair. The University President is ineligible for service as a member, ex officio or otherwise, of the Audit Committee, as a University official and employee.

Committee members shall otherwise be subject to the Conflicts of Interest Policy in the conduct of their work.

Members of the Committee shall receive orientation appropriate to their Committee membership. All members should have a general understanding of general accounting, business and finance principles, including the ability to read and understand institutional financial statements, whether gained preceding service on this Board of Trustees or during Committee orientation. At least one member of the Committee should possess accounting or financial expertise.

III. Authority

The Committee is authorized to investigate any matter within the scope of its Charter, with full and direct access to all pertinent University records, personnel, independent auditors and consultants.

IV. Adoption of Charter

This Charter shall be effective as of the date of its approval by the Board. The Committee will annually review the Charter and recommend to the Board revisions thereto, in view of evolving accounting standards, legal developments and experience gained.
Audit Committee Guidelines

These Guidelines serve as an operational supplement to the Audit Committee Charter. They are intended to reflect generally accepted accounting industry standards and practices applicable to non-profit corporations and higher education institutions.

The Guidelines shall be reviewed annually by management, and management shall report annually to the Committee regarding the status of the Guidelines. The Committee shall make revisions to the Guidelines as necessary or appropriate in view of evolving accounting standards and practices, legal developments and experience gained.

I. Retention of the Independent Audit Firm

a. The Committee shall annually authorize and direct the Committee Chair to retain the independent audit firm to conduct the mandatory annual audit of the financial statements and/or compliance audits. In conjunction with such retention, the Committee will assess the independence and objectivity of the firm by obtaining statements from the firm on relationships between the firm and the University. The Committee will review and assess any relationships disclosed that may impact auditor objectivity and independence.

b. The Committee shall solicit requests for proposals relative to the mandatory annual audit of the financial statements and/or compliance audits from qualified independent audit firms no less than once every five years.

c. In the event that an independent audit firm is retained to conduct the mandatory annual audit of the financial statements and/or compliance audit for seven or more consecutive years, the Committee shall, as a condition of retention of the firm, require rotation of the lead audit partner on the University engagement.

II. Retention of Other Audit Services

a. The independent audit firm retained to conduct the mandatory annual audit of the financial statements and/or compliance audits generally shall not be eligible for University engagements to perform non-audit services that would violate the U.S. Government Accountability Office Independence Standard. If, due to extenuating circumstances, and in the exercise of its reasonable discretion, management deems it to be in the best interests of the University to retain the independent audit firm for non-audit services, the proposed retention is subject to review and action by the Committee where the retention will result in fees of $4025,000 or more.

b. Contracts for non-audit services with independent audit firms not already retained by the University to conduct the mandatory annual audit of the financial statements and/or compliance audits are subject to review and recommendation by the Committee and subsequent Board consideration and action when such retentions will result in fees of $ 250,000 or more.

III. Oversight of Audits

The Committee will, no less than once annually, and otherwise periodically as necessary or desirable:
a. review annual audit plans developed by the Office of Audit Services, and receive regular progress reports relative to such plans;

b. review audit plans developed in consultation with independent audit firms, including (i) the critical accounting policies and practices to be used; (ii) all alternative treatments of financial information discussed with management, ramifications of alternative treatment and the treatment preferred by the firm; (iii) other material communications between the firm and management; and (iv) required communications from the firm under Statement of Auditing Standards No. 114, as amended;

c. subject to subsequent Board consideration and action, review and accept the mandatory annual audit of the financial statements. Review the Office of Management and Budget Circular A-133 audit, and the financial agreed upon procedures report of institutional National Collegiate Athletic Association programs;

d. resolve disagreements between management and the independent audit firm regarding financial reporting;

e. review the independent audit firm management letter comments regarding institutional financial and information technology and security internal controls, accounting policies and procedures, and management’s response to those comments;

f. review with management and the independent audit firm their respective judgments about the quality of University accounting principles; the consistency, and the degree of aggressiveness or conservatism, in the application of accounting principles; the reasonableness of significant accounting judgments; and the clarity and completeness of the financial statements and related disclosures;

g. confirm with management and the independent audit firm respectively that the annual financial statements disclose all material off-balance sheet transactions, arrangements, obligations, and other relationships of the University with unconsolidated entities or other persons that may have a material current or future effect on institutional financial condition, and the results of operations, liquidity, capital expenditures, capital resources, or significant components of revenues or expenses;

h. receive reports from management, the Office of Audit Services and the independent audit firm, regarding new and significant accounting standards to understand their impact on institutional financial statements;

i. receive reports from the Office of Audit Services regarding any financial fraud which, in single incident or aggregate, results in an institutional uninsured or insured loss in excess of $10,000;

j. review the organizational structure, qualifications, independence, scope of services inclusive of office charter, and adequacy of resources of the University’s Office of Audit Services;

k. annually review the appointment, evaluate the performance and set the salary of the chief internal auditor;
l. identify and document specific administrative responsibilities relevant to the routine operations of the office of chief internal auditor that are assigned to the President;

m. ensure that regular quality assessment reviews of the internal audit operations are performed in accordance with Institute of Internal Auditors standards; and,

n. meet separately with both the internal and external auditors without management representatives present subject to the requirement of the Vermont open meeting laws.

IV. Internal Controls

The University’s executive management and the Board of Trustees Audit Committee have adopted the Committee of Sponsoring Organizations (COSO) Internal Control – Integrated Framework to help assess and enhance its internal control systems.

a. Certifications

i. The Committee will receive periodic reports from management on representations it is rendering in conjunction with mandatory annual audit of the financial statements and/or compliance audits as well as significant and material debt financing, such as issuance of bonds.

ii. Without limitation on IV.a(i), the Committee will receive from the Vice President for Finance and University Treasurer a record of certification along with the annual financial statement report that:

   a. He/she has approved the financial statements,

   b. Based on his/her knowledge, the report does not contain any material errors or omissions,

   c. Based on his/her knowledge, the financial statements materially present the financial condition and result of operations,

   d. He/she is responsible for establishing and maintaining a system of internal controls over financial reporting, and that,

   e. He/she has disclosed to the auditors and the Audit Committee all significant internal control deficiencies and changes that could materially affect financial data.

b. Policy Review.

The Committee will receive for its review and comment and, if necessary, its recommendation to the Board, institutional policies relevant to its scope of work, including conflict of interest, ethical and fraudulent conduct, whistleblower protection, and documents retention.

c. Required Disclosures and Compliance Monitoring.

The Committee shall oversee compliance with the Board Reserved Rights and Delegated Authority resolution. Violations of the Board Reserved Rights and Delegated Authority
resolution identified by management or the internal audit office shall be reported to the Committee.

d. Confidential Reporting.
The committee will ensure that the University has a mechanism that permits confidential communications from employees and others regarding potential financial or accounting improprieties or nonfeasance.

V. Enterprise Risk Management

a. Oversee management’s enterprise risk management process on behalf of the Board.

b. Receive periodic updates on management’s process to identify, prioritize, mitigate, and report institutional risks including the process to map risks to relevant Board Committees.

VI. Compliance

a. Review with the Office of Compliance Services and management the effectiveness of the University’s practices related to monitoring compliance with laws and regulations;

b. Review with the Office of Compliance Services and management, findings of internal compliance auditing and monitoring activities;

c. Review with the Office of Compliance Services and management, findings of government agency audits, investigations, reviews and monitoring activities that the Director considers significant, that are initiated by a government agency as a result of a whistleblower report, or on a for-cause basis, or that result in a fine, penalty, refund, disallowance or questioned cost in excess of $10,000;

d. Review with the Office of Compliance Services and management, the process for communicating the code of business conduct, code of ethical behavior or other such code Code of Conduct and Ethical Standards to University personnel and for monitoring compliance therewith;

e. Receive periodically, but not less than annually, reports from the Office of Compliance Services on its activities;

f. Receive updates from the Office of Compliance Services and management on new and emerging compliance issues, including their impact to the University.; and,

g. Receive as needed, through the Audit Committee Chair, compliance matters communicated directly by the Chief Internal Auditor or Director of Compliance Services.

As approved by the Board of Trustee: November 13, 2004
Approved as amended by the Board of Trustees: September 8, 2007
Revised by the Audit Committee: November 12, 2007
Approved as amended by the Board of Trustees: December 1, 2007
Revised by the Audit Committee: April 28, 2009
Resolution Regarding Delegation and Retention of Board Authority

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

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

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

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

1. Statements of institutional mission, principles and values;

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

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

4. University membership in other corporate entities (but not institutional memberships in professional associations);
(5) The appointment of University Trustees to the boards of other corporate entities or public bodies in their capacity as University Trustees;

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

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

(8) The creation, elimination or substantial revisions of, an academic unit, curriculum, research or service endeavor, as defined in the University Manual;

(9) The establishment of faculty clinical practice plans;

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

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

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

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

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

(15) The General Fund budget;

(16) Acceptance of the annual audited financial statements;

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

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

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

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

(22) The Campus Master Plan, and material revisions thereto;

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

(24) Issuance of bonds;

(25) Institutional debt policy;

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

(27) The program design of a capital project and authorization to proceed with a capital project at an aggregate cost of greater than $2,000,000, at a specified not-to-exceed cost, provided that the administration shall report to the Board on capital projects with an aggregate cost of greater than $1,000,000 and less than or equal to $2,000,000 as plans are developed and before projects are initiated;

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

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

(30) Revenue-generating contracts for goods or services provided or generated by the University at a cost to the contractee of more than $1,000,000 over the term of contract;
(31) The selection and retention of independent audit firm to conduct the annual audit of financial statements;

(32) Contracts for non-audit services with the audit firm that is conducting the annual audit of financial statements at an aggregate cost greater than $1,025,000;

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

(34) The settlement of legal claims or lawsuits at a cost greater than $250,000, regardless of insurance coverage;

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

(36) A contract or lease whose term, including potential or proposed renewals, exceeds five (5) years, regardless of contract value or amount, provided that Board approval is not required for a) licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar arrangements administered by the University’s Office of Technology Commercialization, or b) revenue generating contracts for goods or services provided or generated by the University at an aggregate cost to the contractee of less than $500,000;

(37) All self-governance matters reserved to the Board in the University Bylaws, or as otherwise required or permitted by law;

(38) Material revisions to the University Manual or to the College of Medicine Faculty Handbook;

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

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

BE IT FINALLY RESOLVED, that this resolution shall supersede all preexisting resolutions regarding delegation and retention of Board authority.
Adopted by the Board of Trustees: September 11, 2004
Approved as revised by the Executive Committee: March 14, 2005
Approved as revised by the Board of Trustees: May 19, 2007
Approved as revised by the Board of Trustees: May 17, 2008
Approved as revised by the Board of Trustees: September 5, 2008
Approved as revised by the Board of Trustees: February 7, 2009
Approved as revised by the Board of Trustees: February 6, 2010
Approved as revised by the Board of Trustees: March 8, 2010
Approved as revised by the Board of Trustees: February 5, 2011
Approved as revised by the Board of Trustees: March 14, 2011
Approved as revised by the Board of Trustees: May 19, 2012
Approved as revised by the Board of Trustees: November 8, 2012
Approved as revised by the Board of Trustees: March 11, 2013
Approved as revised by the Board of Trustees: September 15, 2014
Approved as revised by the Board of Trustees: March 16, 2015
Approved as revised by the Board of Trustees: May 21, 2016
Approved as revised by the Executive Committee: December 12, 2016
Approved as revised by the Board of Trustees:
Research in the Larner College of Medicine and the Department of Psychological Science of the College of Arts and Sciences

Board of Trustees – Committee of the Whole
October 20, 2017

Prepared by
Rick Morin, M.D., Dean
The Robert Larner, M.D. College of Medicine
at The University of Vermont
The administration and the Deans of the Larner College of Medicine and the College of Arts & Sciences will introduce a project that will reduce the amount of deferred maintenance at our University and advance our research mission.

**The Importance:** Research and Education are the core missions of the University of Vermont. The Larner College of Medicine (Larner College) and the Department of Psychological Science of the College of Arts and Sciences (Psychology Department) conduct renowned research that improves the health and healthcare of the citizens of Vermont, our nation and the world. UVM’s research is an economic engine for the entire state. In the last year for which full data are available, the Larner College of Medicine generated $90 million in research funding, approximately nine times the average return on State investment for public medical schools. This research is a foundation for M.D., Ph.D., undergraduate and honors college research experiences and for new clinical technology and treatment not otherwise available in the State.

**The Problem:** Much of this research is housed in the Given (opened 1963) and Dewey (opened 1905) buildings which are ancient by today’s research standards. Given has the largest deferred maintenance cost at UVM and is the most energy inefficient building on campus. Additionally, the ability to convert Dewey to modern research lab space is considered impossible. These factors impede our research and limit our ability to attract and retain the best scientists.

**The Solution:** Eliminate the deferred maintenance on both buildings by constructing 35,000 net assignable square feet of modern research space adjacent to Given and rehabilitate Given to modern research and office space to accommodate both the Larner College faculty and the Psychology Department faculty from Dewey. The project will result in no net square footage increase for the Larner College and the Psychology Department. The project will also reduce heating and cooling costs in Given and increase funding for facilities costs from federal grants for UVM. The new and renovated buildings will be modern, flexible, collaborative research space allowing us to recruit and retain the best scientists and grow our world class research.
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 Amanda McIntire and (vacant), Alumni Representative Afi Ahmadi, Foundation Representative Wolfgang Mieder, Student Representatives Jamie Benson and Ethan Foley, and Graduate Student Representatives Leslie Sepaniac and Jessica Bocanegra

Friday, October 20, 2017
10:30 a.m. – 12:00 p.m.
Livak Ballroom (417-419), Dudley H. Davis Center

AGENDA

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<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
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<td>Call to Order</td>
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<td>10:30 a.m.</td>
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<tr>
<td>1. Approval of May 19, 2017 Meeting Minutes</td>
<td>Attachment 1</td>
<td>Donna Sweaney</td>
<td>10:30-10:35</td>
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| 2. Q&A Routine and Annual Reports  
  • Provost’s Report  
  • Annual UVM Foundation Report  
  • Annual Enrollment Report  
  • Annual Career Success Action Plan Progress Report  
  • Annual Information Technology Report  
  • Capital Projects Progress Report | Report B  
Report C  
Report D  
Report E  
Report F  
Report G | Donna Sweaney | 10:35-10:45 |
| 3. Capital Projects:  
  • Resolution Approving Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall) | Attachments 2 & 3 | Bob Vaughan | 10:45-10:50 |
| 4. Report by the Faculty Senate Curricular Affairs Committee Chair | Report H | Laura Almstead | 10:50-10:55 |

*Times are approximate.
### EDUCAUTIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE

**AGENDA, Continued**

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<td>5.</td>
<td>Action Items</td>
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<td></td>
<td>• Resolution Approving the Creation of a Minor in Law and Society in the College of Arts &amp; Sciences</td>
<td>Attachment 2</td>
<td>Laura Almstead</td>
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<td>• Resolution Approving the Creation of a Minor in Emergency Medical Services in the College of Nursing &amp; Health Sciences</td>
<td>Attachment 2</td>
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<td>• Resolution Approving the Creation of a MS in Physical Activity and Wellness Science in the Graduate College</td>
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<td>Educational Advisory Board Retention and Advising Software Presentation</td>
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<td>• Inclusive Excellence at UVM: Diversity, Inclusion, and Equity</td>
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<td>Alex Yin</td>
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<td>• Title IX Sexual Assault</td>
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<td>Other Business**</td>
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<td><strong>Motion to Adjourn</strong></td>
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**Executive Session as needed.**
At this meeting, the Committee will be asked to consider action items outlined below. Time will be reserved for Committee members to ask questions on written routine and annual reports (see list at end of memo). The Committee will receive an annual presentation on diversity highlighting inclusive excellence at UVM and an update on a new Enterprise Risk Management risk, Title IX Sexual Assault.

ACTION ITEMS

**Approval of Previous Meeting Minutes**
The minutes for the May 19, 2017 meeting are included as Attachment 1.

*Action:* Motion to approve the minutes.

**Resolution Approving Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall)**
Included as Attachment 3 in the meeting materials is an overview of the strategic goals and project specifications for the residential life FY 2018 deferred maintenance project. Upon the Committee’s approval, the project will be referred to the Budget, Finance & Investment Committee for financial review and approval. The utilization of existing residential life unrestricted plant funds is proposed for this project.

*Action:* Resolution approving residential life FY 2018 deferred maintenance project (McAuley Hall) for referral to the Budget, Finance & Investment Committee. Attachment 2

**Faculty Senate Recommendation**
The Report of the Curricular Affairs Committee of the Faculty Senate is included as Report H in the meeting materials. Included in the report are details for the following recommendations for Committee consideration:
- Proposal to create a new Minor in Law and Society in the College of Arts & Sciences
- Proposal to create a new Minor in Emergency Medical Services in the College of Nursing & Health Sciences
- Proposal to create a new MS in Physical Activity and Wellness Science in the Graduate College

*Action:* Three resolutions approving Faculty Senate recommendation as approved by the President and Provost. Attachment 2
PRESENTATIONS

**Educational Advisory Board Retention and Advising Software Presentation** - Improving undergraduate student retention and the percentage of undergraduate students graduating in four years are two of our most important Academic Excellence Goals. In support of these goals, and in response to feedback from the deans and student service personnel, the administration has identified advising/retention software that will advance efforts in these critically important areas. Through an RFP process, and after extensive campus-wide consultation, the administration is recommending the Educational Advisory Board’s Student Success Collaborative as the software solution that best meets our needs. Vice President for Enrollment Management Stacey Kostell and I will introduce this tool that will enhance faculty advising; provide timely, multi-modal two-way communication capabilities with students; provide predictive analytics to identify students who may be a retention risk; and track communications with students and their interactions with different offices across campus to allow us to provide comprehensive and coordinated support. The Budget, Finance & Investment Committee will review the terms of the contract for referral to the full Board for approval.

**Annual Diversity Report & Presentation** - *Inclusive Excellence at UVM: Diversity, Inclusion, and Equity* – Wanda Heading-Grant, Vice President of Human Resources, Diversity and Multicultural Affairs and Alex Yin, Director of Institutional Research will present the annual diversity report. This report addresses how the national conversation on diversity, inclusion, equity, and social justice during the past year has impacted the climate for students and influenced institutional conversations at the University of Vermont. Highlights in the report include key strategic and responsive efforts to address these impacts, particularly on the climate for students. In addition to highlighting key issues of climate at UVM, the presentation will provide data on students and faculty.

**Enterprise Risk Management (ERM) Report – Title IX Sexual Assault** - Title IX Sexual Assault is a new ERM risk added to the portfolio at the end of 2016. As part of the regular ERM updates, Annie Stevens, Vice Provost for Student Affairs, Jes Kraus, Associate Chief Human Resources Officer, and Nick Stanton, Title IX Coordinator, will present Title IX legislation and associated University policy and procedures to the Committee. The risk assessment for incidents of sexual misconduct and assault will be discussed in addition to prevention initiatives implemented to mitigate risk.

ANNUAL/ROUTINE REPORTS

Provost’s Report - **Report B**
Annual UVM Foundation Report - **Report C**
Annual Enrollment Report - **Report D**
Annual Information Technology Report - **Report F**
Capital Projects Progress Report - **Report G**
Report by the Faculty Senate Curricular Affairs Committee Chair - **Report H**
Annual Diversity Report - **Report I**
EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE
BOARD OF TRUSTEES
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE

A meeting of the Educational Policy and Institutional Resources (EPIR) Committee of the Board of Trustees of the University of Vermont and State Agricultural College was held on Friday, May 19, 2017 at 10:45 a.m., in the Livak Ballroom, 417-419 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Donna Sweaney, Vice Chair Carolyn Dwyer, Briar Alpert, Cynthia Barnhart, Richard Gamelli, Curt McCormack*, Caitlin McHugh, Anne O’Brien, Shap Smith, Tristan Toleno, and Jeff Wilson

OTHER TRUSTEES PRESENT: Board of Trustees Chair David Daigle**

TRUSTEES ABSENT: Frank Cioffi, President Thomas Sullivan

REPRESENTATIVES PRESENT: Faculty Representatives Laura Almstead and Chris Burns, Staff Representatives Amanda McIntire and Bryan McKinney, Alumni Representative Afi Ahmadi***, Student Representative Jamie Benson, and Graduate Student Representatives Devin Champagne and Michelle DiPinto

REPRESENTATIVES ABSENT: Faculty Representative Jan Carney, Foundation Representative Wolfgang Mieder, and Student Representative Ethan Foley

PERSONS ALSO PARTICIPATING: Provost and Senior Vice President David Rosowsky****, Vice President for Research Richard Galbraith, Dean of the Graduate College Cynthia Forehand, Director of Capital Planning and Management Robert Vaughan, Coordinator of Student Veteran Services David Carlson, Vice President for Enrollment Management Stacey Kostell, Vice Provost for Student Affairs Annie Stevens, Associate Provost for Teaching and Learning Brian Reed, Career Center Director Pamela Gardner, and Creative Communications Director Amanda Waite

*arrived at 11:30 a.m.
** attended the morning meeting only
***attended the morning meeting only
****departed the afternoon session at 2:15 and rejoined at 2:30 p.m.

Chair Donna Sweaney called the meeting to order at 10:59 a.m. and welcomed new members Trustees Caitlin McHugh, Shap Smith, and Jeff Wilson, and Student Representatives Jamie Benson and Ethan Foley. She also acknowledged that this was the last meeting for Graduate Student Representative Devin Champagne and Staff Representative Bryan McKinney and thanked them for their service.
Approval of Minutes

The minutes from the February 3, 2017 Joint EPIR and Budget, Finance & Investment Committee meeting and the February 3, 2017 EPIR Committee meeting were presented for approval. A motion was made, seconded and voted to approve both sets of minutes as presented.

Provost’s Report

Provost David Rosowsky began his report by referencing his *Across the Green* memo, a series of periodic letters which provide updates on current initiatives and information on topics of interest to the broader academic community. He highlighted topics from the April edition including reflecting on the past year, investments in UVM’s Teacher-Scholar model, the Gund Institute for Environment, and the outstanding season for UVM student-athletes. Provost Rosowsky encouraged the Trustees to read the memo for additional information on these topics.

The Provost informed the members that the University is now on the two-year path towards its next accreditation visit by the New England Association of Schools and Colleges (NEASC). The effort is being led by Associate Provost for Teaching and Learning Brian Reed and Chief Information Officer and Dean of Libraries and Learning Resources Mara Saule. He explained that this is an opportunity for the University to reflect on its own objectives and goals.

Routine and Annual Reports

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

Annual Research Report

Vice President for Research Richard Galbraith reported on the past year’s activities administered by the Office of the Vice President for Research (OVPR) and presented the research metrics for FY16. The research metrics will be presented annually as the result of a request by former EPIR Chair Bill Botzow. Highlights included:

- The University has received the highest extramural ($138M) and competitive intramural funding ($765,000) it has ever had.
- To obtain that increased funding, 1,179 sponsored project proposals were submitted.
- The Office of Animal Care Management cared for 8,100 animals per month for 71 investigators.
- Six grants were funded (total direct costs) at $25M, 8 grants are still pending.

Faculty Representative Chris Burns asked about the status of metrics for scholarly research that was in Vice President Galbraith’s May 2015 report:

“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 Provost responded that this is one of the topics he will be discussing with the deans this summer and those conversations will be forthcoming. Referencing the *Across the Green* memo and given the number of goals, Trustee Anne O’Brien asked the Provost how the success of these goals is measured, if this is “a maintenance thing,” and how priorities are determined. Provost Rosowsky responded that the Academic Excellence Goals were created four years ago in response to President Sullivan’s Strategic Action Plan. The Goals were very specific and measurable and could be tracked to see if progress was being made. The Provost suggested that perhaps at the next meeting in the fall, it would be beneficial to bring back all eight Academic Excellence Goals, rather than reporting them sequentially. This would serve as a refresher, and it will also introduce all eight Goals to the newest Committee members.

**Annual Graduate Education Report**

Dean of the Graduate College Cynthia Forehand reported that they have been very happy with Academic Excellence Goal #8 which is to “Increase enrollments in graduate and professional programs.” Dean Forehand reported that:

- Graduate enrollment in AY16-17 is up 7% from the previous year.
- The College has fully implemented a pre-master’s program for international students which had a highly successful first year.
- The College has enhanced support of graduate students regarding new programs providing the mechanism to tie offerings to current societal needs and student interest. Dean Forehand reported that two new graduate programs were approved in AY17 and the Graduate College continues to add new 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 to UVM if admitted.

Set in AY 14-15, the strategic goal was to increase enrollment 30% by AY19-20 which translates to 1,831 students. Board Chair David Daigle asked the Dean if she’s confident that they have the elements in place to drive that growth and be successful in the outcomes. Dean Forehand responded changing graduate level student numbers is a long process since it takes a year or two for new programs to be developed and get approved. She is currently looking at six or seven programs that are being brought forward and those programs are moving quickly. There are also the masters-level programs and professional programs that bring students who pay tuition which increases revenues and in turn helps increase support to the graduate students. With a 5% per year growth across all programs, and the potential new programs and targeted additional growth in existing programs, the 1,831 student goal would be exceeded.

**Capital Projects Progress Report**

Director of Capital Planning and Management Robert Vaughan referred the Committee members to the written report for an update on all of the projects. Director Vaughan reminded the members that while the last couple of years has been really busy, this summer will be the busiest in terms of the STEM Complex Phase II and III start-up, getting the
Central Campus Residence Hall and Dining Hall ready for occupation for the fall semester, construction of the Kalkin addition, construction of Phase I and II of the Converse Hall exterior, beginning construction on Billings Library, the Rescue Facility construction, Taft School renovation, and construction of the addition to the Bailey-Howe Library. While all projects have been successful, i.e., on schedule and on budget, there is still a lot of work ahead.

**Translate New Knowledge to Society-Entrepreneurial Ecosystem**

Vice President for Research Richard Galbraith presented the detailed history of an example of the entrepreneurial ecosystem in order to demonstrate the complexity of introducing new knowledge to the marketplace in the form of intellectual property, patents, license, and start-up business. 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. Provost Rosowsky stated that UVM is gaining some traction around the state and that the University is able to “look bigger” than we actually are by pooling resources with other partners, and by seeding faculty investigators, working with students and the community, and even creating new spaces on the maps.

Board Chair Daigle commented that with so many different things going on, both on-campus and off-campus, he questioned if it will always be that unstructured. Vice President Galbraith responded that you need some structure, and while opening it up to outside the University to inform people off-campus, but it’s important to then leave them alone. The Provost added that the University is the structure, through VCET (Vermont Center for Emerging Technology). Vice President Galbraith stated that they’re trying to encourage people to make full use of the grants that come from the federal government, from five or six different agencies, specifically designed to help a company that has an idea, that has structure, but that the company is small and still in a start-up phase. He added that you need a company outside of the University and you need a partner within the University who is going to collaborate with that company and provide the expertise so that together the company can grow. What the OVPR is trying to do is work collaboratively with several groups to get the word out across Vermont. The University has faculty who want to do this but the driver needs to come from the company. There is a new venture capital group in town that is raising money, and soliciting money from outside Vermont. There have also been other venture capitalists who have expressed interest in some of the things that are going on at the University and Vice President Galbraith expressed his hope that UVM will build on that momentum.

Chair Sweaney suggested the possibility of adding this topic to the fall agenda for a more in-depth discussion.

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

Faculty Senate Curricular Affairs Committee (CAC) Chair Laura Almstead referenced her written report which describes six new academic program proposals and one program termination. Chair Sweaney commented about more programs being added and asked what the University does about removing programs. CAC Chair Almstead responded that the CAC has
established a policy for “uncontested” terminations which previously was a long drawn out procedure. Uncontested terminations are terminations that have been brought to the CAC by the programs themselves. It’s a simple process but they are still reviewed by the CAC, voted on by the Faculty Senate and brought to the Trustees for their approval. The new policy makes it easier for the programs. As a result, the Committee will see an increase in these terminations as programs “trim their dead wood.”

Trustee O’Brien asked if a cost benefit analysis was done on the new programs. CAC Chair Almstead responded that as part of the guidelines, programs are to include a section on expected enrollments and source “populations.” Programs also often do surveys to determine interest.

Action Items

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

**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 in 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.

Other Action Items

- Coordinator of Student Veteran Services David Carlson provided an overview of the Residency Policy. The resolution specifically removes 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. Coordinator Carlson informed the Committee that this is a simple update that expands the eligible population.

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

- Vice President for Enrollment Management Stacey Kostell introduced revisions to the University Hazing Policy. The policy has been reviewed by a committee across campus as well as by the Office of General Counsel. In addition to technical update and editing she noted changes to seven of the policy sections. The biggest shift is broadening the policy to faculty and staff and overseeing hazing off-campus as well as on-campus. Trustee Caitlin McHugh referring to the Procedures Section of the policy, specifically related to “Benefits to Those Who Report,” pointed out that the section doesn’t mention anything about an alcohol policy and that hazing and alcohol often go together. Vice Provost for Student Affairs Annie Stevens responded the University wants to make absolutely sure that if a victim wants to come forward, they would not be charged whether it involves hazing or not. Each situation is reviewed on a case by case basis. Every case that comes forward is individually investigated and reviewed. This provides both the opportunity to talk to the student to determine what occurred as well as to educate them.

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

Resolution Approving Revisions to Hazing Policy

RESOLVED, that the Board of Trustees approves revisions to the Hazing Policy, appearing as Appendix B to this document.

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

Meeting recessed at 11:42 a.m.

Chair Sweaney reconvened the meeting at 2:07 p.m.

Academic Excellence Goal #3 Revisited – Improve Student advising, both academic & pre-professional career

Associate Provost for Teaching and Learning Brian Reed and Vice Provost Annie Stevens provided an update on Academic Excellence Goal #3, which calls for improving student advising, both undergraduate academic and pre-professional/career. They discussed the progress
made since the last report to the Committee in May 2014. They reported that the deans of the undergraduate schools and colleges had been asked in January to provide update reports on academic advising in their respective units. The findings, included at attachment 4 in the meeting materials, included the characteristics of academic advising across the schools and colleges; identified obstacles to advising; and suggestions to improve academic advising resulting in an intentional and focused strategic plan. All of the suggestions to improve advising listed in the written report are being addressed.

Annual Academic Advising Report

Associate Provost Reed, Vice Provost Stevens, and Career Center Director Pamela Gardner offered an update on the Advising Center. The Center, which opened in August 2016, provides general advice and referral for all UVM students. In the first year, the Center had been well received and has supported over 500 students from every class year and academic unit. New initiatives include a new UVM Faculty Outstanding Undergraduate Academic Advising Award and new software tools that support more effective advising and retention. The centralized Center serves students at any age during their career development and there has been an increased interest in students who want to visit the Center. In Fall 2016, the Career Center provided over 2,200 individual consultations with students, and of those, over 25% covered major choice, pre-health and pre-law advising.

Trustee Shap Smith asked if the Center is looking at other colleges and universities in terms of benchmarks. Director Gardner responded that they utilize several national organizations for national data. In referencing pre-law advising, Associate Provost Reed mentioned the UVM-Vermont Law School 3+2 program and directed the Committee to a related story on the UVM website which profiled Rachel Heath, the first UVM student in the accelerated program.

Graduate Student Representative Devin Champagne asked about graduate schools. Director Gardner responded that data is available for pre-law and pre-health but not on all graduate schools. Representative Champagne inquired about how graduate students were doing. Provost Rosowsky responded that medicine and law are tracking above national average, therefore, there was no reason to think that graduate schools weren’t also doing well.

Trustee O’Brien asked what happens to students who arrive at UVM with no specific plan in mind. Vice Provost Stevens explained that all first-year students attend an orientation session during which every school and college has designated time to talk to students about advising and what the student can expect. Vice Provost Stevens also meets with the faculty and the school or college’s Dean’s office. All of the first-year students are block scheduled so they don’t have to do a lot of problem solving since that’s already done for them. Once they come out of June, they’re pretty well set. The students are also informed about how they can get hold of their faculty advisor. Additionally, there is a student portal set up where students can go and find out who their advisor is and how to contact them. In August, the Advising Center, located downstairs in the Davis Center is open and students can stop in at any time of day and get advising on any topic at the University. As the students advance in their undergraduate careers, they will attach themselves to a particular faculty member in their major, but they will always have the Advising Center available to them.
Trustee McHugh mentioned that the College of Arts and Sciences offers a course called Major Decisions. Vice Provost Stevens added that many of the schools and colleges offer a similar course.

**Career Advisory Board Update**

Trustee Carolyn Dwyer, who serves on the Career Advisory Board, reported the Board has met once since the last meeting and offered highlights on the progress and accomplishments of Career Services:

- Event attendance has increased 18% over last year. These events include Career Fair, Grad School Fair, and Internships and Ice Cream. Since the launch of the President’s Career Action Plan in 2013, student attendance at these large-scale events has increased 120%.
- Career Education Groups, which includes Alumni panels, employer information sessions, resumes, interviews, and internships, has seen attendance at these events increase 28%.
- One-on-one career counseling meetings also saw an increase with over 3,186 students participating. Rather than meeting through Skype, email or phone, these meetings are now occurring in person.
- The work of Career Services is receiving attention outside the UVM campus and the state. The International Job Shadowing Program was profiled in the January 31, 2017 issue of The Chronicle of Higher Education.

Trustee Dwyer concluded her report by informing the Committee that the Career Advisory Board remains actively engaged with the Career Center staff, providing feedback as well as connection to the community. She added that the Career Center staff is doing an excellent job of improving the performance of current programs while imagining creative ways to continue engaging students, faculty and employers in the career development process.

**Shaping the University of Vermont Narrative Update**

Vice President for Enrollment Management Stacey Kostell introduced Creative Communications Director Amanda Waite. Director Waite reported that last fall, the UVM Communications Plan was created with the following goals:

- Increase UVM’s reputation locally, nationally and internationally.
- Attract and retain high-quality, diverse students.
- Successfully complete a historic $500M campaign.

UVM’s key audiences include prospective students, prospective parents and families, alumni and donors, current students, current parents, guidance and college counselors, news media, government and policy makers, and peers. The main objective for prospective students is to improve their perceptions of the University to recruit high quality, diverse students. The following key performance indicators will help measure the work:

- Primary: volume and quality of website traffic, growth and engagement rate on social media accounts, hashtag use (and donor information, when applicable) tied to social
media campaigns, quantity and sentiment of news coverage, and magazine survey responses.

- Secondary: quality and diversity of applicants and new class, movement in rankings, and success of campaign.


Trustee O’Brien acknowledged Vice President Kostell and Director Waite for their great work and added that she found the report to be very exciting.

**Other Business**

Chair Sweaney reviewed the Committee’s workplan for the coming year. In follow up to earlier comments and suggestions from Committee members she and Provost Rosowsky agreed to further discuss the workplan over the summer.

**Adjournment**

There being no further business, the meeting adjourned at 2:53 p.m.

Respectfully submitted,

Donna Sweaney, Chair
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. 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. 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](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

Effective Date

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

_____________________________   ____________
Stacey Kostell              Date
Vice President for Enrollment Management

Approved:

_____________________________   ____________
E. Thomas Sullivan             Date
President

Approved:

_____________________________   ____________
David A. Daigle             Date
Chair of the Board of Trustees
Appendix B

Policy V. 2.19.4

Responsible Official: Vice Provost for Student Affairs

Effective Date: May 20, 2017

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;
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-EAPÔ (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  
[link](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  
[link](http://www.uvm.edu/policies/riskmgm/campussecurity.pdf)

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

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

Group and Organization Recognition Policy  
[link](http://www.uvm.edu/~uvmppg/ppg/general_html/grouprecognition.pdf)

Hazing Prevention and Education Resource [link forthcoming]

Minors; Reporting Abuse or Neglect of and Crimes Procedure  
[link](http://www.uvm.edu/policies/general_html/abuse_minors.pdf)

Sexual Harassment & Misconduct Policy  
[link](http://www.uvm.edu/policies/general_html/sexharass.pdf)

State of Vermont Hazing Law  
[link](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
EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES COMMITTEE

October 20, 2017

Resolution Approving Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall)

WHEREAS, the administration today reported on the strategic and operational need for the McAuley Hall Deferred Maintenance Project and the associated program scope;

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

Resolution Approving the Creation of a Minor in Law and Society in the College of Arts & Sciences

RESOLVED, that the Board of Trustees approves the creation of a Minor in Law and Society in the College of Arts & Sciences, as approved and advanced by the Provost on June 14, 2017 and the President on June 16, 2017.

Resolution Approving the Creation of a Minor in Emergency Medical Services in the College of Nursing & Health Sciences

RESOLVED, that the Board of Trustees approves the creation of a Minor in Emergency Medical Services in the College of Nursing & Health Sciences, as approved and advanced by the Provost on September 22, 2017 and the President on September 25, 2017.

Resolution Approving the Creation of a MS in Physical Activity and Wellness Science in the Graduate College

RESOLVED, that the Board of Trustees approves the creation of a MS in Physical Activity and Wellness Science in the Graduate College, as approved and advanced by the Provost on September 22, 2017 and the President on September 25, 2017.
Programmatic Review Phase

Strategic Goals

The correction of the deferred maintenance in McAuley Hall addresses the Strategic Action Plan goal of “Identifying necessary investments to ensure a bright future” through investments in facilities, infrastructure, and information technologies, necessary to advance the educational and research responsibilities and opportunities of the University.

Project Specifications

The overall objective of this project is to replace the exterior aluminum curtain wall system of McAuley Hall on the Trinity Campus. McAuley Hall was built in 1958. The existing structural systems consist of a combination of cast-in-place concrete spread footings and pile/cap foundations that support the steel column and concrete flat slab superstructure. The elevated slabs appear to have been constructed using the ‘lift slab’ method. At the typical window sills, the top of slate panels are supported by a continuous steel angle. The steel angle is supported by embedded steel straps welded to the back of the exterior tee fins. The new curtain wall framing system will require an alternate method of supporting the radiators and enclosures. At non-heater locations, the bottom of the slate panels and the corresponding window heads are supported by a continuous angle system secured to the spandrel face of the concrete slab.

The existing fenestration assemblies are proposed to be demolished and replaced in their entirety by thermally efficient stick-built glazed aluminum curtain walls with operable windows for both buildings. Although pre-glazed unitized curtain walls are available with the advantage of being preassembled in controlled conditions, the stick-built configuration allows installation from the exterior and provides dimensional and support flexibility in adapting to the differing existing conditions of each building. Moreover, stick-built framing can be preassembled into “ladders”, which are subsequently installed and field glazed to speed installation, if this proves practical. To summarize, the design intent is to mimic the existing spandrel panel color and texture, recreate the vertical mullion fins and maintain a similar configuration of window site lines and operability while meeting current energy and life safety codes.

Affirmation of Financial Viability

It is estimated that the renovation scope for McAuley Hall will cost $3.0 million, based on the current estimates. It is proposed to utilize existing unrestricted plant funds that currently exist in residential life. This project will be presented to the Budget, Finance, and Investment Committee at the October 20, 2017 meeting.
McAuley Hall
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, Johannah Donovan, Bernard Juskiewicz, Ron Lumbr, Ed Pagano, Soraiya Thura and Lisa Ventris, Faculty Representatives Andrew Barnaby and Timothy Higgins, Foundation Representative Richard Ader and Alumni Representative Myron Sopher, Staff Representatives Sonya Stern and Renee Berteau, Student Representatives Clark Deng and Reginah Mako, Graduate Student Representatives Michelle DiPinto and Joseph Campbell

Friday, October 20, 2017
10:30 a.m. – 12:00 p.m.
Silver Maple Ballroom, (401) Dudley H. Davis Center

Agenda

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td></td>
<td><em>10:30 a.m.</em></td>
</tr>
<tr>
<td>1. Approval of the May 19, 2017 Meeting Minutes</td>
<td>Attachment 1</td>
<td>Robert Brennan</td>
<td>10:30-10:35</td>
</tr>
<tr>
<td>2. Resolution Approving Summer Session Tuition</td>
<td>Attachment 2</td>
<td>Alberto Citarella</td>
<td>10:35-10:38</td>
</tr>
<tr>
<td>3. Resolution Modifying Graduate Variable Tuition</td>
<td>Attachment 2</td>
<td>Alberto Citarella</td>
<td>10:38-10:40</td>
</tr>
<tr>
<td>4. Resolution Approving Total Cost of Attendance for Global Gateway and Pre-Master’s Programs (Summer/Fall 2018 &amp; Spring 2019)</td>
<td>Attachment 2</td>
<td>Alberto Citarella</td>
<td>10:40-10:45</td>
</tr>
<tr>
<td>5. Resolution Approving Room and Meal Plan Rates for Fiscal Year 2019</td>
<td>Attachments 2 &amp; 3</td>
<td>Alberto Citarella</td>
<td>10:45-10:55</td>
</tr>
<tr>
<td>• Endowment Performance Update</td>
<td>Attachment 2</td>
<td></td>
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<tr>
<td>• Resolution Reaffirming the Endowment Budget Policy <em>(Action)</em></td>
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<tr>
<td>• Resolution Reaffirming Endowment Administration Fee Policy <em>(Action)</em></td>
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<tr>
<td>7. Vice President’s Report</td>
<td>Attachment 4</td>
<td>Richard Cate</td>
<td>11:05-11:20</td>
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<tr>
<td>• External Audit Update</td>
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<td>• Dual Enrollment Update</td>
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<td>• Annual Update on President’s Strategic Initiatives Fund</td>
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<tr>
<td>• Fiscal Year 2017 End of Year General Fund Budget to Actuals</td>
<td>Appendix A</td>
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</tbody>
</table>
**BUDGET, FINANCE & INVESTMENT COMMITTEE**

**AGENDA, Continued**

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.</td>
<td>Capital Projects <em>(action)</em></td>
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<tr>
<td></td>
<td>• Resolution Approving Residential Life Fiscal Year 2018 Deferred Maintenance Project (McAuley Hall)</td>
<td>Attachments 2 &amp; 5</td>
<td>Bob Vaughan Richard Cate 11:25-11:45</td>
</tr>
<tr>
<td>10.</td>
<td>Resolution Approving Contract with Educational Advisory Board – Student Success Collaborative</td>
<td>Attachment 2</td>
<td>Richard Cate 11:45-11:50</td>
</tr>
<tr>
<td>11.</td>
<td>Other Business**</td>
<td>Robert Brennan</td>
<td>11:50-12:00</td>
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<tr>
<td></td>
<td><strong>Motion to Adjourn</strong></td>
<td></td>
<td><strong>12:00 p.m.</strong></td>
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</tbody>
</table>

*Times are approximate.
**Executive Session as needed*
Budget, Finance and Investment Committee

Executive Summary
Friday, October 20, 2017

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

ACTION ITEMS

Approval of Previous Meeting Minutes
The minutes for the May 19, 2017 Committee meeting are included as Attachment 1.

Action: Motion to approve the minutes.

Resolution Approving Summer Session Tuition
The recommendation for Summer Session 2018 is to set tuition at $452 per credit hour for in-state students and $1,140 per credit hour for out-of-state students. As was the case in Summer Session 2017, these rates are 30% below the rates charged during the previous fall and spring semesters. Since Summer Session 2015, this practice and the increased emphasis from the Colleges and Schools on summer enrollment increased summer revenue by roughly $1 million. As a result, the administration is requesting for a continuation of the existing discount of 30% off of the previous academic year rate. Note the recommendation is that certain Graduate Programs, with prior approval of the Provost, are allowed to keep the same tuition rate as the prior Fall/Spring tuition rate. This would be a slight change from the previous summer resolutions and necessitates a slight edit to the Variable Graduate Tuition resolution.

Action: Resolution Approving Summer Session Tuition. Attachment 2

Resolution Modifying Graduate Variable Tuition
On October 18, 2014, the Board approved the establishment of variable tuition rates for graduate programs. The way that the resolution was written, the tuition rate for graduate programs would always need to follow the tuition for undergraduates. The administration is recommending that certain graduate programs, with the prior approval of the Provost, be able to maintain the same tuition rate (for both in-state and out-of-state students) in the Summer as it had in the previous Fall and Spring semesters.

Action: Resolution Modifying Graduate Variable Tuition. Attachment 2

Resolution Approving Total Cost of Attendance for Global Gateway and Pre-Master’s Programs (Summer/Fall 2018 & Spring 2019)
The administration is requesting approval of tuition rates for the Global Gateway and the Pre-Master’s Program for Summer and Fall 2018 and Spring 2019. Students who are recruited by Study Group are charged on a total cost of attendance basis, which includes out-of-state tuition,
room and board, and all other fees and costs associated with enrollment at the University, in a manner which is consistent with the terms and conditions set forth in the agreement between the University and Study Group.

**Action:** Resolution Approving Total Cost of Attendance for Global Gateway and Pre-Master’s Programs (Summer/Fall 2018 & Spring 2019). **Attachment 2**

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**Resolution Approving Room and Meal Plan Rates for FY 2019**

Last year, The College Board moved back the earliest date that students and parents could submit the Free Application for Federal Student Aid (FAFSA) and they changed the tax year of the financial year to be reported. For example, if a student was applying for aid for the FY 17 – 18 school year, the old requirements called for use of 2016 tax data and the FAFSA could not be submitted until January 1, 2017. Under the new requirements, the FAFSA was able to be submitted as of October 1, 2016 using 2015 tax data. Last year, many schools responded by offering financial aid packages to early applicants in the fall rather than waiting until spring. This gave them a competitive advantage. The Vice President for Enrollment Management wants to be able to do so as well, so she needs to be able to publish the maximum room and board rates prior to February, which is when the Board has traditionally been asked to approve them.

The University is submitting a proposal for increases to the predominate room and meal plan rates for FY 2019 as indicated below:

- The predominate residence hall traditional double room is proposed at a 3.75% increase over the current year’s rate based on new program additions/changes, facility renovations, and debt payment responsibilities.
- The predominate meal plan is proposed at a 3.5% increase over the current year’s rate based on our contract with Sodexo.

In addition to operating increases, facility renovations, and debt payments, this year’s room rate increase also reflects the University’s goal to increase first year retention. Residential Life has committed to the creation of residentially-based Learning Communities. We note that the Fall 2015 first-year cohort who lived in a Learning Community with a required course had a retention rate of 90.2%. This initiative represents a positive proactive approach to student and faculty engagement, with thoughtful integration of academics, the development of strong peer networks and beneficial programmatic experiences. The commitment to establishing Learning Communities requires a critical investment in staffing and program funds to support these communities.

<table>
<thead>
<tr>
<th>Room Rate Increases</th>
<th>FY '18</th>
<th>FY '19</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predominate Traditional Double</td>
<td>$7,900</td>
<td>$8,196</td>
<td>3.75%</td>
</tr>
<tr>
<td>Predominate Meal Plan</td>
<td>$4,122</td>
<td>$4,266</td>
<td>3.50%</td>
</tr>
</tbody>
</table>

**Action:** Resolution Approving Room and Meal Plan Rates for FY 2019. **Attachments 2 and 3**
Annual Approval of Endowment Budget Policy
On June 28, 2017, the Investment Subcommittee conducted its annual review of the Endowment Budget Policy. At their recommendation, the Committee is being asked to reaffirm the policy with no changes.

**Action:** Resolution Reaffirming the Endowment Budget Policy. **Attachment 2**

Approval of the Endowment Administration Fee Policy
On June 28, 2017, the Investment Subcommittee conducted its annual review of the Endowment Administration Fee Policy. At their recommendation, the Committee is being asked to reaffirm the policy with no changes.

**Action:** Resolution Reaffirming the Endowment Administration Fee Policy. **Attachment 2**

Approval of Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall)
The Committee is being asked to approve the Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall). The project concept and cost summary are included as **Attachment 5** of the meeting materials. This project will replace the exterior aluminum curtain wall system of McAuley Hall on the Trinity Campus. It is estimated that the renovation scope for McAuley Hall will cost $3.0 million, based on the current estimates. The proposal calls for the use of unrestricted plant funds that currently exist in residential life.

**Action:** Resolution Approving Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall). **Attachment 2**

Resolution Approving Contract with Educational Advisory Board – Student Success Collaborative
The Committee is being asked to approve a six-year contract with Educational Advisory Board - Student Success Collaborative for advising/retention software and services at a cost not to exceed $1.4 million. This tool that will enhance faculty advising; provide timely, multi-modal two-way communication capabilities with students; provide predictive analytics to identify students who may be a retention risk; and track communications with students and their interactions with different offices across campus to allow us to provide comprehensive and coordinated support.

**Action:** Resolution approving a contract with Educational Advisory Board - Student Success Collaborative. **Attachment 2**
DISCUSSION ITEMS

**Fundraising Update on Capital Projects** - UVM Foundation President and CEO Shane Jacobson will update the Committee on the progress in fundraising for capital projects and donor engagement. His report will include those projects connected to the *Move Mountains* campaign.

ROUTINE REPORTS

**Report of the Investment Subcommittee (ISC)** - ISC Chair Robert Brennan will brief the Committee on the activities of the Subcommittee at its previous monthly ISC meetings since the last full Board meeting. *Separate Enclosure*

**Vice President’s Report** - I will provide an update on the FY 2017 External Audit, Dual Enrollment, and the President’s Strategic Initiatives Fund as shown in *Attachment 4*. Budget Director Alberto Citarella will report on the FY 2017 End of Year General Fund Budget to Actuals, as shown in *Appendix A*. 
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 Friday, May 19, 2017 at 10:45 a.m., in the Silver Maple Ballroom, 401 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Don McCree, Vice Chair Robert Brennan, President Thomas Sullivan, David Aronoff, John Bartholomew, Johannah Donovan, Bernard Juskiewicz, Ron Lumbra, Ed Pagano, Soraiya Thura and Lisa Ventriss

REPRESENTATIVES PRESENT: Faculty Representatives Andrew Barnaby and Laura Gewissler, Foundation Representative Richard Ader*, Alumni Representative Myron Sopher, Staff Representatives Sonya Stern and Cheryl Herrick, Student Representatives Clark Deng and Reginah Mako, Graduate Student Representatives Nikisha Patal and Roger DaGama

PERSONS ALSO PARTICIPATING: Board Chair David Daigle**, Provost David Rosowsky***, Vice President for Finance and Treasurer Richard Cate, University Budget Director Alberto Citarella, University Controller Claire Burlingham, Vice President for Development and Campaign Director Mark Dorgan, Kaufman Hall Consultants Charles Kim and David Woodward

*participating by conference phone
**joined the meeting at 2:00 p.m.
***attended afternoon budget discussion portion of the meeting

Chair McCree called the meeting to order at 10:55 a.m. He started the meeting by welcoming the new Student Representatives, Clark Deng and Reginah Mako.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes of the April 10, 2017 meeting.

Report of the Investment Subcommittee (ISC)

ISC Chair Robert Brennan noted the ISC held its annual asset allocation meeting in Boston in February. At the meeting, the ISC reviewed the asset allocation targets and decided to leave them unchanged, as reflected in the table below.

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Target (%)</th>
<th>Allowable Range (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Equity</td>
<td>19.0</td>
<td>15-30</td>
</tr>
<tr>
<td>Global ex U.S. Equity</td>
<td>24.00</td>
<td>15-45</td>
</tr>
<tr>
<td>International Developed Equity</td>
<td>11.0</td>
<td>10-25</td>
</tr>
<tr>
<td>Emerging Markets Equity</td>
<td>13.0</td>
<td>5-20</td>
</tr>
<tr>
<td>Marketable Alternatives</td>
<td>21.0</td>
<td>15-25</td>
</tr>
<tr>
<td>Investment Category</td>
<td>Percentage</td>
<td>Range</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>------------</td>
<td>--------</td>
</tr>
<tr>
<td>Real Assets (Inflation Hedging)</td>
<td>13.0</td>
<td>10-25</td>
</tr>
<tr>
<td>Private Equity / Venture Capital</td>
<td>13.0</td>
<td>5-20</td>
</tr>
<tr>
<td><strong>Subtotal Equity</strong></td>
<td><strong>90.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Referring to the Cambridge Associates Performance Update (separate distribution) he noted that as of March 31, 2017 the endowment balance was $469 million.

**Review of Projected Outcomes from Strategic Financial Planning Model**

Chair McCree started the discussion by reminding Committee members that the consultants from Kaufman Hall, Charles Kim and David Woodward, reported to the Committee in February of this year.

Vice President Richard Cate welcomed the Kaufman Hall consultants and explained that creating a strategic financial planning model was a project his team started a year ago. Through the combined efforts of the Kaufman Hall team and that of the University, a planning model was developed to assess the University’s likely financial condition given numerous operating assumptions and strategic assumptions.

Vice President Cate then walked Committee members through the base case assumptions in regards to operating revenue, operating expense, and capital that went into creating the planning model.

Kaufman Hall Consultant Charles Kim next explained the proposed financial targets, noting a sound financial plan will identify adequate sources of cash and assess financial risk. Vice President Cate and the finance team developed proposed targets across the University’s three main categories of financial health: operating performance, liquidity, and debt. In general, the targets are set near or better than the FY 2015 medians for Moody’s Aa3 institutions and the University’s public peers, though below the University’s private peers.

When asked if the risk factor associated with each ratio is balanced or if some are more critical than others, Vice President Cate noted that the ratios are not all equal. He explained that the capacity of the planning model allows the Committee to see what different initiatives and activities do to the different ratios.

Mr. Kim explained that three scenarios were compared to the base case projection: deferred maintenance, the Multipurpose Center project, and a combination of scenario one and two to see how UVM would look financially if it took on both initiatives.

The impact of the base case and each scenario in regards to the operating margin is projected to be stable but remain below the 2.5% target. Given conservative assumptions for operating expense, diversifying and increasing revenue is a leading option to increase the margins to the target.

Vice President Cate reminded Committee members that in regards to the Multipurpose Center project, the assumptions are just that, as the actual numbers for this initiative are unknown at this
point. The scenario assumes the debt that would be issued for the Multipurpose Center project would be repaid by means of a Multipurpose Center fee rather than from the General Fund.

In regards to the annual debt service and operating expense, all scenarios result in a ratio within the 5.75% target to FY 2023 and 5% thereafter.

Overall, Mr. Kim emphasized the base case projection suggests the University is financially stable and will retain its Aa3 credit rating.

David Woodward then explained that a sensitivity analysis measures the impact of incremental changes to assumptions, thereby identifying both risks and funding opportunities. He noted the following:

- Zero growth in the state appropriation would cause operating cash to decline significantly below the base case
- Adding 100 undergraduates a year would significantly improve operating performance and liquidity
- A 1.0% annual increase in faculty and staff FTE would cause a significant decline in operating performance and liquidity
- An addition of $50 million in debt in FY 2020 is projected to result in a debt service ratio of 4.46% in FY 2026

Chair McCree noted that the University’s target ratios track closely with Moody’s target ratios. Vice President Cate added that Moody has not set these ratios; they are Moody’s medians and they will point out deviations if they see them. He noted he met with the rating agencies last week and had very positive conversations with them.

Chair McCree recessed the meeting at 11:47 a.m.

Chair McCree reconvened the meeting at 2:05 p.m.

**Vice President’s Report/Third-Quarter General Fund Budget to Actuals**

Vice President Cate provided a brief update on the capital project pre-funding account, noting that after the approved transfer to Ifshin Hall on April 10, 2017, the balance of the account is $0.00.

He also provided an update on the net tuition stabilization fund, noting that as of March 31, 2017, no funds have been spent and the balance remains at $4.5 million.

Vice President Cate then directed Committee members to the Capital Projects Sources and Uses of Funds spreadsheet attached to his report. This spreadsheet was created to provide transparency regarding the variety of funding mechanisms the University uses for different activities. He emphasized that all of the projects on this spreadsheet are fully funded.

Vice Chair Brennan recommended changing the font color on the spreadsheet when a source of funds is due to be repaid in order to have the number stand out.
University Budget Director Alberto Citarella briefed the Committee on the FY 2017 budget to actuals report as of March 31, 2017, distributed at the meeting, noting that the budget is on track. The University is at 95% of its revenue, as most of the tuition dollars are in and has spent 75% of its expense budget. It is expected the University will end the year with a margin of $10 million, much of which is subject to reappropriation.

**Fundraising Update on Capital Projects**

Vice President for Development and Campaign Director Mark Dorgan Mark Dorgan updated the Committee on fundraising progress on capital projects, including the STEM Complex and Kalkin Hall Expansion.

Director Dorgan explained that the STEM Complex will be funded by a mix of private gifts and non-debt funding. As of April 30, 2017, the Foundation commitments and receipts total $10.02 million for this project. The remaining non-debt goal is $15.97 million. The donor pipeline remains robust, and the Foundation remains confident that a high percent of the non-debt goal will be achieved through donor funding.

In regards to the Kalkin Hall, of the $11.0 million non-debt goal and total project cost, $7.7 million has been committed as of April 30, 2017.

**Bond Issuance**

Vice President Cate reminded Committee members that at its March 2017 meeting, the full Board authorized him, 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.

Vice President Cate noted the key elements of the resolution are as follows:

- Par Value of Refunded Bonds - $65 million
- Total interest cost capped at 5% (actual cost estimated to be much lower)
- 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
- The 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
The estimated present value savings is somewhat higher than the $6 million 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.

Chair McCree then presented the Resolution Authorizing Bond Issuance for approval. (See appendix A at the end of the minutes).

A motion was made, seconded, and the resolution was unanimously approved as presented.

**FY 2018 Budget Discussion**

Provost David Rosowsky opened the conversation by stating this year is the lowest tuition increase in years at 2.5 and 2.7% respectively for in and out-of-state students. He noted that this year’s selectivity is down to 67% and the yield is up nearly 2.0%. He emphasized the University has seen increased academic quality, diversity, and the number of Vermonters, including low-income Vermonters this year.

Vice President Cate explained that there were no significant changes to the FY 2018 budget premise presented at the April Committee planning meeting.

University Budget Director Citarella noted the general fund budget has increased to $363.7 million and undergraduate net tuition is increasing by $9 million.

Regarding General Fund Expense, Budget Director Citarella noted:

- The Wages and Benefits budget is projected to increase by 4.1% driven primarily by an increase in the cost of insurance and wages and salary
- New Facilities is projected to increase by $1.4 million, driven primarily for the addition of the STEM Complex, Alumni House, Chiller Plant and Taft School

Overall, the University is projected to have a balanced budget with an increase in revenue and expense of $15 million.

Since the inception of Incentive-based Budgeting (IBB), Vice President Cate explained there has been an increase in the creation of new programming, which enhances the academic experience as well as increases revenue. There are also incentives to grow enrollment in existing programs, which is occurring especially in business and engineering programs.

Budget Director Citarella added that in the last four years, the quality of discussions around the budget and strategic decisions has increased dramatically as more people are involved in thinking about it.

Board Chair David Daigle emphasized that student selectivity is incredibly important and does not hurt prospective Vermont students. President Thomas Sullivan added that by lowering the University’s admittance rate, the number of student applicants has increased.
Chair McCree then presented the following resolutions for approval:

**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>Cost (per year)</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

A motion was made, seconded, and the six resolutions were unanimously approved as presented.

**Review of Work Plan**

Chair McCree reminded Committee members that once a year, the Committee reviews the work plan. He added that annual reports, policy reviews, new projects, etc. are reflected in the work plan with the goal of transparency and accountability.

**Adjournment**

There being no further business, the meeting adjourned at 2:57 p.m.

Respectfully Submitted,
Don McCree, Chair
Appendix A

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.
BUDGET, FINANCE AND INVESTMENT COMMITTEE

October 20, 2017

Resolution Approving Summer Session Tuition

RESOLVED, that the Board of Trustees hereby approves the tuition rate for Summer Session of $452 per credit hour for in-state students and $1,140 per credit hour for out-of-state students except that, with prior approval from the Provost, Graduate programs may maintain summer tuition rates for in-state and out-of-state students equal to the prior Fall and Spring tuition rates for their program. The changes will become effective for the 2018 Summer Session.

Resolution Modifying Graduate Variable Tuition

WHEREAS, the Board of Trustees previously approved the establishment of variable tuition rates for graduate programs, to be competitive (on price) with other universities and to enable growth in selective graduate programs at UVM; and

WHEREAS, the rate setting mechanism established the following:

- Graduate tuition for Vermont residents (in-state) will be equal to that for Vermont resident undergraduates
- Non-resident (out-of-state) graduate tuition rates will be no less than undergraduate tuition rates for Vermont residents and no greater than those for non-resident undergraduates and will be determined by the Provost, based on student demand and the national market for similar program;

BE RESOLVED, that with prior approval from the Provost, graduate programs may maintain summer tuition rates for in-state and out-of-state students equal to the prior Fall and Spring tuition rates for their program.

This resolution supersedes the resolution approved by the Board of Trustees on October 18, 2014.

Resolution Approving Total Cost of Attendance Fees for Global Gateway and Pre-Master’s Programs

WHEREAS, the University, after a request-for-proposal process, entered into an agreement with Study Group to provide services to UVM in support of the University’s Global Gateway Program; and

WHEREAS, in January 2016, the Board approved amendments to the agreement with Study Group, which included additions to the Study Group Agreement to create a Pre-Master’s Global Gateway Program;

THEREFORE, BE IT RESOLVED, that for the 2018 Summer Semester, the tuition component of the total cost-of-attendance fee charged to Global Gateway Program students and Pre-Master’s Program student will be set at the same tuition rate as the prior Spring semester; and
BE IT FURTHER RESOLVED, that for those Global Gateway students whose program includes a semester of non-credit coursework, that the tuition component of their total cost-of-attendance fee for that semester shall be set at $7,000 per semester for Fall 2018 and Spring 2019.

**Resolution Approving Room and Meal Plan Rates, Fiscal Year 2019**

RESOLVED, that the Board of Trustees hereby approves room and meal plan rates for Fiscal Year 2019 as follows:

<table>
<thead>
<tr>
<th>Per Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Single with Bath</td>
<td>$10,240</td>
</tr>
<tr>
<td>Private Double with Bath</td>
<td>$9,098</td>
</tr>
<tr>
<td>Private Triple with Bath</td>
<td>$7,542</td>
</tr>
<tr>
<td>Suite Single with Shared Bath</td>
<td>$9,826</td>
</tr>
<tr>
<td>Suite Double with Shared Bath</td>
<td>$8,580</td>
</tr>
<tr>
<td>Suite Triple with Bath</td>
<td>$7,174</td>
</tr>
<tr>
<td>Traditional Single</td>
<td>$9,446</td>
</tr>
<tr>
<td>Traditional Double</td>
<td>$8,196</td>
</tr>
<tr>
<td>Traditional Triple</td>
<td>$6,490</td>
</tr>
<tr>
<td>Traditional Quad</td>
<td>$5,494</td>
</tr>
<tr>
<td>Retail Dining</td>
<td>$4,266</td>
</tr>
<tr>
<td>Residential Unlimited Access (+100 Points)</td>
<td>$4,266</td>
</tr>
<tr>
<td>Residential Unlimited Access (+300 Points)</td>
<td>$4,766</td>
</tr>
</tbody>
</table>

(AS RECOMMENDED BY INVESTMENT SUBCOMMITTEE, JUNE 28, 2017)

**Resolution Reaffirming the Endowment Budget Policy**

RESOLVED, that the Endowment Budget Policy is reaffirmed as reads below:

BE IT RESOLVED, that the annual budget for spending from Endowment be set at 4.5 percent of the average market value for the previous thirteen quarters ending December 31 of the prior calendar year; and

BE IT FINALLY RESOLVED, that the Investment Subcommittee will review and make recommendation to the Budget, Finance and Investment Committee regarding the reaffirmation or revision of the Endowment Budget Policy each year no later than December 31.

*Adopted by: Board of Trustees - May 13, 1995*
*Reaffirmed: Board of Trustees - September 8, 2007*
*Board of Trustees - September 5, 2008*
*Board of Trustees - October 24, 2009*
*Board of Trustees - October 30, 2010*
*Board of Trustees - October 22, 2011*
*Board of Trustees - November 8, 2012*
Resolution Reaffirming Endowment Administration Fee Policy

RESOLVED, that the Endowment Administration Fee Policy is reaffirmed as reads below:

BE IT RESOLVED, that the Board of Trustees hereby approves a 0.25 percent fee applied to the University endowment for FY 2018 to cover reasonable costs associated with endowment administration, management and operation; and

BE IT FURTHER RESOLVED, that on a fiscal year basis, the fee will be reviewed and assessed annually as 0.25 percent of the average market value of the University endowment for the previous thirteen quarters ending December 31 of the prior calendar year; and

BE IT FINALLY RESOLVED, that the Investment Subcommittee will review and make a recommendation to the Budget, Finance and Investment Committee regarding the reaffirmation or revision of the Endowment Administration Fee Policy each year no later than December 31.

Adopted by: Board of Trustees - September 13, 2003
Reaffirmed: Board of Trustees - September 8, 2007
Board of Trustees - September 5, 2008
Amended: Board of Trustees - October 24, 2009
Reaffirmed: Board of Trustees - October 30, 2010
Board of Trustees - October 22, 2011
Board of Trustees - November 8, 2012
Board of Trustees - October 26, 2013
Board of Trustees - October 18, 2014
Board of Trustees - October 3, 2015
Board of Trustees - October 22, 2016
Board of Trustees -

Resolution Approving Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall)

WHEREAS, the administration today reported on the estimated cost for the McAuley Hall Deferred Maintenance Project and presented a funding plan,

THEN, BE IT RESOLVED, that the Committee hereby recommends to the Board that it authorize the $3,000,000 project expenditures, to be expended in a manner consistent with the report made on this date; and
BE IT FURTHER RESOLVED, that the $3,000,000 of funds for such expenditures be drawn from the unrestricted plant funds from Residential Life.

Resolution Approving Contract with Educational Advisory Board – Student Success Collaborative

RESOLVED, that the Vice President for Finance and Treasurer, or his successor or designee, is hereby authorized to execute a contract with Educational Advisory Board – Student Success Collaborative, for advising and retention software and services for the University of Vermont, beginning on or about November 1, 2017 through June 30, 2023, in the amount not to exceed $1,400,000.
Comparator On-Campus Room & Board
2016-2017 Academic Year

Source: IPEDS
Gross Tuition, Fees, Room & Board
2016-2017 Academic Year

Source: IPEDS
Note: Data above does not include the impact of Financial Aid.
University Controller Claire Burlingham, University Budget Director Alberto Citarella, and I will report to the BFI Committee the following:

- External Audit Update
- Dual Enrollment Update
- Annual Update on President’s Strategic Initiatives Fund
- FY 2017 End of Year General Fund Budget to Actuals

**External Audit Update**
Controller Claire Burlingham will provide a brief update of the status of the FY 2017 external audit.

**FY 2017 End of Year General Fund Budget to Actuals**
Budget Director Citarella will report on the end of year results of the FY 2017 budget, which were positive and along the lines of what we had projected in our last report to the Committee. See Appendix A

**Dual Enrollment Update**
The Administration is required to report annually on the number of high school students that were enrolled in UVM classes this past year. In FY 2017, 450 high school students took classes at UVM through the Dual Enrollment Voucher program, mostly during Summer 2017. This compares to 405 and 358 Dual Enrollment students in FY 2016 and FY 2015 respectively. In FY 2017, there were another 116 students who took classes at UVM outside of the Dual Enrollment Voucher program. This compares to 83 and 96 high school students in FY 2016 and FY 2015 respectively.
**Annual Update on President’s Strategic Initiatives Fund**

Updates on the President's Strategic Initiatives Fund as of June 30, 2017:

**President's Strategic Initiative Fund:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance as of July 1, 2016</td>
<td>$4,577,537</td>
</tr>
<tr>
<td>Inflows:</td>
<td></td>
</tr>
<tr>
<td>Portion of proceeds from the sale of County Apartments</td>
<td>$545,310</td>
</tr>
<tr>
<td>(Remaining $9.0 million helped fund capital projects)</td>
<td></td>
</tr>
<tr>
<td>UVM Rescue Year 1 Repayment</td>
<td>$70,000</td>
</tr>
<tr>
<td>Outflows:</td>
<td></td>
</tr>
<tr>
<td>Transfer to UVM Rescue</td>
<td>($300,000)</td>
</tr>
<tr>
<td>Encumbrances:</td>
<td></td>
</tr>
<tr>
<td>STEM Complex</td>
<td>($543,310)</td>
</tr>
<tr>
<td>Billings Library Project</td>
<td>($4,300,000)</td>
</tr>
<tr>
<td>Fund Reserve Balance June 30, 2017</td>
<td>$49,537</td>
</tr>
</tbody>
</table>
Operational results for the year were positive to the tune of $2.7 million. Final results for FY 2017 show greater revenue ($11.5 million) and lower expenses ($13.3 million) than budget. In addition to these revenues and expenses, there was another $21.9 million of reappropriations and year-end adjustments. Of this total, $17.6 million will be reappropriated for multi-year use by academic and administrative units against strategic priorities to be reviewed and authorized annually by the Provost in future years. The other $4.3 million will be earmarked for development of contingency funds, deferred maintenance/capital projects and subsidization of the Global Gateway program. The remaining $2.7 million will become part of the University’s unrestricted net assets.

The report below summarizes revenue and expenses for the general fund of the University through the fiscal year. The budget for FY 2017 recognizes the authority for the current year as approved by the Board of Trustees last May. Revenue is reflected in the major categories linked to the source of revenue. Expenses are categorized by the organizational units where the management of expenses occurs. Actual results are those recorded in the University financial records as of June 30, 2017.

**Notes and Explanations:**

**Revenue**

Overall, General Fund revenue came in $11.5 million better than budget. Major components of this included:

1. Undergraduate net revenue came in above budget by $6.4 million due to tuition revenue being $8.4 million above budget and financial aid expense being $2.2 million above budget. This increase was driven primarily by an increase in the number of out-of-state students versus budget.
2. In aggregate, graduate tuition results were above budget by $1.5 million driven by significant growth in professional degrees. This total was split between summer and fall/spring semesters, with summer being $1.1 million better than budget and the fall/spring semesters coming in $400,000 better than budget. Overall, graduate tuition has seen substantial growth since FY 2015 growing by over 40% in that timeframe.
3. Summer net tuition revenue was above budget by $545,000 for the fiscal year.
4. State appropriation revenue was at budget.
5. Facilities and Administrative cost reimbursement revenue, specifically sponsored research activity, is recorded as it is generated. F&A came in at $694,000 above budget due largely to better than budgeted results within the College of Medicine.
6. Internal Activities cost recovery (CDE, Residential Life, Book Store, etc.) was above budget by $1 million due to an increase across many activities.
7. Operating Investment Income, Unrestricted Annual Giving and Unrestricted Endowment combined were better than budget by $842,000.
8. Other Income includes a series of fees and revenues (application fees, season and other athletic ticket income) that occur on an annual basis as well as funds flowing into the general fund from other funds. These revenue items came in above budget by $1.5 million, $400,000 of which was attributable to Athletics.

**Expenses and Reappropriations**

Overall, General Fund expenses with in the current year were $13.3 million below budget. Major components of this included:

1. Most units had only positive variations from budget.
2. There are a host of colleges that have overspent their expense budgets because, through IBB, they are managing additional revenue which has allowed them to incur expenses in excess of budget. Some units that overspent as compared to their budgets include Athletics, the VP of Legal Affairs, the College of Arts and Sciences and the Rubenstein School.
   a. A portion of the expense overage in Athletics was offset by $400,000 in revenue results being better than budget. The remaining deficit will need to be paid back by the Athletic Department over the subsequent years.
   b. A portion of the expense overage in the College of Arts and Sciences was offset by $2.4 million in revenue results being better than budget, primarily from undergraduate net tuition. The remaining $1 million deficit will impact the reserves available to the College for future year strategic investments.
   c. The VP of Legal Affairs was over budget due to a series of unforeseen cases that cost more than anticipated.
   d. The Rubenstein Schools expenditure overage of $81,000 was offset by revenue being better than budget by over $800,000 primarily within undergraduate net tuition.
3. General University expense includes Debt Service, central funds held for contractual commitments, a central contingency fund and benefit costs.
4. In addition to current year expenditures, units re-appropriated roughly $17.6 million for future year strategic investments. Most of this re-appropriation was within the Colleges/Schools/Extension, which ended up re-appropriating a net $16.0 million.
Administrative units reappropriated roughly $1.6 million. Another $4.3 million was earmarked for development of contingency funds, deferred maintenance/capital projects and subsidization of the Global Gateway program.

*In some cases, units have generated “Other Income” against which they spend. In most cases, units do not budget for these expenses as they are “pass-through” and marginal in nature (i.e. the revenue received covers the associated expenses). Both the “Other Income” above budget, and the associated expenses have been excluded from presentation to ensure a consistent view in comparison with the Board of Trustees approved budget.
### FY 2017 - Budget to Actuals Report as of June 30, 2017

**General Fund**

#### Revenue $000s

<table>
<thead>
<tr>
<th>Revenue $000s</th>
<th>FY 2017 BOT Approved Budget</th>
<th>Actuals through 6/30/2017</th>
<th>Variance</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergrad S/S Tuition</td>
<td>40,533</td>
<td>40,762</td>
<td>229</td>
<td>101%</td>
</tr>
<tr>
<td>Undergrad O/S Tuition</td>
<td>264,846</td>
<td>272,850</td>
<td>8,004</td>
<td>103%</td>
</tr>
<tr>
<td>Other Undergraduate Tuition</td>
<td>979</td>
<td>1,334</td>
<td>355</td>
<td>136%</td>
</tr>
<tr>
<td>Less: Student Aid</td>
<td>(106,359)</td>
<td>(108,544)</td>
<td>(2,185)</td>
<td>102%</td>
</tr>
<tr>
<td><strong>Net Undergraduate Tuition</strong></td>
<td>199,999</td>
<td>206,401</td>
<td>6,403</td>
<td>103%</td>
</tr>
<tr>
<td>Graduate S/S Tuition</td>
<td>7,642</td>
<td>7,102</td>
<td>(540)</td>
<td>93%</td>
</tr>
<tr>
<td>Graduate O/S Tuition</td>
<td>23,176</td>
<td>18,341</td>
<td>(4,835)</td>
<td>79%</td>
</tr>
<tr>
<td>Less: Student Aid</td>
<td>(17,311)</td>
<td>(11,474)</td>
<td>5,836</td>
<td>66%</td>
</tr>
<tr>
<td><strong>Net Graduate Tuition</strong></td>
<td>13,507</td>
<td>13,969</td>
<td>462</td>
<td>108%</td>
</tr>
<tr>
<td>Day Non-Degree S/S Tuition</td>
<td>4,559</td>
<td>3,413</td>
<td>(1,146)</td>
<td>75%</td>
</tr>
<tr>
<td>Day Non-Degree O/S Tuition</td>
<td>3,440</td>
<td>3,315</td>
<td>(125)</td>
<td>96%</td>
</tr>
<tr>
<td>Less: Student Aid</td>
<td>(588)</td>
<td>(424)</td>
<td>165</td>
<td>72%</td>
</tr>
<tr>
<td><strong>Net Non-Degree Tuition</strong></td>
<td>7,411</td>
<td>6,305</td>
<td>(1,106)</td>
<td>85%</td>
</tr>
<tr>
<td>Graduate Summer S/S Tuition</td>
<td>497</td>
<td>869</td>
<td>372</td>
<td>175%</td>
</tr>
<tr>
<td>Graduate Summer O/S Tuition</td>
<td>1,010</td>
<td>1,759</td>
<td>750</td>
<td>174%</td>
</tr>
<tr>
<td><strong>Net Graduate Summer Tuition</strong></td>
<td>1,507</td>
<td>2,628</td>
<td>1,121</td>
<td>173%</td>
</tr>
<tr>
<td>Undergrad &amp; Non-Degree S/S Tuition</td>
<td>4,452</td>
<td>2,552</td>
<td>(1,899)</td>
<td>57%</td>
</tr>
<tr>
<td>Undergrad &amp; NonDegree Summer O/S</td>
<td>5,739</td>
<td>8,152</td>
<td>2,423</td>
<td>142%</td>
</tr>
<tr>
<td>Less: Student Aid</td>
<td>(55)</td>
<td>(33)</td>
<td>22</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Net Undergrad &amp; Non-Degree Summer Tuition</strong></td>
<td>10,136</td>
<td>10,681</td>
<td>545</td>
<td>105%</td>
</tr>
<tr>
<td>Medical Tuition/Access Fees</td>
<td>23,991</td>
<td>23,929</td>
<td>(62)</td>
<td>100%</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>4,250</td>
<td>4,250</td>
<td>0</td>
<td>100%</td>
</tr>
<tr>
<td>Sponsored Facil &amp; Admin Cost Reimbursement</td>
<td>24,915</td>
<td>25,609</td>
<td>694</td>
<td>103%</td>
</tr>
<tr>
<td>Internal Activities Cost Recovery</td>
<td>6,447</td>
<td>7,516</td>
<td>1,068</td>
<td>117%</td>
</tr>
<tr>
<td>Operating Investment Income</td>
<td>1,900</td>
<td>2,426</td>
<td>526</td>
<td>128%</td>
</tr>
<tr>
<td>Unrestricted Annual Giving</td>
<td>1,000</td>
<td>992</td>
<td>(8)</td>
<td>99%</td>
</tr>
<tr>
<td>Unrestricted Endowment</td>
<td>2,345</td>
<td>2,669</td>
<td>324</td>
<td>114%</td>
</tr>
<tr>
<td>Other Income</td>
<td>12,849</td>
<td>14,383</td>
<td>1,515</td>
<td>112%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>348,516</strong></td>
<td><strong>359,997</strong></td>
<td><strong>11,481</strong></td>
<td><strong>103%</strong></td>
</tr>
</tbody>
</table>

#### Expense $000s

<table>
<thead>
<tr>
<th>Expense $000s</th>
<th>FY 2017 BOT Approved Budget</th>
<th>Actuals through 6/30/2017</th>
<th>Variance</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coll of Agriculture &amp; Life Sciences</td>
<td>14,338</td>
<td>13,933</td>
<td>405</td>
<td>97%</td>
</tr>
<tr>
<td>Coll of Arts &amp; Sciences</td>
<td>50,515</td>
<td>54,010</td>
<td>(3,495)</td>
<td>106%</td>
</tr>
<tr>
<td>Coll of Education &amp; Social Services</td>
<td>10,855</td>
<td>10,907</td>
<td>(52)</td>
<td>100%</td>
</tr>
<tr>
<td>Coll of Engineering &amp; Mathematical Sciences</td>
<td>18,616</td>
<td>14,833</td>
<td>3,782</td>
<td>80%</td>
</tr>
<tr>
<td>Coll of Nursing &amp; Health Sciences</td>
<td>11,795</td>
<td>11,208</td>
<td>587</td>
<td>95%</td>
</tr>
<tr>
<td>Extension System</td>
<td>4,828</td>
<td>4,729</td>
<td>99</td>
<td>98%</td>
</tr>
<tr>
<td>Grossman School of Business</td>
<td>9,137</td>
<td>9,104</td>
<td>33</td>
<td>100%</td>
</tr>
<tr>
<td>Larson Coll of Medicine</td>
<td>40,626</td>
<td>35,434</td>
<td>5,193</td>
<td>87%</td>
</tr>
<tr>
<td>Rubenstein Sch of Env &amp; Nat Resources</td>
<td>7,496</td>
<td>7,577</td>
<td>(81)</td>
<td>101%</td>
</tr>
<tr>
<td>Athletics</td>
<td>9,656</td>
<td>10,562</td>
<td>(906)</td>
<td>109%</td>
</tr>
<tr>
<td>Continuing &amp; Distance Education</td>
<td>6,268</td>
<td>5,888</td>
<td>381</td>
<td>93%</td>
</tr>
<tr>
<td>Graduate College</td>
<td>2,469</td>
<td>2,039</td>
<td>430</td>
<td>83%</td>
</tr>
<tr>
<td>Honors College</td>
<td>1,029</td>
<td>846</td>
<td>183</td>
<td>82%</td>
</tr>
<tr>
<td>Libraries &amp; Learning Resources, Chief Info Officer</td>
<td>26,843</td>
<td>26,809</td>
<td>34</td>
<td>99%</td>
</tr>
<tr>
<td>President</td>
<td>5,196</td>
<td>5,192</td>
<td>4</td>
<td>93%</td>
</tr>
<tr>
<td>Provost &amp; Senior Vice President</td>
<td>11,041</td>
<td>10,711</td>
<td>329</td>
<td>97%</td>
</tr>
<tr>
<td>UVM Foundation</td>
<td>8,325</td>
<td>8,325</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td>Vice Prov Student Affairs</td>
<td>5,992</td>
<td>5,589</td>
<td>403</td>
<td>93%</td>
</tr>
<tr>
<td>VP Enrollment Management</td>
<td>11,367</td>
<td>11,250</td>
<td>117</td>
<td>99%</td>
</tr>
<tr>
<td>VP Finance</td>
<td>6,121</td>
<td>5,838</td>
<td>282</td>
<td>94%</td>
</tr>
<tr>
<td>VP HR, Diversity &amp; Multicultural Affairs</td>
<td>5,324</td>
<td>5,040</td>
<td>284</td>
<td>94%</td>
</tr>
<tr>
<td>VP Legal Affairs &amp; General Counsel</td>
<td>1,631</td>
<td>1,769</td>
<td>(138)</td>
<td>108%</td>
</tr>
<tr>
<td>VP Research</td>
<td>7,748</td>
<td>7,731</td>
<td>17</td>
<td>100%</td>
</tr>
<tr>
<td>VP University Relations &amp; Admin</td>
<td>38,778</td>
<td>37,223</td>
<td>1,556</td>
<td>96%</td>
</tr>
<tr>
<td>General University</td>
<td>32,523</td>
<td>28,676</td>
<td>3,847</td>
<td>88%</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>348,516</strong></td>
<td><strong>335,222</strong></td>
<td><strong>13,294</strong></td>
<td><strong>96%</strong></td>
</tr>
<tr>
<td>Less: FY17 Reappropriation &amp; Adjustments</td>
<td>-</td>
<td>21,997</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Results</strong></td>
<td>-</td>
<td>2,778</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I attest to the accuracy of this data:  
Richard H. Cate, VP of Finance  
Date: 10/2/17
Financial Feasibility Review Phase

Project History and EPIR Review

This project is being presented to the Educational Policy and Institutional Resources (EPIR) Committee on October 20, 2017 and will be directly forwarded to the Budget, Finance, and Investment Committee for the financial feasibility review. These renovations to McAuley Hall are being requested for approval at this time.

Project Concept

The overall objective of this project is to replace the exterior aluminum curtain wall system of McAuley Hall on the Trinity Campus. McAuley Hall was built in 1958. The existing structural systems consist of a combination of cast-in-place concrete spread footings and pile/cap foundations that support the steel column and concrete flat slab superstructure. The elevated slabs appear to have been constructed using the ‘lift slab’ method. At the typical window sills, the top of slate panels are supported by a continuous steel angle. The steel angle is supported by embedded steel straps welded to the back of the exterior tee fins. The new curtain wall framing system will require an alternate method of supporting the radiators and enclosures. At non-heater locations, the bottom of the slate panels and the corresponding window heads are supported by a continuous angle system secured to the spandrel face of the concrete slab.

The existing fenestration assemblies are proposed to be demolished and replaced in their entirety by thermally efficient stick-built glazed aluminum curtain walls with operable windows for both buildings. Although pre-glazed unitized curtain walls are available with the advantage of being preassembled in controlled conditions, the stick-built configuration allows installation from the exterior and provides dimensional and support flexibility in adapting to the differing existing conditions of each building. Moreover, stick-built framing can be preassembled into “ladders”, which are subsequently installed and field glazed to speed installation, if this proves practical. To summarize, the design intent is to mimic the existing spandrel panel color and texture, recreate the vertical mullion fins and maintain a similar configuration of window site lines and operability while meeting current energy and life safety codes.

Project Financing

It is estimated that the renovation scope for McAuley Hall will cost $3.0 million, based on the current estimates. It is proposed to utilize existing unrestricted plant funds that currently exist in residential life.
Exterior view of the Northwest building corners of McAuley Hall. Note the vertical deflection (or sag) observed at this location.

Enlarged view of the typical casement style steel windows and slate spandrel panels. In this view, the panels are exhibiting cracking.
## Project Cost Summary

**Project Title:** McAuley Hall Deferred Maintenance  
**Date:** October 20, 2017

<table>
<thead>
<tr>
<th>Building and Site Construction</th>
<th>Cost</th>
<th>Benchmarking Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Requirements</td>
<td>$222,000</td>
<td></td>
</tr>
</tbody>
</table>
  General Conditions |  
  Bonds/Insurance | Gross Square Feet (GSF) | 44,986 |
| Building Structural/Architectural | $1,431,200 | Const. Cost/GSF |
  Selective Demolition |  
  Metal Fabrications |  
  Rough Carpentry |  
  Painting |  
  Insulation |  
  EPDM Roofing |  
  Flashing and Sheetmetal |  
  Glazed Aluminum Curtainwall |  
  Window Accessories |  
  Acoustic Panel Ceilings | Comparable Projects: The University of Vermont |
| Electrical/Mechanical | $192,000 |  
  Secure fin-tube radiators |  
  Electrical connections | Williams Hall Roof (2002)  
  56,187 GSF  
  $25 |
| Construction Contingency | $184,500 | Project Cost/GSF |
| Construction Cost Subtotal | $2,029,700 | Lattie Coor House (2006)  
  12,900 GSF  
  $232 |
| Professional Fees | $350,000 |  
  Architectural and Engineering Fees |  
  Commissioning Fees |  |
| Other Project Costs | $510,000 |  
  Permitting |  
  Hazardous Material Abatement |  
  Administrative costs |  |
| Soft Cost Contingency | $86,000 |  |
| Soft Cost Subtotal | $946,000 |  |
| Total Project Cost | $2,975,700 |  |
| Total Project Cost (Rounded) | $3,000,000 |  |
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

Saturday, October 21, 2017
7:30 a.m. – 8:30 a.m.
Chittenden Bank Room (413)
Dudley H. Davis Center

AGENDA

<table>
<thead>
<tr>
<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td></td>
<td><em>7:30 a.m.</em></td>
</tr>
<tr>
<td>1. Approval of May 19, 2017 Meeting Minutes</td>
<td>Attachment 1</td>
<td>Tristan Toleno</td>
<td>7:30-7:35</td>
</tr>
<tr>
<td>2. Strategy for 2018 Legislative Session</td>
<td></td>
<td>Tom Sullivan Wendy Koenig</td>
<td>7:35-8:05</td>
</tr>
<tr>
<td>3. Real Food Challenge</td>
<td></td>
<td>Melissa Zelazny Betsy McGavisk</td>
<td>8:05-8:20</td>
</tr>
<tr>
<td>4. Update on 2017 Legislative Summit Planning</td>
<td></td>
<td>Anne O’Brien Curt McCormack Wendy Koenig</td>
<td>8:20-8:25</td>
</tr>
<tr>
<td>5. Other Business**</td>
<td></td>
<td>Tristan Toleno</td>
<td>8:25-8:30</td>
</tr>
<tr>
<td><strong>Motion to Adjourn</strong></td>
<td></td>
<td></td>
<td>8:30 a.m.</td>
</tr>
</tbody>
</table>

*Time is approximate.
** Executive Session as needed.
Vermont Agricultural College Board
Executive Summary

Saturday, October 21, 2017

Prepared By
Tristan Toleno, Chair

ACTION ITEMS

Approval of Previous Meeting Minutes
The minutes for the May 19, 2017 meeting are included in Attachment 1.

Action: Motion to approve the minutes.

DISCUSSION ITEMS

Strategy for 2018 Legislative Session – I will open the discussion, and the group will hear from President Tom Sullivan, on the University’s desire to access additional base funding for low to lower/middle income Vermonters.

Real Food Challenge – Director of UVM Dining Services Melissa Zelazny and Betsy McGavisk, Student Member of the Real Food Working Group, will provide an update on UVM’s progress on the Real Food Challenge, and discuss goals for the program moving forward.

Update on 2017 Legislative Summit Planning – Trustees Anne O’Brien and Curt McCormack will provide a summary of this year’s Summit, which will focus on water quality. We will also discuss changes to the format, which will follow a SLAM protocol.

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 Friday, May 19, 2017, at 4:30 p.m., in the Chittenden Bank Room of the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Tristan Toleno, Vice Chair Anne O’Brien, Secretary Curt McCormack, John Bartholomew, Johannah Donovan, Bernard Juskiewicz, Shap Smith, Donna Sweaney, and Jeff Wilson

ALSO PARTICPATING: Director of Federal and State Relations Wendy Koenig, President Tom Sullivan, and Director of Extension Chuck Ross

Chair Tristan Toleno called the meeting to order at 4:47 p.m.

Approval of Minutes

A motion was made, seconded and voted to approve the minutes from the February 4, 2017 meeting.

Election of Officers

In accordance with the Vermont Agricultural College Board of Trustees of the University of Vermont by-laws, the following officers were elected to serve one-year terms: Tristan Toleno, Chair; Anne O’Brien, Vice Chair; and Curt McCormack, Secretary.

Legislative Update

Chair Toleno asked Director of State and Federal Relations Wendy Koenig to summarize the budget outcome for UVM. The University and Vermont Student Assistance Corporation (VSAC) were level funded, and the Vermont State Colleges had $3 million added to their base. Chair Toleno noted this was an unusual move based on the stability of the State Colleges at this time.

The Board had a robust discussion of revising the legislative strategy, including grassroots efforts using alumni and sitting public trustees to deliver UVM’s message from the bottom up to elevate the understanding of what the University contributes to the State. Director Koenig agreed to convene a group to develop materials to be used in this effort.

Finally, the Board heard from Extension Director, Chuck Ross, who added that in communications with Vermonters, the University should be aware of the notion that large institutions are not always highly valued in Vermont, especially with relation to the tension between Chittenden County and the rest of the state. He stated that for UVM to be considered or perceived to have value for Vermonters, the University needs to work hard to emphasize its impact on the entire state.
Chair Toleno also invited trustees to think about the Board’s governance structure and how it relates to the strategic needs of the University moving forward, in advance of discussions to occur at the fall retreat.

**Update on 2017 Legislative Summit**

Director Koenig advised the group that the Summit will be held on November 14, 2017 and that the topic will be on Water Quality. Vice Chair Anne O’Brien invited all legislative trustees to participate in the planning of this event.

**Adjournment**

There being no further business, the meeting adjourned at 5:41 p.m.

Respectfully submitted,

Curt McCormack, Secretary
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES

UNIVERSITY OF VERMONT BOARD

Chair Lisa Ventriss, Vice Chair Ron Lumbra, Secretary Richard Gamelli, Briar Alpert, David Aronoff, Cynthia Barnhart, Robert Brennan, David Daigle, and Donald McCree

Saturday, October 21, 2017
7:30 a.m. – 8:30 a.m.
Boulder Society Room (411)
Dudley H. Davis Center

AGENDA

<table>
<thead>
<tr>
<th>Item</th>
<th>Exemption/Enclosures</th>
<th>Discussion Leader(s)</th>
<th>Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call to Order</td>
<td></td>
<td></td>
<td><em>7:30 a.m.</em></td>
</tr>
<tr>
<td>1. Approval of May 19, 2017 Meeting Minutes</td>
<td>Attachment 1</td>
<td>Lisa Ventriss</td>
<td>7:30-7:32</td>
</tr>
<tr>
<td>Motion to Enter Executive Session**</td>
<td>Exemption(s)</td>
<td>Lisa Ventriss</td>
<td></td>
</tr>
<tr>
<td>3. Trustee Recruitment</td>
<td>Evaluation and Appointment of Public Officers</td>
<td>Lisa Ventriss</td>
<td>7:35-8:25</td>
</tr>
<tr>
<td>Motion to Go Out of Executive Session</td>
<td></td>
<td>Lisa Ventriss</td>
<td></td>
</tr>
<tr>
<td>4. Other Business</td>
<td></td>
<td>Lisa Ventriss</td>
<td>8:25-8:30</td>
</tr>
<tr>
<td>Motion to Adjourn</td>
<td></td>
<td></td>
<td><em>8:30 a.m.</em></td>
</tr>
</tbody>
</table>

*Time is approximate.
**The Chair will entertain a motion to enter into Executive Session to discuss the evaluation and appointment of public officers. No action is anticipated following the Executive Session.
The Board will review the Wilbur Trust Report and spend the remainder of the meeting in executive session for the purpose of discussing the evaluation and appointment of public officers.

**ACTION ITEMS**

**Approval of Previous Minutes**
The May 19, 2017 meeting minutes are included as Attachment 1.

*Action*: Motion to approve the minutes.

**ROUTINE REPORTS**

**Wilbur Trust Report** – Included in your meeting materials, as Report J, is a summary of the University of Vermont Wilbur Trust Fund financial report from July 1, 2016 through July 31, 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. No action is anticipated following the Executive Session.
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 Friday, May 19, 2017, at 4:30 p.m., in the Boulder Society Room, 411 Dudley H. Davis Center.

MEMBERS PRESENT: Chair Lisa Ventriss, Vice Chair Ron Lumbra, Secretary Richard Gamelli, Briar Alpert, David Aronoff, Cynthia Barnhart, Robert Brennan, David Daigle and Donald McCree

ABSENT: None

Chair Lisa Ventriss called the meeting to order at 4:47 p.m.

Approval of Minutes

A motion was made, seconded, and voted to approve the February 4, 2017 meeting minutes.

Wilbur Trust Update

The UVM Board reviewed a summary of the Wilbur Trust Fund financial report from November 2016 through February 2017.

Executive Session

At 4:50 p.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 5:15 p.m.

Election of Officers

A motion was made to re-elect Lisa Ventriss as Chair, Ron Lumbra as Vice Chair and Richard Gamelli as Secretary, for one-year terms. The motion was seconded and it was voted to approve the appointments.

Adjournment

There being no further business, the meeting was adjourned at 5:20 p.m.

Respectfully submitted by,

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, October 21, 2017**

8:30 a.m. – 11:00 a.m.

Livak Ballroom (417-419)

Dudley H. Davis Center

**AGENDA**

<table>
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<tr>
<th>Item</th>
<th>Enclosure/Exemption</th>
<th>Discussion Leader(s)</th>
<th>Time</th>
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<tr>
<td>Call to Order</td>
<td></td>
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<td>* 8:30 a.m.</td>
</tr>
<tr>
<td>1. Approval of September 9, 2017 Meeting Minutes</td>
<td>Attachment 1</td>
<td>David Daigle</td>
<td>8:30-8:35</td>
</tr>
<tr>
<td>2. Public Comment</td>
<td></td>
<td>David Daigle</td>
<td>8:35-8:50</td>
</tr>
<tr>
<td>3. Committee Reports</td>
<td></td>
<td></td>
<td>8:50-9:20</td>
</tr>
<tr>
<td>Audit</td>
<td>Bernard Juskiewicz</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Policy &amp; Institutional Resources</td>
<td>Donna Sweaney</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget, Finance &amp; Investment</td>
<td>Don McCree Robert Brennan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. VT Agricultural College Board</td>
<td>Tristan Toleno</td>
<td>9:20-9:25</td>
<td></td>
</tr>
<tr>
<td>5. UVM Board</td>
<td>Lisa Ventriss</td>
<td>9:25-9:30</td>
<td></td>
</tr>
<tr>
<td>6. Approval of Consent Agenda</td>
<td>Attachment 2</td>
<td>David Daigle</td>
<td>9:30-9:45</td>
</tr>
<tr>
<td>Motion to Enter Executive Session**</td>
<td>Exemption(s)</td>
<td>David Daigle</td>
<td></td>
</tr>
<tr>
<td>7a. Sale and Purchase of Properties</td>
<td>Contracts</td>
<td>Richard Cate Tom Gustafson</td>
<td>9:50-10:00</td>
</tr>
<tr>
<td>7b. 2018 Honorary Degrees</td>
<td>Contracts</td>
<td>Gary Derr</td>
<td>10:00-10:05</td>
</tr>
<tr>
<td>Motion to Go Out of Executive Session</td>
<td>David Daigle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Other Business</td>
<td>David Daigle</td>
<td>10:05-11:00</td>
<td></td>
</tr>
<tr>
<td>Motion to Adjourn</td>
<td></td>
<td></td>
<td>11:00 a.m.</td>
</tr>
</tbody>
</table>

*Times are approximate.

**The Chair will seek a motion to go into Executive Session to discuss collective bargaining and contracts. 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 Saturday, September 9, 2017, at the Basin Harbor Club, Vergennes, Vermont.

MEMBERS PRESENT: Chair David Daigle, Vice Chair Ron Lumbra, Secretary Donna Sweaney, Briar Alpert, Cynthia Barnhart, John Bartholomew, Robert Brennan, Frank Cioffi, Johannah Donovan, Carolyn Dwyer, Richard Gamelli, Curt McCormack, Don McCree, Caitlin McHugh, Anne O’Brien, Ed Pagano, Shap Smith, Tom Sullivan, Soraiya Thura, Tristan Toleno*, Lisa Ventriss and Jeff Wilson

MEMBERS ABSENT: David Aronoff, Bernie Juskiewicz and Governor Phil Scott

ALSO PARTICIPATING: Carol Cartwright, Association of Governing Boards Consultant

*Participated via phone; departed the meeting at 10:37 a.m.

Chair David Daigle called the meeting to order at 9:29 a.m.

Approval of Previous Meeting Minutes

A motion was made, seconded, and it was voted to approve the minutes from the May 20, 2017 and June 6, 2017 meetings as presented.

Executive Session

At 9:31 a.m., Chair Daigle entertained a motion to enter into executive session for the purpose of discussing the evaluation of a public officer. He noted that no action was anticipated following the session which was expected to last approximately three and a half hours. The motion was made, seconded and approved. All in attendance were invited to remain.

At 10:46 a.m., President Sullivan was excused from the meeting.

The Chair called for a break at 10:49 a.m.

Trustee Frank Cioffi departed the meeting at 11:00 a.m.

The executive session was reconvened at 11:06 a.m.

At 11:31 a.m., Dr. Cartwright was excused from the meeting.

Trustee Richard Gamelli departed the meeting at 11:58 a.m.

At 12:05 p.m., Trustee Robert Brennan departed the meeting.
The meeting was re-opened to the public at 12:23 p.m.

**Adjournment**

There being no further business, the meeting was adjourned.

Respectfully submitted,

David Daigle, Chair
DRAFT
CONSENT AGENDA

October 20, 2017

COMMITTEE OF THE WHOLE

1. Resolution Approving Board Governance Work Group Charge and Appointments – to be provided under separate distribution

(As recommended by the Audit Committee, July 10, 2017)

2. Resolution Approving Revisions to the Audit Committee Charter

WHEREAS, the Audit Committee annually reviews its Charter and Guidelines and recommends to the Board of Trustees revisions thereto in view of evolving accounting standards, legal developments and experience gained;

BE IT RESOLVED, that the Board of Trustees hereby approves the revisions to the Audit Committee Charter and Audit Committee Guidelines, as included in Appendix B to this document.

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

WHEREAS, on July 10, 2017, the Audit Committee endorsed raising the threshold for the retention of an independent audit firm for non-audit services from $10,000 to $25,000; and

WHEREAS, this recommendation was included in proposed revisions to the Audit Committee Charter and Audit Committee Guidelines referred to in the Committee of the Whole today;

BE IT RESOLVED, that the Board of Trustees hereby approves the proposed revision to paragraph # 32 of the Resolution Regarding Delegation and Retention of Board Authority as included in Appendix C to this document.

4. Resolution Authorizing Expenditures for the Design Development Phase of the Multipurpose Center Project Design

WHEREAS, on February 4, 2017, the Board authorized the administration to take steps relating to an on-campus Multipurpose Center (Project), including initiation of the schematic design phase and generation of a Project cost estimate and funding plan; and

WHEREAS, the administration today provided a project status update and an estimate of the cost of completion of the Project design;
THEN, BE IT RESOLVED, that the Committee of the Whole hereby recommends to the Board that it authorize the administration to undertake the expenditures necessary to complete the design development phase, at a cost consistent with its report of this date; and

BE IT FURTHER RESOLVED, that up to $1,000,000 of private gift funds be used to fund such expenditures.

EDUCATIONAL POLICY AND INSTITUTIONAL RESOURCES

5. Resolution Approving Residential Life FY 2018 Deferred Maintenance Project
   (McAuley Hall)

WHEREAS, the administration today reported on the strategic and operational need for the McAuley Hall Deferred Maintenance Project and the associated program scope;

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

6. Resolution Approving the Creation of a Minor in Law and Society in the College of Arts & Sciences

RESOLVED, that the Board of Trustees approves the creation of a Minor in Law and Society in the College of Arts & Sciences, as approved and advanced by the Provost on June 14, 2017 and the President on June 16, 2017.

7. Resolution Approving the Creation of a Minor in Emergency Medical Services in the College of Nursing & Health Sciences

RESOLVED, that the Board of Trustees approves the creation of a Minor in Emergency Medical Services in the College of Nursing & Health Sciences, as approved and advanced by the Provost on September 22, 2017 and the President on September 25, 2017.

8. Resolution Approving the Creation of a MS in Physical Activity and Wellness Science in the Graduate College

RESOLVED, that the Board of Trustees approves the creation of a MS in Physical Activity and Wellness Science in the Graduate College, as approved and advanced by the Provost on September 22, 2017 and the President on September 25, 2017.
BUDGET, FINANCE AND INVESTMENT

9. Resolution Approving Summer Session Tuition

RESOLVED, that the Board of Trustees hereby approves the tuition rate for Summer Session of $452 per credit hour for in-state students and $1,140 per credit hour for out-of-state students except that, with prior approval from the Provost, Graduate programs may maintain summer tuition rates for in-state and out-of-state students equal to the prior Fall and Spring tuition rates for their program. The changes will become effective for the 2018 Summer Session.

10. Resolution Modifying Graduate Variable Tuition

WHEREAS, the Board of Trustees previously approved the establishment of variable tuition rates for graduate programs, to be competitive (on price) with other universities and to enable growth in selective graduate programs at UVM; and

WHEREAS, the rate setting mechanism established the following:

- Graduate tuition for Vermont residents (in-state) will be equal to that for Vermont resident undergraduates
- Non-resident (out-of-state) graduate tuition rates will be no less than undergraduate tuition rates for Vermont residents and no greater than those for non-resident undergraduates and will be determined by the Provost, based on student demand and the national market for similar program;

BE RESOLVED, that with prior approval from the Provost, graduate programs may maintain summer tuition rates for in-state and out-of-state students equal to the prior Fall and Spring tuition rates for their program.

This resolution supersedes the resolution approved by the Board of Trustees on October 18, 2014.

11. Resolution Approving Total Cost of Attendance Fees for Global Gateway and Pre-Master’s Programs

WHEREAS, the University, after a request-for-proposal process, entered into an agreement with Study Group to provide services to UVM in support of the University’s Global Gateway Program; and

WHEREAS, in January 2016, the Board approved amendments to the agreement with Study Group, which included additions to the Study Group Agreement to create a Pre-Master’s Global Gateway Program;

THEREFORE, BE IT RESOLVED, that for the 2018 Summer Semester, the tuition component of the total cost-of-attendance fee charged to Global Gateway Program students and Pre-Master’s Program student will be set at the same tuition rate as the prior Spring semester; and
BE IT FURTHER RESOLVED, that for those Global Gateway students whose program includes a semester of non-credit coursework, that the tuition component of their total cost-of-attendance fee for that semester shall be set at $7,000 per semester for Fall 2018 and Spring 2019.

12. Resolution Approving Room and Meal Plan Rates, Fiscal Year 2019

RESOLVED, that the Board of Trustees hereby approves room and meal plan rates for Fiscal Year 2019 as follows:

<table>
<thead>
<tr>
<th>Per Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Single with Bath</td>
<td>$10,240</td>
</tr>
<tr>
<td>Private Double with Bath</td>
<td>$9,098</td>
</tr>
<tr>
<td>Private Triple with Bath</td>
<td>$7,542</td>
</tr>
<tr>
<td>Suite Single with Shared Bath</td>
<td>$9,826</td>
</tr>
<tr>
<td>Suite Double with Shared Bath</td>
<td>$8,580</td>
</tr>
<tr>
<td>Suite Triple with Bath</td>
<td>$7,174</td>
</tr>
<tr>
<td>Traditional Single</td>
<td>$9,446</td>
</tr>
<tr>
<td>Traditional Double</td>
<td>$8,196</td>
</tr>
<tr>
<td>Traditional Triple</td>
<td>$6,490</td>
</tr>
<tr>
<td>Traditional Quad</td>
<td>$5,494</td>
</tr>
<tr>
<td>Retail Dining</td>
<td>$4,266</td>
</tr>
<tr>
<td>Residential Unlimited Access (+100 Points)</td>
<td>$4,266</td>
</tr>
<tr>
<td>Residential Unlimited Access (+300 Points)</td>
<td>$4,766</td>
</tr>
</tbody>
</table>

(AS RECOMMENDED BY INVESTMENT SUBCOMMITTEE, JUNE 28, 2017)

13. Resolution Reaffirming the Endowment Budget Policy

RESOLVED, that the Endowment Budget Policy is reaffirmed as reads below:

BE IT RESOLVED, that the annual budget for spending from Endowment be set at 4.5 percent of the average market value for the previous thirteen quarters ending December 31 of the prior calendar year; and

BE IT FINALLY RESOLVED, that the Investment Subcommittee will review and make recommendation to the Budget, Finance and Investment Committee regarding the reaffirmation or revision of the Endowment Budget Policy each year no later than December 31.

Adopted by: Board of Trustees - May 13, 1995
Reaffirmed: Board of Trustees - September 8, 2007
Board of Trustees - September 5, 2008
Board of Trustees - October 24, 2009
Board of Trustees - October 30, 2010
Board of Trustees - October 22, 2011
Board of Trustees - November 8, 2012
Board of Trustees - October 26, 2013
14. Resolution Reaffirming Endowment Administration Fee Policy

RESOLVED, that the Endowment Administration Fee Policy is reaffirmed as reads below:

BE IT RESOLVED, that the Board of Trustees hereby approves a 0.25 percent fee applied to the University endowment for FY 2018 to cover reasonable costs associated with endowment administration, management and operation; and

BE IT FURTHER RESOLVED, that on a fiscal year basis, the fee will be reviewed and assessed annually as 0.25 percent of the average market value of the University endowment for the previous thirteen quarters ending December 31 of the prior calendar year; and

BE IT FINALLY RESOLVED, that the Investment Subcommittee will review and make a recommendation to the Budget, Finance and Investment Committee regarding the reaffirmation or revision of the Endowment Administration Fee Policy each year no later than December 31.

Adopted by: Board of Trustees - September 13, 2003
Reaffirmed: Board of Trustees - September 8, 2007
Board of Trustees - September 5, 2008
Amended: Board of Trustees - October 24, 2009
Reaffirmed: Board of Trustees - October 30, 2010
Board of Trustees - October 22, 2011
Board of Trustees - November 8, 2012
Board of Trustees - October 26, 2013
Board of Trustees - October 18, 2014
Board of Trustees - October 3, 2015
Board of Trustees - October 22, 2016
Board of Trustees -

15. Resolution Approving Residential Life FY 2018 Deferred Maintenance Project (McAuley Hall)

WHEREAS, the administration today reported on the estimated cost for the McAuley Hall Deferred Maintenance Project and presented a funding plan,

THEN, BE IT RESOLVED, that the Committee hereby recommends to the Board that it authorize the $3,000,000 project expenditures, to be expended in a manner consistent with the report made on this date; and

BE IT FURTHER RESOLVED, that the $3,000,000 of funds for such expenditures be drawn from the unrestricted plant funds from Residential Life.
16. Resolution Approving Contract with Educational Advisory Board – Student Success Collaborative

RESOLVED, that the Vice President for Finance and Treasurer, or his successor or designee, is hereby authorized to execute a contract with Educational Advisory Board – Student Success Collaborative, for advising and retention software and services for the University of Vermont, beginning on or about November 1, 2017 through June 30, 2023, in the amount not to exceed $1,400,000.
Appendix A

Board Governance Work Group Charge
AUDIT COMMITTEE

Charter

This Charter sets forth the responsibilities of the University Board of Trustees Audit Committee.

I. Principal Responsibilities

The principal responsibilities of the Committee shall include:

a. promoting the development and monitoring the effectiveness of an institutional system of risk assessment and internal controls. At least annually, reviewing with management the University’s processes for identifying, prioritizing, mitigating, and reporting institutional risks;

b. reviewing and, as appropriate, making recommendations to the Board, regarding institutional policies relevant to the scope of Committee responsibilities, including conflict of interest, ethical and fraudulent conduct, whistleblower protection, and documents retention;

c. ensuring that audit plans encompass significant and material aspects of University operations;

d. full authority and oversight of the internal audit function including appointment decisions, performance evaluations, and employment termination of the chief internal auditor;

e. implementing a selection process to retain the independent auditor and making a recommendation to the Board of Trustees for approval. Recommending such additional audits as the Committee and/or the Board must approve under the Board’s reserved authority;

f. maintaining direct and effective communication with independent auditors on behalf of the Board;

g. reviewing the results of internal and external audits (including the annually audited financial statements), and assessing the quality and timeliness of management’s response and corrective actions;

h. reviewing the effectiveness of the University’s practices related to monitoring its compliance with laws and regulations;

i. reviewing the results of management’s investigation and resolution of any reported, or otherwise discovered, significant instances of noncompliance;

j. evaluating the scope and quality of internal and independent audit services, and the degree of coordination and appropriate degree of independence between them;

k. reporting regularly and promptly to the Board regarding matters within the scope of the Committee charge; and,
I. periodically reviewing expense reimbursements, or summaries thereof that have been submitted by the President and reviewed and certified by the Vice President for Finance and Treasurer.

II. Membership

The University of Vermont Board of Trustees shall annually appoint at least 5 of its members to the Committee. Its members shall be independent of management and the University including its component units and affiliated organizations. For the purposes of this charter, “independence” is defined as rendering a Trustee ineligible for Committee service if he or she (1) is employed by the University; (2) is a partner or employee of a firm retained to conduct an audit of the University; (3) held such University employment or audit engagement at any time during the previous three years; or (4) is receiving consulting, advisory, or other compensatory fees for services provided to the University. Members of the Investment Subcommittee are eligible for appointment to the Audit Committee, but no such member may serve as its Chair or Vice Chair. The University President is ineligible for service as a member, ex officio or otherwise, of the Audit Committee, as a University official and employee.

Committee members shall otherwise be subject to the Conflicts of Interest Policy in the conduct of their work.

Members of the Committee shall receive orientation appropriate to their Committee membership. All members should have a general understanding of general accounting, business and finance principles, including the ability to read and understand institutional financial statements, whether gained preceding service on this Board of Trustees or during Committee orientation. At least one member of the Committee should possess accounting or financial expertise.

III. Authority

The Committee is authorized to investigate any matter within the scope of its Charter, with full and direct access to all pertinent University records, personnel, independent auditors and consultants.

IV. Adoption of Charter

This Charter shall be effective as of the date of its approval by the Board. The Committee will annually review the Charter and recommend to the Board revisions thereto, in view of evolving accounting standards, legal developments and experience gained.
Audit Committee Guidelines

These Guidelines serve as an operational supplement to the Audit Committee Charter. They are intended to reflect generally accepted accounting industry standards and practices applicable to non-profit corporations and higher education institutions.

The Guidelines shall be reviewed annually by management, and management shall report annually to the Committee regarding the status of the Guidelines. The Committee shall make revisions to the Guidelines as necessary or appropriate in view of evolving accounting standards and practices, legal developments and experience gained.

I. Retention of the Independent Audit Firm

a. The Committee shall annually authorize and direct the Committee Chair to retain the independent audit firm to conduct the mandatory annual audit of the financial statements and/or compliance audits. In conjunction with such retention, the Committee will assess the independence and objectivity of the firm by obtaining statements from the firm on relationships between the firm and the University. The Committee will review and assess any relationships disclosed that may impact auditor objectivity and independence.

b. The Committee shall solicit requests for proposals relative to the mandatory annual audit of the financial statements and/or compliance audits from qualified independent audit firms no less than once every five years.

c. In the event that an independent audit firm is retained to conduct the mandatory annual audit of the financial statements and/or compliance audit for seven or more consecutive years, the Committee shall, as a condition of retention of the firm, require rotation of the lead audit partner on the University engagement.

II. Retention of Other Audit Services

a. The independent audit firm retained to conduct the mandatory annual audit of the financial statements and/or compliance audits generally shall not be eligible for University engagements to perform non-audit services that would violate the U.S. Government Accountability Office Independence Standard. If, due to extenuating circumstances, and in the exercise of its reasonable discretion, management deems it to be in the best interests of the University to retain the independent audit firm for non-audit services, the proposed retention is subject to review and action by the Committee where the retention will result in fees of $4025,000 or more.

b. Contracts for non-audit services with independent audit firms not already retained by the University to conduct the mandatory annual audit of the financial statements and/or compliance audits are subject to review and recommendation by the Committee and subsequent Board consideration and action when such retentions will result in fees of $ 250,000 or more.

III. Oversight of Audits

The Committee will, no less than once annually, and otherwise periodically as necessary or desirable:
a. review annual audit plans developed by the Office of Audit Services, and receive regular progress reports relative to such plans;

b. review audit plans developed in consultation with independent audit firms, including (i) the critical accounting policies and practices to be used; (ii) all alternative treatments of financial information discussed with management, ramifications of alternative treatment and the treatment preferred by the firm; (iii) other material communications between the firm and management; and (iv) required communications from the firm under Statement of Auditing Standards No. 114, as amended;

c. subject to subsequent Board consideration and action, review and accept the mandatory annual audit of the financial statements. Review the Office of Management and Budget Circular A-133 audit, and the financial agreed upon procedures report of institutional National Collegiate Athletic Association programs;

d. resolve disagreements between management and the independent audit firm regarding financial reporting;

e. review the independent audit firm management letter comments regarding institutional financial and information technology and security internal controls, accounting policies and procedures, and management’s response to those comments;

f. review with management and the independent audit firm their respective judgments about the quality of University accounting principles; the consistency, and the degree of aggressiveness or conservatism, in the application of accounting principles; the reasonableness of significant accounting judgments; and the clarity and completeness of the financial statements and related disclosures;

g. confirm with management and the independent audit firm respectively that the annual financial statements disclose all material off-balance sheet transactions, arrangements, obligations, and other relationships of the University with unconsolidated entities or other persons that may have a material current or future effect on institutional financial condition, and the results of operations, liquidity, capital expenditures, capital resources, or significant components of revenues or expenses;

h. receive reports from management, the Office of Audit Services and the independent audit firm, regarding new and significant accounting standards to understand their impact on institutional financial statements;

i. receive reports from the Office of Audit Services regarding any financial fraud which, in single incident or aggregate, results in an institutional uninsured or insured loss in excess of $10,000;

j. review the organizational structure, qualifications, independence, scope of services inclusive of office charter, and adequacy of resources of the University’s Office of Audit Services;

k. annually review the appointment, evaluate the performance and set the salary of the chief internal auditor;
l. identify and document specific administrative responsibilities relevant to the routine operations of the office of chief internal auditor that are assigned to the President;

m. ensure that regular quality assessment reviews of the internal audit operations are performed in accordance with Institute of Internal Auditors standards; and,

n. meet separately with both the internal and external auditors without management representatives present subject to the requirement of the Vermont open meeting laws.

IV. Internal Controls

The University’s executive management and the Board of Trustees Audit Committee have adopted the Committee of Sponsoring Organizations (COSO) Internal Control – Integrated Framework to help assess and enhance its internal control systems.

a. Certifications

i. The Committee will receive periodic reports from management on representations it is rendering in conjunction with mandatory annual audit of the financial statements and/or compliance audits as well as significant and material debt financing, such as issuance of bonds.

ii. Without limitation on IV.a(i), the Committee will receive from the Vice President for Finance and University Treasurer a record of certification along with the annual financial statement report that:

   a. He/she has approved the financial statements,

   b. Based on his/her knowledge, the report does not contain any material errors or omissions,

   c. Based on his/her knowledge, the financial statements materially present the financial condition and result of operations,

   d. He/she is responsible for establishing and maintaining a system of internal controls over financial reporting, and that,

   e. He/she has disclosed to the auditors and the Audit Committee all significant internal control deficiencies and changes that could materially affect financial data.

b. Policy Review.

The Committee will receive for its review and comment and, if necessary, its recommendation to the Board, institutional policies relevant to its scope of work, including conflict of interest, ethical and fraudulent conduct, whistleblower protection, and documents retention.

c. Required Disclosures and Compliance Monitoring.

The Committee shall oversee compliance with the Board Reserved Rights and Delegated Authority resolution. Violations of the Board Reserved Rights and Delegated Authority
resolution identified by management or the internal audit office shall be reported to the Committee.

d. Confidential Reporting.

The committee will ensure that the University has a mechanism that permits confidential communications from employees and others regarding potential financial or accounting improprieties or nonfeasance.

V. Enterprise Risk Management

a. Oversee management’s enterprise risk management process on behalf of the Board.

b. Receive periodic updates on management’s process to identify, prioritize, mitigate, and report institutional risks including the process to map risks to relevant Board Committees.

VI. Compliance

a. Review with the Office of Compliance Services and management the effectiveness of the University’s practices related to monitoring compliance with laws and regulations;

b. Review with the Office of Compliance Services and management, findings of internal compliance auditing and monitoring activities;

c. Review with the Office of Compliance Services and management, findings of government agency audits, investigations, reviews and monitoring activities that the Director considers significant, that are initiated by a government agency as a result of a whistleblower report, or on a for-cause basis, or that result in a fine, penalty, refund, disallowance or questioned cost in excess of $10,000;

d. Review with the Office of Compliance Services and management, the process for communicating the code of business conduct, code of ethical behavior or other such code Code of Conduct and Ethical Standards to University personnel and for monitoring compliance therewith;

e. Receive periodically, but not less than annually, reports from the Office of Compliance Services on its activities;

f. Receive updates from the Office of Compliance Services and management on new and emerging compliance issues, including their impact to the University.; and,

g. Receive as needed, through the Audit Committee Chair, compliance matters communicated directly by the Chief Internal Auditor or Director of Compliance Services.

As approved by the Board of Trustee: November 13, 2004
Approved as amended by the Board of Trustees: September 8, 2007
Revised by the Audit Committee: November 12, 2007
Approved as amended by the Board of Trustees: December 1, 2007
Revised by the Audit Committee: April 28, 2009
Approved by the Board of Trustees: May 16, 2009
Revised by the Audit Committee: October 11, 2010
Approved by the Board of Trustees: October 30, 2010
Revised by the Audit Committee: November 14, 2011
Approved by the Board of Trustees: February 4, 2012
Revised by the Audit Committee: September 15, 2014
Approved by the Board of Trustees: October 18, 2014
Revised by the Audit Committee: September 12, 2016
Approved by the Board of Trustees: October 22, 2016
Revised by the Audit Committee: July 10, 2017
Approved by the Board of Trustees:
Resolution Regarding Delegation and Retention of Board Authority

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

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

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

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

1. Statements of institutional mission, principles and values;

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

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

4. University membership in other corporate entities (but not institutional memberships in professional associations);
(5) The appointment of University Trustees to the boards of other corporate entities or public bodies in their capacity as University Trustees;

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

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

(8) The creation, elimination or substantial revisions of, an academic unit, curriculum, research or service endeavor, as defined in the University Manual;

(9) The establishment of faculty clinical practice plans;

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

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

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

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

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

(15) The General Fund budget;

(16) Acceptance of the annual audited financial statements;

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

(18) The purchase, sale, exchange, or transfer (‘‘transfer’’) of complete or partial UVM interests in real property valued greater than $1,000,000 provided that the administration shall report at least once annually on transfer of such interests at a value greater than $500,000 and less than or equal to $1,000,000;
(19) University acceptance of compensation in eminent domain proceedings;

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

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

(22) The Campus Master Plan, and material revisions thereto;

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

(24) Issuance of bonds;

(25) Institutional debt policy;

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

(27) The program design of a capital project and authorization to proceed with a capital project at an aggregate cost of greater than $2,000,000, at a specified not-to-exceed cost, provided that the administration shall report to the Board on capital projects with an aggregate cost of greater than $1,000,000 and less than or equal to $2,000,000 as plans are developed and before projects are initiated;

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

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

(30) Revenue-generating contracts for goods or services provided or generated by the University at a cost to the contractee of more than $1,000,000 over the term of contract;
(31) The selection and retention of independent audit firm to conduct the annual audit of financial statements;

(32) Contracts for non-audit services with the audit firm that is conducting the annual audit of financial statements at an aggregate cost greater than $1025,000;

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

(34) The settlement of legal claims or lawsuits at a cost greater than $250,000, regardless of insurance coverage;

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

(36) A contract or lease whose term, including potential or proposed renewals, exceeds five (5) years, regardless of contract value or amount, provided that Board approval is not required for a) licenses and option agreements, confidentiality agreements, materials transfer agreements, or other similar arrangements administered by the University’s Office of Technology Commercialization, or b) revenue generating contracts for goods or services provided or generated by the University at an aggregate cost to the contractee of less than $500,000;

(37) All self-governance matters reserved to the Board in the University Bylaws, or as otherwise required or permitted by law;

(38) Material revisions to the University Manual or to the College of Medicine Faculty Handbook;

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

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

BE IT FINALLY RESOLVED, that this resolution shall supersede all preexisting resolutions regarding delegation and retention of Board authority.
Adopted by the Board of Trustees: September 11, 2004
Approved as revised by the Executive Committee: March 14, 2005
Approved as revised by the Board of Trustees: May 19, 2007
Approved as revised by the Board of Trustees: May 17, 2008
Approved as revised by the Board of Trustees: September 5, 2008
Approved as revised by the Board of Trustees: February 7, 2009
Approved as revised by the Board of Trustees: February 6, 2010
Approved as revised by the Board of Trustees: March 8, 2010
Approved as revised by the Board of Trustees: February 5, 2011
Approved as revised by the Board of Trustees: March 14, 2011
Approved as revised by the Board of Trustees: May 19, 2012
Approved as revised by the Board of Trustees: November 8, 2012
Approved as revised by the Board of Trustees: March 11, 2013
Approved as revised by the Board of Trustees: September 15, 2014
Approved as revised by the Board of Trustees: March 16, 2015
Approved as revised by the Board of Trustees: May 21, 2016
Approved as revised by the Executive Committee: December 12, 2016
Approved as revised by the Board of Trustees:
Grant and Contract Awards
April 1, 2017 to July 31, 2017
October 20, 2017

Board of Trustees
Committee of the Whole

Prepared By
Sonya Stern, Director, Sponsored Project Administration
During this four-month period, grants and contracts totaling $38,806,403 were awarded to UVM. Awards being reported in this period include:

- A new study from the National Science Foundation to find sustainable ways to create complex, sequence-defined polymers. Inspired by how nature builds functional macromolecules, this project aims to discover catalysts, which will facilitate the accurate replication of synthetic nanoscale structures, built with copper-catalyzed azide-alkyne cycloadditions. If successful, this research bears the potential for significant technological advances in the fields of biomedicine and materials science, which would likely advance the economic competitiveness of the United States.

- A new research grant from the Office of the Director, National Institutes of Health/NIH/DHHS, for Improving Pediatric Access to Clinical Trials in Vermont (IMPACT VT). The objective of this project is to expand the infrastructure and expertise in the conduct of pediatric clinical trials at UVM, in order to address, disparities and improve access to clinical trials in rural, underserved areas in Vermont, with the goal of improving health for all children.

- New funding from the National Institute of Food and Agriculture/Department of Agriculture allowing us to focus on leveraging the natural leadership of forward thinking farmers and foresters in combination with the expertise of outreach/extension professionals to increase the use of climate adaptation practices within regional network of land managers. The long-term goal of the Climate Adaptation Fellowship Program Collaborative Design Project is to support managers of land-based businesses (farms and managed forests) to independently plan, initiate and carry out climate change-focused outreach adaptation strategies, and peer-to-peer learning.

- A new research grant from the National Cancer Institute/NIH/DHHS, that is expected to span five years for continuing to identify functional human germline mutations that are likely to confer cancer susceptibility to individuals carrying them, as well as mutations in tumors that convey sensitivity or resistance to particular cancer treatments. Using a combination of functional approaches, the projects hopes to gain insight as to why the proteins produced by these mutant genes may influence carcinogenesis or cancer treatment.

- Continued funding from the National Institute of General Medical Sciences for the Vermont IDeA Network of Biomedical Research Excellence (INBRE). Currently in its 16th year of funding, this large-scale project provides funding for a network of organizations with the goal to increase biomedical research capacity and competitiveness within the State of Vermont.

- The next installment of funding for the Lake Champlain Sea Grant. Funded by the National Oceanic and Atmospheric Administration, this long-term work has multiple facets, including the study and development of effective education programs about the health, protection, restoration, and sustainable human use of the Lake Champlain Basin area and surrounding waters.
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<td>Innovative Community Supported Agriculture Cost-Offset Intervention to Prevent Childhood Obesity</td>
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<td>Assessing Dairy Farmer Decisions and Barriers for Adopting Sustainable Manure Management Systems</td>
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<td>North American Maple Syrup Council</td>
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College of Arts and Sciences (continued)

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College of Engineering and Mathematical Sciences

<p>| CEMS    | Civil &amp; Env Engineering | Aultman-Hall, Lisa | University of California, Davis | National Center for Sustainable Transportation 2016 | 9/30/2016 | 9/30/2022 | $188,831 | $91,399 | $280,430 | Research |
| CEMS    | Computer Science | Bongard, Joshua C | Universities Space Research Association (USRA) | Uncovering Effects of Climate Variables on Global Vegetation | 8/1/2016 | 7/31/2017 | $100,755 | $55,040 | $155,795 | Research |
| CEMS    | Electrical &amp; Biomed Engineering | Ossareh, Hamid-Reza | Ford Motor Company | Real-time Capable Constraint Management Strategy with Application to EcoBoost Engines | 4/1/2017 | 3/31/2018 | $50,000 | $0 | $50,000 | Research |
| CEMS    | Mechanical Engineering | Hitt, Darren L | National Space Grant Foundation | XHAB - Reduced Gravity Airborne Mobility Testbed | 6/1/2017 | 6/30/2018 | $18,519 | $1,481 | $20,000 | Instruction |
| CEMS    | Mechanical Engineering | Huston, Dryer R | White River Technologies, Inc. | Multi-Static Ground Penetrating Radar for Buried Explosion Hazard Detection | 3/31/2017 | 8/20/2017 | $41,885 | $22,915 | $64,800 | Research |
| CEMS    | Mechanical Engineering | Oldinski, Rachael Ann | National Institute of Biomedical Imaging and Bioengineering/NIH/DHHS | Development of a Polysaccharide-Based Patch for Use as a Therapeutic Lung Sealant | 7/1/2017 | 6/30/2018 | $250,000 | $136,370 | $386,370 | Research |
| CEMS    | Mechanical Engineering | Sansoz, Frederic P | Department of Energy | Strengthening Nanotwinned Metals beyond the Hall-Petch Limit | 8/15/2017 | 8/14/2018 | $124,809 | $66,192 | $191,001 | Research |</p>
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<td>Exposing the Deep Content of the Publication: Knowledge Extraction for Neuroimaging in Child Psychiatry</td>
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**Total** | 253 | $28,637,332 | $10,169,072 | $38,806,403

*Other Projects*

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*Total** | 253 | $28,637,332 | $10,169,072 | $38,806,403

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My October 2017 report will take the form of the Across the Green memo I shared with campus in late August. Across the Green is a series of periodic letters I issue, providing updates on current initiatives and information on topics of interest to the broader academic community. Prior issues of Across the Green are available here.
TO: University of Vermont Academic Community
FROM: David V. Rosowsky, Provost and Senior Vice President

Mission: Impact

The start of a new academic year is filled with excitement – for students, faculty, and staff, but also for the community. As I start my fifth year as provost, I am excited not only to welcome our newest students and commence the new academic year, but for all that the new year means and promises. We are bearing witness to a transformational time in our university’s history. We are present for, and indeed we are driving, this important and exciting change. And we are working together to secure a bright and sustainable future for our university. Not a day passes that I am not profoundly humbled by your commitment to and your passion for UVM. This inspires, motivates, and propels us all. It also reminds me why we work so hard: because we are committed to this great university, its people, and its mission.

I have heard many times from faculty, staff, and alumni that the changes in the last five years have been greater than those in the last five decades. But as I have said often, we do not seek change for change’s sake. We change to adapt, evolve, respond, address, and grow as an institution. We change because it is strategic for the University, allowing us to best meet our mission as an educational and research institution – to best serve our students, our community, and our state. We adapt to changes around us, and we evolve to expand our reach and our impact. And we do all of this with a commitment to building a robust and sustainable future – intellectual and financial – for the University of Vermont.

With significant investments made and changes implemented, and commitments to both ongoing assessment and adjustments where needed or where strategic, our attention now turns to assessing and communicating our impact. This is our new “mission” as an academic community committed to and focused on academic excellence and student success. You will hear President Sullivan and me speak often, this year, of the importance of reporting impact. This both affirms and asserts our collective efforts, helps us to track our progress against shared goals, and helps us recruit the best people and generate broader and deeper support. President Sullivan often refers to the University as a “talent magnet.” People want to join an organization that (a) has a strong...
sense of identity, and (b) is on a clear upward trajectory. Today, we can boast both. We must now take inventory of our efforts and our investments of energy, time and resources. We must be willing to hold ourselves up against other top universities (the very best in the country), and we must be willing to report (and even brag) on our achievements and our impact. This is the next chapter in our evolution as a great university.

As the new academic year commences, we also know that we are in a time of considerable strife in our country – politically and socially – as evidenced by events in Charlottesville earlier this month. I know, like me, you were grateful to President Sullivan for his memo to the campus and for his unequivocal statements and reaffirmation of our common values, Our Common Ground. I hope you join me in extending support and expressing solidarity with our colleagues at the University of Virginia. I join President Sullivan in condemning racism, bigotry, and violence. Hate has no place at UVM.

An excerpt from my remarks at the campus-wide leadership retreat in June:

“As scholars, we are seekers of knowledge and truth. As educators, we trade in learning and discovery. And as members of the UVM academic community, we are committed to diversity and inclusion – as beacons, as pillars, as core values, as foundational principles, and as aspirational ideals. This is what makes a great university.”

As I wrote last January, the University is (and must always be) a place for civil discourse and the safe exploration of ideas. American higher education is a privileged institution, but must never be taken for granted. We must be purposeful and proactive in ensuring access, freedoms, and the free exchange of ideas and ideologies. We must seek out ideas contrary to our own in order to have true discourse, and true learning. And we must recommit ourselves, every day of every year, to principles of equity, justice, diversity, and inclusion. As I wrote in one of my first blog essays after coming to UVM in 2013, this is what “supercharges” the University to achieve its highest ideals as a knowledge engine for society.

What follows are a series of updates I hope you will find interesting. As you know, I use Across the Green as a way to communicate with the broader academic community about plans and progress, provide updates on timely and relevant topics, and generate excitement for what we are doing, together, as a university. As always, I welcome your feedback and your suggestions. Please feel free (and encouraged) to send me an email or, better yet, stop me when you see me on campus. I also invite you to join me at one of the monthly “Coffee with the Provost” sessions this fall.

ABOUT THE UVM CLASS OF 2021

This year’s first-year class, about 2650 strong, represents the most academically talented class ever at UVM. Average SAT score and average class rank both are up, and nearly half of the incoming class comes in with AP, IB, or other college credits. The Class of 2021 is 22% Vermonters (the same as last year) and 13% students of color, up from 11% last year and the second highest percentage ever. The class also is socio-economically diverse, with a larger number of Pell-eligible students. Also significant, and a clear indicator of the recognized quality of our academic programs, our yield has increased from 13.4% to 17.8% in the last two years. This is a 33%
increase in yield. Students from across the country continue to choose UVM. In addition to continued increases in numbers of students from Massachusetts and New Hampshire, this year also saw significant increases from Maryland, Virginia, North Carolina, and Georgia.

FIRST-YEAR READING SELECTION

This year’s incoming class was invited to read (with us) the book *A Deadly Wandering*, by Matt Richtel. I commend the selection committee on another outstanding choice for our campus. I hope you will read this book along with us and find ways to incorporate it into your classes, residence halls, events, and gatherings. The book tells the story of a young man coming to terms with a terrible tragedy he caused, texting while driving, and of our awakening as a society to the deepening, sometimes dangerous, role technology is playing in our lives. In addition to being timely and relevant for college-age students, the book offers opportunities for deep learning and deep reflection on topics ranging from technology, to cognitive and brain science, to ethics and the law. We learn about Moore’s Law and Metcalf’s Law, compulsion and addiction, business models and learning models, human nature and human frailties. And in doing so, we learn about our students, our children, and ourselves. Please, please read this book. It very well may change your life, and it very well could save a life. At the very least, I hope you will find a way to make this important book part of your academic year. I know our students are looking forward to it.

UNIVERSITY-WIDE ASSESSMENT AND REACCREDITATION

University-wide Assessment

We are in the second of a two-year process to create a university-wide system to promote and support the assessment of student learning outcomes in our academic programs including General Education. The purpose of this system is to have assessment findings inform curricular revision which, in turn, will improve students’ achievement of the outcomes. J. Dickinson, the Provost’s Faculty Fellow for Assessment, and Brian Reed, the Associate Provost for Teaching and Learning, are leading the Assessment Initiative with support from the Center for Teaching and Learning.

The process has been informed by research into best practices, our experiences to date, and consultations with assessment experts at other universities. The evolving system is being tailored to UVM’s culture, resources, and needs. Many of our programs, most notably our externally accredited professional programs, already had assessment processes in place. In other cases, program assessment was spotty, and was non-existent for the General Education learning outcomes. An overview of the project and its progress, as well as many useful resources, can be found at the [UVM Assessment Website](#).

These assessment efforts are important parts of the preparations for our 2019 NEASC reaccreditation site visit. More importantly, J. and Brian report evidence of a shift in campus culture as programs become more familiar with evidence-based assessment processes, and department chairs and faculty members see how relatively simple planning and evaluation tools can inform and guide curricular change in an organized and meaningful way. Now, after a year and a half of intensive work, we have a good understanding of next steps needed and places where targeted intervention will materially improve assessment efforts on campus.
Assessment is not just about satisfying our NEASC accreditors. Ongoing assessment is essential to continuous improvement, guiding decisions about program improvement, and helping us better educate our students. The Provost’s Office has committed significant resources to building these university-wide systems and establishing a culture of assessment at UVM. Please watch for announcements about upcoming events and do engage in this important Assessment Initiative.

NEASC Accreditation and Self-Study

UVM is accredited by the New England Association of Schools and Colleges (NEASC). Our next decennial accreditation site visit will occur in spring 2019. In preparation for the accreditation review we must prepare a detailed self-study report framed around NEASC’s nine standards, as well as any previously identified weaknesses. The standards, which were revised in 2016, set aspirational goals toward which institutions are expected to strive, and they are permeated by the themes of institutional integrity and effectiveness. The self-study must provide for each standard (1) an objective, evidence-based description of the current status of the University with respect to the standard; (2) a candid and critical appraisal of our strengths and challenges in addressing the standard; and (3) a realistic and specific projection of what the University will do to better address the standard. The Office of Institutional Research (OIR) will play a key role in providing data to support the narratives in the text. Having good systems for assessment of student learning outcomes is essential for addressing the standards on academic programs, educational effectiveness, and teaching and learning. It is important to note that our approach to the self-study is not to “sell” ourselves; but rather, this is an opportunity to take an honest look at ourselves. The real value will be in what we learn, what changes we make, and the processes by which we accomplish both.

Needless to say, writing the self-study will require a great deal of coordinated work. A tiered task force has been created to get the job done during the coming year. It is comprised of standards committees for each of the nine (9) standards; a Steering Committee made up of the co-chairs of the standards committees; and an Executive Committee co-chaired by Mara Saule, Dean of Libraries and CIO; and Brian Reed, Associate Provost for Teaching and Learning. In total, nearly 100 faculty members, staff, and students will be involved. In recruiting these individuals, careful consideration was given to expertise, constituencies, and representation across the campus community. The self-study project officially kicked-off August 21, and work will progress through the academic year with the standards committees submitting their reports in May 2018. The draft self-study report will be synthesized from the committee reports and then vetted for comment in fall 2018.

President Sullivan and I extend our deepest thanks to all who are serving on the various committees. I also want to emphasize that all of us have a responsibility to participate in the self-study processes. The self-study needs campus-wide input. During the fall semester the standards committees will be gathering data, sometimes through surveys or public forums. Later there will be opportunities for input on drafts of the report. There will be regular communications about the project through many venues including a website where there will be updates and information about opportunities for engagement. Your participation is critical to our successful reaccreditation.
FACULTY PROFESSIONAL/LEADERSHIP DEVELOPMENT

Our efforts to enhance and expand faculty development programs have continued, as outlined previously, under the leadership of Associate Provost Jim Vigoreaux. Faculty professional development, throughout the faculty lifespan (from candidate recruitment through emeriti status), is a priority for my office. Jim has done outstanding work in the last year to enhance existing programs and implement new programs aimed at providing timely and meaningful faculty development opportunities.

Last year we piloted the University's first campus-wide faculty conference as the kick-off event for an annual Faculty Development Series. Over 300 faculty participated in four events held throughout the academic year around the theme of student success. The four events provided faculty with tools and skills to teach resilience and manage students in distress, as well as opportunities to share information and strategies to engage students and enhance their learning experience.

The second annual Faculty Development Series has been designed around the theme of academic freedom. The kick-off event, the campus-wide faculty conference (August 21) included a presentation and discussion led by President Sullivan (more than 300 attendees, standing-room only in the Davis Center). Throughout the academic year, the Faculty Development Series will explore the multiple facets of academic freedom in a variety of formats, from invited speakers to faculty panels.

The Office of the Provost works in partnership with many units on campus to provide opportunities for faculty professional development. Throughout the year we will be announcing new training activities, support mechanisms, and informational sessions. Let me touch briefly on two initiatives here: (1) Teaching as Research (TAR), and (2) Academic Leadership Development.

As part of our continuing commitment to the Teacher-Scholar model at UVM, we will be conducting a pilot project this year to implement curriculum on teaching as research (TAR). Throughout the fall semester, the Center for Teaching and Learning will be training cohorts of faculty and providing assistance to develop TAR courses that will be taught in spring 2018. The support for our emerging community of TAR practitioners will strengthen and enhance our scholarship of teaching and learning, improve classroom teaching, and enrich the educational experience of our students.

The University is fortunate in its proven ability to attract and retain outstanding faculty. It only follows that we should seek to develop a pool of potential future leaders from this group, both to provide professional development opportunities for those faculty with interests in academic or administrative leadership and to ensure a deep pool of qualified candidates for leadership positions as they arise.

I have asked Associate Provost Vigoreaux to use the coming year to plan and develop new programs aimed specifically at faculty leadership development. While not recruited at the time they join the University to eventually assume leadership roles, many faculty develop an interest in
leadership over the natural course of their careers. Faculty having interest in leadership roles, and who exhibit the qualities needed to be successful in such roles, should be provided with timely guidance, support, and training opportunities. While informal mentoring can and should be sought, the University should also be more purposeful in providing more formal leadership development programs and opportunities. Over the course of the academic year, we will engage in discussions with faculty, faculty leaders, and administrators to identify topics and needs, which will form the basis for faculty leadership development programs at UVM.

A special thank you to Jim Vigoreaux for his leadership on these important faculty professional development efforts. In his role as Associate Provost for Faculty Affairs, he continues to make excellent progress toward comprehensive goals for faculty recruitment, retention, development, advancement, and recognition. Please visit his website for more information.

RETENTION AND FOUR-YEAR GRADUATION

Student retention and four-year graduation remain top priorities for the University, as articulated in the President's Strategic Action Plan and the underpinning Academic Excellence Goals. Retaining students from year to year and ensuring our undergraduate students graduate in four years are strategic goals for multiple reasons: (1) to support student success and access to a four-year undergraduate degree; (2) to enhance reputation and rankings of the University; (3) to make effective and efficient use of university resources; and (4) financial sustainability. To the last point, we know that every one percent up or down in retention (Year 1 to Year 2) equates to $500K in net tuition revenue, allocated directly to the colleges/schools per IBB.

The University of Vermont benchmarks itself against a group of designated comparator institutions that align with our academic profile and size. Owing to the quasi-public nature of UVM, our high academic profile, and our tuition price point for out-of-state students, this group includes a mix of public and private institutions. While our Year 1 to Year 2 retention rate and four-year graduate rate are excellent relative to many public (and even some private) universities, they lag slightly behind some of our most direct regional comparator public and all private institutions in our comparator set. For the reasons given above, we must elevate both of these important student progress/success rates such that we are competitive with the elite private universities against whom we compete directly for students. We cannot be satisfied with rates that may be enviable for competitor publics.

Both our retention and four-year graduation rates have remained essentially unchanged in the last five years. Working closely with the Vice President for Enrollment Management and the academic deans, we are developing an action plan to increase both rates. Many of you will have a role to play in executing this plan. While we have been working hard on this for the last few years, the transition to IBB now both highlights the importance and incentivizes progress toward these important goals. The action plan is being finalized and will be shared with the colleges/schools this fall. I am asking all academic departments and those administrative units that support (directly or indirectly) student retention, student progress, and student success to take ownership of this plan and become engaged in our efforts to be successful. Working together – understanding both our motivations and our goals – I am confident we can move the dial.
FIRST-YEAR EXPERIENCE

You will recall discussions over the last two years around high impact practices (those practices that have been shown to improve student success, satisfaction, and achievement) and how we can adopt/implement many of these (best) practices at UVM. Among these high impact practices, two fall into a category we have called “first-year experience” (FYE): (1) maximizing participation in first-year residential learning communities, and (2) common first-year course or curriculum. Last year, a task committee led by Stacey Kostell (Vice President for Enrollment Management), Annie Stevens (Vice Provost for Student Affairs), Brian Reed (Associate Provost for Teaching and Learning), and Jen Prue (Provost’s Faculty Fellow for Advising and First-Year Experience) worked with representatives from the Faculty Senate and both academic and residence life leadership to develop a first-year experience (FYE) strategy and plan for implementation. Evolving plans were vetted among faculty and student governance groups, college/school leadership, academic units, and student life professionals.

We start the 2017-18 academic year with 72% of our first-year students living in some type of programmed housing, with 64% enrolled in a wide variety of associated credit-bearing courses. Specifically, 52% of our first-year students will be living in five different theme-based Learning Communities enrolled in associated (1-3 credit) courses. Why Learning Communities? Because we know that students benefit when they participate in living environments created with a shared purpose engaged in active learning. Theme-based learning communities offer students rich educational opportunities that optimize and emphasize academic success and provide a broad range of opportunities for community engagement.

Active engagement within Learning Communities will include curricular elements, community-wide programs, peer mentoring, and opportunities for experiential learning and connections with passionate faculty through intellectual presentations and informal advising.

We will continue to assess and focus on this model, as we gradually and thoughtfully ramp-up to 100% first-year participation by developing additional academic partnerships. Learning Community themes will reflect the University’s values and core academic strengths. Current Learning Communities include: Honors College, Sustainability, Leadership, Wellness Environment, and Outdoor Experience. Future themes being considered include: Innovation and Entrepreneurship, Global and Domestic Cultures, and Arts and Creativity.

Considerable discussion this year centered around the structure and content of a first-year common course/curriculum and, while conversations are continuing this fall, it is expected that a final plan will be approved and implemented by the end of the fall semester. Our goal is to create a meaningful first-year experience for all of our undergraduate students that (a) integrates with and leverages existing first-year programming in the colleges/schools, with the least possible disruption; (b) creates meaningful new opportunities for faculty engagement with first-year students within and as part of residential learning communities; (c) moves steadily and incrementally (over a period of 2-3 years) toward articulated goals; and (d) does not create a significant new resource demand for the University.
I want to thank Stacey Kostell, Annie Stevens, Brian Reed, and Jen Prue for their leadership of this important initiative. Thank you also to all of the faculty and staff who have been engaged in the development of FYE programming and plans. These represent a significant investment in (and commitment to) student success and satisfaction, and the implementation of these plans will drive student retention, meaningful engagement with faculty, and academic achievement.

RESEARCH

The University continues to invest strategically in research, both in supporting established programs and seeding new initiatives. The latter is aimed largely (though not exclusively) at creating new research collaborations across disciplines. The Vice President for Research maintains a webpage with complete information about the various funding programs, including application process, selection criteria, and recent awards.

Collectively, the Office of the Provost and the Office of the Vice President for Research (OVPR) allocate more than $1M annually to faculty for research and scholarly activity. This includes support through the SPARK-VT program; the REACH program; the Faculty Activity Network (FAN); and the OVPR Express program (for new faculty); as well as some direct financial support (cost-share, equipment, or matching funds) and investment in proposal development assistance for large center-level grants identified by the Vice President for Research as strategic priorities for the University. As evidence of the success of the latter program, five of the recent large awards benefitted from this additional support, provided by Dr. Jeralyn Haraldsen, grant proposal manager in the OVPR.

UVM’s SPARK-VT program continues to garner interest from faculty members and faculty teams across the University. An important part of our Innovation and Entrepreneurship Ecosystem at UVM, the SPARK-VT program has received national and international attention and recognition as a model for such university-based programs. This year the SPARK-VT program, which provides seed funding to translate novel research ideas into commercial products and services, made two awards to UVM faculty:

- Jason Botten (Microbiology and Molecular Genetics, LCOM), Development of therapeutic antibodies for treatment of hantavirus cardiopulmonary syndrome
- Daren Hitt and Ryan McDevitt (Mechanical Engineering, CEMS), Discrete Foaming Agent Solid Thruster (DFAST) Array for Small Satellite Precision Control

Our plan is to steadily increase the amount of funds being allocated to faculty for research and scholarship through these and other programs over the next 3-4 years, both through increases in the OVPR’s investment fund (included as part of the new budget model) and the availability of new research initiation funds awarded through the Institute for Environment. Growth in extramural research and increased interdisciplinary activity are two of the Academic Excellence Goals underpinning the President’s Strategic Action Plan.

In recent months, a large number of new research grants have been awarded to our faculty. An increasing number of these grants have been significant in size and often highly interdisciplinary, involving investigators and supporting students from multiple colleges and schools. In the last few
months, 9 new research grants of $1M or more were awarded to UVM faculty. Examples include (PI's listed alphabetically by last name):

- Kelly Cowan (Pediatrics, LCOM), IMPACT VT: Improving Pediatric Access to Clinical Trials in Vermont, NIH, $1.79M
- James Hudziak (Psychiatry, Pediatrics, LCOM), Wellness Environment, Conrad Hilton Foundation, $1.87M
- Yvonne Janssen-Heininger (Pathology and Laboratory Medicine, LCOM), NHLBI Outstanding Investigator: S-Glutathionylation Chemistry in Fibrotic Lung Remodeling, NIH, $6.49M
- Melissa Pespeni (Biology, CAS), NRT: Quantitative and Evolutionary STEM Training (QUEST): An Integrative Training Program for Versatile STEM Professionals to Solve Environmental and Global Health Problems, NSF, $3.0M
- Susan Ryan (Center on Disability and Community Inclusion, CESS), Vermont I-Team, Vermont Agency of Education, $1.07M
- Gary Stein (Biochemistry, LCOM), Northern New England Clinical and Translational Research Network (IDeA CTR), NIH, $5.0M
- Judith van Houten (Biology, CAS; EPSCoR), Vermont Genetics Network, NIH, $3.49M
- Judith van Houten (Biology, CAS; EPSCoR), RII Track-1 Lake Champlain Basin Resilience to Extreme Events, NSF, $4.0M
- Susan Wallace (Microbiology and Molecular Genetics, LCOM), Structure and Function of DNA Repair Enzymes and Cancer, NIH, $9.23M

Congratulations to these investigators, their co-investigators, and all those involved in successful grant applications. UVM’s research enterprise continues to increase in size and scope, engaging more faculty members, garnering more extramural support, creating more opportunities for our students, and gaining national and international attention for outcomes.

Recall that last year, the faculty in each college and school developed a list of Scholarly Productivity and Impact Metrics to plan, guide, and track their progress toward their own goals for growth in research and scholarship. Each college and school includes extramural support for research as one of its key indicators.

CORPORATE RELATIONS

Our faculty are engaged in innovative research that sets us apart as leaders nationally and internationally for our contributions in health, the environment, food systems, sustainable business, energy, and complex systems and data science, among other areas. These contributions have generated considerable attention and have attracted local, national, and global companies to partner with us, including: MassMutual, CA Technologies, Green Mountain Power, Seventh Generation, MITRE Corporation, Pfizer, Sodexo, Land O’Lakes, United Therapeutics, Ford Motor Company, and others.
UVM is committed to working with companies to advance faculty career development, research collaborations, and innovative partnerships. We are building new relationships with alumni who are eager to establish partnerships with their companies, and we support faculty interested in pursuing new opportunities that will advance their research and teaching.

This summer I invited Alexa Woodward, Director of Corporate and Foundation Relations, to present opportunities for corporate engagement to our STEM Leadership Council and to an invited group of faculty from the STEM disciplines. These efforts encourage our faculty and our external advocates to think about corporate partnerships that can have transformative effects on our institution, the economy of our state, and beyond.

Our Corporate and Foundation Relations Office helps companies navigate the University to explore a range of partnership opportunities. The office also provides internal support directly to our faculty to identify corporate funding opportunities. Such support can augment and enhance funding from federal and state agencies, especially important in light of current uncertainties in Washington, and can create new opportunities for faculty as well as student engagement, learning, and discovery.

Interested faculty should contact Alexa Woodward (Alexa.Woodward@uvm.edu), to find out what opportunities might align with your interests.

SUMMER TERM

One of the goals in the Academic Excellence Goals underpinning the President’s Strategic Action Plan is the expansion of academic programming during the summer months at UVM. This is strategic for many reasons: (1) capitalizes on the attractiveness of Vermont in the summer; (2) improves utilization of classrooms, residence halls, and other spaces during the summer months; (3) provides opportunities for our students to catch up or accelerate progress toward timely graduation; and (4) generates new revenue for the colleges and schools.

Before such goals could be fully realized, however, it was necessary to make certain infrastructure investments (e.g., air conditioned residence halls and classrooms) and changes in our budget model (e.g., revenue direction to the academic units). With the transition to IBB now complete, the construction of ‘Discovery’ (the first building in the new STEM Complex which opened earlier this summer) and Ifshin Hall (Grossman School of Business, opening summer 2018), and the opening of the new Central Campus Residence Hall and associate dining hall, these investments and changes have now been completed.

Another important change we made in anticipation of significant expansion of summer programs was the 30% tuition discount for summer courses. We made this change even before transitioning to IBB, as a means to encourage more students to enroll in summer courses. We also coupled this (again, before IBB) with a decision to direct a substantial portion of the summer revenue back to the colleges and schools, as a means of encouraging the academic units to expand summer course offerings. Following the launch of IBB we saw immediate and significant changes in summer course offerings and enrollments as colleges and schools made intentional decisions about which
courses to offer, target enrollments, and course sequences (i.e., alignment with fall/spring, courses most needed by students for progression toward four-year degree completion, etc.).

We are now well positioned to move toward a robust and predictable summer term model. This does not mean creating an expectation of students enrolling (or faculty teaching) over 12-months, or the creation of a formal summer semester, but rather seeks to create predictable flexibility and opportunity for both students and faculty. To do this, we will seek to remove any remaining barriers and inefficiencies that may exist currently, whether related to enrollment management (e.g., admissions, financial aid, registrar) or academic (e.g., advising, internships, student services). I will be charging a university-wide task committee to examine these (and other) opportunities and make recommendations to me by the start of the spring semester. The task committee will be co-chaired by the Vice President for Enrollment Management and a dean from one of the colleges/schools.

Once recommendations are reviewed and accepted (staged as necessary to ensure smooth implementation), we will have realized our goal of a robust, productive, and efficient summer term at UVM. This will provide enormous opportunities for our students and for the University, directly aligned with our highest priorities around access and affordability, elevating student retention and four-year graduation rates, making more efficient use of our facilities, and generating new resources for colleges and schools to invest in their highest priorities.

NEW LEADERSHIP

This fall we welcomed three new leaders to the University of Vermont. Ryan Hargraves joins us as Director of Admissions. Ryan joins us from the University of Virginia where he has worked in Admissions for more than 15 years, serving more recently as Senior Associate Dean of Admissions.

Brian Prindle joins UVM as Executive Director of Research Administration, providing leadership and oversight for three offices: Research Administration and Compliance; Sponsored Project Administration; and the Research Protections Office. Brian comes to us from the University of Florida where he oversaw UF’s Sponsored Research Administration with responsibility for $750M in annual research grants.

Late last spring, following a national search, Veronika Carter was appointed University Registrar. Veronika joined the Registrar’s Office in 1997, over time rising to the position of Senior Associate Registrar. Many of you know Veronika as a thoughtful, strategic, and dedicated partner to academic leadership, departments, colleges, and schools.

We continue to be fortunate to be able to attract leaders of such high caliber to the University of Vermont, a reflection of both what we have accomplished and where we are going. Please join me in welcoming Ryan Hargraves and Brian Prindle to UVM, and in congratulating Veronika Carter on her promotion.
CONSTRUCTION UPDATE

We have completed Phase I of the STEM Complex (‘Discovery Hall’) and the First-Year Housing and Dining Facility. These projects came in on-time and on-budget, and will add immensely to the University. Five additional central campus projects are underway: Phase II of the STEM Complex (‘Innovation Hall’); the Votey Hall renovations; the Ifshin Hall addition to the Grossman School of Business; renovation of the Billings Library; and the UVM Medical Center’s new in-patient care facility. You can find information on these projects, as well as a map of pedestrian pathways on the Building UVM page on the Provost’s Office website.

Thank you for your patience with the inevitable inconveniences that come with facilities construction projects. Such projects, whether renewal or expansion, are part of any vibrant university. They are signs of intellectual and organizational health, vision, and commitment. And they are a critical part of any university’s strategic plan for success. The results will be both inspirational and transformative for our campus and our academic community.

CLOSING THOUGHTS

Fall is a special and very beautiful time in New England. I was fortunate to have been born and raised in New England; but even more fortunate to return a little more than four years ago to begin serving as provost at the University of Vermont. It is a role that I cherish and an opportunity for which I am most grateful. Adding to the sights, smells, and sounds of fall (think: leaves), is the bounty of local variety apples. I seem to write about these each fall. If you are new to Vermont, I hope you will make time this fall to go apple picking and expand your cooking repertoire with the amazing fruits of our land. And as if the sights, sounds, smells, and tastes of fall are not enough – we also have the excitement of the new academic year and the return of our students. Alumni Weekend (UVM’s reunion and homecoming weekend, October 6-8, 2017) cannot be far behind.

As we return to the lively pace of the academic year, and continue in our pursuit of shared goals and the aspirational ideals to which we are committed as an academic community – with measurable outcomes and demonstrated impact – please take time to look around and appreciate our beautiful campus. Always ranked among the most picturesque and bucolic college campuses in the country, we have added several beautiful new buildings this year (Alumni House and Silver Pavilion, Discovery Hall, and the Central Campus Residence Hall), and several more are under construction. As part of the overall campus master plan, we also are constructing the Green Mountain Walkway and of course continue to add trees throughout our beautiful campus. We are privileged every day to work in such beautiful surrounds.

Finally, I invite you to join me this fall at UVM Athletics home games. Throw on an extra layer and enjoy a beautiful fall day at Virtue Field or Moulton Winder Field. And GO CATS!

Whether on the campus, at the game, or in the orchard… see you out there. –DVR
“People want to join an organization that (a) has a strong sense of identity, and (b) is on a clear upward trajectory. Today, we can boast both.”

“American higher education is a privileged institution, but must never be taken for granted. We must be purposeful and proactive in ensuring access, freedoms, and the free exchange of ideas and ideologies. We must seek out ideas contrary to our own in order to have true discourse, and true learning.”

“The University is fortunate in its proven ability to attract and retain outstanding faculty. It only follows that we should seek to develop a pool of potential future leaders from this group, both to provide professional development opportunities for those faculty with interests in academic or administrative leadership and to ensure a deep pool of qualified candidates for leadership positions as they arise.”

“Working together – understanding both our motivations and our goals – I am confident we can move the dial.”

“We are privileged every day to work in such beautiful surrounds.”

Follow @UVMprovost on Twitter
In the pages that follow, we highlight a few of the many stories that demonstrate the power of your philanthropy. Within the framework of Move Mountains, for each of the four campaign priorities, we’ve provided both an update on the impact of a previous gift and the promise of a gift from this fiscal year.

From the BOARD CHAIR AND THE PRESIDENT/CEO

With two years to go, your generosity to — and passion for — UVM have provided us with incredible momentum to imagine the successful completion of our ambitious $500 million comprehensive campaign.

To realize that goal, we still have much to accomplish, but we’re sprinting every day toward that finish line. To know that we have tens of thousands of UVM supporters from around the globe means the world to us.

We consider you our partners. Working with the faculty, staff and students at UVM, together we can and will create excitement toward an even more purposeful future. We are honored to act as stewards for the gifts that symbolize your generosity and your deep belief in the lifelong value of a UVM education.

In this annual report, we’ve chosen to focus on the four strategic areas announced during our October 2015 public launch of Move Mountains: The Campaign for the University of Vermont. They are student access and affordability, faculty support and endowments, new and renovated facilities, and academic and program support.

In the pages that follow, we highlight a few of the many stories that demonstrate the power of your philanthropy. Within the framework of Move Mountains, for each of the four campaign priorities, we’ve provided both an update on the impact of a previous gift and the promise of a gift from this fiscal year. We share these stories because we want you to know that what you do for UVM does indeed make a difference in the lives of our students and our faculty, and in the continued upward trajectory of this magnificent university for generations to come.

Thank you.

Jim Keller
Chairman of the Board
UVM Foundation Board of Directors

Shane Jacobson
President and CEO
UVM Foundation
Move Mountains: The Campaign for the University of Vermont publicly launched in October 2015 to support four strategic areas of focus at UVM — student access and affordability, faculty support and endowments, new and renovated facilities, and academic and program support.

In fiscal year 2017, commitments to these four areas, plus the UVM Medical Center, totaled $135,692,313. Commitments include new gifts, pledges, bequests and gifts-in-kind. As of June 30, 2017, commitments for the Move Mountains campaign — set to conclude on June 30, 2019 — surpassed a total of $430 million toward the overall goal of $500 million.

Cash receipts, which represent new one-time gifts, payments on pledges and realized estate gifts totaled $46,917,902 in fiscal year 2017.

These gifts come in amounts large and small, from many alumni and friends, and from corporations and foundations that choose to support UVM. As of June 30, 2017, there were 61,199 donors to the University of Vermont through the Move Mountains campaign and 18,938 to the UVM Medical Center, with some giving to both organizations. More than a third hail from Vermont.

Burlington native Robert Larner ’39, MD’42 and his wife Helen’s bequest, announced on September 23, 2016, signified the largest-ever gift to UVM and total life-time giving that exceeds $100 million. The medical school is now named the Robert Larner, M.D. College of Medicine.

The UVM Foundation successfully completed the Grossman Challenge, a matching initiative from Steven Grossman ’61 and the Grossman Family Foundation to raise $10 million for the Grossman School of Business. A second challenge is now underway.

An investment to renovate the former Taft School building into the University of Vermont’s first integrated center for the arts came from a leadership gift of $5 million from UVM Foundation Board of Directors member Michele Cohen ’72 and her husband Marty.

Five faculty investiture ceremonies demonstrated the critical importance of attracting and retaining outstanding faculty. There were 52 endowed faculty positions when President Tom Sullivan arrived five years ago. Now, UVM and the UVM Foundation have more than doubled the number of endowed positions to 107.

The campus was humming all year with construction activity. Capital projects made possible by philanthropy included the Science, Technology, Engineering and Mathematics (STEM) Complex; renovations of the Taft School and Billings Library; Ifshin Hall at the Grossman School of Business; UVM Alumni House; and the UVM Medical Center’s new inpatient facility, the Robert E. and Holly D. Miller Building.

In addition to these accomplishments, snapshots of the lasting impact of philanthropy are on the opposite page, and on the pages that follow.

Thank you for helping to move mountains at the University of Vermont.
Honoring academic promise and community service.

The University of Vermont strives to make higher education more affordable and accessible for students in need, and generous donors like Adam Clymer provide the chance to succeed. For the past 32 years, UVM has awarded the Jane Emily Clymer Scholarship — established in Adam Clymer’s daughter’s name after she was killed by a drunk driver — to a total of 63 students selected for their academic promise and commitment to service. Brianna DaSilva ’19, a political science major from the Bronx, N.Y., exemplifies these ideals. “I am very passionate about getting involved. The UVM community has taught me to live by this three-word mantra: ‘challenge by choice.’ This has helped push me beyond my limits, step out of my comfort zone and challenge myself in anything I do.” DaSilva serves as treasurer for UVM’s Black Student Union, works as a diversity intern with the Admissions Office and acclimates new students as an orientation leader. This year, Adam Clymer pledged an additional $2.5 million for the scholarship in his daughter’s name, ensuring that many more students will have the chance to challenge themselves, too.

A LOOK BACK: THE JANE EMILY CLYMER SCHOLARSHIP

2017 Jane Emily Clymer Scholar Brianna DaSilva ’19.

Investing in STUDENT SCHOLARSHIPS

THIS FISCAL YEAR: INTERNSHIPS

Preparation for success beyond graduation is an important aspect of today’s campus landscape. Internships are a critical navigational tool along the road to job placement and satisfaction. In 2017, through a variety of crowd-funding opportunities, more than 500 donors chipped in to fund 20 summer internships for current students, like Haley Turvey ’18. The nutrition, dietetics and food science major spent the summer working with the Vermont Foodbank. “This summer proved that nothing can replace the learning opportunities provided by face-to-face communication with the many people involved in our food system. My internship provided great insight into the workings of the nonprofit food community in Vermont, allowing me to better understand a job market I hope to enter within the next year.”

2017 Jane Emily Clymer Scholar Brianna DaSilva ’19.

Margaret Turvey ’18 gleaning crops for her summer internship with Vermont Foodbank.
A LOOK BACK: THE CIOFFI MEN’S BASKETBALL HEAD COACH

Philanthropy wins at UVM!

Early in the Move Mountains campaign, when Rob ’90 and Meghan ’91 Cioffi endowed the men’s basketball head coach position, the couple demonstrated their long-standing commitment to excellence in both athletics and academics at UVM. The new position, announced in 2015, was immediately awarded to John Becker, and Coach Becker’s teams continue to demonstrate excellence on and off the court. This season, the team won the America East Conference, bringing the nation’s longest winning streak to the NCAA tournament for an epic battle against number-four-seeded Purdue University. In the classroom, these same student-athletes were part of one of three UVM teams recognized by the NCAA for their overall academic performance. The endowed position provides Coach Becker and the student-athletes with resources to achieve success on and off the court.

Now, they are looking to the extended UVM community to support the proposed Multi-Purpose Center, building healthy bodies and healthy minds in facilities that promote sustained competitive excellence.

THIS FISCAL YEAR: THE BLOOMFIELD EARLY CAREER PROFESSORSHIP

Gifts from – and for – the heart.

The inaugural Martin E. Bloomfield ’56, MD’60 and Judith S. Bloomfield ’59 Early Career Professor in Cardiovascular Research, created by the Bloomfields this fiscal year, was generations in the making. Marty Bloomfield ’56, MD’60, wanted to focus on heart research early in his own career, but funding was not readily available at the time. Dr. Bloomfield’s son, also a cardiologist, benefited from an endowed assistant professorship at Columbia University that served as the inspiration for the Bloomfield Early Career Professor in Cardiovascular Research at UVM. The Bloomfield Professorship was awarded to Dr. Benedek Erdos, who leads an investigative team in his UVM lab that hopes to benefit millions by identifying novel therapeutic targets to treat hypertension.
A LOOK BACK: IFSHIN HALL AND THE GROSSMAN SCHOOL OF BUSINESS

Building a global business school.

Sanjay Sharma, the dean of the Grossman School of Business, arrived on the UVM campus at about the same time that the UVM Foundation came into existence. Among the business leaders who joined both the Grossman School of Business Board of Advisors and the UVM Foundation Board of Directors was the late Steve Ifshin ’58. Ifshin understood that for an academic program to continue to accelerate, philanthropy needs to play a significant role in building the business and reputation.

Thanks to that symbiotic vision, fundraising began in 2014 for an expansion of the business school footprint. This spring UVM opened the first of the two new STEM buildings — Discovery Hall, which houses state-of-the-art labs and classrooms. Donors are helping make this vision a reality, but we still have work to do. The university has presented opportunities for funding to renovate Votey Hall and to complete work on Innovation Hall, which will feature team-based learning spaces, classrooms and offices for faculty and staff. Philanthropy already has played, and will continue to play, a significant role in preparing our students for rewarding careers in high-growth fields.

This Fiscal Year: STEM Facilities

Discovery and Innovation.

The building names tell the intertwined stories of academics and philanthropy at the University of Vermont: Discovery and Innovation. The Science, Technology, Engineering and Mathematics (STEM) Complex is a significant priority for the Move Mountains campaign and the university’s largest-ever capital project. This spring UVM opened the first of the two new STEM buildings — Discovery Hall, which houses state-of-the-art labs and classrooms. Donors are helping make this vision a reality, but we still have work to do. The university has presented opportunities for funding to renovate Votey Hall and to complete work on Innovation Hall, which will feature team-based learning spaces, classrooms and offices for faculty and staff. Philanthropy already has played, and will continue to play, a significant role in preparing our students for rewarding careers in high-growth fields.
THIS FISCAL YEAR:
GUND INSTITUTE FOR ENVIRONMENT

Environmental success.

Generous support from the Gund family has helped the University of Vermont achieve worldwide recognition as a true leader in environmental scholarship. This spring, the Gunds donated $6 million to create the Gund Institute for Environment, UVM’s first university-wide environmental institute. Designed to catalyze interdisciplinary research at UVM, the new initiative is already connecting scholars with government, business and societal leaders to address urgent sustainability issues around the globe. To inspire further philanthropic support from other donors who also are passionate about building a sustainable future for the planet, the Gunds will give an additional $4 million when UVM raises $8 million for the new Gund Institute for Environment.

A LOOK BACK: LARNER COLLEGE OF MEDICINE

Second-to-none.

Dual-degree recipient Robert Larner ’39, MD’42 and his wife, Helen, have supported medical education at the University of Vermont throughout the Move Mountains campaign, and for decades prior. The Larner Scholars Program, the Larner Classroom and many other gifts demonstrate how philanthropy can have a profound impact on the ways physicians are educated. Last fall, we announced that the Larner’s life-time giving exceeded $100 million, a remarkable commitment to help realize Dr. Larner’s vision to make medical education at UVM “second-to-none.” As noted in a feature story in the Washington Post, “the Larner College of Medicine is scheduled to become the first U.S. medical school to eliminate lectures from its curriculum two years from now, putting it at the leading edge of a trend that could change the way the next generation of physicians learn their profession.” And, ultimately, the Larners’ many gifts will elevate the quality of medical care for patients treated by those who are educated and trained here for generations to come.

Whether climate change, human health, feeding the planet or water security, the Gund Institute tackles urgent challenges — and the complex relationships among them.
Dear Fellow Catamounts,

Our alumni community has grown to more than 115,000 Catamounts, hailing from every state in the nation and more than three dozen countries. From our most senior living alumni, harking back to the 1920s, to members of the Class of 2017 who just joined our ranks in May, we are pleased to report that the UVM spirit is very alive and well.

During the last year, UVM Alumni Association programs touched more than 17,750 alumni, parents and friends in more than 40 different locations. Whether on campus, in our newly opened UVM Alumni House, across the country or around the world, Catamounts are congregating in record numbers. We’re also happy to report that our corps of volunteers has grown by almost six percent, and our social media engagement — driven primarily by Facebook and Instagram — has experienced double-digit increases.

In this update, we’ve categorized our alumni community growth into three main groups: Students, Faculty, and Programs.

Students

The University of Vermont’s Student Alumni Association (SAA), a group of more than 35 students representing each undergraduate class, leads the effort to connect current students with the alumni community. This spring, participation in SAA events increased by 11 percent to more than 1,550 students, with activities including the Winter Ball and Senior Week 2017. The SAA also coordinated a “LikeMyClub” fundraising campaign with the UVM Foundation’s Annual Giving team and the UVM Student Government Association. This new initiative led to more than 650 donations — 230 of them students! — supporting over 60 student organizations and raising more than $17,000.

Faculty

Since 1974, the UVM Alumni Association has annually presented the George V. Kidder Outstanding Faculty Award in memory of Dr. Kidder, UVM Class of 1922 and former dean of the College of Arts and Sciences, who served his alma mater for more than 70 years. This year’s recipient, Dr. Lewis First, received the award at UVM Alumni House on May 10 and will give the annual Kidder Lecture in the Silver Pavilion this fall. The first faculty member from the Larner College of Medicine to receive the UVM Alumni Association’s highest award, Dr. First is a remarkable teacher, scholar and mentor. Students, alumni and faculty colleagues all overwhelmingly endorsed him for this honor.

Facilities

The entire University of Vermont community celebrated the grand opening last fall of the UVM Alumni House, including Dr. Lewis First, along with The Jack and Shirley Silver Pavilion. In less than a year, a total of almost 14,000 guests have attended more than 210 events in the stunningly renovated Queen Anne-style Victorian mansion. UVM Alumni House has hosted a variety of activities, including community (Burlington Business Association, Dismas House), cultural (gallery openings, piano recitals), athletic (“March Madness” game watches, men’s basketball team NCAA selection show) and educational (Janus Forum Lecture, Kidder Lecture) events. More than 100 UVM alumni couples entered the Catamount Wedding Giveaway contest to win use of UVM Alumni House rent free for their special day. Contestants submitted short essays about how UVM played a role in their relationship. Amanda Barmash ’12 and Ryan Zorde ’12 were selected as the winners from the 12 finalists during a Facebook Live broadcast with more than 2,000 viewers. The couple will be married at the UVM Alumni House in June 2018.

Programs

Career engagement programs continue to be a major focus, with networking nights taking place this spring in four regional markets: Boston, Burlington, New York City and Washington, D.C. Overall, the networking events experienced a 13.9 percent increase in alumni participation. In Burlington, the number of student and alumni networkers in fiscal year 2017 jumped by 33 percent over the previous year. Working in partnership with UVM Admissions, the Refyer–A-Catamount program was launched in 2016 and already has generated 340 recommendations from UVM alumni for highly qualified high school juniors and seniors. Another important way to stay connected to UVM is through one of the more than 30 (and growing) affinity groups that offer alumni with shared interests and common bonds the chance to connect beyond the traditional class and regional structure. Examples of groups and events already in place include the LGBTQA group, the Lawrence Debate Union and the celebration this spring of the 50th anniversary of Geography at UVM. Finally, UVM Discovery Travel successfully launched this year with three trips in 2017 to such destinations as Costa Rica, Panama, Holland and France. The travel program has one domestic and four international programs scheduled for 2018.

Thank you for your loyalty to and passion for our alma mater, and for all that you do to support the UVM Alumni Association.

Ferres Jackson ’70
UVM Alumni Association President

AF Ahmadi ’93
UVM Alumni Association Vice President

Clockwise from top left: UVM’s Student Alumni Association (SAA) group; Dr. Lewis First receives the George V. Kidder Outstanding Faculty Award; Beatrice Rana performs at a Lane Series reception; the UVM Alumni House and the Jack and Shirley Silver Pavilion.

The University of Vermont’s Student Alumni Association (SAA), a group of more than 35 students representing each undergraduate class, leads the effort to connect current students with the alumni community. This spring, participation in SAA events increased by 11 percent to more than 1,550 students, with activities including the Winter Ball and Senior Week 2017. The SAA also coordinated a “LikeMyClub” fundraising campaign with the UVM Foundation’s Annual Giving team and the UVM Student Government Association. This new initiative led to 650 donations — 230 of them students! — supporting over 60 student organizations and raising more than $17,000.
By the Numbers

The UVM Foundation is responsible for accepting and stewarding gifts and endowment income that benefit the university. Gifts are typically designated by donors for scholarships, faculty support, facilities and other specific purposes, although gifts also may be unrestricted. Gifts to endowments are added to investment principal upon receipt and administered by the UVM Foundation. Endowment spending and current-use gifts are distributed to UVM as requested by donors to support the institution's teaching, research and outreach mission.

### FINANCIAL POSITION AS OF JUNE 30, 2017

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<td>15,525,314</td>
</tr>
<tr>
<td>Investments</td>
<td>22,602,989</td>
<td>8,128,565</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and Equipment</td>
<td>8,890,197</td>
<td>8,890,197</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>44,736,667</td>
<td>35,873,471</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td>44,736,667</td>
<td>35,873,471</td>
</tr>
</tbody>
</table>

### UVM FOUNDATION MARKET VALUE

<table>
<thead>
<tr>
<th>Category</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SHORT-TERM POOL</strong></td>
<td>539,702,562</td>
<td>544,495,934</td>
</tr>
<tr>
<td><strong>GREEN FUND</strong></td>
<td>5,050,000</td>
<td>4,000,000</td>
</tr>
<tr>
<td><strong>STUDENT MANAGED POOL</strong></td>
<td>104,733</td>
<td>104,733</td>
</tr>
<tr>
<td><strong>UVMF HOLDINGS LLC</strong></td>
<td>27,158,213</td>
<td>27,158,213</td>
</tr>
<tr>
<td><strong>TRUSTS HELD BY OTHERS</strong></td>
<td>11,188,134</td>
<td>11,188,134</td>
</tr>
<tr>
<td><strong>ENDOWMENT</strong></td>
<td>56,728,077</td>
<td>56,728,077</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>56,728,077</td>
<td>56,728,077</td>
</tr>
</tbody>
</table>

### BY UVM UNIT

<table>
<thead>
<tr>
<th>Category</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>52,329,170</td>
<td>52,318,846</td>
</tr>
<tr>
<td>Campus Life</td>
<td>465,240</td>
<td>226,672</td>
</tr>
<tr>
<td>College of Agriculture &amp; Life Sciences</td>
<td>814,077</td>
<td>1,375,064</td>
</tr>
<tr>
<td>College of Arts &amp; Sciences</td>
<td>8,194,523</td>
<td>3,971,288</td>
</tr>
<tr>
<td>College of Education &amp; Social Services</td>
<td>179,572</td>
<td>1,798,901</td>
</tr>
<tr>
<td>College of Engineering &amp; Mathematics</td>
<td>1,992,509</td>
<td>1,815,889</td>
</tr>
<tr>
<td>College of Nursing &amp; Health Sciences</td>
<td>1,369,253</td>
<td>645,214</td>
</tr>
<tr>
<td>Diversity</td>
<td>317,133</td>
<td>18,383</td>
</tr>
<tr>
<td>Extension</td>
<td>321,179</td>
<td>452,839</td>
</tr>
<tr>
<td>Fleming Libraries</td>
<td>198,211</td>
<td>189,791</td>
</tr>
<tr>
<td>Graduate College</td>
<td>114,807</td>
<td>224,952</td>
</tr>
<tr>
<td>Grossman School of Business</td>
<td>8,641,430</td>
<td>6,111,781</td>
</tr>
<tr>
<td>Honors College</td>
<td>58,134</td>
<td>297,856</td>
</tr>
<tr>
<td>Lyme College of Medicine</td>
<td>8,257,784</td>
<td>8,992,755</td>
</tr>
<tr>
<td>Libraries</td>
<td>221,814</td>
<td>215,024</td>
</tr>
<tr>
<td>Rubenstein School of Environment &amp; Natural Resources</td>
<td>670,396</td>
<td>2,366,682</td>
</tr>
<tr>
<td>Student Financial Services</td>
<td>3,087,997</td>
<td>2,057,596</td>
</tr>
<tr>
<td>University Initiatives</td>
<td>13,682,326</td>
<td>7,577,386</td>
</tr>
<tr>
<td>UVM Medical Center</td>
<td>8,160,027</td>
<td>5,897,809</td>
</tr>
<tr>
<td>VP for Research</td>
<td>125</td>
<td>556,571</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>135,692,313</td>
<td>46,917,902</td>
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### UVM FOUNDATION ENDOWMENT BY PURPOSE

<table>
<thead>
<tr>
<th>Purpose</th>
<th>FY16</th>
<th>FY17</th>
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</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>52,329,170</td>
<td>52,318,846</td>
</tr>
<tr>
<td>Program Support</td>
<td>948,684,576</td>
<td></td>
</tr>
<tr>
<td>Scholarships</td>
<td>113,837,836</td>
<td></td>
</tr>
<tr>
<td>Chairs &amp; Professors</td>
<td>511,737,763</td>
<td></td>
</tr>
<tr>
<td>UVM Medical Center</td>
<td>58,160,027</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>7,272,111</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$135,692,313</td>
<td>46,917,902</td>
</tr>
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</table>

### TOTAL COMMITMENTS

<table>
<thead>
<tr>
<th>Category</th>
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<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Gifts</td>
<td>536,547,637</td>
<td>518,662,403</td>
</tr>
<tr>
<td>New Pledges</td>
<td>27,336,301</td>
<td>28,638,845</td>
</tr>
<tr>
<td>New Bequests</td>
<td>12,978,491</td>
<td>8,391,695</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>571,892,439</td>
<td>545,683,943</td>
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</tbody>
</table>

### TOTAL RECEIPTS

<table>
<thead>
<tr>
<th>Category</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Gifts</td>
<td>536,547,637</td>
<td>518,662,403</td>
</tr>
<tr>
<td>Payments on Previous Year Pledges</td>
<td>10,234,682</td>
<td>14,291,877</td>
</tr>
<tr>
<td>Payments on Current Year Pledges</td>
<td>14,185,786</td>
<td>8,772,001</td>
</tr>
<tr>
<td>Reinvested Bequests</td>
<td>3,051,193</td>
<td>5,190,781</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>63,819,200</td>
<td>46,917,902</td>
</tr>
</tbody>
</table>

### ANNUAL REPORT 2017

The total endowment benefiting UVM consists of the university’s endowment (long-term pool and separate investments) and the UVM Foundation’s endowment (pools are listed below). Individual donor endowments established prior to January 1, 2017 are part of the university’s endowment, and those established thereafter are part of the UVM Foundation’s endowment. Audited financial statements are available at uvmfoundation.org.
The UVM Foundation is governed by a volunteer Board of Directors with full responsibility for the management of the UVM Foundation’s business and affairs. The board has five standing committees — Alumni Association, Audit and Stewardship, Executive, Finance and Investment, and Governance — and meets at least twice annually. Members of the board are elected for three-year terms and may serve a maximum of two terms.

Members of the Board of Directors are also members of — and are chosen from — the Foundation Leadership Council. The Foundation Leadership Council provides volunteer leadership to the UVM Foundation and university through its philanthropy, service, skills, networking, knowledge and business acumen. The council was established to engage the institution’s most passionate, influential, and accomplished alumni and friends. Members serve five-year terms that may be renewed indefinitely. Board members who have completed their terms continue to be members of the Foundation Leadership Council.

The UVM Alumni Association was incorporated as a core unit of the UVM Foundation in April 2012. Members of the Alumni Association board serve as a vital link between the university and its graduates and are focused on cultivating and stewarding that lifelong relationship.

Governance

SENIOR MANAGEMENT
Shane Jacobson, President and CEO
Kathleen Desjardins, Associate Vice President for Advancement Services
Mark Dorgan, Vice President for Development and Campaign Director
Anne Forcier ’79, Executive Director of Board Relations
Kathleen Kelleher ’83, Vice President for Principal Gifts
Kevin McAteer G’06, Chief Development Officer for Academic Health Sciences
Mark Metivier, Interim Vice President and Chief Financial Officer
Mark Ray, Executive Director of Communications
Alan E. Ryea ’90, Vice President for Alumni Relations
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Diane Seder ’74, Madison, Wis., Vice Chair
Donald H. McCooe III ’83, Rye, N.Y., Treasurer
Scott S. Segal ’77, Charleston, W.Va., Secretary

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James Betts ’69, MD’73, Alameda, Calif.
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Robert P. Brennan, Jr. ’83, Chappaqua, N.Y.
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Barbara Fiddler ’62, Durango, Colo.
David Godkin ’77, West Roxbury, Mass.
Steven Grossman ’61, New York, N.Y.
Sheri Lehan ’88, West Hartford, Conn.
Cathy Irish Tremblay ’85, Fort Myers, Fla.
Meg Terry McGovern ’89, Burlington, Vt.
Elizabeth B. Marvin ’98, New York, N.Y.
Kate S. Maniaciuci ’02, San Francisco, Calif.
Linda H. Sparks ’64, Burlington, Vt.
Joseph T. Thomas ’08, New York, N.Y.
Mary Ellen Guzewicz ’73, Westport, Conn.
Mary Ellen Guzewicz ’73, Westport, Conn.
Barbara Fiddler ’62, Durango, Colo.

UVM Alumni Association BOARD OF DIRECTORS

OFFICERS
Penrose Jackson ’70, Honolulu, Hawaii, President
Ali Ahmed, Esq. ’93, Bethesda, Md., Vice President

MEMBERS
Rosario Magdalena Arias ’87, Williston, Vt.
Edward Cymerys ’74, Corona del Mar, Calif.
John K. Evans ’77, Charlotte, Vt.
Sanford Ira Friedman ’73, Palm Springs, Calif.
Sally Isham Gregoire ’85, Greenville, S.C.
Kevin R. Howe ’87, Boca Ciega, Conn.
Claire Julieanne ’86, Underhill, Vt.
Kate S. Maniaciuci ’02, San Francisco, Calif.
Elizabeth B. Marvin ’98, New York, N.Y.
Trey McGovern ’69, Burlington, Vt.
Khalil Munir ’74, Silver Spring, Md.
Col. Carol R. Ockerl ’57, Shelburne, Vt.
Bernard Palmer ’75, New York, N.Y.
Kristina M. Pisaneli ’97, Washington, D.C.
B. Michael Reardon ’89, Natwick, Mass.
Alan E. Ryea ’90, Milton, Vt.
Myron R. Sopher ’74, Charlotte, Vt.
Linda H. Sparks ’64, Burlington, Vt.
Joseph T. Thomas ’08, New York, N.Y.
Cathy Irish Tremblay ’85, Fort Myers, Fla.
Kate Noble Ulbucu ’00, Norfolk, Calif.
Antone T. Williams ’92, Shelburne, Vt.

UVM Foundation LEADERSHIP COUNCIL

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James R. Keller ’72, Gig Harbor, Wash.
Jim Pisciotta ’67, New York, N.Y.
Barbara Fiddler ’62, Durango, Colo.

Immediate Past Chairman
Eugene Kalkin ’50, Bernardsville, N.J.
Founding Chairman
FORMER BOARD CHAIRS
ex officio
Claudia Serwer ’67, New York, N.Y.
H. David Reines MD ’72, Washington, D.C.
Deborah McAneny ’81, Southborough, Mass.
ex officio
Shane Jacobson, Shelburne, Vt.,
ex officio
David Haas ’63, Pound Ridge, N.Y.
Mary Ellen Guzewicz ’73, Westport, Conn.
Zachary Gund ’93, Concord, Mass.
Mary Ellen Guzewicz ’73, Westport, Conn.

ANNUAL REPORT 2017 UVM FOUNDATION

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Vision
The vision of the UVM Foundation is to foster relationships with alumni and donors that maximize their personal and philanthropic investment in the University of Vermont, toward the realization of the University’s aspiration to remain among the nation’s premier small teaching and research institutions.

Values
The UVM Foundation values are reflected in the word **PRIDE**.

**PROFESSIONALISM**
As representatives of the UVM Foundation, our work, expertise, and conduct exemplify the highest standards of our profession.

**RESPECT**
In everything we do, we demonstrate consideration to the needs of our alumni and donors, to the campus community and to each other.

**INTEGRITY**
We are fair, honest and ethical in our work, and straightforward and sincere in our interactions with others.

**DEDICATION**
We are dedicated to responsibly stewarding the important relationships our alumni and donors have with UVM and inspiring a culture of meaningful engagement and philanthropy.

**EXCELLENCE**
We strive for excellence in ourselves, by being innovative in our actions, passionate about our work, supportive of our colleagues and devoted to professional development and personal growth.

The mission of the UVM Foundation is to secure and manage private support for the benefit of the University of Vermont.
I am pleased to provide our 2017 Fall Enrollment Report in its new format, drawn from the Catamount Data Center, a new data tool created by the Office of Institutional Research.

This year the report includes information on admissions trends by college/school for first-year and transfer students, as well as data and trends on residency and gender distribution. The enrollment report also includes expanded information on race and ethnicity data and trends over time.

A few highlights:

The undergraduate headcount enrollment of 10,513 is 246 students greater than last fall (10,267). Total headcount enrollment is 235 students greater than last fall, 13,105 compared to 13,340.

Our first-year class is 2,642 students, 602 are from the state of Vermont. The other 2,040 students are from 43 states and 25 countries. Students of Color make up over 12 percent of the class (331 total students). It is our most academically talented class.

We enrolled 869 total international students compared to 820 last year. Of those, 583 are matriculated undergraduate students and 135 are pre-matriculation and are enrolled in the Global Gateway Program.

Detailed information is included, and can also be accessed at the Catamount Data Center: http://www.uvm.edu/~oir/?Page=data_center.html
First-time First Years Admissions Rates

Residency = All/Sex = All

<table>
<thead>
<tr>
<th>Freshmen</th>
<th>Bachelor</th>
<th>CALS</th>
<th>1,806</th>
<th>1,233</th>
<th>68.3%</th>
<th>256</th>
<th>20.8%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CAS</td>
<td>11,073</td>
<td>8,105</td>
<td>73.2%</td>
<td>1,308</td>
<td>16.1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GSB</td>
<td>2,499</td>
<td>1,314</td>
<td>52.6%</td>
<td>203</td>
<td>15.4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CESS</td>
<td>1,078</td>
<td>627</td>
<td>58.2%</td>
<td>136</td>
<td>21.7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CEMS</td>
<td>2,775</td>
<td>1,936</td>
<td>69.8%</td>
<td>337</td>
<td>17.4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>RSENR</td>
<td>853</td>
<td>614</td>
<td>72.0%</td>
<td>177</td>
<td>28.8%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNHS</td>
<td>1,907</td>
<td>948</td>
<td>49.7%</td>
<td>225</td>
<td>23.7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>21,991</td>
<td>14,777</td>
<td>67.2%</td>
<td>2,642</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

Note: “Number Enrolled” total includes only students who applied and matriculated in the same term. Students who matriculated in a different term (e.g., deferred admission) are not included here. See Enrollment Dashboards for official cohort sizes.

For more information: [https://www.uvm.edu/~oir/catdat/restricted/admissions.html](https://www.uvm.edu/~oir/catdat/restricted/admissions.html)
See A1. Freshmen Admission Rates by College
First-time First Years Admissions Trends

For more information: https://www.uvm.edu/~oir/catdat/restricted/admissions.html
See A1. Freshmen Admission Rates by College
First-time First Years Admissions Trends by Residency

For more information: https://www.uvm.edu/~oir/catdat/restricted/admissions.html
See A3. Freshmen Admission Trends by Residency
First-time First Years Admissions Trends by Sex

For more information: https://www.uvm.edu/~oir/catdat/restricted/admissions.html
See A2. Freshmen Admission Trends by Sex
## Transfer Admissions Rates

Residency = All/Sex = All

<table>
<thead>
<tr>
<th>Transfers</th>
<th>Bachelor</th>
<th>Number Applied</th>
<th>Number Admitted</th>
<th>Admit Rate</th>
<th>Number Enrolled</th>
<th>Yield Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALS</td>
<td>Bachelor</td>
<td>143</td>
<td>106</td>
<td>74.1%</td>
<td>50</td>
<td>47.2%</td>
</tr>
<tr>
<td>CAS</td>
<td>Bachelor</td>
<td>707</td>
<td>542</td>
<td>76.7%</td>
<td>214</td>
<td>39.5%</td>
</tr>
<tr>
<td>GSB</td>
<td>Bachelor</td>
<td>291</td>
<td>217</td>
<td>74.6%</td>
<td>41</td>
<td>18.9%</td>
</tr>
<tr>
<td>CESS</td>
<td>Bachelor</td>
<td>87</td>
<td>60</td>
<td>69.0%</td>
<td>31</td>
<td>51.7%</td>
</tr>
<tr>
<td>CEMS</td>
<td>Bachelor</td>
<td>208</td>
<td>156</td>
<td>75.0%</td>
<td>63</td>
<td>40.4%</td>
</tr>
<tr>
<td>RSENR</td>
<td>Bachelor</td>
<td>74</td>
<td>51</td>
<td>68.9%</td>
<td>34</td>
<td>66.7%</td>
</tr>
<tr>
<td>CNHS</td>
<td>Bachelor</td>
<td>111</td>
<td>22</td>
<td>19.8%</td>
<td>13</td>
<td>59.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1,621</strong></td>
<td><strong>1,154</strong></td>
<td><strong>71.2%</strong></td>
<td><strong>446</strong></td>
<td><strong>38.6%</strong></td>
</tr>
</tbody>
</table>

Note: “Number Enrolled” total includes only students who applied and matriculated in the same term. Students who matriculated in a different term (e.g., deferred admission) are not included here. See Enrollment Dashboards for official cohort sizes.

For more information: [https://www.uvm.edu/~oir/catdat/restricted/admissions.html](https://www.uvm.edu/~oir/catdat/restricted/admissions.html)
See A4. Transfer Admission Rates by College
Transfer Admissions Trends

Applications, Admits, and Enrolls:
College = All/Residency = All/Sex = All

Admit Rates and Yield Rates:
College = All/Residency = All/Sex = All

For more information: https://www.uvm.edu/~oir/catdat/restricted/admissions.html
See A1. Transfer Admission Rates by College
Transfer Admissions Trends by Residency

For more information: https://www.uvm.edu/~oir/catdat/restricted/admissions.html

See A6. Transfer Admission Trends by Residency
Transfer Admissions Trends by Sex

For more information: https://www.uvm.edu/~oir/catdat/restricted/admissions.html
See A5. Transfer Admission Trends by Sex
2017 Fall Enrollment

Counts on the next pages

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E1. Fall Student Enrollment by Degree Level
## Fall 2017 University of Vermont Enrollment by Residency and Sex

### Fall Student Enrollment:
Student Type = All/Time = All

<table>
<thead>
<tr>
<th></th>
<th>In-State</th>
<th>Out-of-State</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female Male</td>
<td>Female Male</td>
<td>Total Total</td>
</tr>
<tr>
<td>Grand Total</td>
<td>2,428 1,795</td>
<td>5,343 3,774</td>
<td>4,223 9,117</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)
## Fall 2017 Undergraduate Enrollment by Residency and Sex

### Student Type = All/Time = All

<table>
<thead>
<tr>
<th></th>
<th>In-State</th>
<th></th>
<th>Out-of-State</th>
<th></th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Total</td>
<td>Female</td>
<td>Total</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td></td>
<td>2,862</td>
<td>7,651</td>
<td>10,513</td>
</tr>
<tr>
<td>Undergrad.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,569</td>
<td>1,293</td>
<td>2,862</td>
<td>4,528</td>
<td>3,123</td>
</tr>
<tr>
<td>CALS</td>
<td>231</td>
<td>108</td>
<td>339</td>
<td>790</td>
<td>298</td>
</tr>
<tr>
<td>CAS</td>
<td>640</td>
<td>519</td>
<td>1,159</td>
<td>2,007</td>
<td>1,324</td>
</tr>
<tr>
<td>GSB</td>
<td>85</td>
<td>167</td>
<td>252</td>
<td>227</td>
<td>413</td>
</tr>
<tr>
<td>CESS</td>
<td>227</td>
<td>57</td>
<td>284</td>
<td>372</td>
<td>61</td>
</tr>
<tr>
<td>CEMS</td>
<td>67</td>
<td>328</td>
<td>395</td>
<td>247</td>
<td>691</td>
</tr>
<tr>
<td>RSENR</td>
<td>61</td>
<td>66</td>
<td>127</td>
<td>349</td>
<td>252</td>
</tr>
<tr>
<td>CNHS</td>
<td>258</td>
<td>48</td>
<td>306</td>
<td>536</td>
<td>84</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)
Fall 2017 Graduate Enrollment by Residency and Sex

<table>
<thead>
<tr>
<th>Student Type = All/Time = All</th>
<th>In-State</th>
<th></th>
<th>Out-of-State</th>
<th></th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>487</td>
<td>238</td>
<td>725</td>
<td></td>
<td>1,542</td>
</tr>
<tr>
<td>Graduate</td>
<td>Total</td>
<td></td>
<td>486</td>
<td></td>
<td>886</td>
</tr>
<tr>
<td>CALS</td>
<td>22</td>
<td>18</td>
<td>40</td>
<td></td>
<td>45</td>
</tr>
<tr>
<td>CAS</td>
<td>8</td>
<td>7</td>
<td>15</td>
<td></td>
<td>19</td>
</tr>
<tr>
<td>GSB</td>
<td>13</td>
<td>16</td>
<td>31</td>
<td></td>
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<tr>
<td>CESS</td>
<td>136</td>
<td>44</td>
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<tr>
<td>CEMS</td>
<td>81</td>
<td>44</td>
<td>95</td>
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<td>150</td>
</tr>
<tr>
<td>RSENR</td>
<td>18</td>
<td>6</td>
<td>24</td>
<td></td>
<td>35</td>
</tr>
<tr>
<td>CNHS</td>
<td>11</td>
<td>2</td>
<td>13</td>
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<td>22</td>
</tr>
<tr>
<td>Grad</td>
<td>10</td>
<td>5</td>
<td>15</td>
<td></td>
<td>11</td>
</tr>
<tr>
<td>LCOM</td>
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<td>CALS</td>
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<td>3</td>
<td>10</td>
<td></td>
<td>22</td>
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<td>2</td>
<td>14</td>
<td></td>
<td>22</td>
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<tr>
<td>CESS</td>
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<td></td>
<td>66</td>
</tr>
<tr>
<td>CEMS</td>
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<td>11</td>
<td>16</td>
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<td>19</td>
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<tr>
<td>RSENR</td>
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<td>5</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>CNHS</td>
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<td>21</td>
<td>107</td>
<td></td>
<td>195</td>
</tr>
<tr>
<td>Grad</td>
<td>7</td>
<td>5</td>
<td>12</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>LCOM</td>
<td>5</td>
<td>2</td>
<td>7</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>Certificate</td>
<td>Total</td>
<td></td>
<td>17</td>
<td></td>
<td>25</td>
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<td>CESS</td>
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<td>1</td>
<td></td>
<td>1</td>
</tr>
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<td>1</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Grad</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>LCOM</td>
<td>12</td>
<td>2</td>
<td>14</td>
<td></td>
<td>21</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E2. Fall Student Enrollment (Tabular Data)
### Fall 2017 Medicine Enrollment by Residency and Sex

#### Student Type = All/Time = All

<table>
<thead>
<tr>
<th></th>
<th>In-State</th>
<th></th>
<th>Out-of-State</th>
<th></th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Total</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Grand Total</td>
<td>66</td>
<td>66</td>
<td>132</td>
<td>166</td>
<td>161</td>
</tr>
<tr>
<td>Medicine</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>66</td>
<td>66</td>
<td>132</td>
<td>166</td>
<td>161</td>
</tr>
<tr>
<td>LCOM</td>
<td>66</td>
<td>66</td>
<td>132</td>
<td>166</td>
<td>161</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E2. Fall Student Enrollment (Tabular Data)
### Fall 2017 Non-degree Enrollment by Residency and Sex

<table>
<thead>
<tr>
<th>Student Type = All/Time = All</th>
<th>In-State</th>
<th>Out-of-State</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Total</td>
</tr>
<tr>
<td>Grand Total</td>
<td>306</td>
<td>198</td>
<td>504</td>
</tr>
<tr>
<td>Non-Degree</td>
<td>306</td>
<td>198</td>
<td>504</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E2. Fall Student Enrollment (Tabular Data)
2017 University of Vermont Enrollment by Race/Ethnicity

For more information: http://www.uvm.edu/~oir/catdat/enrollment_completion.html

E3. Diversity – Fall Student Enrollment
University of Vermont Race/Ethnicity Trends

Student of Color Breakdown Trend:
Degree Level – All/Degree Type – All/Student Type – All/Sex – All

Fall Term
- Student of Color
- International
- Unknown
- White

For more information: http://www.uvm.edu/~oir/catdat/enrollment_completion.html

E4. Diversity – Fall Student Enrollment Trends
2017 Undergraduate Fall Enrollment by Race/Ethnicity

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E3. Diversity – Fall Student Enrollment
Undergraduate Race/Ethnicity Trends

Student of Color Breakdown Trend:
Degree Level = Undergraduate/Degree Type = All/Student Type = All/Sex = All

<table>
<thead>
<tr>
<th>Year</th>
<th>Student of Color</th>
<th>International</th>
<th>Unknown</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>10.0%</td>
<td>1.3%</td>
<td>6.3%</td>
<td>87.0%</td>
</tr>
<tr>
<td>2011</td>
<td>10.2%</td>
<td>1.3%</td>
<td>6.5%</td>
<td>85.3%</td>
</tr>
<tr>
<td>2012</td>
<td>10.4%</td>
<td>1.3%</td>
<td>6.5%</td>
<td>84.2%</td>
</tr>
<tr>
<td>2013</td>
<td>10.9%</td>
<td>1.3%</td>
<td>6.5%</td>
<td>83.4%</td>
</tr>
<tr>
<td>2014</td>
<td>11.3%</td>
<td>1.3%</td>
<td>6.5%</td>
<td>83.0%</td>
</tr>
<tr>
<td>2015</td>
<td>11.4%</td>
<td>1.3%</td>
<td>6.5%</td>
<td>81.9%</td>
</tr>
<tr>
<td>2016</td>
<td>11.2%</td>
<td>1.3%</td>
<td>6.5%</td>
<td>81.8%</td>
</tr>
<tr>
<td>2017</td>
<td>11.1%</td>
<td>1.3%</td>
<td>6.5%</td>
<td>80.9%</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)
2017 First-Time First Year Fall by Race/Ethnicity

Fall Student Enrollment:
Race/Ethnicity = All/Sex = All/Student Type = First-Time, First-Year/Time = All

Enrollment by Race/Ethnicity:
Degree Level = Undergraduate/College = All/Student Type = First-Time, First-Year/Sex = All/Time = All

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E3. Diversity – Fall Student Enrollment
First-time First Year Race/Ethnicity Trends

Degree Level = Undergraduate/Degree Type = All/Student Type = First-Time, First-Year/Sex = All

<table>
<thead>
<tr>
<th>Year</th>
<th>Student of Color</th>
<th>International</th>
<th>Unknown</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>10.2%</td>
<td>2.3%</td>
<td>1.9%</td>
<td>87.5%</td>
</tr>
<tr>
<td>2011</td>
<td>10.9%</td>
<td>1.9%</td>
<td>3.1%</td>
<td>85.4%</td>
</tr>
<tr>
<td>2012</td>
<td>10.4%</td>
<td>1.9%</td>
<td>3.1%</td>
<td>86.7%</td>
</tr>
<tr>
<td>2013</td>
<td>13.4%</td>
<td>1.9%</td>
<td>3.1%</td>
<td>84.3%</td>
</tr>
<tr>
<td>2014</td>
<td>13.2%</td>
<td>1.9%</td>
<td>3.1%</td>
<td>84.3%</td>
</tr>
<tr>
<td>2015</td>
<td>11.5%</td>
<td>1.9%</td>
<td>3.1%</td>
<td>84.0%</td>
</tr>
<tr>
<td>2016</td>
<td>10.8%</td>
<td>1.9%</td>
<td>3.1%</td>
<td>87.1%</td>
</tr>
<tr>
<td>2017</td>
<td>12.5%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>82.1%</td>
</tr>
</tbody>
</table>

Student of Color Breakdown:
Student Type = First-Time, First-Year/Sex = All

<table>
<thead>
<tr>
<th></th>
<th>Student of Color</th>
<th>International</th>
<th>Unknown</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor</td>
<td>12.5%</td>
<td>1.3%</td>
<td>4.1%</td>
<td>82.1%</td>
</tr>
<tr>
<td>UVM Overall</td>
<td>12.5%</td>
<td>1.3%</td>
<td>4.1%</td>
<td>82.1%</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E4. Diversity – Fall Student Enrollment Trends
### 2017 Graduate Fall Enrollment by Race/Ethnicity

#### Fall Student Enrollment:
- **Race/Ethnicity** = All
- **Sex** = All
- **Student Type** = All
- **Time** = All

#### Enrollment by Sex:
- **Male**
- **Female**

#### Enrollment by Race/Ethnicity:
- **Degree Level** = Graduate/College
- **College** = All
- **Student Type** = All
- **Sex** = All
- **Time** = All

#### Enrollment by Students of Color:
- **American Indian or Alaskan**
- **Asian**
- **Black/African-American**
- **Hispanic**
- **Two or More**
- **International**
- **Unknown**
- **White**

*Federal race/ethnicity guidelines changed beginning in Fall 2020. Earlier terms are not included due to incompatible information.*

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E3. Diversity – Fall Student Enrollment
Graduate Race/Ethnicity Trends

Degree Level = Graduate/Degree Type = All/Student Type = All/Sex = All

Student of Color Breakdown:
Student Type = All/Sex = All

<table>
<thead>
<tr>
<th></th>
<th>Student of Color</th>
<th>International</th>
<th>Unknown</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>7.2%</td>
<td>6.1%</td>
<td>17.5%</td>
<td>69.2%</td>
</tr>
<tr>
<td>Graduate</td>
<td>Master 7.2%</td>
<td>6.1%</td>
<td>17.5%</td>
<td>69.2%</td>
</tr>
<tr>
<td></td>
<td>Doctorate 5.4%</td>
<td>14.7%</td>
<td>22.2%</td>
<td>57.7%</td>
</tr>
<tr>
<td></td>
<td>Certificate 16.0%</td>
<td></td>
<td>12.0%</td>
<td>72.0%</td>
</tr>
<tr>
<td>UVM Overall</td>
<td>6.6%</td>
<td>9.5%</td>
<td>19.3%</td>
<td>64.5%</td>
</tr>
</tbody>
</table>
2017 Medical Fall Enrollment by Race/Ethnicity

Enrollment by Race/Ethnicity:
Degree Level = Medicine/College = All/Student Type = All/Sex = All/Time = All

<table>
<thead>
<tr>
<th>Student of Color</th>
<th>American Indian or Alaska Native</th>
<th>Asian</th>
<th>Black/African-American</th>
<th>Hispanic</th>
<th>Native Hawaiian or Other</th>
<th>Two or More</th>
<th>International</th>
<th>Unknown</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>75</td>
<td>14</td>
<td>42</td>
<td>15</td>
<td>15</td>
<td>18</td>
<td>293</td>
<td>459</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E3. Diversity – Fall Student Enrollment
Medicine Race/Ethnicity Trends

Student of Color Breakdown Trend:
Degree Level = Medicine/Degree Type = All/Student Type = All/Sex = All

<table>
<thead>
<tr>
<th>Year</th>
<th>Student of Color</th>
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<th>Unknown</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>21.9%</td>
<td>2.7%</td>
<td>7.5%</td>
<td>67.9%</td>
</tr>
<tr>
<td>2011</td>
<td>22.7%</td>
<td>7.1%</td>
<td>7.1%</td>
<td>68.4%</td>
</tr>
<tr>
<td>2012</td>
<td>25.3%</td>
<td>1.3%</td>
<td>7.4%</td>
<td>66.9%</td>
</tr>
<tr>
<td>2013</td>
<td>24.9%</td>
<td>0.3%</td>
<td>10.4%</td>
<td>64.5%</td>
</tr>
<tr>
<td>2014</td>
<td>25.7%</td>
<td>0.3%</td>
<td>8.3%</td>
<td>65.8%</td>
</tr>
<tr>
<td>2015</td>
<td>27.4%</td>
<td>0.4%</td>
<td>9.2%</td>
<td>63.0%</td>
</tr>
<tr>
<td>2016</td>
<td>26.9%</td>
<td>8.9%</td>
<td>3.5%</td>
<td>64.2%</td>
</tr>
<tr>
<td>2017</td>
<td>32.2%</td>
<td>3.9%</td>
<td>63.8%</td>
<td></td>
</tr>
</tbody>
</table>

Student of Color Breakdown:
Student Type = All/Sex = All

<table>
<thead>
<tr>
<th></th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Student of Color</td>
</tr>
<tr>
<td>Medicine</td>
<td>32.2%</td>
</tr>
<tr>
<td>UVM Overall</td>
<td>32.2%</td>
</tr>
</tbody>
</table>

For more information: [http://www.uvm.edu/~oir/catdat/enrollment_completion.html](http://www.uvm.edu/~oir/catdat/enrollment_completion.html)

E4. Diversity – Fall Student Enrollment Trends
2017 Undergraduate Enrollment by Country

Degree Level = Undergraduate/Degree Type = All/Student Type = All

For more information: http://www.uvm.edu/~oir/catdat/student_geographic_origins.html

S1. Enrollment by Country
2017 Undergraduate Enrollment by State & Region

For more information: [http://www.uvm.edu/~oir/catdat/student_geographic_origins.html](http://www.uvm.edu/~oir/catdat/student_geographic_origins.html)

E2. Enrollment by State & Region
2017 Undergraduate Enrollment by Vermont Counties

For more information: http://www.uvm.edu/~oir/catdat/student_geographic_origins.html

S3. Enrollment by Vermont County
2017 Graduate Enrollment by Country

For more information: [http://www.uvm.edu/~oir/catdat/student_geographic_origins.html](http://www.uvm.edu/~oir/catdat/student_geographic_origins.html)

S1. Enrollment by Country
2017 Graduate Enrollment by State & Region

Degree Level = Graduate/Degree Type = All/Student Type = All

For more information: http://www.uvm.edu/~oir/catdat/student_geographic_origins.html
E2. Enrollment by State & Region
2017 Graduate Enrollment by Vermont Counties

For more information: [http://www.uvm.edu/~oir/catdat/student_geographic_origins.html](http://www.uvm.edu/~oir/catdat/student_geographic_origins.html)

S3. Enrollment by Vermont County
Retention & Graduation Rates
One-Year Retention Rates

1-Year Retention Rate by College:
Residency = All/ Sex = All/ Time = All

<table>
<thead>
<tr>
<th></th>
<th>CALS</th>
<th>CAS</th>
<th>GSB</th>
<th>CESS</th>
<th>CEMS</th>
<th>RSENR</th>
<th>CNHS</th>
<th>UVM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># in Orig. Cohort</td>
<td>246</td>
<td>1,227</td>
<td>183</td>
<td>106</td>
<td>325</td>
<td>173</td>
<td>236</td>
<td>2,496</td>
</tr>
<tr>
<td>Prog. of Entry</td>
<td>61.0%</td>
<td>48.0%</td>
<td>70.5%</td>
<td>66.0%</td>
<td>48.3%</td>
<td>57.8%</td>
<td>63.1%</td>
<td>55.7%</td>
</tr>
<tr>
<td>Other Prog. in Same College</td>
<td>11.4%</td>
<td>24.6%</td>
<td>0.0%</td>
<td>26.1%</td>
<td>26.8%</td>
<td>77.9%</td>
<td>3.4%</td>
<td>18.8%</td>
</tr>
<tr>
<td>Diff. College &amp; Prog.</td>
<td>12.9%</td>
<td>12.1%</td>
<td>13.1%</td>
<td>12.7%</td>
<td>12.0%</td>
<td>16.8%</td>
<td>4.7%</td>
<td>11.7%</td>
</tr>
<tr>
<td>1-Year Retention Rate</td>
<td>86.2%</td>
<td>84.6%</td>
<td>83.6%</td>
<td>87.7%</td>
<td>86.2%</td>
<td>91.9%</td>
<td>91.1%</td>
<td>86.2%</td>
</tr>
</tbody>
</table>

1-Year Retention Rate Trend:
College = All/ Residency = All/ Sex = All/ Time = All

For more information: http://www.uvm.edu/~oir/catdat/retention_graduation.html
R1. Undergraduate Retention Rate, 1-year
Two-Year Retention Rates

2-Year Retention Rate by College:
Residency = All, Sex = All, Time = All

<table>
<thead>
<tr>
<th>College</th>
<th>Fall 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALS</td>
<td>266</td>
</tr>
<tr>
<td>CAS</td>
<td>1,150</td>
</tr>
<tr>
<td>GSB</td>
<td>184</td>
</tr>
<tr>
<td>CESS</td>
<td>116</td>
</tr>
<tr>
<td>CEMS</td>
<td>304</td>
</tr>
<tr>
<td>RSENR</td>
<td>146</td>
</tr>
<tr>
<td>CNHS</td>
<td>225</td>
</tr>
<tr>
<td>UVN</td>
<td>2,400</td>
</tr>
</tbody>
</table>

For more information: http://www.uvm.edu/~oir/catdat/retention_graduation.html
R2. Undergraduate Retention Rate, 2-year
Four-Year Graduation Rates

For more information: http://www.uvm.edu/~oir/catdat/retention_graduation.html
R3: Undergraduate Graduation Rate, 4-yr.
Six-Year Graduation Rates

For more information: http://www.uvm.edu/~oir/catdat/retention_graduation.html

R4: Undergraduate Graduation Rate, 6-yr.
Career Success Action Plan Update

Board of Trustees
Educational Policy & Institutional Resources Committee
Friday, October 20, 2017

Prepared by:
Annie Stevens, Vice Provost for Student Affairs
Pamela K. Gardner, Director, Career Center

Executive Summary:
Our annual Career Success Action Plan report provides an update on the past year’s accomplishments.

Highlights of Accomplishments:

1. **Review of the Data (Appendix A)**
The attached Career Success Data offers both national benchmarks and UVM trends. Major points in this year’s annual review include:
   - UVM’s Class of 2016 reported a **93% Success Rate** (18% enrolled in education; 75% employed) within 6 months of graduation. National Success Rate: 82%
   - Of those reporting full time employment, 95% were satisfied with their jobs (up from 88% for the Class of 2013)
   - 93% of our graduates seeking law school admission were accepted (77% national)
   - 63% of UVM Pre-Health Committee participants were admitted to medical schools (42% national, all applicants)
   - UVM’s loan default rate of 2.9% is well below the 11.3% average for 4-Year Publics
   - The Career Center team provided 6,640 individual advising sessions
   - 71% of the Class of 2016 respondents rated UVM as providing good or excellent preparation for work or graduate education, up from the 40% positive response for the Class of 2013
   - Since the Career Success Action Plan was implemented in Fall 2013, Career Center workshop attendance has increased by 67%, students attending career fairs by 121%, and employers visiting campus by 66%

2. **Career Center’s One-Year Anniversary in the Davis Center**
In August of 2016, the Career Center relocated from Living/Learning to a bright, accessible space in the Davis Center. As anticipated, student participation in programs and services increased significantly, especially in relation to employer contacts.
   - Employers interviewed an average of 5.76 students each in FY16, as compared to 12.4 in FY17
   - Students’ attendance at employer information sessions rose from an average of 8 students per session in FY16 to 14 per session in FY17
3. **Telling our story**

On June 1, 2017, we hosted a campus Career Success Data event to reveal Class of 2016 outcomes. Headlined by the Provost and attended by nearly 100 academic and administrative leaders, we unveiled both new data and a sharable model for presenting information. The event prompted interest in the survey, requests for deeper analysis, investment in improving response rates, and discussion about communicating this information more broadly.

UVM’s web team created a Drupal template for academic department web sites that includes a section for career information and outcomes. Career Center staff will spend the coming year offering assistance to web administrators to help them maximize this virtual real estate. In addition, our “After UVM” web page now includes the latest data, along with dozens of alumni profiles.

The campus-wide emphasis on career preparation is also paying off in alumni perceptions. While 40% of the Class of 2013 respondents rated UVM as providing good or excellent preparation for work or graduate education, that number increased to 71% of the Class of 2016 indicating that UVM provided good or excellent preparation for work or additional education. There is still room for improvement on this point, and the Career Advisory Board spent the past year considering communications and projects to address this issue.

4. **Data and process improvements**

- Over the past academic year (2016-2017) the Career Center assessed and replaced our student and employer database. The new database, Handshake, is a next-generation platform for connecting students to resources, events, job and internship opportunities. This means students can:
  - self-schedule appointments with counselors
  - RSVP to Career Center programs and events, and
  - connect directly with employers

  The platform also uses machine learning to suggest relevant activities and opportunities to student users. Given this new way to interact with students, we expect to see improved satisfaction and engagement.

- In Attachment A there are several footnoted areas where we are adjusting categories and questions to more accurately reflect our work with students, alumni and employers
# CAREER SUCCESS DATA 2016-17

## Outcome Benchmarks

<table>
<thead>
<tr>
<th></th>
<th>UVM</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Success Rate</strong> (Employed or Continuing Education)</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td></td>
<td>18%</td>
<td>16%</td>
</tr>
<tr>
<td></td>
<td>75%</td>
<td>77%</td>
</tr>
<tr>
<td>Seeking but unsuccessful</td>
<td>4%</td>
<td>3%</td>
</tr>
</tbody>
</table>

*2015-16 UVM NACE data, 2014-15 UVM NACE data*

<table>
<thead>
<tr>
<th></th>
<th>Number of career fairs</th>
<th>Employers participating in fairs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>289</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>251</td>
</tr>
<tr>
<td></td>
<td>4 (mean)</td>
<td>210 (mean)</td>
</tr>
</tbody>
</table>

## National Survey of Student Engagement, Seniors

- Participated in practicum, clinical, internship, co-op or field experience: 67% (2017), 68% (2014)
- Medical School applicants admitted (committee reviewed): 63% (2017), 42% (2014)


- Law school applicants admitted: 93% (2017), 77% (2014)

## US Department of Education, Federal Loan Default Rate Database

- Class of 2013 (3-year cohort rate): 2.9% (2017), 11.3% all (2014)

## 2017 College Education ROI Rankings, Average Salary for University of Vermont, PayScale.com

- Overall college ROI rank: 383 of 1,833 (79th percentile), 718 of 1,833 (61st percentile)
- Overall salary rank: 277 of 1,509 (82nd percentile)

## Career Center Data

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>2015-16</th>
<th>2014-15</th>
<th>2012-13 Pre-CSAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career advising sessions (1:1)</td>
<td>6,640</td>
<td>6,358</td>
<td>6,325</td>
<td>6,085</td>
</tr>
</tbody>
</table>

1 At time of print, NACE had not yet released Class of 16 national data
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Career Center Data</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online resume/cover letter reviews</td>
<td>2,546</td>
<td>2,455</td>
<td>1,934</td>
<td>1,845</td>
</tr>
<tr>
<td>Career event/workshop attendance</td>
<td>9,342</td>
<td>9,177</td>
<td>8,104</td>
<td>5,583</td>
</tr>
<tr>
<td>Students at Career Fairs</td>
<td>2,225</td>
<td>1,883</td>
<td>1,542</td>
<td>1,007</td>
</tr>
<tr>
<td><strong>Career + Experience Hub</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(including all Hub Partner programs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:1 consultations</td>
<td>2,336</td>
<td>2,482</td>
<td>2,754</td>
<td>Not Available</td>
</tr>
<tr>
<td>Workshops &amp; events</td>
<td>311</td>
<td>405</td>
<td>415</td>
<td>NA</td>
</tr>
<tr>
<td>Workshop &amp; event attendance</td>
<td>2,446²</td>
<td>1,877</td>
<td>2,430</td>
<td>NA</td>
</tr>
<tr>
<td>-not including Admissions events</td>
<td>1,674³</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would recommend the Hub to a friend</td>
<td>91%</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Pursue goals set in advising session⁴</td>
<td>88%</td>
<td>91%</td>
<td>91%</td>
<td>NA</td>
</tr>
<tr>
<td>Did pursue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will pursue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will pursue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Satisfaction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed (FT): satisfied with job</td>
<td>95%</td>
<td>94%</td>
<td>93%</td>
<td>88%</td>
</tr>
<tr>
<td>Job (FT) is related to career goals</td>
<td>93%</td>
<td>94%</td>
<td>91%</td>
<td>87%</td>
</tr>
<tr>
<td>Excellent/good career preparation</td>
<td>71%</td>
<td>69%</td>
<td>65%</td>
<td>40%</td>
</tr>
<tr>
<td>Extremely/very helpful service (Career</td>
<td>92%</td>
<td>96%</td>
<td>90%</td>
<td>84%</td>
</tr>
<tr>
<td>Center user survey)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Connections</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enrolled in internship for credit</td>
<td>1,722</td>
<td>736⁵</td>
<td>487</td>
<td>505</td>
</tr>
<tr>
<td>Employers visiting campus (unique)</td>
<td>270</td>
<td>376</td>
<td>285</td>
<td>163</td>
</tr>
<tr>
<td>Number of sessions</td>
<td>396</td>
<td>454</td>
<td>384</td>
<td>275</td>
</tr>
<tr>
<td>UVM Career Connection members (alumni,</td>
<td>8,586</td>
<td>8,279</td>
<td>7,968</td>
<td>4,744</td>
</tr>
<tr>
<td>family, and student network)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Populations of Interest</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate students¹ served (unique)</td>
<td>209</td>
<td>201</td>
<td>288</td>
<td>NA</td>
</tr>
<tr>
<td>Number of contacts</td>
<td>390</td>
<td>518</td>
<td>635</td>
<td>NA</td>
</tr>
<tr>
<td>International students served (unique)</td>
<td>449</td>
<td>295</td>
<td>245</td>
<td>NA</td>
</tr>
<tr>
<td>Number of contacts</td>
<td>1,485</td>
<td>1,068</td>
<td>649</td>
<td>NA</td>
</tr>
<tr>
<td>Alumni served (unique), all degrees</td>
<td>692</td>
<td>655</td>
<td>671</td>
<td>NA</td>
</tr>
<tr>
<td>Number of contacts</td>
<td>1,184</td>
<td>1,287</td>
<td>1,365</td>
<td>NA</td>
</tr>
</tbody>
</table>

² This number represents a new baseline, omitting Admissions tours and events
³ This number represents a new baseline, omitting pre-enrollment contacts
⁴ This year the question was changed to assess behavior, not just aspiration
⁵ Implemented more complete course numbering system. Reported Spring 2017 only
⁶ Data are suspect; some graduate students self-report as Grad College, others as members of other colleges
Annual Update on Information Technology at the University of Vermont
October 20, 2017

Board of Trustees
Educational Policy and Institutional Resources Committee

Prepared By
Mara R. Saule/Chief Information Officer & Dean of Libraries
Introduction

Information technology at UVM reflects the institution that it serves: focused on teaching, research, and student success; responsive to constituent needs within a constrained resource base. Central information and communication technology units provide basic infrastructure, systems, and services to a decentralized federation of schools and colleges—most of which have their own technology personnel who address the specialized needs of their faculty and students. Central, or enterprise-wide, services are provided primarily by Enterprise Technology Services in coordination with other central and distributed IT units, and are informed by a variety of advisory, governance, and planning groups.

UVM’s IT organizational constellation is fairly decentralized. Enterprise Technology Services (ETS) is the primary central IT unit, and is comprised of 70 IT staff. Outside ETS, 100 staff have information technology-related job titles. These staff members are found in umbrella technology organizations, such as the University Web Team, the Center for Teaching and Learning, Enrollment Management and the Libraries, and in distributed academic IT organizations. The academic units are served by staffs of varying sizes, with most Colleges and Schools having 2-4 IT staff members. These distributed information technology units typically provide customized services unique to particular functions or disciplines. For example, the Larner College of Medicine has an independent Technology Services unit (the largest unit outside ETS, with 25 staff) that collaborates with both ETS as well as with the University of Vermont Medical Center’s IT unit to serve the specialized needs of clinical and basic science faculty as well as support the joint administration of clinical departments.

Technology planning at UVM has incorporated both central and distributed IT needs, and has generally followed a five-year cycle. UVM’s most recent comprehensive information technology strategic plan was generated in 2005, updated in 2008, and included both academic and administrative technology priorities. In 2012, UVM completed an academic technology planning process with a two-fold purpose: first, to identify academic technology goals and specific objectives to advance our commitment to academic excellence and align with the University’s strategic goals; and, second, to identify and prioritize student technology fee investments in support of academic technology goals. The Academic Technology Plan was presented to the Board’s Educational Policy & Institutional Resources Committee in February 2012. Current planning efforts are centered on the development and creation of an IT governance committee that will provide a cohesive vision to promote excellence in research, education and administration through best practice technology use.

Funding for central information technology systems and services has been provided through a variety of standard University funding sources: base budget funds, one-time allocations for particular purposes (such as equipment replacement), bonding, grants, income-expense (charge-back) services (most notably for telecommunications), and a student technology fee (part of the student Comprehensive Fee). The technology fee provides an on-going resource for classroom
media and other technology replacements and innovations, and also funds continued expansion of wireless access, support for the BlackBoard learning management system, programming for Banner student information system enhancements, and other academic technology projects directly related to student success.

The following technology “primer” provides an overview of major categories of central technology services and investments: essential technological infrastructure; strategic applications; information security; funding and staffing; benchmark institution comparisons; and, the larger context of national trends and state outreach.

**Essential Infrastructure**

**Networking**
Telecommunications and Network Services provides networking and phone service to 135 buildings on campus and eight offsite facilities, encompassing 5,000 phones and 1700 wireless access points. High speed fiber optical cable provides up to 80 Gigabits/sec of bandwidth at the core of UVM’s network, supporting the constantly expanding usage of the network for research and educational functions. UVM offers pervasive WiFi in all the residence halls and approximately 95% of the academic buildings on campus. Expansion of wireless access has been a high priority for current and prospective students; in fact, the Student Government Association voted a number of years ago that wireless expansion is the highest priority for use of the Student Technology Fee.

UVM’s Internet connections are provided by three different Internet services: two commodity (commercial) Internet providers and Internet2. Internet2 was founded in 1996 by the nation’s leading higher education institutions as a member-owned advanced technology community. Its goal is to provide a collaborative environment for U.S. research and education institutions to solve common technology challenges and develop innovative solutions in support of their educational, research, and community service missions. To this end, Internet2 provides high speed Internet connectivity that UVM is able to leverage to attract research funding and create inter-institutional collaborative opportunities.

UVM also participates in a local and regional network, working specifically with Dartmouth, the University of New Hampshire, and the University of Maine to provide redundant connectivity to the Internet2 network for all four institutions. This redundancy provides a second means of access to the Internet should one of our connections be lost or overloaded. Funding for construction and implementation of this capacity was provided by the Experimental Program to Stimulate Competitive Research (EPSCoR) grants. Locally, UVM provides Internet2 connectivity to institutions such as UVM Medical center, St. Michael’s College and Champlain College to foster collaborative educational opportunities.
Data Center

The data centers are the heart of IT at the University of Vermont and UVM runs two: a primary facility and a secondary backup facility. The primary facility was built as a state-of-the-art data center in 2007, while the backup site was repurposed as a secondary facility in 2003 to support the business continuity needs of critical University information systems. Each facility includes servers, storage, backup power supplies, environmental controls, and strong security systems.

Software run on the servers at the data center cover a range of applications, from departmental solutions to enterprise-wide software such as email, calendaring, Banner, Blackboard and PeopleSoft. The Vermont Advanced Computing Core (see below) is housed here as well.

Equipment Replacement and Infrastructure Maintenance

Ideally, equipment replacement occurs on a set schedule, typically of three-five years depending on the nature of the equipment. Each year, ETS develops its equipment replacement plans by focusing on its computing inventory and associated infrastructure (e.g. cooling and ventilation) and determining what needs to be replaced, based on its expected service lifetime. That list is prioritized to match available budget based on:

- Age of equipment
- Actual performance and redundancy of the environment
- Cost of maintenance
- Estimated risk to the institution of not replacing the equipment

The budget for this data center work had been funded at $250 thousand per year since Tech Park, the primary data center, was built in 2007. Based on the expected service life of each component, this budget should be $1.25 million annually. In 2014 the Board of Trustees recognized the risk inherent in this gap and directed that the budget gradually be increased to the $1.25 million level. The FY 2015, FY 2016, FY 2017 and FY 2018 budgets were all $775 thousand.

Besides data center equipment, ETS also needs to maintain and replace telecommunications and network services equipment. The Telecommunications & Network Services department wires buildings for service as they are built or renovated, using funds provided by project capital budgets. ETS does not have funding of its own for updating the university’s cable plant, so can only provide necessary networking upgrades in buildings where renovation work is underway. Currently there are approximately 33 buildings that have only 1984-era cable.

Equipment replacement/upgrades in classrooms and computer labs is funded adequately through the student technology fee, for both centrally scheduled and departmental classrooms; most
classrooms include a standard media/technology configuration that is replaced and upgraded on a
set schedule. Distributed IT units adhere to a range of lifecycle replacement schedules for faculty
and staff workstations and other hardware, depending on unit resources and equipment budgets.

**Systems & Applications**

**Enterprise Resource Planning Systems**

Enterprise Resource Planning Systems (ERPs) are systems used to manage the business of an
organization, such as student information, human resources, or finance. The University
implemented Ellucian’s Banner System for Student Information Services in 1995. This system
provides support for student records, grades, admissions, recruiting, financial aid and accounts
receivable. In 2004, the University introduced FAMIS and KRONOS to support facilities
management and time reporting. And, in 2006, UVM implemented PeopleSoft for human
resources, finance and budgeting. Since implementation, each of these systems has undergone
regular upgrades and maintenance. The Human Resources module is currently up-to-date,
running version 9.2. The Finance module will be upgraded to version 9.2 in Spring 2018. In
addition, the University also deploys specialized systems, such as the Rave emergency/crisis
alert system, which is managed by the University’s Emergency Operations Team.

**Research**

IT support for research is highlighted by the data center’s hosting of the Vermont Advanced
Computing Core (VACC). The VACC offers high performance computing similar in design and
capability to national high performance computing centers. The VACC mission focuses on
multidisciplinary research and innovation efforts and “the promotion of advanced computing as a
platform for cutting edge ‘big data’ research.” The VACC hosts over 240 users across campus,
and was cited by faculty from over 35 disciplines and centers in their grant applications.

Examples of research facilitated by the VACC include functional MRI to better understand brain
activity, multiscale modeling of biochemical systems, robotics design and artificial intelligence,
micro-electro-mechanical systems, statistical methods to understand DNA repair, and research
on blogosphere happiness (the emotional state of a population based on key words on the
Internet).

In addition, the data center provides moderate-cost storage for high volume research data. This
service enables researchers to have their data stored and managed professionally, with adherence
to backup and security standards, at reasonable cost.

**Teaching and Learning**

The Center for Teaching and Learning (CTL) is the only UVM-wide faculty development unit at
UVM with a mission focused on providing training and support for effective and innovative use
of Blackboard and instructional technologies. Recognizing that some faculty need support for
basic instructional technology use, while others seek out and experiment with new technologies
on their own, CTL has offerings that range from faculty training workshops and drop-in support for Blackboard, iClickers, and Wordpres, to individual consultations on new technologies and collaborations on innovative technology projects. In collaboration with ETS professionals, CTL updates, maintains and provides most faculty support for UVM’s locally-hosted learning management system, Blackboard Learn. In 2016-2017, CTL staff responded to 1,500 support requests related to Blackboard and other instructional technologies. CTL offered 36 open enrollment events, many of which introduced faculty to new ideas for using instructional technologies available on campus. CTL also provides professional development through intensive workshops such as its four-week course Teaching Effectively Online course (offered collaboratively with Continuing and Distance Education), which enrolled 45 faculty in 2016-17, and through the Five-year Hybrid Course Training Initiative, which is in its final year, finishing in December 2017.

As more faculty have become interested in using screencasting and other video resources for their students, CTL has developed new training, tools and platforms to support them. Over the past year, CTL has increased its online resources, training and support for screencasting (recording the activity on your computer screen, and pairing that with annotations, graphics and voiceover lecture materials).

UVM Streaming Media (an enterprise-level service that provides functionality similar to YouTube in a secure platform customized for University of Vermont affiliates) continues to increase its user base. UVM Streaming continues to grow. CTL offered an introductory workshop, developed robust documentation, and implemented an outreach plan to all users of the UVM Media Manager, which is currently being sunsetted and replaced by UVM Streaming.

In 2016-2017, 2,479 audio and video files have been uploaded by over 260 contributors. Since its official launch in 2015, over 600 UVM affiliates have uploaded media totally 3,345 files.

Blackboard usage remained stable in 2016-2017 (see usage statistics below).

**Blackboard Usage Statistics (Queried from bb.uvm.edu)**

<table>
<thead>
<tr>
<th>Academic Semester</th>
<th>Courses*</th>
<th>Students**</th>
<th>Instructors***</th>
</tr>
</thead>
</table>

*Courses = Credit bearing courses only. Total number of courses spaces in Bb in a given semester. One course space may contain multiple CRNs (i.e., cross-listed courses may only have one Bb course space; multiple lab sections may only have one Bb course space)

** Students = unique students who entered at least one active Bb course space during a given semester

*** Instructors = active users associated with a given course space assigned an “Bb instructor role” from Banner
<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2014</td>
<td>1,612</td>
<td>11,920</td>
<td>869</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>1,635</td>
<td>12,851</td>
<td>846</td>
</tr>
<tr>
<td>Spring 2015</td>
<td>1,679</td>
<td>12,128</td>
<td>826</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>1,709</td>
<td>14,096</td>
<td>840</td>
</tr>
<tr>
<td>Spring 2016</td>
<td>1,749</td>
<td>13,501</td>
<td>862</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>1,938</td>
<td>14,564</td>
<td>898</td>
</tr>
<tr>
<td>Spring 2017</td>
<td>1,896</td>
<td>13,839</td>
<td>870</td>
</tr>
</tbody>
</table>

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Summer Sessions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer 2014</td>
<td>350</td>
<td>2,649</td>
<td>278</td>
</tr>
<tr>
<td>Summer 2015</td>
<td>393</td>
<td>4,020</td>
<td>306</td>
</tr>
<tr>
<td>Summer 2016</td>
<td>390</td>
<td>4,242</td>
<td>310</td>
</tr>
<tr>
<td>Summer 2017</td>
<td>398</td>
<td>4,419</td>
<td>310</td>
</tr>
</tbody>
</table>

In fulfillment of the 2016 Blackboard Usage and LMS Feature Review report, CTL implemented an outreach strategy to increase visibility of support services to our faculty clients. CTL also developed resources to promote understanding of the use of a select group of Bb tools that are well-rated by faculty who use them, but have a low adoption rate across campus. Elements of the CTL outreach strategy included:

- New workshops and web tutorials (7 Features Every Blackboard User Should Know About, Bb Tools for Student Assignments, Making Sure Your Students See Their Feedback)
- “News from the Blackboard Administrator” – an email newsletter distributed once a semester to all Bb faculty users to inform them of new features and upcoming changes to the system
- Revisions to the Blackboard “How-to’s” – updates and additions to our UVM-specific documentation on the CTL web site. Revisions focused on developing web resources that focus on how some of Bb features can be used to enhance teaching
- Technical support visits to Colleges-locations – CTL took our long-time “Doctor Is In” drop-in technical support on the road and help support hours at Aiken (RSEN), Kalkin (GSB), Waterman (CESS) and Rowell (CNHS).
An integral part of CTL’s mission is to research options for new instructional technologies. In addition to our regular reviews (i.e., multimedia tools, iClicker updates), this year, we coordinated to two campus-wide explorations:

- **Synchronous Platform Request for Information**- CTL coordinated a campus-wide committee charged with researching possibilities for an enterprise license for a synchronous learning platform. The RFI committee reviewed three vendor responses and have been coordinating with the Unified Communications team, as these applications share a subset of duplicate features, and therefore needs to be loosely tied to this effort. Currently, CTL is researching the possibility of managing tiered licenses, rather than an enterprise-level solution.

- **Respondus LockDown Browser** – In response to faculty demand, CTL conducted a two-month pilot program for online high-stakes testing using the Respondus LockDown Browser (RLB) add-on to Blackboard. CTL concluded that an extended year-long pilot would be necessary for a final decision. This year-long pilot is currently being implemented.

Moving forward, CTL’s focus remains on providing instructional technology training and support for faculty at all levels of technical fluency. CTL staff not only remain up to date on the range of CTL-supported applications, but also on new trends and applications for use in teaching. Working in tandem with faculty, the Center for Teaching in Learning is able to both support faculty and foster connections between faculty that inspire new and innovative uses of technology in UVM classrooms.

**Information Security**

Information Security threats are continually evolving and expanding with increasing potential impacts to the University. It is therefore crucial that the University Information Security Program fully adopt a formalized risk based approach to Information Security threats and mitigation with continual review, adjustment, and monitoring.

To facilitate this risk based approach, a University Wide Information Security Risk Assessment is in progress for 2017-2018. This assessment provides the basis for information security priorities in accordance with the strategic plan and risk tolerances of the University.

Additionally, in order to help facilitate addressing current and future Information Security initiatives, the University has allocated a number of resources. These resources include the Information Security Office, Information Security Operations Team, as well as various other information technology professionals.

These groups work to identify, monitor, and address key information security concerns. Some areas of focus include but are not limited to:
• physical thefts (of technology equipment or paper documents)
• social engineering of students, faculty, staff, and affiliates
• insider activities (both unintentional or malicious)
• direct system attacks from external adversaries
• incidents arising from third party relationships

The University also continues to engage in opportunities to advance the information security posture present through various initiatives such as:

• expansion of User Awareness Training and Education
• evaluation and deployment of enhance technical security solutions
• review and evaluation of new technology and vendor relationships as appropriate
• strong collaborative information sharing relationships with external organizations
• utilization of threat intelligence for internal threat assessments of emerging risks

By utilizing a holistic approach to the University’s operation and security needs, the University continues to expand upon its Information Security Program to help achieve a safe and sustainable environment.

**Funding and Staffing**

Enterprise Technology Services is supported primarily by general funds, with the exception of Telecommunications & Network Services, an income/expense activity. It also oversees the University software / hardware maintenance budget, which provides support for both central and distributed IT software and hardware. Over the period of FY 2011 through FY 2018, ETS general fund budgets have grown from $7.1 million to $7.4 million, an increase of 4.2%. The software / hardware maintenance budget has grown from $2.2 million to $3.7 million in the same time period.
As previously noted, IT staff at UVM work in both the distributed academic and administrative areas and in ETS, the central IT organization. From FY 2011 to FY 2018, central ETS staff positions have decreased from 81 positions to 70 positions. Several reorganizations have occurred in that time period, including the merger of the Computer Depot with the Bookstore, the creation of the Information Security Office, and the merger of the Business Process Re-engineering Team with Enterprise Application Services.
Benchmark Comparisons to Similar Institutions

For purposes of benchmarking against comparator institutions, we drew upon data from the 2016 Core Data Survey conducted by EDUCAUSE, a nonprofit organization whose mission is to “advance higher education through the use of information technology.” In particular, we compared ourselves against a group of institutions, the “UVM Institutional Research Office peers”, consisting of those schools UVM’s Office of Institutional Research uses for regular peer comparisons. This group includes schools such as Binghamton University and Boston College. Note that not all schools that serve as peers for us participated in this particular survey.

1. IT Expenditures

To better understand the IT support received by UVM’s faculty, staff and students in comparison to the support offered by other schools, we compared a ratio of central IT expenditures per institutional FTE across the two peer groups. UVM ranked 7th of 7 schools in the UVM Institutional Research Office peers group. UVM ranked 25th of 56 reporting institutions in the Doctoral Research Extensive Carnegie class.
2. IT Staffing

In order to compare the capacity of our central IT group to those of other institutions, we examined a ratio of central IT FTE per institutional FTE across the same two peer groups. UVM ranked 8th of 8 schools in the UVM Institutional Research Office peers group. UVM ranked 50th of 51 reporting institutions in the Doctoral Research Extensive Carnegie class.

The primary source for comparative technology information is the EDUCAUSE Core Data Survey that annually gathers information from over 500 higher education institutions.

Central IT Expenditures per Institutional FTE
This ratio is used to estimate the amount of IT support the institution’s population receives.
It is calculated as central IT expenditures divided by total employees plus enrolled student FTEs.

<table>
<thead>
<tr>
<th>Group</th>
<th>Average of Fall 2014 FTE</th>
<th>Average of FY12 Central IT FTE</th>
<th>Average of FY12 spending per Institutional FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Vermont</td>
<td>11,726</td>
<td>15,786,674</td>
<td>1,027</td>
</tr>
<tr>
<td>Institutional Research Office Peers</td>
<td>19,675</td>
<td>36,759,584</td>
<td>1,434</td>
</tr>
<tr>
<td>Doctoral Extensive Carnegie Class</td>
<td>16,013</td>
<td>18,749,516</td>
<td>1,029</td>
</tr>
<tr>
<td></td>
<td>36,377</td>
<td>20,437,526</td>
<td>1,085</td>
</tr>
</tbody>
</table>

Institutional Research Office Peers include:
Binghamton University, Boston College, Boston University, University of Colorado - Boulder, University of Connecticut, University of Massachusetts - Amherst, Syracuse University

IT FTE per 1000 Institutional FTE
This ratio is calculated as central IT FTEs divided by total employees plus enrolled student FTEs.

<table>
<thead>
<tr>
<th>Group</th>
<th>Average of FY16 Institutional FTE</th>
<th>Average of FY16 IT FTE Ratio</th>
<th>Average of FY15 Institutional FTE</th>
<th>Average of FY15 IT FTE Ratio</th>
<th>Average of FY14 Institutional FTE</th>
<th>Average of FY14 IT FTE Ratio</th>
<th>Average of FY13 Institutional FTE</th>
<th>Average of FY13 IT FTE Ratio</th>
<th>Average of FY12 Institutional FTE</th>
<th>Average of FY12 IT FTE Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Vermont</td>
<td>15,365</td>
<td>4.40</td>
<td>11,726</td>
<td>4.77</td>
<td>15,786,674</td>
<td>5.08</td>
<td>15,786,674</td>
<td>5.06</td>
<td>15,786,674</td>
<td>5.12</td>
</tr>
<tr>
<td>Institutional Research Office Peers</td>
<td>24,976</td>
<td>7.23</td>
<td>19,675</td>
<td>7.97</td>
<td>36,759,584</td>
<td>8.45</td>
<td>36,759,584</td>
<td>8.61</td>
<td>36,759,584</td>
<td>9.20</td>
</tr>
<tr>
<td>Doctoral Extensive Carnegie Class</td>
<td>23,126</td>
<td>5.99</td>
<td>16,013</td>
<td>8.11</td>
<td>18,749,516</td>
<td>8.18</td>
<td>18,749,516</td>
<td>8.12</td>
<td>18,749,516</td>
<td>7.96</td>
</tr>
<tr>
<td></td>
<td>21,595</td>
<td>6.13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Institutional Research Office Peers include:
Binghamton University, Boston College, Boston University, University of Colorado - Boulder, University of Connecticut, University of Massachusetts - Amherst, Syracuse University
**Key Initiatives**

While ETS devotes much of its time to ongoing operations, we also engage regularly in enterprise-level projects that seek to grow and improve our services to the community. Among the initiatives planned for FY 2018 are:

**University Cybersecurity Risk Assessment**

The Information Security Office will be conducting the University’s first comprehensive cybersecurity risk assessment, built on the NIST framework. Members of the office and of the Information Security Operations Team will be working with faculty and staff across campus to identify our systems, understand the data stored within each, and assess our risks and exposures. The office will then guide senior administration through a discussion of risk appetite and make recommendations for mitigation strategies.

**Research Data Support**

The agencies that provide research funding to UVM now require data management plans, and UVM is working to enhance data services for our faculty. ETS is participating in a research data management planning committee, charged by the Provost, to make recommendations for meeting funding agency requirements for data management plans. As part of this overall process, ETS is evaluating how we can improve data storage, protection, and sharing services to better meet the needs of our research faculty.

**Disaster Recovery**

Enterprise Technology Services is working on improving our disaster recovery and data protection capabilities. UVM has two datacenters and several services are designed to continue operations if one of our datacenters fails. However, many services are not able to do this yet. Activities planned for this year focus on enhancing server and storage redundancy, increasing the percentage of data that is replicated between datacenters, and evaluating solutions to shorten the failover time between datacenters. We will also be developing plans for improving our secondary datacenter and will be evaluating new enterprise data backup solutions.

**Launch of an ETS Service Catalog**

In an effort to help the University community better understand the services ETS offers, we will be working to develop our first service catalog. This tool will act as a resource guide for faculty, staff, and students alike, helping locate the help they need and guiding them to approved and secure solutions for their IT needs.

**Unified Communications**

As noted in the section on infrastructure, aspects of our telecommunications infrastructure are aging. In particular, our phone system (PBX) is out-of-date and needs to be replaced. Modern replacement options provide much more than phone service and include services such as
integration between phone and email, web conferencing, chat, etc. The solutions on the market strive to provide an integrated suite of communications tools. A combined group of staff from Telecommunications & Network Services, Systems Architecture & Administration and Client Services is working to pilot two alternatives – Skype for Business and Cisco Unified Communications Manager. ETS expects to make a selection of one of these two alternatives, and develop related implementation plans, by the end of FY 2018.

**Greater Connections**

**National Trends**

During its 2005 comprehensive planning process, a set of Guiding Principles was developed which included the point that UVM will be an “early follower” in terms of most new technologies and applications. UVM is best positioned to learn from the experiences of early adopters of new technologies; however, we will quickly deploy and utilize current technology that also gives our constituents a competitive edge. Consequently, members of the University’s various IT organizations play an active role in monitoring industry trends, including:

- The continued evolution of online learning and distance education
- The possibilities for cloud computing
- Strategic and sustainable IT funding and staffing
- The use of data analytics to inform decision making
- Increasing compliance requirements (HIPAA, FERPA, HEOA, etc.)
- Increasing volume and sophistication of security breaches and attacks
- Research data storage, curation, access, and protection needs

**State Outreach**

In the realm of information technology, as in other areas, the University has worked with national and state partners to make its networking capabilities available to Vermont. While the University has built its high-speed network for the use of its own faculty, staff and students, it has also worked to make high-speed connectivity available to other educational institutions across the state. Through a special Internet2 program (UCAN) the University has sponsored high-speed Internet2 access for St. Michael’s College, Middlebury College, the Vermont State Colleges, University of Vermont Medical Center, State of Vermont Department of Information and Innovation, Vermont Department of Libraries, Windsor Southeast Supervisory Union, Norwich University, Burlington schools, Champlain College and the Education Networks of America (which connects several Vermont K-12 school districts). All this connectivity is provided at no charge to the participating institutions. We continue to look for multiple ways in which the University’s technological resources can be of wider use and benefit.
Capital Project Progress Report
October 20, 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 Discovery Hall, a state-of-the-art teaching and research laboratory facility, while the second phase will construct Innovation Hall, 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, Discovery Hall, was completed and occupied in May 2017. The relocation of all of the occupants in the existing Cook Building occurred during the entire month of May, followed by the start-up of Phase II, with the demolition of the Cook Science Building. Phase III in Votey Building was performed during the summer of 2017 to renovate selected teaching and research labs.

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).
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 started in the month of May 2017. Construction has progressed well with all of the steel erected and the concrete slabs for each floor completed by the end of October. Regulatory activities were completed over the first four months of 2017, along with logistics planning on the phasing of work over the next year.

**Converse Hall (Phases I and II)**

<table>
<thead>
<tr>
<th>Engineer/Architect</th>
<th>Gale Associates</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor</td>
<td>Stewart Construction</td>
</tr>
<tr>
<td>Est. Completion Date</td>
<td>Summer 2018</td>
</tr>
<tr>
<td>Size</td>
<td>42,796 gross square feet</td>
</tr>
<tr>
<td>Project Cost</td>
<td>$ 4.0 million</td>
</tr>
<tr>
<td>Project Description:</td>
<td>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 flashings. 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 reinstallation of the stonework.</td>
</tr>
<tr>
<td>Status:</td>
<td>Currently on schedule and on budget.</td>
</tr>
</tbody>
</table>

**Project Update:** The entire exterior was evaluated in the summer of 2015 and remedial work was performed to eliminate any of the immediate need components on the exterior envelope. The current plan is to combine the Phase I and II approaches and perform both phases simultaneously. The construction activity began in May 2017 and will be completed by the summer of 2018.

**Billings Library**

<table>
<thead>
<tr>
<th>Engineer/Architect</th>
<th>Schwartz/Silver Architects</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contractor</td>
<td>ReArch Co.</td>
</tr>
<tr>
<td>Est. Completion Date</td>
<td>Summer 2018</td>
</tr>
<tr>
<td>Size</td>
<td>34,827 gross square feet</td>
</tr>
<tr>
<td>Project Cost</td>
<td>$ 8.5 million</td>
</tr>
<tr>
<td>Project Description:</td>
<td>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</td>
</tr>
</tbody>
</table>
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 began 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 Dining Hall will proceed to fit-out the area into the new special collections library.

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 progressing well and the dedication is scheduled for October 6th. All of the work will be completed by the end of the calendar year.

Taft School (Phase I and II)

Engineer/Architect: Northern Architects
General Contractor: PeakCM (Phase I); TBD (Phase II)
Est. Completion Date: Summer 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 Phase I work has been completed. The Phase II programming and design work is underway.

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 was completed with the entire roof membrane replacement performed during August and September 2016. The construction of the final phase began with enabling work being accomplished during the Spring semester in 2017 in the corridor spaces throughout the first, second and third floors. The building was vacated for the entire summer of 2017 in order to complete the majority of the scope of work. Additional punch list and smaller scope items in individual rooms continue to be accomplished.

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Deferred Maintenance Projects (between $1.0 million and $2.0 million)

Billings Building Envelope Restoration

Engineer/Architect: Gale Associates
General Contractor: ReArch
Est. Completion Date: Spring 2018  
Size: 30,508 gross square feet  
Project Cost: $1.943 million  
Project Description: The Billings Library is being renovated during the fall 2017 and the spring 2018. This project supports the interior Library project by performing deferred maintenance work on the building envelope, consisting of the following: a new slate roof over the Rotunda, repair of the remaining slate roof, reinstalling built in roof gutters, restoring the two towers, rebuilding the stone chimney, window restoration, restoration of the main entrance stairwell, and waterproofing the northwest foundation wall.

Status: Currently on schedule and on budget.

Project Update: The exterior work is progressing well. The roofing and chimney repairs are scheduled to be completed by the end of October. The repairs to the exterior stairs, window restoration and foundation waterproofing have not yet begun.

Torrey Building Envelope Restoration

Engineer/Architect: SA Architects, Inc.  
General Contractor: JA Morrissey, Inc.  
Est. Completion Date: TBD  
Size: 11,981 gross square feet  
Project Cost: $1.254 million  
Project Description: This project includes renovation of the exterior of Torrey Hall, including roof replacement of the upper and lower roofs, restoration of the wood windows, new storm windows, repointing of the brick masonry and restoration of the window lintels and sills, waterproofing of the stone foundation, wood repair of the eaves, and a new entrance door.

Status: Currently being assessed to determine scope following the fire on August 3, 2017.

Project Update: The design team is developing the new scope of work following the fire damage. There will be a new cost estimate that surpasses the amount of the current budget.

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.

Note: With the completion of five capital projects since the last report, the following capital projects are no longer included: Central Campus Residence Hall and Dining, Chiller Plant Expansion, Residential Life DM Project (Slade Hall), Bailey-Howe Library Addition and Virtue Field (Phase II).
Reviews of Proposals to Initiate, Alter or Terminate an Academic Program:

Completed Reviews (three):

- Approval of a request by the College of Arts and Sciences for a new Minor in Law and Society
  
  NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for a new Minor in Law and Society submitted by the Department of Sociology in the College of Arts and Sciences (CAS). The proposal was also approved by the Faculty Senate on May 18, 2017. If approved by the Board of Trustees, the program will be offered beginning spring 2018.

Program Description and Rationale

The newly proposed interdisciplinary Minor in Law and Society involves faculty in seven CAS departments and programs as well as faculty in the College of Agriculture and Life Sciences (CALS) and the Grossman School of Business. The minor will be directed by two faculty members in Sociology and one in Political Science, and will be administered through the Department Sociology.

As outlined by the proposers, the minor has three primary objectives:

1) to promote student understanding of the contemporary and historical relationship between American society’s social norms and values and its efforts to: a) define and ensure the rights and responsibilities of its members, and b) control its members informally and especially formally through legal institutions including all aspects of the criminal justice system;

2) to grasp the role of the American legal institutions both in shaping these norms and values and reflecting them as well as in legitimating and constraining the use of coercion and force in maintaining and creating social order;
3) to begin to understand the complex social, political, economic, and historical contexts within which the life chances of diverse groups within American society are enhanced or diminished as a result of their interactions with legal institutions including various institutions of informal and formal social control.

The prospers emphasize that the minor is not designed to prepare students for careers in law, public service, criminal justice, or law enforcement. While it may be useful to students that wish to pursue careers in these areas, the main goal of the program is to prepare a broader spectrum of students for a better understanding of “the operation of law as a social institution.” Given the host of current issues we face in the US today, the proposers believe that it is important to provide students with a deeper understanding of the law and legal institutions so that they will be better informed citizens and leaders in whatever paths they choose. The interdisciplinary minor offers an opportunity for interested undergraduate students to deepen and broaden their knowledge of the logic and operation of various components of legal institutions.

**Relationship to Existing Programs**
Currently, there are no UVM programs that have similar goals or curricular content, although the Sociology Department itself now offers a concentration in Crime and Criminal Justice within the Sociology major. In comparing the proposed minor to programs regionally and nationally, the proposers distinguish it from both those that focus on criminal justice as an applied specialty as well as those (typically at larger institutions) that draw more broadly on generalist courses in behavioral sciences. The Law and Society minor at UVM would more closely resemble those offered by liberal arts colleges nationally, which are typically centered in political science or sociology departments, and focus on legal institutions rather than law enforcement or behavioral science. Examples of similar programs cited in the proposal are the College of Charleston, the universities of Oregon and Delaware, American University, and George Mason University.

None of the criminal justice programs at Vermont colleges overlap with the minor’s proposed content, and credits from these programs would not count toward the minor. The proposers believe that the minor could potentially increase enrollment in the 2+3 program offered by UVM and Vermont Law School.

**Evidence of Demand, Anticipated Enrollment, and Impact on Current Programs**
Many of courses included in the minor routinely fill to capacity, evidence that there is student interest in this area. The proposers indicate that there are plans to offer these courses more frequently in the future. Additionally, the proposers believe that enrollment for the proposed courses for the minor will be widely distributed across the two-dozen courses, thus avoiding over-enrollment problems.
The new minor is expected to draw students primarily from within the College of Arts and Sciences. Specifically, it will serve as a way for students to combine the series of constitutional law courses in Political Science with criminal justice courses in Sociology. It is anticipated that most student entering the curriculum will approach through those channels. The proposers acknowledge that students from CALS and the Rubenstein School of Environment and Natural Resources may be interested in the minor. The number of students from units outside CAS, however, is expected to be small, and thus the proposers to not anticipate that inauguration of the minor would have a significant impact on other units.

**Curriculum**

The curriculum for the newly proposed Minor in Law and Society draws from existing courses, predominantly offered by the departments of Sociology and Political Science. However, the minor’s curriculum is further enhanced by offerings from other departments and colleges. Completion of the new minor would require 18 credit hours from among the courses listed in the table below, including SOC 014 or POLS 021 and at least one course at the 200-level.

<table>
<thead>
<tr>
<th>REQUIRED (one of the two below; 3 credits)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SOC 014</td>
<td>Deviance and Social Control</td>
</tr>
<tr>
<td>or POLS 021</td>
<td>American Political System</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ELECTIVES (15 additional credit hours; at least 3 at the 200-level)</th>
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</thead>
<tbody>
<tr>
<td>POLS 021</td>
<td>American Political System</td>
</tr>
<tr>
<td>POLS 121</td>
<td>Law and Politics</td>
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<td>POLS 122</td>
<td>Constitutional Law: Civil Liberties</td>
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<td>POLS 129:D1</td>
<td>Constitutional Law: Civil Rights in the US</td>
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<td>POLS 138</td>
<td>Constitutional Law: Government Powers</td>
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<td>POLS 220</td>
<td>Topics in Law</td>
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<td>POLS 222</td>
<td>Constitutional Law II</td>
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<td>POLS 235</td>
<td>Gender and Law</td>
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<td>POLS 238</td>
<td>Law and Public Policy</td>
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<td>SOC 014</td>
<td>Deviance and Social Control</td>
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<td>SOC 114</td>
<td>Sociology of Punishment</td>
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<td>SOC 115</td>
<td>Crime</td>
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<td>SOC 118</td>
<td>Race, Crime, and Criminal Justice</td>
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<td>SOC 214</td>
<td>Delinquency</td>
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<td>SOC 216</td>
<td>Criminal Justice</td>
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<td>SOC 217</td>
<td>Corrections</td>
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<td>SOC 258</td>
<td>Sociology of Law</td>
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<tr>
<td>BSAD 117</td>
<td>Business Law I</td>
</tr>
<tr>
<td>BSAD 118</td>
<td>Business Law II</td>
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<tr>
<td>CDAE 129</td>
<td>Communication Law</td>
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To ensure breadth in the minor’s curriculum, students would not be allowed to take more than nine credits in any one department to meet the requirement, and only six credits in the student’s major field could be counted toward the minor. Although most courses are 100- or 200-level, by completing either SOC 014 or POLS 021, students will meet the pre-requisite requirements for the SOC and POLS courses. Students interested in other courses will be required to fulfill a particular department’s prerequisites to take those courses. Depending upon the student’s major, there are multiple ways to complete the minor without being forced to take more than the University’s limit of three courses of prerequisites (sample curricula were provided in the proposal).

In addition to the listed courses, relevant special topics courses may be counted toward the minor. The host department, Sociology, has also made a recent effort to increase undergraduate opportunities for internships, research, and service learning, and launched a Vermont Prison Education program that gives undergraduates the opportunity to learn alongside inmates in South Burlington’s women’s prison. Although these internships are not specifically listed among the courses that would fulfill the new minor’s requirements, credit would be given for appropriate experiences if placement and supervision can be found.

**Advising**

Sociology professor Dr. Eleanor Miller will advise students in the proposed minor for the first year. Thereafter, additional advising may be provided by the program co-directors, if enrollment warrants it.

**Admission Requirements and Process**

With the exception of Political Science minors, the program would be available to all UVM undergraduates with a minimum GPA of 2.0.

**Assessment Plan**

The program directors plan to assess curriculum and enrollment after three years to identify weaknesses and opportunities. At the end of three years the proposers feel that enough students will have enrolled in the minor to be able to assess students’ ability to navigate the various curricular routes, and to determine whether or not students feel that
they are receiving adequate exposure to a range of disciplinary approaches to legal institutions as well as some depth of understanding. This evaluation will be conducted via a qualitative questionnaire, the results of which may lead to curricular and/or advising adjustments as necessary. The program will also be reviewed as part of the ongoing Academic Program Review process.

**Staffing Plan, Resource Requirements, and Budget**

No new courses are planned. The minor draws upon existing courses, and therefore, no additional resources are necessary to support the minor.

**Evidence of Support**

The proposal was approved by the CAS Curriculum Committee and faculty. It was endorsed by Dean Falls of the College of Arts and Sciences and Dale Jaffe, chair of the Sociology Department. Letters of support were also submitted by the Dean of the College of Agriculture and Life Sciences and the Dean of the Grossman School of Business.

**Summary**

The newly proposed minor in Law and Society draws upon existing courses to construct a curriculum in an area that is both timely and of interest to students. Expanding the understanding of law and legal institutions among undergraduates may prove useful to those pursuing careers in legal, public service, and other professions. Although it primarily draws upon Sociology and Political Science courses, inclusion of courses from other departments and colleges provides breadth to the curriculum. With over two-dozen courses, as well as relevant special topics courses and internship opportunities, the curriculum also gives students the opportunity to tailor the minor to their interests.

- **Approval of a request by the College of Nursing and Health Sciences for a new Minor in Emergency Medical Services**
  
  NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for a new Minor in Emergency Medical Services submitted by the Department of Rehabilitation and Movement Science in the College of Nursing and Health Sciences (CNHS). The proposal was also approved by the Faculty Senate on September 18, 2017. If approved by the Board of Trustees, the program will be offered beginning spring 2018.
Program Description and Rationale
The newly proposed minor in Emergency Medical Services was developed in response to demand for and interest in coursework in emergency medical services expressed by UVM undergraduates. The minor will be open to fully matriculated students, and will augment rather than replace the community based programs for non-matriculated students taking EMT, Advanced EMT, and Wilderness First Responder courses. All courses in the curriculum exist and have been offered as part of the CNHS’s Initiative for Rural Emergency Medical Services (IREMS) program, which is open to continuing education students and community members as well as matriculated UVM students. The curriculum is structured such that students enrolled in the minor will be able to focus on an area consisting of advanced practice, teaching, or research as best suits their interests and future goals.

Justification and Evidence for Demand
The Bureau of Labor Statistics anticipates a “much faster than average” (24%) growth rate of jobs in the area of Emergency Medical Services personnel. Although completing a licensing exam is not part of the proposed minor’s requirements, the coursework prepares students to take a range of licensing exams. Students that have completed the courses and chosen to sit for these exams have shown a very high pass rate (nearly 100%).

As noted above, this new minor was developed in response to high demand from matriculated students for coursework in emergency medical services, including students who have completed individually designed minors using a set of courses similar to the proposed minor’s curriculum. This demand is evident in the undergraduate enrollment observed in multiple sections of these courses offered in Fall, Spring, and Summer semesters. The proposers note that students in related fields such as ROTC, Athletic Training, and Nursing regularly inquire about a minor in the area of emergency medical services. A minor with the proposed portfolio of courses will formalize a common set of coursework that meets the needs of students in a number of clinical programs, as well as students with majors outside of CNHS who have an interest in emergency medical services. As integration of emergency medical services education into higher education programs is unfolding on a state national level, the development of this minor allows UVM to respond in a timely fashion to an anticipated long-term trend in this area.

Relationship to and Impact on Existing Programs; Anticipated Enrollment
There are no overlapping minors or major concentrations within CNHS or other schools/colleges. The proposed new minor will augment the community based programs for non-matriculated students taking EMT, Advanced EMT, and Wilderness First Responder courses. It is anticipated by the proposers that ~10 students will enroll in the new minor in the first one to two years, with the number of minors expected to remain
steady at 10-15 declared minors in total at any given time. In line with this, anticipated enrollments in required courses are predicted to be consistent with current numbers in the courses, as presumably some of the students choosing to declare the minor would be those who currently take multiple courses with in the proposed minor’s curriculum. [Non-matriculated students who take the courses do not receive academic credit, and academic credit is not awarded retroactively if they later enroll as a matriculated student.] In the long term, an anticipated increase in the percentage of seats in courses fulfilling the minor requirements occupied by full-time UVM students as compared to community members is anticipated, but not to the point that additional faculty would be required. No impact on current programs were noted in the proposal. If the demand for the proposed Minor in Emergency Medical Services exceeds expectations, the proposers state that they will cap enrollments to prevent the need for additional resources.

Curriculum
Completion of the newly proposed minor would require a minimum of 17 credit hours including two required courses and nine additional credits from a set of approved electives (see table below). The elective options allow students to focus on teaching, research, or advance practice as best suits their needs. Courses may not be taken pass/fail, and at least half the courses taken to satisfy the new minor must be taken at UVM per University policy.

<table>
<thead>
<tr>
<th>REQUIRED</th>
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<tr>
<td>HLTH 003</td>
<td>Medical Terminology</td>
<td>2 credits</td>
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<tr>
<td>HLTH 153</td>
<td>Emergency Medical Technician</td>
<td>6 credits</td>
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<table>
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<tr>
<th>ELECTIVES (9 additional credit hours)</th>
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<tbody>
<tr>
<td>HLTH 051</td>
<td>Wilderness First Responder</td>
<td>3 credits</td>
</tr>
<tr>
<td>HLTH 197</td>
<td>EMS Teaching Assistant</td>
<td>3 credits</td>
</tr>
<tr>
<td>HLTH 257</td>
<td>Advanced Emergency Medical Technician</td>
<td>6 credits</td>
</tr>
<tr>
<td>AT 155</td>
<td>Emergency Medical Response in Athletic Training</td>
<td>3 credits</td>
</tr>
<tr>
<td>AT 195</td>
<td>AT to EMT Bridge Course</td>
<td>3 credits</td>
</tr>
<tr>
<td>SURG 200</td>
<td>Emergency Medical Research I</td>
<td>3 credits</td>
</tr>
<tr>
<td>SURG 201</td>
<td>Emergency Medical Research II</td>
<td>3 credits</td>
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Advising
The Initiative for Rural Emergency Medical Services (IREMS) faculty will be responsible for advising minors. This advising will be coordinated with the student’s major advisor where necessary.
Admission Requirements and Process
The minor will be open to all fully matriculated UVM students. To be awarded the minor, students must complete the required 17 credit hours and maintain a 2.0 GPA or greater in the minor’s coursework.

Assessment Plan
Initial assessment of the new minor will be based on course evaluations and student feedback panels already in place in CNHS. Additional feedback on student preparation can be gained through clinical field placement feedback, as well as passage rates on certification tests of students who choose to take them after completing required coursework. In general, assessment of this minor will be folded into ongoing assessment plans for the Department of Rehabilitation and Movement Sciences (the program housing the minor) as well as the college as a whole. The new minor will also be evaluated under UVM’s Academic Program Review process.

Staffing Plan, Resource Requirements, and Budget
Given that the minor draws on existing courses and advising staff with no need for new sections anticipated, no additional staff or resources or are necessary.

Evidence of Support
Letters written in support of the proposed Minor in Emergency Medical Services were provided by Dr. Patricia A. Prelock, Dean of the College of Nursing and Health Sciences; Dr. Kalev Freeman, Assistant Professor of Surgery and Pharmacology in the Department of Surgery; Dr. Jeremy Sibold, Chair of the Department of Rehabilitation and Movement Science; Patrick Malone, Program Director, and Dr. Elizabeth Adams, CNHS Curriculum Planning Committee Chair.

Summary
Based on existing courses, the new Minor in Emergency Medical Services capitalizes on the strengths of the existing IREMS program to meet the needs of matriculated UVM students. Students enrolled in courses that would fulfill the new minor’s requirements as well as other students across the University have explicitly expressed interest in such a minor. Given the anticipated increase in job opportunities for individuals trained in emergency medical services, the new minor provides students training in an area that would increase employment opportunities for those that complete the program.
• Approval of a request by the College of Nursing and Health Sciences for a new Master of Science in Physical Activity and Wellness Science

NOTE: This will be an action item for this Board meeting.

The Curricular Affairs Committee unanimously approved a proposal for new Master of Science in Physical Activity and Wellness Science submitted by the College of Nursing and Health Sciences (CNHS). The proposal was also reviewed and approved by the Graduate College Executive Committee, and approved by the Faculty Senate on September 18, 2017. The new program will be housed in the Department of Rehabilitation and Movement Science. If approved by the Board of Trustees, the program will be offered beginning fall 2018.

**Program Description and Rationale**

The proposed Master of Science in Physical Activity and Wellness Science (MS in PAWS) is designed to provide future exercise professionals a defined scope of theoretical understanding and translational knowledge, skills, and abilities. This training will allow them to design, deliver, and monitor physical activity programming to prevent, treat, and ameliorate chronic disease. The proposed program is a succinct, rigorous, one-year MS degree structured to allow students with complementary educational backgrounds or trajectories to pursue specialized expertise in translational physical activity programming for healthy and clinical populations. After completion of the program, individuals may pursue related national certifications and employment in a wide variety of healthcare and public health settings. Additionally, students that complete the proposed MS in PAWS will be, in part, prepared to pursue additional training in the PhD in Human Functioning and Rehabilitation Sciences offered by CNHS or other similar higher education pursuits.

**Justification and Evidence for Demand**

Due to the high and increasing prevalence of chronic disease tied to lack of physical activity, the societal demand for practitioners with specific expertise in physical activity and exercise programming is substantial. To meet this need, the proposers indicate that there are 25 to 30 graduate programs nationally comparable to the proposed program. Ten specific aspirant universities were listed in the proposal that offer Master’s degree programs in similar areas. Despite the number of programs available nationally, there are currently no existing programs in Vermont, and a paucity of programs in the New England area as a whole. The need for adequately trained exercise professionals to fulfill these roles is enormous, and thus the newly proposed MS in PAWS would put UVM in the position to provide such training in a region in which few similar opportunities exist.

After completion of proposed degree program, graduates would be well-positioned to pursue employment as physical activity and public health specialists, exercise
physiologists, worksite wellness directors, fitness directors, primary care physical activity counselors, and community health educators. Graduates of the program would also be eligible to sit for several national certifications from the American College of Sports Medicine (www.acsm.org/certification).

**Relationship to Existing Programs**
The Exercise and Movement Science program currently offers a BS in Exercise and Movement Science, and students in this program are educated in the theory of human movement and performance throughout the human continuum and across populations. It is a highly competitive program with ~300-500 applications out of which the program accepts approximately 50 students. A majority of undergraduates completing this major pursue graduate work in exercise science, public health, and physical therapy. The proposed MS would provide UVM graduates an opportunity to pursue that additional training at UVM.

The proposers have also considered their relationship to the Wellness Environment (WE) and UVM’s Living Well program, and have had many formal communications and conversations across units regarding the potential synergies and collaborative growth opportunities moving forward. According to the proposers, the response was positive and encouraging. The proposers feel that students enrolled in the new MS in PAWS could serve as an additional potential resource for these programs. Moreover, undergraduate students from related majors who participate in programs like WE and develop an academic interest in pursuing a graduate degree in this content, would be well positioned to apply for the MS in PAWS.

**Curriculum**
The proposed MS in PAWS is a one academic year, course-based Masters requiring 30 credits of coursework (10 courses total; 3 credits each). Multi-year options would be considered if a need arose. All courses in the program are new offerings; three (EXMS 302, 303, and 350) were approved for the 2017-18 catalogue. The other courses will be approved before the program admits students. The proposers indicate that they foresee collaborations and cross-list potential for the new courses moving forward. General and specific goals and learning outcomes were described in the proposal, and syllabi for all courses provided.

**Required Courses**
EXMS 302: Research Methods in Physical Activity
EXMS 303: Physical Activity and Chronic Disease Epidemiology
EXMS 350: Physiological Aspects of Physical Activity and Chronic Disease
EXMS 345: Exercise Assessment and Prescription
EXMS 368: Physical Activity Program Design and Management
**Admission Requirements and Process**

Requirements for Admission:

› Undergraduate degree from an accredited college or university
› Minimum of a 3.0 overall GPA on the last 60 hours of undergraduate degree
› One course in the following areas: Exercise Physiology with laboratory, Human Nutrition, Statistics, Human Physiology, and Kinesiology
› GRE Scores
› TOEFL scores (international students; minimum of 90)
› UVM Graduate Application Form
› Statement of Career Interests
› Three letters of recommendation

Candidates will be ranked using quantitative and qualitative metrics using admission materials. The applications will be reviewed by a formal admissions committee, which will be comprised of the program director and program faculty. The committee will then make recommendations to the Graduate College for admission.

**Anticipated Enrollment and Impact on Current Programs**

Currently, there are no Master of Science or other graduate programs at UVM that provide similar training. The proposers anticipate a cohort size of 15 to 20 students per year for the first five years. This estimate is based on internal focus groups with current students enrolled in the BS in Exercise and Movement Science, half of whom stated that they would stay on an additional year to complete the new program if it was offered. In addition, students in complementary programs at UVM have likewise expressed interest. Aspirant comparison programs enroll 50 to 100 students per year for their respective Master’s degree programs.

**Advising**

The program director, Dr. Connie Tompkins, will advise all matriculated students.

**Assessment Plan**

The new MS in PAWS will be evaluated by program faculty on a yearly basis as part of the ongoing departmental assessment program. There are currently no specific national
accreditation standards for the proposed program, but the program will complete the 
Academic Program Review required for all UVM programs. Additionally, the success 
of the proposed program will be continuously measured in multiple ways including:
- number and quality of applications
- graduation rate
- pass rate on national certification exams
- employment rate within six months of graduation
- number of graduates in leadership positions within three and five years of 
  completing the program
- student satisfaction as measured with program exit survey
- employer satisfaction, as measured with employer survey

Staffing Plan, Resource Requirements, and Budget
A detailed plan for resourcing the program, including additional staffing as well as five-
year financial statements was provided in the proposal. Based on the budget plan, the 
program is anticipated to be cash flow positive from the first year assuming a cohort of 
10 students each year (60% in state and 40% out-of-state). The college’s commitment to 
resourcing the proposed program is confirmed in the letter of support from Patricia 
Prelock, Dean of the College of Nursing and Health Sciences,

“With the approval of the master’s program, a full time clinical position will be 
assigned to EXMS with about 20% of the effort contributing to the graduate program 
and about 80% of the effort contributing to the undergraduate program. The 
contribution to the undergraduate program is to provide teaching support for those 
courses where the program’s graduate faculty will be assigned to teach some of the 
proposed new graduate courses. Undergraduate tuition dollars will cover the 
commitment at the undergraduate level. I am also supporting a 50% technician who 
will provide lab support for students and faculty in the clinical teaching labs. Our 
financial modeling indicates that the proposed program would be in the black even 
with the addition of a clinical faculty member and a lab technician.”

Evidence of Support
Endorsements for the proposed Master of Science degree program were provided by the 
Chair of Rehabilitation and Movement Science, Dr. Jeremy Sibold, as well as the Chair 
of the College of Nursing and Health Sciences Curriculum Planning Committee, Dr. 
Elizabeth Adams. Additionally, Dr. Patricia Prelock, Dean of the College of Nursing 
and Health Sciences, provided a strong letter of support. Dr. Cynthia Forehand, Dean of 
the Graduate College, wrote a letter in support of the program, but noted that while the 
Graduate College Executive Committee unanimously approved the proposal, their 
approval “is contingent on all courses being approved prior to opening an application for 
the program in the graduate admissions system.” The proposers explicitly state that the 
program will not be offered until all courses have been approved.

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Summary
As the prevalence of chronic diseases associated with lack of physical activity increases, so has the societal demand for practitioners with specific expertise in physical activity and exercise programming. The newly proposed Master of Science in Physical Activity and Wellness Science is an exciting opportunity for UVM, known to be an advocate of healthy nutrition and exercise practices, to be a leader in this domain and help realize an emerging career opportunity for UVM students. Importantly, there are no similar programs that currently exist in Vermont and few are available in New England. Thus, the proposed MS in PAWS would fill a regional need. As a one-year program the new MS in PAWS is expected to be attractive from a time and financial savings standpoint. It would also provide UVM students completing the current, highly competitive BS in Exercise in Movement Science to complete a BS and MS in five years. The proposed MS in PAWS would therefore be a valuable addition to UVM’s curricular portfolio.

Academic Program Reviews
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 Engineering and Mathematical Sciences to revise the curricula of the existing Bachelor of Science in Engineering Management. The revisions update the curriculum to keep pace with changes in the field, help promote interest and retention in the major, and better prepare students to become accountable leaders and effective problem solvers.
  › Approved a proposal from the College of Arts and Sciences to eliminate the Language Studies and Formal Linguistics Concentrations in the existing Bachelor of Science in Linguistics. Due to minor adjustments to the curriculum, all students now take a course in formal linguistics. At present, the options for courses within
the Language Studies concentration were too limited to include it as a specified area of concentration.

› Approved a request from the Department of Rehabilitation and Movement Science in the College of Nursing and Health Sciences to change the name of the existing program, major, and BS degree in Exercise and Movement Science to “Exercise Science.” The new name better reflects faculty expertise and course offerings, and brings the name in line with similar programs offered by other institutions.

Ongoing Work:

• The CAC is actively:
  › Working to promote communication between unit-level curriculum committees and the Curricular Affairs Committee as well as among the unit-level curriculum committees. The primary goals of these efforts are 1) to foster a culture of communication and collaboration in development of new programs and revisions of existing programs, 2) to increase awareness of the guidelines and approval process for new programs, and 3) to promote adherence to university-wide policies and approval processes relating to new course proposals, course revisions, and special topic courses. To help achieve these goals, the CAC Chair is organizing bi-yearly meetings between the CAC Chair and Chairs of all unit-level curriculum committees.
  › Participating in the Educational Stewardship Committee (ESC), 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, which currently includes Writing and Information Literacy, Diversity, Sustainability, and Quantitative Reasoning. Given the number of General Education requirements, it was deemed necessary to create a committee charged with overseeing General Education at UVM. The UVM General Education Coordinating Committee (GECC) will be a joint committee of the Faculty Senate and the Office of the Provost. The purpose of the new committee will be to coordinate the activities, policies, and processes of the individual General Education Committees, bringing to the delivery of the General Education curriculum increased clarity, consistency, and efficiency. Following the formal establishment of the GECC, the individual General Education Curriculum Committees will no longer be standing subcommittees of the Curricular Affairs Committee, but rather will report directly to the GECC, to which they will be responsible. The CAC Chair will be
invited to attend meetings of the GECC in an advisory and informational role, and has been involved with the visioning and creation of the new GECC.

› 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.

› 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 (none at this time)
Annual Diversity Report
*Inclusive Excellence at UVM: Diversity, Inclusion, and Equity*
Board of Trustees – Educational Policy & Institutional Resources Committee

Prepared By
Wanda Heading-Grant, Vice-President for Human Resources, Diversity and Multicultural Affairs

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**Introduction**

For years many higher education institutions have been asking themselves in what ways does a diverse community enhance learning, scholarship, leadership and service? How do diverse perspectives and experiences affect the quality of education and how can institutions improve? As with many other institutions, the University of Vermont (UVM) has been asking these questions. We have explored, examined, engaged, and resourced many initiatives and efforts to actively progress in our institutional diversity goals. We want to attract and retain talented individuals from populations that have historically been underrepresented in academia and at the University of Vermont, especially people of color and women.

Based on scholarly research and best practices, we know that there is no magic wand. So to address these questions and advance our institutional diversity goals, the UVM senior leadership has invested in *The Inclusive Excellence at the University of Vermont: A Framework for Building a More Diverse, Inclusive, and Multiculturally Competent Campus 2016-2021*. This document, which is also referred to as *The Framework for Inclusive Excellence* was produced by the Office of the Vice President for Human Resource, Diversity, and Multicultural Affairs in collaboration with the President’s Commission for Inclusive Excellence. *The Framework for Inclusive Excellence* outlines the elements for building an infrastructure that truly manifests inclusive excellence. It firmly states we must have a diverse community of talented students, faculty, staff and administrators; provide an educational environment in which all of our members can thrive and reach their greatest potential as scholars and professionals; and prepare our students to work and live in a diverse and complex world.

The implementation of *The Inclusive Excellence Framework* is about making systemic changes designed to embed diversity in the university’s decisions, resources, behaviors and practices in the spirit of engagement, improvement and accountability. It involves every college and division at the University of Vermont, including the Offices of the President and Provost to inventory our collective diversity and inclusion work, and to create action plans along four pillars of inclusive excellence. These four pillars of *The Framework* are: academics, community, environment and operations.
In addition, The Office of the Vice President for Human Resources, Diversity and Multicultural Affairs is coordinating the compilation and analysis of the data gathered from this institution-wide initiative to identify our best practices, gaps, and resources needed to move forward regarding inclusive excellence.

This year’s annual report highlights some of the active programmatic and strategic initiatives as they pertain to the climate at UVM for students from marginalized identities.

**Strategic and Targeted Efforts of Affinity Centers to Support a Positive Climate and Experience for Students from Marginalized Identities at UVM**

Across the United States and even globally there has been an increase in high profile incidents of inequity and violence around race, national origin, immigration status, sexual orientation, and gender identity, among other identities and affiliations. Attacks against communities of color and the LGBTQ+ community, police violence against men of color, and the targeting of immigrant communities across the country, have left many feeling vulnerable, fearful, and angry. The national conversation, political rhetoric, and shifts in public policy have ignited communities near and far to address what it means to be a diverse, inclusive, and just community or institution. As such, universities and colleges across the United States are experiencing an uptake in activism and calls for greater accountability.

The University of Vermont has not been immune from having to grapple with these national and local emerging issues, which impact members of our community. UVM has continued its strategic work, as well as being responsive to emerging events, through actions such as President Sullivan’s institutional statements reiterating the University’s commitment to justice and inclusion in the aftermath of the Charlottesville attack and policy changes regarding the Deferred Action for Childhood Arrivals (DACA). UVM’s president was among the more than 700 presidents of colleges and universities across the nation who signed a statement in support of DACA. Additionally, UVM’s flying of the Black Lives Matter flag, efforts around non-gender segregated restrooms, development of affirmative recruitment guidelines, coordination of a Women’s Summit, Restorative Circles among many other initiatives, signal our ongoing commitment to diversity, inclusion, equity and social justice.

Below is a list of student centers whose missions are directly related to supporting our students from marginalized identities. These centers and their staff are critical parts in creating a positive climate for students, which directly impacts the recruitment and retention of students from underrepresented populations or historically marginalized identities. The Centers help to articulate the message that diversity is a core value for UVM, provide affinity based networks, and have mechanisms to help address bias, harassment and discrimination. Most importantly they foster inclusion and decrease isolation and alienation for UVM’s students. **See Attachment A for student testimonials.**
Interfaith Center

What follows are some highlights about key programs, initiatives and the impact of UVM’s Interfaith Center. This August represented the first fall opening of the Interfaith Center, a newly established space and program at the University of Vermont. Its overall mission is to equip individuals and the institution as a whole to engage more comfortably and competently with matters of spirituality and religion. As national surveys have demonstrated (e.g., Astin, Astin & Lindholm, 2011; Mayhew et al., 2016) the vast majority of incoming students are expecting their college or university to not only provide a welcoming environment for people of diverse religious and philosophical perspectives, but opportunities for meaningful engagement with individuals who possess perspectives other than their own.

A key programmatic initiative for the 2017-18 academic year is the Interfaith Center’s Interfaith Engagement Series (IES). Comprised of six, monthly “Dinner & Dialogue” events and two community service projects (i.e., one fall, one spring), the IES aims to facilitate intentional dialogue and community building among students across the religious and philosophical spectrum. The Interfaith Youth Core and Fetzer Institute have awarded the Interfaith Center with a “Healing the Heart of Democracy” grant to support this effort, recognizing IES’s promise for “creating and enhancing dialogue among people from different identities about the values that bind us together as a diverse nation.” The IES is also core to the Interfaith Center’s efforts to build student leadership capacity and sustained involvement in interfaith engagement, as it collaborates closely with interested students who are working to establish an “Interfaith Student Collective” club that will be recognized by the Student Government Association.

In helping to equip staff and faculty to engage more comfortably and competently with matters of spirituality and religion, the Interfaith Center is partnering with Professional Development & Training to offer the “Religion 101 Series,” as well as other workshops and conversations. Building on the well-received “Islam 101” program from the 2017 spring semester, this fall they offered Judaism 101 and will soon be scheduling an installment on Christianity. The aim of these workshops is to increase staff/faculty’s religious literacy regarding a particular tradition, as well as to explore and discuss how the campus environment can present challenges to students, staff and faculty who identify with this tradition.

Lastly, the physical space offered by the newly established Interfaith Center for spiritual and religious conversations, community, education and practice has been very well received. For example, last spring just one student group accepted the invitation to host their weekly meetings at the Interfaith Center. As of September, there are now five different student groups regularly using the Interfaith Center for their worship, community, and educational meetings. There has also been an increase in students and staff using the space on a drop-in basis for prayer and meditation, quiet study and conversation. There are plans for additional enhancements to the center. President Sullivan and I have worked closely to look at improvements to the landscaping and interior (e.g., carpets and painting) of the Interfaith Center.
Lesbian, Gay, Bisexual, Transgender, Questioning, and Ally (LGBTQA) Center

What follows are some highlights about key programs, initiatives and the impact of UVM’s LGBTQA Center. Please note that in this section the term LGBTQ+ appears. This is to denote that many gender identities and sexual orientations make up the queer community, not just those that are represented by a letter in the LGBTQ (lesbian, gay, bisexual, transgender, queer and questioning) acronym.

When the LGBTQA Center was founded, this program was literally lifesaving and provided a safe space for lesbian, gay and bisexual individuals at UVM in a hostile world. The national, local and campus climates for LGBTQ+ individuals and communities have changed significantly since the Center’s founding 17 years ago. Much of the improvement on UVM’s campus is due to the efforts of the LGBTQA Center and its dedicated staff. The newest member of the staff is Kate Jerman, who joined the Center as its new director in July 2017.

Over time, the Center’s efforts have expanded to include services to a much broader array of identities, especially transgender and gender non-conforming people. The Center is mindful of and constantly adapting to new identities and constituencies as sexual identities and gender identities evolve and new terms emerge.

Direct support programs for LGBTQ+ students remain vital to the Center’s mission. It provides a rich calendar of monthly events and activities and regularly has anywhere from 20-30 students gathered for events like Crockpot Comfort where dinner and small group conversations provide nourishment for body and soul, to gatherings like Rainbow Graduation where several hundred members of the UVM community gather to celebrate the success of LGBTQ+ students, recognize the contributions of campus allies, and honor the brilliance and resilience of our diverse UVM queer communities.

In addition, as the campus’ needs have evolved, the Center has grown to provide education, outreach, and training on issues of sexual orientation and gender identity for the entire campus community; alumni networking; prospective student outreach; and advocacy. The LGBTQA Center also upholds the University’s aim of inclusive excellence by, for example, acting as liaisons with Residential Life to secure safe and affirming housing for LGBTQ+ students, working with the Office of the Registrar to enable students to select their name and pronouns in campus systems such as class rosters, and partnering with Career Services to provide students with affirming career prospects and to support their professional development in a way that is inclusive of their whole selves.

Advocacy for UVM’s trans and gender non-conforming communities has been an especially prominent area of growth over the last few years. The LGBTQA Center was instrumental in securing gender-neutral housing for students, adding sexual orientation and gender identity fields to the data collection efforts of other offices such as Admissions so that LGBTQ+ student communities could be counted and valued by campus, and policy changes that resulted in improved health insurance coverage for transgender employees and students. The LGBTQA Center has also worked in partnership with others on campus to ensure that transgender and gender non-conforming people on the UVM campus have a “safe place to pee.”
Inclusive Restroom Taskforce has increased the number of non-gender segregated restrooms on campus, improved signage and ADA accessibility and raised awareness of the availability of safe bathrooms on campus.

Participation in LGBTQA sponsored events and in LGBTQ+ themed clubs and activities continues to grow as more students safely and comfortably identify as part of the LGBTQ+ community. This growth isn’t due to LGBTQ+ students entirely though; an active and growing number of cisgender and heterosexual students believe in LGBTQ+ equality and are participating in traditionally LGBTQ+ spaces as proud allies. The Ally and Advocate community at UVM is strong and contributes to UVM’s reputation as an inclusive campus.

The LGBTQA Center looks forward to one day having dedicated space on campus that is student-centered, fully accessible to people with disabilities, and large enough to conduct the activities that meet the campus’ goals for diversity and inclusive excellence. The current location at the Allen House continues to be a challenge to efforts to serve the UVM community and students in particular. The student experience, for LGBTQ students as well as students seeking competence around issues of sexual orientation and gender diversity, would be vastly improved if the LGBTQA Center had space in the Living/Learning Center similar to the new space for the Mosaic Center for Students of Color (MCSC).

**Mosaic Center for Students of Color (MCSC)**

What follows are some highlights about key programs, initiatives and the impact of UVM’s MCSC. The MCSC offers an array of robust initiatives and programs focused on facilitating the success and well-being of self-identified students of color at the University of Vermont. Functioning as a culturally intelligent hub of connection to a wide range of university and community resources including the deans’ offices of all seven colleges, the MCSC enables student to access what is needed in order to thrive holistically.

Through widespread collaboration and consultancy, the MCSC staff serves as a bridge between students and the individuals in university spaces who are best equipped to advise and guide their journey. The one stop shop approach exemplifies the best of strategic enrollment strategies where student advisors mentor and coach students before connecting them to campus partners. This results in students of color being more engaged in all aspects of university life.

Involved with students before they formally matriculate, the Center’s Summer Enrichment Scholars Program (SESP) is a summer bridge program that provides participants with an early college experience so that they can more easily transition to college life during the challenging first year. For the duration of the program, participants live on campus, take a free three-credit class, work in a university office and explore Vermont. When these students return in the fall, they are already acquainted with campus life, which frequently elevates them to influential student leadership roles.

During the academic year, many students seek the services of the Center’s Leadership Coordinator who works to help the six-affiliated student-run ethnic identity organizations (e.g., Black Student Union, Alianza Latinx, etc.) sustain their institutional presence and enact their
missions. These clubs enable students of color to develop and celebrate their racial identities and benefit our campus with programs such as Soul Food Social, Comida Para La Gente, and Lunar New Year, which educate and entertain from 200-300 community participants. Additional MCSC programs build community and develop understanding about race, power, privilege and intersectionality. They build confidence, resiliency and multicultural capitol; characteristics that strengthen students’ ability to progress to graduation. Meaningful, collaborative and well attended options include: Sisterhood Circle, Brotherhood; Women of Color Leadership Retreat, Khadija’s Circle, Spring Awards Banquet, and Racial Aikido. These programs serve collectively over 200 students and UVM community members each year. Many of them are offered in the Center’s new location in the heart of the living/learning community. The new beautiful space, complete with a large common room, full service kitchen, classroom and club space, provides a “home away from home” that is heavily used by an increasing number of students of color and those who seek to live in a multiracial community.

Finally, the MCSC staff serves on numerous institutional work groups and committees, sharing their knowledge and experience so that policies and practices represent UVM’s highest aspiration for equity and inclusion. By working to meet the needs of all students including those who might be most marginalized in our community such as immigrant youth, Muslim students and/or first generation college students, the MCSC furthers the university’s commitment to enable “access to success” for its’ learning community.

**Women’s Center**

What follows are some highlights about key programs, initiatives and the impact of UVM’s Women’s Center. Much of the programming currently offered by the Women's Center includes a focus on and opportunity for women of color to connect with one another, to the Women’s Center space and with the Mosaic Center for Students of Color. This lens of intersectionality is how the Center approaches the work they do by centering marginalized identities, beyond but inclusive of gender, as a means of demonstrating the connections between myriad identities and the oppressions experienced therein.

Educational efforts seek to better exemplify the ways that marginalization shows up on UVM's campus by asking students to consider the ways their identities do and do not hold power in our cultural communities and how they might use those powerful identities to ally with and create space for those who are without power in those identities.

Key efforts that have helped students face challenges at UVM include the Women of Color Leadership Retreat (WOCLR) and Sisterhood Circle. These programs help students of color who identify as women cope and find the resiliency they need to stay at UVM. WOCLR was born at the Women’s Center and is a collaborative program with the Mosaic Center for Students of Color.

The WOCLR takes place early in the school year and recruitment focuses on first year students. The feedback received about the retreat is that many of these students were struggling at UVM and were starting to reconsider their decision to attend. Participants describe feeling like they have no community and are suddenly thrust into a new identity as one of very few women of
color in their classes and on campus. When they attend the WOCLR, they get to see that they are actually part of a larger community. They meet other WOC from across campus and the community, and learn that many have similar experiences. Through this retreat, friendships are formed and connections are made. Students learn about allies, including faculty, staff, and community members. The program evaluations are filled with comments of hope and renewal following this retreat.

The Sisterhood Circle, in collaboration with the Mosaic Center for Students of Color, meets monthly with self-identified women of color, including students, staff, and faculty. During the Circle, women of color share a meal and discuss their concerns. In Sisterhood Circle, there are a range of topics and conversations that help with retention efforts.

The Women's Center is also a safe space for survivors of sexual and relationship violence. It is a space to connect with those who have had similar experiences, find comfort in that connection, and a place to call “home.” Many of the students who come to the Women's Center credit this space as helping them find community and resources, which allow them to stay at UVM, regain their sense of wellbeing and access mental health related services. Students seek to use the Center in ways that demonstrate it is a space of comfort, a space of support, a space for empowerment and a space for healing.

Both the WOCLR and the Dismantling Rape Culture Conference (DRCC) have grown so much over the last several years that they are currently at their maximum capacity based on funding and human capacity. The WOCLR consistently accepts 36 participants and maintains a waitlist. DRCC had over 500 attendees last year and continues to grow annually. As a result of this growth, the Center will have to re-evaluate how best to meet the needs of attendees and determine whether or not to cap attendance.

The Women’s Center is now fully staffed for the first time since 2015. Melissa Murray was hired as the new director for the Women’s Center. It is now in the process of trying to grow its programs and reach. There is clear interest in creating stronger connections to student groups with gender-equity focus. They are concentrating their efforts on intensive outreach to find ways of rebuilding connections to student groups and spaces. Additionally, the connections being forged with Athletics and Fraternity and Sorority life demonstrate an opportunity to expand the ways that the Women's Center has traditionally interacted with these potentially less-marginalized, but incredibly impactful groups of active students on our campus.

Summary

The national events and conversations on diversity, inclusion, equity and social justice in the past year have impacted the climate for students and influenced institutional conversations and programmatic endeavors at the University of Vermont.

Students of color who identify as Muslim, DACA recipient and/or undocumented, queer and/or transgender have been especially targeted by the national agenda. More members of our campus community seem eager for information to improve support for these members of our community.
The University of Vermont remains an extremely predominantly white institution, even as our incoming class of 2021 represents a positive spike in enrollment with 13% of that student body identifying as students of color. The structural ethnic and racial makeup of the community can present a challenge for some students of color who experience hyper-visibility. Here at UVM, there is great desire for education and resources (e.g., financial and physical space) to meet the need of the most marginalized students of color.

Experiences in the classroom (including in D1 diversity courses) continue to be of great interest and concern to students, faculty and administrators. The academic and administrative leaders are actively strategically planning and working together and listening to students’ voices to confirm what the learning outcomes should be for diversity courses. In addition, there is a need to ensure that the experiences of different populations, especially students of color, in the classroom are positive, informative, free of disrespect and taught by faculty who are prepared, equipped and supported to teach diversity courses.

Recruitment and Retention of Faculty of Color and women faculty are an absolute priority of the President, Provost and other senior academic leaders. In the past year, the Division of Human Resources, Diversity and Multicultural Affairs (HRDMA) convened several forums to gather information about the experiences and climate for women faculty and faculty of color through faculty forums. Additionally, HRDMA has led programmatic and strategic initiatives (e.g., Women’s Summit, updated affirmative recruitment guidelines) in support of a more diverse faculty. The Provost’s Office is not only investing financially in building a diversity profile to be used in recruitment advertisement, but he will also be engaging the deans as financial partners in the recruitment and retention of underrepresented identities (e.g., enhancing recruitment pipelines and the recruitment of cohorts).

To be successful in this, UVM must continue to energetically engage in strategic and responsive actions that center the realities of diverse and marginalized identities into the heart of our mission. Accountability is a must at all levels and across all of the academic and administrative areas at the university. We must be willing to take risks and be different at particular times in order to move the needle in the area of diversity and inclusion.

UVM’s next steps are to assure oversight and measurement regarding our Framework for Inclusive Excellence in relationship to the related action plans of the colleges, schools and divisions. We will need to measure success not only by the achievement of demographic changes but by the degree and efficacy of progress and effort. It will be important to develop dashboard metrics.
Student Testimonies

Interfaith Center

Student (Sophomore)
The Interfaith Center at UVM is a great space for students to explore different faiths, religions, ideas, philosophical points of view, as well as meet new people with differing backgrounds. Since visiting the Interfaith Center and taking part in events held there, I have had many thought provoking discussions around faith and identity. I am majoring in Social Work, so having a space where I can learn more about religions, cultures, and varying points of views is helpful to my growth as a person, student, and future professional. This space is helping me to learn and gain a better understanding of our world.

I have been able to connect with other students of different faiths who I might not have met otherwise on campus. It has been amazing to network with other students and being able to support one another around our campus. Last year, I had a conversation with a student at the Interfaith Center about a club he was trying to create having to do with Interfaith dialogue. This year, I joined the Interfaith Student Coalition, which is the club that this student was discussing with me. It has been great being able to discuss my faith in a space full of respect.

It can be difficult to openly discuss faith on a college campus without feeling judged or ridiculed for one’s own opinions. But the Interfaith Center and the Interfaith Student Coalition has allowed me to freely talk about my faith, values, and opinions in a way that makes me feel heard without being judged. I am very appreciative for the Interfaith Center and the conversations that have stemmed from inside this space.

Student (Senior)
The Interfaith Center has provided me with a place to breathe. The air inside is calm yet lively; walking through the open door, teacups and books litter coffee tables. With three years of involvement with religious groups at UVM, this was brand new to me. The Interfaith Center has been a welcome home since. In the center, I don't have to be Jewish all the time, but I can if I want to be. I can make new friends and work towards learning more about my peers and myself.

At UVM, and colleges across the country, seeking to understand each other is the first step to diffuse dangerous divisive forces that can shape our worldview. Working with the Interfaith Center to create inclusive programming, in addition to leading a weekly interfaith dialogue group with friends, has helped me to believe that students are interested in having hard, meaningful conversations to combat this. I believe that the more we see each other as humans, the closer we come to building a better future together.

On a personal note, it's also been an opportunity to grow as an individual. Laura has helped me to realize my dreams of interfaith programming at UVM. In addition, with help from the
Interfaith Center I was able to travel to an educational conference in Chicago this summer to learn how to be an even better leader.

**Student (Senior)**

Interfaith as a spiritual practice and physical space at UVM is still in its developing stages. New groups and resources on campus such as the Interfaith Student Coalition and the Interfaith Center are leading students, including myself, to discover a previously underground community of like-minded students and faculty as they come together in a more structured and concrete dynamic to discuss and act as a united, pluralistic community. Together we have created a community that seeks to listen in order to understand, not just respond, and in doing so we have created a more united UVM than ever before.

In the span of a year I have seen interfaith at UVM go from merely a concept talked about to having a physical space on campus, creating the foundation of what is to be a long healthy relationship between the religious and non-religious communities on campus. Personally, I have noticed a proliferation of this united mindset in minority-based clubs such as the Muslim Student Union and the Black Student Union. Under the umbrellas of the Mosaic Student Center and the Interfaith Center, people are finding more common space and building tighter community bonds.

To put it simply, Interfaith at UVM is serving to take students and faculty that may never have had a reason to interact or meet before and give them a chance to grow and learn from each other in an emotional and intellectual way. In the end, is not the fact that we are given the constant opportunity to grow and learn why we all love UVM so much?

Time will tell, but I believe the future of interfaith at UVM is an important investment especially in the current political and social climate of our country. The ability to call upon previously formed friendships and understanding made through interfaith work will be important when facing the struggles ahead, both for current and future students. By nurturing this growing movement, we will find that when we do face times of trouble we will have all the support and organization already established to have a timely and impactful response, one of understanding and peace. Additionally, we will simply have a community built on pluralism and not just diversity. That is what I hope I leave UVM with through my work in interfaith.

**LGBTQA Center**

**Student (Senior)**

Before I came to the University of Vermont, my understanding of my sexual orientation was founded on confusion and insecurity. I grew up in a conservative area in upstate New York where romantic and sexual exploration and queerness were smothered by people’s restrictive interpretations of religious texts, unchecked privilege, and fear of the unknown. I tried not to question my sexuality, as it was source of great anxiety and discomfort for me (one passage in my journal from high school reads “I’m just so afraid that I’m gay”). The staff members and students I met at the LGBTQA Center provided an alternative understanding of queerness that helped to heal my relationship with my identity. During conversations in the student lounge, I interacted people who were confident in their sexual orientations and gender identities in a way that I had never seen before. I was inspired to interrogate my fear of being gay and my narrow
understanding of what queer relationships look like—a process that gave me the perspective I needed to come out to myself and my friends and family as a sophomore. LGBTQA Center space and programming foster a supportive community that allowed me to discover my true self and develop into a genuine, confident adult.

Like most eighteen-year olds, when I began my coursework at the University of Vermont, I was unsure of what I wanted to do with my life. I applied to the University of Vermont as a Neuroscience major, but after only a week of classes, found that that field of study was not for me. Thankfully, after only a week into my work study position at the LGBTQA Center, I also found that LGBTQA+ advocacy work was for me. Through my work with the LGBTQA Center over the last three years, I have gained insight into the diversity of injustices that the LGBTQA+ community faces, in both social and legal spheres, and how the combat them through non-profit services. Mentors at the Allen House, like Evan Litwin, challenged me to develop vital professional skills needed to succeed in this field, including the ability to practice self-care. When I was ready to take these skills elsewhere, former Director of the LGBTQA Center Dot Brauer, encouraged me to apply for the prestigious Gay & Lesbian Victory Institute Congressional Internship program—an opportunity I did not have the confidence to pursue on my own, and one that changed my life. The LGBTQA Center staff members’ faith in me gave me the experience and strength I needed to work towards a career in LGBTQA+ public policy and political advocacy work after graduation—and for that, I am very grateful.

The LGBTQA Center plays different roles in different people’s lives. Some students rely on the LGBTQA Center snack corner to carry them through periods of food insecurity, while others meet their closest friends and partners at LGBTQA Center events, like the Welcome Back BBQ. I cannot express (and likely do not yet know) how much the LGBTQA Center has influenced my personal and professional development. I hope that you all will attempt to understand the vital role the LGBTQA Center has played in my college experience and fully support the Center’s efforts so future students can benefit in the same way.

**Mosaic Center for Students of Color**

**Participant in the Summer Enrichment Scholars Program**

“SESP was an amazing bridge program to help me get comfortable with UVM and college life. I took my first college course (and got an A!). I experienced dorm life…I feel comfortable getting around campus and I met so many staff and faculty members who are ready and willing to answer my questions…the Mosaic Center has become my UVM family…”

**Student on the MCSC Listserv**

“Your message reminds me of how special the MCSC community is for so many students here at UVM. For me, it's been a place where I've learned to listen deeply, understand my privilege as a white person, form friendships that carried me through difficult times as I grappled with my own identity as a white person who grew up in a small rural town in Vermont with very little racial diversity. It's been a place where I've felt safe to come and cry when the racial violence around the world and especially in this country is pouring in across the news channels and I can't
stand talking to another person who doesn't care to know the names of victims of police violence. It's been a home for me even though the communities I grew up in look a lot different…”

**Women’s Center**

**Alum (Undergraduate)**
I am immeasurably grateful for the Women’s Center. I graduated from UVM in 2014 with a B.A. in Classical Studies. Without a doubt, I would have transferred out of UVM after my freshman year if not for the Women’s Center. The community I found there made a world of difference during my studies. The staff are inspiring models of what successful women can achieve and I built lasting friendships with the students I met there. Annual programs like the Dismantling Rape Culture Conference foster a healthy, intellectual dialogue among students, faculty and staff about violence on our campus. The Campus Advocate provides resources and support for students who have experienced sexual violence. The WC community sets UVM apart from other state colleges. The work they do showed me that UVM cared about the health and well-being of me and my fellow students.

**Alum (Graduate Student)**
The Women's Center provided me with a place where I could be affirmed and supported for who I am as a queer and nonbinary trans person of color and survivor. The staff at the Women’s Center built relationships with me that showed me that, not only did my experiences and my voice have a place there, but they were valued and honored. At an institution where it was often difficult to feel seen in the multiple aspects of my intersectional identities, the Women's Center created a space that reminded me time and time again that I should never call the validity of my own wholeness into question, and that there are people who will fight for a world where I never have to do so.
## Wilbur Trust Investment Pool Review

**as of**

**July 31, 2017**

**Board of Trustees**

**University of Vermont Board**

Prepared By

Marie Tiemann Endowment Accountant

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*Separate Investment Pool Detail

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*Special (side pocket) investments.

*To be distributed as liquidated by manager.*

*Not transferable to UVM account since in Fund II.*