

**THE UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
BOARD OF TRUSTEES**

COMMITTEE OF THE WHOLE

Chair Cynthia Barnhart, Vice Chair Donald McCree, Secretary Catherine Toll, John Bartholomew, Scott Beck, Susan Brengle, Frank Cioffi, Matt Devost, John Dineen, R. Stanton Dodge, Jodi Goldstein, Jennifer Ha, McKenzie Hart, Stephanie Jerome, Ron Lumbra, Jason Maulucci, Carol Ode, Ed Pagano, Kristina Pisanelli, Monique Priestley, Lucy Rogers, Governor Phil Scott, Shap Smith, Tristan Toleno, and President Marlene Tromp

Friday, October 17, 2025

8:30 a.m. – 10:00 a.m.

3:00 p.m. – 4:00 p.m.

Silver Maple Ballroom, (401) Dudley H. Davis Center

AGENDA

	Item	Enclosure/ Exemption	Discussion Leader(s)	Time
	Call to order			*8:30 a.m.
1.	Approval of the May 16, 2025 meeting minutes	Attachment 1	Cynthia Barnhart	8:30-8:32
2.	Chair's report		Cynthia Barnhart	8:32-8:37
3.	President's report		Marlene Tromp	8:37-8:50
4.	Governance leaders reports <ul style="list-style-type: none">• Student Government Association• Faculty Senate• Staff Council	Attachments 2-4	Kennedy Connors Abigail McGowan Jennifer Jorgenson	8:50-9:20
5.	UVM Foundation President & CEO report		Kathleen Kelleher	9:20-9:30
6.	The Rubenstein School of Environment & Natural Resources presentation		Peter Newman	9:30-10:00
	Recess			10:00 a.m.
	Reconvene			3:00 p.m.
7.	Biennial Enterprise Risk Management (ERM) report	Attachment 5	Tessa Lucey	3:00-3:13
8.	Catamount Run in South Burlington		Jay Jacobs Sharon Reich Paulsen	3:13-3:28
9.	Strategic planning progress report		Marlene Tromp Katharine Shepherd	3:28-3:58

	Item	Enclosure/ Exemption	Discussion Leader(s)	Time
10.	Other business		Cynthia Barnhart	3:58-4:00
	Adjourn			4:00 p.m.

*Times are approximate.

**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 16, 2025, at 9:00 a.m., in the Silver Maple Ballroom (401) Dudley H. Davis Center.

MEMBERS PRESENT: Chair Cynthia Barnhart¹, Vice Chair Donald McCree, John Bartholomew, Susan Brengle², Frank Cioffi³, Matt Devost, John Dineen, R. Stanton Dodge, Jodi Goldstein, Jennifer Ha, McKenzie Hart, Stephanie Jerome, Jason Maulucci⁴, Kristina Pisanelli, Interim President Patricia Prelock, Lucy Rogers, Shap Smith, and Tristan Toleno

MEMBERS ABSENT: Scott Beck, Ron Lumbra, Carol Ode, Ed Pagano, Monique Priestly, Governor Phil Scott, and Secretary Catherine Toll

ALSO PARTICIPATING: Staff Council President Monika Donlevy, Graduate Student Senate Vice President Ritwik Bandyopadhyay, Student Government Association President Kennedy Connors, Faculty Senate President Thomas Borchert, Alumni Association President Cathy Tremblay, UVM Foundation President & CEO Monica Delisa, Director of Athletics Jeff Schulman, Director of Planning Design & Construction David Blatchley, Executive Director of Facilities Management Amanda Clayton, Associate Vice President for Research Sara Helms Cahan, Professor of Medicine Mary Cushman, L. Richard Fisher Professor of Electrical Engineering Mads Almalkhi, George W. Albee Green & Gold Professor of Psychological Science Matthew Price, Associate Professor of Community Development & Applied Economics Christina Barsky, Acting Provost Linda Schadler, Executive Director of Government Relations Wendy Koenig, University Budget Director Shari Bergquist, Vice President for Legal Affairs & General Counsel Sharon Reich Paulsen, Chief Human Resources Officer Chris Lehman, Chief Safety & Compliance Officer Michael Schirling, and Chief of Staff to the President Jonathan D'Amore

¹ Departed the meeting at 10:40 a.m. and rejoined at 11:24 a.m.

² Joined the meeting at 9:22 a.m.

³ Joined the meeting at 10:00 a.m.

⁴ Departed the meeting at 9:50 a.m.

Chair Cindy Barnhart called the meeting to order at 9:02 a.m.

Approval of Minutes

Chair Barnhart presented the January 31, 2025, meeting minutes for approval. A motion was made, seconded, and voted to approve the minutes as presented.

Chair's Report (see full report appended, beginning on page 9)

Interim President's Report (see full report appended, beginning on page 11)

Governance Leaders' Reports

Chair Barnhart invited constituent group leaders to share important, strategic initiatives on which they are working.

- Staff Council President Monika Donlevy shared the Council's overarching focus areas and goals for the 2025-2026 academic year including continuing building models of improved communication using different platforms to reach various audiences, and partnering with Enterprise Technology Services (ETS) for the implementation of their ETS plan. In addition, the Council looks forward to partnering with President Designate Marlene Tromp to provide information to build the president's knowledge base of UVM staff functions, as well as supporting the development and implementation of strategic goals and providing feedback on operations. Staff Council President Donlevy concluded by expressing her gratitude to the trustees for their support of the Staff Council during her two-year tenure and announced that Jennifer Jorgenson has been elected the new Staff Council President effective July 1, 2025, and Samantha Dickey will serve as Vice President.
- Graduate Student Senate (GSS) President Ritwik Bandyopadhyay reported that it has been a very productive year for the GSS. The results of the GSS annual survey provided data on a number of important issues for graduate students including graduate student living conditions, housing costs, food insecurity, and transportation challenges. The GSS successfully launched the GSS Conference Grant on March 1st to address current gaps in professional development funding. The grant represents a step forward in providing independent and accessible professional development funding, ensuring graduate students have the resources they need to thrive at UVM.
- Student Government Association (SGA) President Kennedy Connors introduced herself as the new SGA President. She is originally from Southern California and is a rising junior majoring in public communications with a law and society minor. She then shared highlights of SGA activities and initiatives from the past

semester including April's Sexual Violence Awareness Month, an on-campus thrift store, and care packages for students who were affected by the fire in the Jeanne Mance residence hall. Additionally, the Academic Affairs Committee and the Committee on Student Action and Wellbeing launched a new initiative called Week of Wellness. SGA President Connors concluded by sharing three senate-wide goals: expanding student support during the current U.S. political climate, leading efforts to foster a culture of consent at UVM, and reforming SGA operations to engage more directly with students.

- Faculty Senate President Tom Borchert reported that in response to concerns about federal actions during the last six months, the Faculty Senate endorsed a joint statement in concert with other Land Grant and Public Flagship Universities of New England declaring their shared commitment to academic research, academic freedom, and free speech. He noted Senate presidents and presidents-elect have been meeting for the last several months to determine how faculty might work together to address shared challenges.

Faculty Senate Borchert thanked Chair Barnhart for attending yesterday afternoon's Senate meeting and encouraged the Board to continue to expand avenues of communication with faculty and other university stakeholders. He also stressed the importance of recognizing the concerns of differing opinions and encouraged the continuation of formal avenues of communication such as the governance leaders' participation at Board meetings, and also regular, informal communication between the Board Chair and the incoming Faculty Senate President Abigail McGowan who will take office on July 1, 2025.

- Alumni Association President Cathy Tremblay reported on accomplishments of the Association during her tenure including growth of the Student Alumni Association and specifically the LUVMYCLUB campaign which helps student organizations at UVM raise money for their clubs. In its 10th year, over 130 clubs participated and raised \$262,789 from 3,836 donors. The Association enhanced programming both online and in-person hosting a variety of programs including receptions with students during UVM Go programs in key stakeholder cities, hosting admitted student receptions, providing platforms for alumni to share their professional expertise through a variety of industry career networking panels, hosting pre-game tailgates prior to athletic games, and expanding UVM Weekend programming that highlights all corners of campus. Alumni Association President Tremblay concluded by noting this is her final report on behalf of the alumni community and that she will be succeeded by Deb Mignucci when she assumes the role of Alumni Association President on June 30, 2025.

- UVM Foundation President & CEO Monica Delisa reported that due to concerns about federal actions, donors are carefully considering whether the time is right to make a new philanthropic investment in UVM. Foundation President Delisa has spoken with peers and organizations similar to UVM and they report they are seeing potential donors hesitate, waiting to see how economic and political factors unfold, expecting a 10-15% or possibly larger reduction in commitments. Despite the current national situation, the Foundation continues to have a very productive year and as of yesterday, the Foundation has commitments totaling \$51.7M with an additional \$50M in outstanding asks. In addition, receipts of \$47.5M have exceeded expectations putting the Foundation on track to surpass the \$50M goal. Foundation President Delisa reported that the Foundation is partnering with President Designate Marlene Tromp to re-engage the donor base and has identified over 200 key individuals that the Foundation would like Dr. Tromp to meet in her first year. Also, the Foundation has worked with Vice President for Research Kirk Dombrowski and other UVM leaders to create the Research Resilience Initiative, which will raise bridge seed and current-use funding to support the university's research enterprise. Foundation President Delisa concluded her report by informing the trustees that at the end of the fiscal year former UVM trustee Rob Brennan will become the new Chair of the Foundation's Board of Directors. She concluded her report by expressing appreciation for the Board's support and particularly Interim President Patricia Prelock.

Virtue Field Support Project Update

Director of Athletics Jeff Schulman, Director of Planning Design & Construction David Blatchley, and Executive Director of Facilities Management Amanda Clayton updated the trustees on the Archie Post Complex - Support Building project. Director Schulman began by clarifying the project name noting Archie Post is a former UVM track and field coach. The 4,600 square foot support building addresses significant needs and will feature permanent public restrooms, on-site concessions, four gameday team rooms, an athletic training room, and an officials locker room. The total project cost of \$5.3M includes \$3M in gift funds and \$2.3M in facilities reserves. The funding proposal will be reviewed by the Budget, Finance & Investment Committee this afternoon for referral to the Board for action.

At 10:16 a.m., Chair Barnhart called for a recess.

Vice Chair Donald McCree reconvened the meeting at 10:42 a.m.

R1 Presentation

Interim President Patricia Prelock reported that an event to recognize the achievement of attaining the coveted Carnegie R1 research status, and to celebrate UVM researchers and their work, was held during Research Week (April 21 – 25). Community scholars presented the latest sustainable technology at the Electrify Vermont Summit, Earth Day panelists shared their research in planetary health, and UVM students shared their work at the Student Research Conference. Interim President Prelock added that attaining R1 status will extend UVM's ability to attract the best talent, secure groundbreaking grants, and contribute to solving global challenges. She then introduced Associate Vice President for Research Sara Helms Cahan.

Associate Vice President Cahan provided an overview of the R1 designation. She explained that the Carnegie classifications for research were originally created by the Carnegie Commission on Higher Education and were intended to allow comparison among similar universities to judge program success. Doctoral Research Universities were divided into three categories: R1 (very high activity), R2 (high research activity), and R3/D/PU (Doctoral/Professional University). The criteria for the 2025 assessment included:

- \$50M or more in annual research expenditures across the evaluation period (2021-2023) based on the annual NSF Higher Education Research and Development Survey.
- >70 non-professional doctoral degrees (excluding medical degrees, nursing PhDs, various health and education programs, and law degrees) per year across the three-year evaluation period based on Integrated Postsecondary Education Data System by the National Center for Educational Statistics.

Associate Vice President Cahan stated that UVM has long exceeded the R1 research expenditure threshold with significant recent growth. In addition, UVM research directly benefits Vermont. She reported that \$143M worth of active projects addressing local and state-wide needs have included projects in education, agriculture, climate resilience, environmental quality, food security, transportation, healthcare, energy, etc. Associate Vice President Cahan explained that achieving R1 status for UVM means recruiting talent since R1 indicates quality, attracting investment as R1 opens up development, and because R1 conveys institutional prestige, it builds leadership.

Associate Vice President Cahan introduced the following faculty who shared their research and the impact and benefits of R1 recognition.

- Professor of Medicine Mary Cushman presented her research on improving cardiovascular and brain health.
- L. Richard Fisher Professor of Electrical Engineering Mads Almassalkhi presented his research on resilient energy systems.
- George W. Albee Green & Gold Professor of Psychological Science Matthew Price presented his research on improving well-being at UVM and Vermont.
- Associate Professor of Community Development & Applied Economics Christina Barsky presented an overview of research projects in Community Development Applied Economics.

Associate Vice President Cahan concluded the presentation with an overview of the next steps for UVM including the Biolabs Innovation Center, a startup incubator for life sciences designed to attract and retain a biotechnology ecosystem in Vermont and support biomedical entrepreneurship at UVM; the V-GaN Tech Hub, a semiconductor design and testing consortium involving UVM, Global Foundries, OnLogic, and other firms; and the Casella Center for Circular Economy and Sustainability in the Rubenstein School of Environment and Natural Resources which will support solutions-driven research into waste and materials management.

Federal Actions Response Planning

Executive Director of Government Relations Wendy Koenig provided an update on the university's response planning to federal actions. She reported that a significant amount of time has been spent working on the challenges. External actions include maintaining membership in the Association of Public & Land-Grant Universities (APLU) and the American Council on Education (ACE). She explained that these organizations along with the Association of American Universities (AAU), are plaintiffs in three separate lawsuits challenging recent actions of the NSF, NIH & the U.S. Department of Energy. Other actions include working with ESPCoR states to negotiate a better F&A rate, holding meetings with APLU & American East presidents and also with APLU & Northeast Offices of Vice Presidents for Research. In addition, there has been biweekly contact with Vermont's federal delegation, and a bipartisan bill co-sponsored by Vermont Senator Peter Welch to refocus national hydrology research has been introduced.

There are a number of internal actions including ongoing communication with the UVM community. For example, monitoring news out of Washington and communicating directly with UVM international students if there are changes that directly impact the immigration statuses. Additional information can be found on the Federal Actions webpage, which is updated weekly:

(<https://www.uvm.edu/uvmnews/federal-actions>).

Acting Provost Linda Schadler reported that senior leadership has assembled four working groups under a UVM Operations Team for Federal Response. The working groups meet regularly to help inform and guide the university's decision making and any necessary operational change in light of recent and future federal actions. The four teams are Our Common Ground chaired by College of Education and Social Services Dean Katie Shepherd, Faculty Affairs chaired by Vice Provost for Faculty Affairs Jane Okech, Research co-chaired by Associate Vice President for Research Sara Helms Cahan and Larner College of Medicine Senior Associate Dean for Research Kate Tracy, and Immigration co-chaired by Associate Dean of Research and Graduate Education Pablo Bose and Executive Director of International Partnerships and Programs Jamie McGowan.

Executive Session

At 11:48 a.m., Chair Barnhart entertained a motion to go into executive session to discuss federal actions, contracts, labor relations agreements and to receive advice of counsel. She noted the session is expected to last approximately 20 minutes and action is anticipated following.

Everyone was excused from the meeting except Trustees, Acting Provost Linda Schadler, Vice President for Legal Affairs & General Counsel Sharon Reich Paulsen, Vice President for Finance & Administration Richard Cate, Chief of Staff to the President Jonathan D'Amore, Executive Director of Government Relations Wendy Koenig, and Budget Director Shari Bergquist.

Executive Director Koenig and Director Bergquist were excused following the first topic and Chief Human Resources Officer Chris Lehman and Chief Safety & Compliance Officer Mike Schirling were invited to join the remainder of the session.

The meeting was re-opened to the public at 12:23 p.m.

Other business

Chair Barnhart introduced the following resolution:

Resolution authorizing negotiation and execution of collective bargaining agreements

BE IT RESOLVED, that the Board of Trustees authorizes the administration to proceed with negotiation and execution of the collective bargaining agreements today discussed on the material terms reported and approved on this date.

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

Adjournment

There being no further business, the meeting was adjourned at 12:24 p.m.

Respectfully submitted,

Cynthia Barnhart, Chair

Cynthia Barnhart
UVM Board of Trustees Chair's Report
May 16, 2025

I would like to open my remarks by welcoming our new trustees Scott Beck, McKenzie Hart, and Jason Maulucci to their first full Board meeting on campus. And, I would like to welcome back John Bartholomew and congratulate Carol Ode on her re-election.

I would also like to take a moment to congratulate one of our trustees, Jenn Ha, who is receiving her master's degree this weekend as part of her PhD journey in clinical psychology.

Let me also take a moment to acknowledge the challenges of the academic year and share the Board's pride in the students, staff, faculty, and university leadership for upholding its high academic standards and commitment to Our Common Ground values. The Board is grateful for Acting Provost Linda Schadler's leadership of UVM's Operations Team for Federal Response that has helped the UVM community navigate these uncertain times. I would also like to recognize this meeting coincides with Commencement weekend – a reminder of why we are here – our students.

To provide a brief overview of the meeting agenda, this morning trustees will be updated on an athletic support building project, receive a presentation on UVM's achievement of R1 status, and an update on federal actions response planning. Regarding the latter, let me note that university and board leadership continue to closely monitor the ever changing landscape in higher education.

The Educational Policy & Institutional Resources (EPIR) and Budget, Finance & Investment (BFI) Committees will meet after lunch with agendas coordinated to enable all trustees to join for the budget discussion. EPIR will consider the establishment of a Food Systems Research Institute, as well as proposals from curricular affairs and amendments to the Faculty Senate Constitution & Bylaws and the University Officers' Manual. The committee will be asked to consider the strategic and operational need for a proposed Center for Health and Wellbeing project and updates will be provided on Graduate College student success and admissions initiative and the Career Center. BFI will spend the majority of their meeting discussing the FY 2026 budget planning assumptions and consider the general fund operating expense budget for referral to the Board for approval. Upon EPIR's endorsement and referral of the Center for Health and Wellbeing project, the committee will review the funding proposal for referral to the Board for approval.

The committee will also consider the funding proposal for the athletic support building project and time is reserved for the committee to receive an update on deferred maintenance. The Full Board will convene at the end of the afternoon to hear public comments, receive committee reports, and vote on a consent agenda of recommended action items.

I would like to recognize that this is Interim President Patty Prelock and Vice President for Finance & Administration Richard Cate's last meeting and that the Board will have an opportunity to recognize and celebrate their service to the university later today.

Finally, I would like to acknowledge that university and board leadership remain aligned and in close communication to ensure a smooth presidential transition and provide an update on leadership during the transition period. Under the university bylaws, the provost assumes the administrative duties of the president during the president's absence or following the president's resignation. The Board is confident in Acting Provost Schadler's leadership until Dr. Tromp begins her term as president on July 1, 2025.

Patrica A. Prelock
UVM President's Report
May 16, 2025

Good morning. It is hard to believe this whirlwind academic year is coming to an end. We have many exciting and important updates for the Board, and a consequential day of meetings ahead.

We also have a very exciting Commencement Weekend starting this evening to celebrate our incredible Class of 2025. I look forward to sharing my perspective about their wonderful accomplishments with their family and friends at the main ceremony and offering well wishes at each of the individual ceremonies.

I also want to recognize the outstanding and amazing effort that has gone into preparing these celebrations. In October, Kelly O'Malley, Senior Coordinator, Presidential Events and Protocol, shared a vision she developed for an updated, modern and more accessible Commencement celebration with the Board. She and I and many others took that proposal and adapted it to reflect the thoughtful and important feedback and input of so many students and others across campus provided.

Kelly, Jen Mitiguy, Assistant Director of Campus Event Services, and Justin Sell, Event Production and Technical Manager from University Event Services, members of their teams, and collaborators across campus and across Vermont have worked so hard to create a new model for commencement that retains important traditions on our University Green while at the same time finding accessible, air conditioned and larger spaces to accommodate the needs of parents and grandparents, while avoiding the threat of challenging weather conditions.

As you know, most of our individual ceremonies will be at the Champlain Valley Expo in Essex Junction, Vermont. I visited the Expo yesterday and I think you will be impressed with the UVM feel that has been created and the accommodations that are available to all attending. I could not be more impressed or proud of the effort Kelly and her team and University Event Services has put into ensuring this graduation is another huge success. It will be a remarkable day – and I am thrilled that I will have the chance to greet our graduating students in every college and school, and to confer degrees at the Graduate College, the Larner College of Medicine and the Main University Commencement ceremonies. Again, thanks to all who are making Commencement Weekend special.

We have many important things on the agenda today, and I look forward to talking with you about our recently achieved R1 status, the work we are doing as a team to address the challenges and uncertainties resulting from the federal government's actions this year, and to discuss opportunities for new campus buildings that are addressing long-term needs for the Center for Health and Wellbeing and the athletics program.

Also, I want to provide you with a brief update on the university's Enterprise Risk Management (ERM) program led by Tessa Lucey, Director of Compliance & Privacy Services and Chief Privacy Officer. Those of you who have been on the Board for several years know that the biennial report goes through several reviews, including my own, before being presented to the Audit Committee and the Committee of the Whole. With my transition and with the transition to a new Board Chair, I felt it was important to provide Dr. Marlene Tromp, as our incoming President and Cindy, as our new Board Chair, the opportunity to review and understand these results before we asked Tessa to present them to the full Board.

Additionally, given the national climate and the impact that the current federal administration is having on higher education and research, our ERM program has identified these emerging challenges and embedded them into existing risks and opportunities, and we want to allow time for these new challenges to be fully integrated into the program as we learn more this fall. Thus, I recommended to Tessa that we report the assessment results to the Audit Committee at their September meeting, with a report to this committee at the October meeting. Going forward, the new cadence for ERM reporting will also afford the opportunity to align the assessment reporting with the start of the new semester. While the results are not being presented today, I thought it was important to let the trustees know that I have reviewed the program's progress and am confident that it is on track to address these complexities effectively.

And finally, and most significantly, given the long-term discussion we have been having with the Board about budget pressures and budget planning, Vice President for Finance & Administration Richard Cate and University Budget Director Shari Bergquist will be presenting the FY 2026 budget in the Budget, Finance & Investment (BFI) committee meeting this afternoon. We have structured the committee meetings so that all trustees should be able to attend. But I want to provide an overview now so that we can set the stage for the committee discussion.

First, thank you for your continued support and partnership throughout this year's budget process. As you will recall, we began this work to address the sharp increases in employee health care costs—initial projections were over 19%.

These health care increases over the calendar years of 2024 and 2025 have complicated our budgeting. We are grateful for the work Richard and Shari did with the colleges, schools, and divisions to manage the gap created by our national health care context using our reserves. I'm pleased to share that those increases for calendar year 2025 have since moderated to about **12.5%**, which is still significant, but slightly more manageable for the fiscal year 2026 budget. You will remember that we have been planning budget adjustments with you since the fall of 2023 using reserves to bridge the deficit caused by these healthcare increases in FY 2025 and FY 2026. We expect the university will have a structurally balanced budget in FY 2027.

In response to our budgeting challenges, our leadership team has conducted a careful, strategic budgeting process. This process, which I outlined for the Board in the fall and again in January, involved asking colleges, schools, and divisions to submit budget plans for FY 2026 showing reductions of 1%, 2%, and 3%. We also asked leaders to submit responses to questions about opportunities for innovation and the use of foresight thinking to help us make strategic decisions about which of their budget proposals to accept. Working across divisions, colleges, and schools, we identified and implemented **targeted reductions ranging from 0% to 3%**. These decisions were not easy, but they were made thoughtfully and in close collaboration with academic and administrative leaders—always with an eye toward protecting our core academic mission and student experience.

We have also watched our projected Net Tuition Revenue closely, including tuition revenue not only from traditional undergraduate tuition, but also graduate and professional and continuing education. Vice Provost for Enrollment Management Jay Jacobs and his team have done another outstanding job this year, as has Chief Professional & Continuing Education Officer Bettyjo Bouchey and Holger Hooch, Dean of the Graduate College, in moving our efforts forward, and we feel confident that we are in a good position with enrollment and net tuition revenue for the coming year. Our new innovative model for graduate marketing, recruitment and admission with financial aid has already yielded 125 more graduate students (particularly at the master's level) over this time last year with graduate enrollments continuing. We must, however, keep working hard to ensure our new and continuing students feel welcome and supported. Mitigating melt over the summer will be a high priority.

We have also made important improvements in employee health insurance offerings and other innovations in Human Resources, thanks to Chief Human Resources Officer Chris Lehman and his team. These won't reduce costs immediately, but they do represent a promising path forward for future years. As an example, our implementation of Vermont Cares, in collaboration with the UVM

Health Network, has allowed us to offer a care management program to help address chronic health conditions that often lead to significant costs without careful follow-up. We are also working to ensure all employees have access to primary care.

While we are confident in the budget we've built, we remain vigilant. There is continued uncertainty at the federal level related to higher education policy and funding, and until there is some clear indication of where things will settle regarding F&A rates, we can do scenario planning, but we cannot responsibly reflect those possible scenarios in the budget that will be presented to the Board and BFI committee today. As federal developments emerge this fall, we may need to revisit and adjust the budget in October. We are preparing for that possibility and will keep you closely informed. The FY 2026 budget as presented reflects careful planning, shared leadership, and a strong commitment to maintaining excellence while adapting responsibly. We look forward to your review and input, and I want to thank you again for your trust and your ongoing stewardship of the university.

It has been an honor and privilege to serve this great university and we have an outstanding leadership team to continue to move us on a positive path ahead.



Student Government Association (SGA) President's Report

**Board of Trustees
October 17, 2025**

**Prepared By
Kennedy Connors, SGA President**

Hello all,

The Student Government Association has had a successful start to the year, and I am excited to share some of our accomplishments! We had yet another competitive election cycle this September, with the student body electing eight outstanding first-year representatives. We launched an SGA mentorship program this year to introduce our newest senators to SGA and ensure we can hit the ground running, together!

At the May meeting, I outlined our three senate-wide goals for this session: expanding student support amid the current U.S. political climate, leading efforts to foster a culture of consent at UVM, and reforming SGA operations to engage more directly with students. Our initiatives over the past months have centered around these goals, and we have made significant progress thus far.

To support our students, we have partnered with the CARE (Connect, Assess, Refer, Engage) team and the campus club, UPRAWR (a service-dog training club that works with ACTS dogs), to bring direct assistance to students in the SGA Galaxy Space. We have established the Federal Actions Committee to address student

concerns effectively and are collaborating more closely with our Intercultural Centers this year.

In our efforts to prevent sexual violence, we have partnered with the Office of Equal Opportunity to provide care packages to individuals involved in the Title IX process. This year, we are also working with the PIVOT (Preventing Interpersonal Violence via Outreach and Training) peer educators to further promote consent at UVM.

To improve SGA operations and increase our visibility on campus, we have made this goal a priority as we welcome new first-year students. Internally, we have worked to reinstate our operational documents, created a semester calendar, implemented accountability cards, and conducted clear planning and vision brainstorming. Externally, we have restored our Vermont Cynic SGA Section, created "Welcome to Campus" dormitory door flyers, hosted a "Grilling with the Government" Event, and organized pop-up events to reach more student groups.

Looking ahead, we have several events for the second half of the semester. Notable highlights include a TEDx Event on November 9th, the Week of Kindness from November 10th to 14th, and the Week of Wellness from December 8th to 12th.

We greatly appreciate your ongoing support of SGA. We look forward to a great year ahead!



University
of Vermont

Staff Council

Staff Council President's Report

Board of Trustees

October 17, 2025

Prepared By

Jennifer Jorgenson, Staff Council President

Members of the Board,

As I step into the role of Staff Council President, I'm honored to represent the dedicated and diverse staff community at UVM. Over the past few months, our leadership team has been actively engaged in conversations with senior administration, laying the groundwork for a collaborative and productive year ahead.

We've had the opportunity to meet with Dr. Tromp, UVM President, Chief of Staff Jonathan D'Amore, and other university leaders to discuss key areas of interest and concern for staff. These meetings have been encouraging, with strong support expressed for governance engagement, transparent communication, and strategic planning.

One of our early priorities has been exploring the possibility of a Staff Day of Volunteerism—a concept that has received enthusiastic support from Dr. Tromp. We're currently working through logistical hurdles and looking to models from other institutions, such as Boise State, to guide implementation.

We've also been in dialogue about transportation challenges, particularly the discontinuation of the College Street shuttle. We're working with Transportation & Parking Services to explore alternatives that support staff mobility and access.

The Staff Council continues to advocate for clear and inclusive communication practices. We've met with Strategic Communications leadership to discuss improvements to MyUVM and the potential for a centralized communications tile to house mission-critical updates. These efforts aim to ensure that staff are informed and engaged in university-wide initiatives.

In partnership with Human Resources, we've discussed upcoming benefits enrollment, the dependency audit, and ways Staff Council can support and amplify existing wellness efforts like UVMCares, a dedicated Care Management service designed for UVM employees, and their family members enrolled in the university's medical insurance.

In addition to Staff Council leadership partnering with UVM administration, our committees led by co-chairs have been actively creating opportunities for staff to connect, feel

appreciated, and engage in meaningful ways throughout the year. These initiatives span wellness, creativity, professional dialogue, and seasonal fun, reflecting a commitment to fostering a vibrant and inclusive campus culture. The following are some examples:

Celebrating Staff & Building Community

- Recent Summer Skate Night: A successful evening of skating brought staff together for fun and connection during the summer months.
- Sold out Mazza Corn Maze Tickets Seasonal engagement through discounted tickets encouraged staff to enjoy fall festivities with family and colleagues.
- Tie Dye Event (During Staff Appreciation Week): A colorful and creative celebration during promoting joy and camaraderie.

Creative & Cultural Engagement

- Book Club: Ongoing gatherings that spark conversation and connection through shared reading experiences.
- Crafting Activities: Hands-on events that invite staff to unwind, express creativity, and build community.
- Planning Staff Art Exhibit (Spring 2026): A showcase of staff talent and expression, celebrating the artistic contributions of our campus community.

Wellness & Support

- Wellness Grant Collaboration: Partnering with the Wellness team to support initiatives that promote physical and mental well-being for staff.

Professional Dialogue & Advocacy

- HR Leadership Discussion: Staff Council facilitated a conversation with HR leadership, advocating for transparency and staff empowerment.

Campus-Wide Connection

- Fall CatChat: An opportunity for staff (3 speakers) to share a passion they have outside of UVM

Looking ahead, we're excited to partner with Lindsey Melo, interim Chief Human Resources Officer, support Dr. Tromp's vision for UVM as its President, including her passion for community-building through athletics and her commitment to democratic engagement. We've extended an invitation for her to attend a full Staff Council meeting before the end of the year, and we're hopeful this will further strengthen the connection between staff and senior leadership.

As we begin this new chapter, I want to express my gratitude to the outgoing leadership team for their guidance and support during the transition. Staff Council remains committed to being a thoughtful, solution-oriented partner in advancing UVM's mission and supporting the well-being of our staff community.

Thank you for your continued support.



UVM ALUMNI ASSOCIATION President's UPDATE

UVM Board of Trustees

Friday, October 17, 2025

Prepared by: Deb Mignucci '82, Alumni Association President

Susan Higgins '85, Alumni Association Vice President

The UVM Alumni Association is pleased to present this report reflecting recent accomplishments and areas of focus in the first half of the year. Our volunteer leadership consists of more than 150 individuals representing nine decades of graduates. This report contains a small sample of the wide array of engagement programs we offer to our UVM community.

Student Alumni Association: Starting the Year Strong!



The SAA Executive Board holds a UVM banner at the Convocation Parade.

The Student Alumni Association (SAA) is a student-run club that aims to foster a sense of **pride, tradition, and home** in our university through student and alumni engagement on campus, and they kicked the year off with a bang. After once again facilitating participation of 25 student groups for the annual Convocation, they got to work on their first event of the semester with the inaugural Alumni House Blend: Careers & Coffee series, which began with a student-alumni networking event on September 9. They continue to show up as some of the best of our Catamount community. Whether recruiting students during the Activities Fest, or serving as ambassadors at UVM Presidential Welcome events, like the one in Stowe on September 18, they demonstrate the value of this impactful student leadership opportunity. To keep up with SAA, check out their Instagram: @uvmsaa.



Follow us on social media: go.uvm.edu/socials



And join us on UVM Connect: uvmconnect.org

Celebrating Our Alumni Community Across the Affinities, Schools, and Colleges

The Alumni Relations team continues to increase connections with alumni through their strongest affinity to UVM. This has impacted our schools and colleges in unique ways. Take a look:

College of Arts and Sciences Alumni engagement continues to gain momentum. This August, we launched 27 new "CAS Alumni Spotlights," celebrating the diverse careers and impact of our alumni—and showcasing the enduring value of a liberal arts education. View the profiles online at www.uvm.edu/cas or check them out in the hallways of Lafayette Hall. This year, we're doubling down on efforts to strengthen alumni-student connections, building deeper relationships with CAS alumni and expanding our "Alumni Link" office hours—a program offering CAS students 1:1 support for connecting with alumni via UVM Connect. Stay tuned for upcoming alumni panels, milestone celebrations, and other exciting happenings from CAS—we're just getting started!

Academic Health Sciences In its third year, we are offering Mini Med School courses, in collaboration with the **Larner College of Medicine, the College of Nursing and Health Sciences, and the UVM Medical Center**. Mini Med School brings UVM's experts, community, and supporters (cont.)



UVM Alumna Akriti Bhargava '16, featured in the Alumni Spotlights

Celebrating Our Alumni Community Across the Affinities, Schools, and Colleges (cont.)

together for education and conversation about



today's most compelling health issues and how we are addressing them. The next Mini Med School program will take place on December 3rd and be focused on the topic of Viruses and Vaccines.

Larner College of Medicine Once again, this year, Medical Reunion was celebrated from October 10-12, 2025. We welcomed back 10 Medical Alumni Award winners and celebrated milestone reunion year classes, including the 50th Reunion Class of 1975 to celebrate and reminisce. The **College of Nursing & Health Sciences** celebrated nursing students as they received their white coats on Friday of UVM Weekend welcomed by Nena Rich '93. The white coat is, first and foremost, a material symbol of the promise that each wearer has made to each and every patient whom they encounter: the promise to heal and to care. **Overall**, these engagement opportunities have helped to increase alumni connections to each other, and, most importantly, back to UVM. The UVM Welcome Receptions with our new President Marlene Tromp have also offered ways to engage with the UVM community right here in Vermont. Please visit alumni.uvm.edu for the plentiful engagement opportunities our team supports—more are added regularly!

Affinity groups on UVM Connect!

The UVM Connect platform now has over 50 active groups on the platform. This feature allows users of the platform to connect to fellow Catamounts via shared interests beyond one's geographical, class year or major segmentation. This level of customized user experience helps increase impact by presenting the most relevant content to each constituent based on their strongest connection to UVM. If you are not yet a member of the university's online networking platform, please join today and find your group. Visit uvmconnect.org today!



UVM Weekend

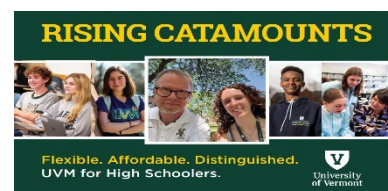
UVM Weekend, September 26-28, 2025 featured over 47 programs spanning three days on campus including Rally's Rally. It was wonderful to



welcome alumni, families and friends to campus. The weekend included celebrations of our outstanding alumni accomplishments at the Celebrating Excellence program, highlighted our student-athletes in their competitive arenas, honored milestone celebrations, and much more!

Campus Partnerships Continue to Prosper

The UVM Alumni Association has enhanced its ties with many campus partners to ensure the



student experience is like none other. Under the name, 'Rising Catamounts,' we have helped to amplify messages to prospective students and pre-matriculated students. The enhanced marketing of pre-college programs attracted 27 alumni families to participate this summer. Over 1,200 people participated in our Annual Catamount College Connection online program where participants learned the ins and outs of the college search process. **This summer**, over two dozen alumni met with incoming students in New York, Washington DC, and San Francisco during their UVM GO trip. The UVM Alumni Association also supported Career Center programming during the STEM Scholars program, bringing alumni to campus for a networking lunch in the Davis Center. By enhancing collaboration, we have been able to help programs gain increased traffic with the alumni community. Our partnership with Professional and Continuing Education (PACE) and Enrollment Management helps to engage constituents near and far with the hopes that they too will become Catamounts one day.



University
of Vermont

Attachment 5

2024 Enterprise Risk Management (ERM) Assessment Results

Board of Trustees Committee of the Whole

Prepared by the Office of Compliance & Privacy Services
August 4, 2025

DIVISION OF SAFETY AND COMPLIANCE

MICHAEL SCHIRLING
Chief Safety and Compliance Officer

Enterprise Risk Assessment Lead

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Section I: Introduction

The University of Vermont's Enterprise Risk Management (ERM) program continues to serve as a strategic framework for identifying, assessing, and managing risks and opportunities that could impact the institution's mission, vision, and strategic goals. The 2024 assessment builds on the foundation laid in previous years, with a renewed focus on institutional resilience, strategic growth, and operational modernization. This year's assessment also considers the current national climate in higher education, which is characterized by heightened scrutiny of free speech and academic freedom, evolving federal and state regulations, increasing competition for research funding, and growing concerns around student enrollment and affordability. These external pressures underscore the importance of a proactive and adaptive risk management approach, positioning the University to respond effectively to new challenges while capitalizing on emerging opportunities in the higher education and research landscape.

This year's report introduces a comprehensive update to the reporting of biennial Enterprise Risk Management (ERM) assessment results. A significant change is the transition from the traditional "Heat Map" to the use of interactive dashboards. These dashboards allow responsible officials to monitor, in real time, the status of management response plans, as well as to more effectively incorporate controls and mitigation or exploitation plans for identified risks and opportunities.

The adoption of live data dashboards, in place of static heat maps, reflects the evolving landscape of higher education. This approach enables responsible officials to embed response planning directly into strategic planning processes. Furthermore, the implementation of these updates has allowed for improved alignment of ERM reporting with the academic year.

The revised reporting cadence now provides the Audit Committee with additional time to review the assessment results before they are presented to the full Board of Trustees. Whereas previous reports to the Audit Committee and the Board occurred on the same day, the new schedule moves ERM results reporting first to the Audit Committee, with a presentation to the full Board at a subsequent meeting.

Even though we took this opportunity to recognize these operational efficiencies affecting the 2024 ERM assessment, we have remained committed to our core approach. The University continues to recognize risk as any event, whether positive or negative, that may influence its ability to achieve its mission, vision, and strategic objectives. The University acknowledges that risk, in one form or another, is present in virtually all its endeavors, and that successful risk-taking will often be necessary to achieve its aims. Rather than seeking to eliminate all risk, we aim to be aware of and effectively manage uncertainty across all activities in the university ecosystem. Our process continues to involve the identification, assessment, and response to risks and opportunities, considering their impact on people, reputation, finances, and performance. We pursue prudent risks that offer sustainable value, avoid intolerable threats, manage residual risk within acceptable levels, and prepare to respond as needed.



Section II: Background & Process

The cadence of reporting results of the biennial Enterprise Risk Management (ERM) Assessment (the Assessment) has moved from reporting to the Audit Committee at the first meeting of the calendar year to the first meeting of the academic year. The new method of documenting and tracking risks and opportunities and the steps taken to mitigate the risk or enhance the opportunity has moved from a static heat map to live, interactive tables and dashboards. This will afford responsible officials the ability to continually monitor progress and prioritize higher risks, opportunities, and other strategic priorities based on the effectiveness of response plans and controls. The primary goal of these changes is to recognize operational efficiencies and reduce redundancies. Often, risks and opportunities are addressed by senior leaders as part of strategic initiatives. By recognizing that these risks and opportunities overlap, leadership is able to embed management response plans into their work towards achieving these strategic imperatives. While the results are presented to the Board of Trustees as a snapshot in time, these programmatic changes afford responsible officials the ability to provide status updates on a regular and routine basis.

Every other year, the ERM Assessment Team, led by UVM's Director of Compliance Services and Chief Privacy Officer, Tessa Lucey, conducts interviews with senior leaders and with the chairs of trustee committees to identify potential emerging risks and opportunities to evaluate for strategic impact. In the off years, the University conducts an Enterprise Risk Management Survey (ERM Survey).

Two standing University-level committees, the Enterprise Risk Management and Operational Compliance Committee (ERM-OCC), which is comprised of mid-level administrators and faculty, and the President's Advisory Committee on Enterprise Risk Management (PAC-ERM), comprised of Senior Leaders, then review recommended emerging risks and opportunities and select those for possible inclusion in UVM's Risk-Opportunity Portfolio-Register. Additionally, the PAC-ERM helps identify responsible officials for each new emerging risk and opportunity.

Risks and opportunities are scored using a standard rubric (Impact [1-6] x Likelihood [1-3]), resulting in a total score between 1 and 18. Once controls are implemented to mitigate the risk or enhance the opportunity, the control effectiveness will reduce the total score resulting in an updated residual score. The ERM Review Team assigns the initial score. This is reviewed and updated by the ERM-OCC then by the PAC-ERM, and finally by the President. The score that is assigned after Presidential review is the score that is incorporated into the report to the Audit Committee. Control Effectiveness scores reduce the total score anywhere between 25% (control effectiveness is minor) to 95% (control effectiveness is nearly complete). Both total scores and residual scores correlate to the following categories:

- 10 or higher: Portfolio (Board oversight)
- 4 to 9.9: Register (Senior leader oversight)
- 3.9 or lower: Inventory (Unit-level management)

The responsible official is responsible to evaluate the risks and opportunities that have been assigned to them. Responsible officials report management response plans and statuses to the Board for portfolio level risks and opportunities. These reports may be included in senior leader status updates or, upon



request by the Board, separate reports. Responsible officials manage and respond to risks and opportunities at the register level and should be prepared to update the Audit Committee if requested by trustees. Lastly, responsible officials have discretion on the mitigation/response to inventory-level risks and opportunities.

Section III: 2024 Assessment Highlights

The national climate for higher education shifted dramatically this year. When we began the assessment in June, 2024, the political climate as a risk or opportunity was barely mentioned; however, before the assessment was completed, the federal government's focus on higher education exacerbated some previously identified risks. There have been two schools of thought on this as it relates to enterprise risk. Some institutions have included these as separate and distinct risks; however, in the spirit of UVM's ERM philosophy, we view the new administration's policies as a component of a risk rather than its own risk. For example, the research funding cuts that institutions are reporting are embedded into the Financial Sustainability risk and the executive orders related to diversity were, instead, included in the Student Demographics and Recruitment and Retention risks. For any risks or opportunities that have been impacted by these orders, we have also updated the rationale, risk scores, and responsible officials as needed.

In total, the full inventory of risks and opportunities identified in the 2024 assessment was 57. As of August 4, 2025, 31 were in the highest, or portfolio, level; 21 in the register; and, 5 in the inventory (Chart 1-1). Taking into consideration the control effectiveness, 3 risks/opportunities moved from the register to the inventory. When looking at portfolio risks and opportunities by division, the Provost had 6 with a residual score over 10 and Finance and Administration had 6. The three-year trends show the biggest increase of new risks/opportunities was in the Division of Safety and Compliance. This increase can be attributed primarily to the 2021 reorganization. For example, risks such as "Privacy and Confidentiality", "Policy Expectations", and "Increasing Regulatory Burden" that used to be under the former Office of Audit, Compliance and Privacy Services are now tracked under the Division of Safety and Compliance.

New to the assessment is the inclusion of a crosswalk between risks/opportunities and strategic goals. Out of 57 total identified, 32 risks and 10 opportunities were tied to Ensuring Student Success (Chart 2-1). Looking at risks/opportunities that are at the highest (portfolio) level, 16 risks and 5 opportunities were linked to the same strategic goal (Chart 2-2).

When we look at risks vs. opportunities in each category, we see that there were 13 opportunities in the "Strategic" category. The next largest number is in the "Hazard/Safety/Liability" category where we saw 11 risks (Chart 3-1). When breaking that down to just those at the portfolio level, we had 8 opportunities in the Strategic category and 3 risks in the Hazard/Safety/Liability category. Interestingly, for those at the portfolio level, the largest number of risks (5) fell into the Financial category (Chart 3-2).

Lastly, when assessing new vs. previously identified risks and opportunities, we find that only 8, or 14%, of the risks/opportunities identified in this assessment were new. Twenty-eight were carried forward and 21 were previously identified but have been updated to account for other changes (Chart 4-1). When looking only at portfolio level risks, 3 were new, 12 were carried forward, and 16 were updated (Chart 4-2).



Section IV: Conclusion

In conclusion, the 2024 assessment reflects the University's proactive approach to identifying, evaluating, and managing risks and opportunities in a dynamic higher education landscape.

Looking ahead, the process for managing and monitoring risks and opportunities will remain dynamic. As responsible officials develop and implement new controls, they will also be updating risk and opportunity scores to reflect these changes in mitigation and overall exposure. This responsive approach ensures that the assessment remains timely and accurate, allowing for adaptation as new challenges and opportunities arise. In support of this ongoing effort, meetings are being scheduled with responsible officials to review current management responses, discuss emerging trends, and collaborate on strategic solutions. These discussions are designed to help ensure alignment with institutional goals and maintain transparency throughout the risk management process.

We extend our sincere appreciation to the Board of Trustees, senior leadership and their dedicated staff, and the ERM assessment team for their ongoing support and participation in the ERM program. Their engagement and collaboration are essential to ensuring that our risk management efforts are both effective and aligned with institutional priorities, enabling us to advance our strategic goals with confidence.



APPENDIX A: Charts

Chart 1-1 2024 Total Risks/Opportunities by Risk Score Type

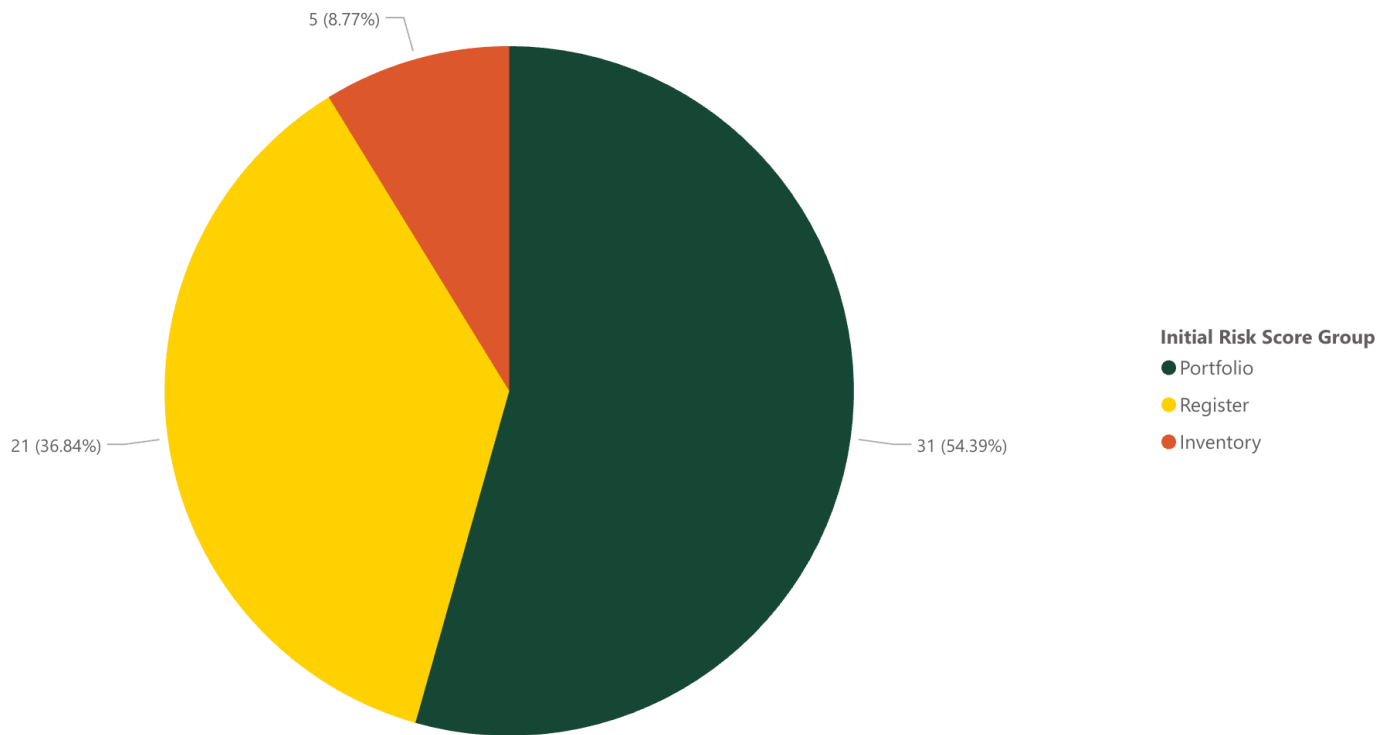


Chart 2-1 2024 Totals – Impact on Strategic Goals

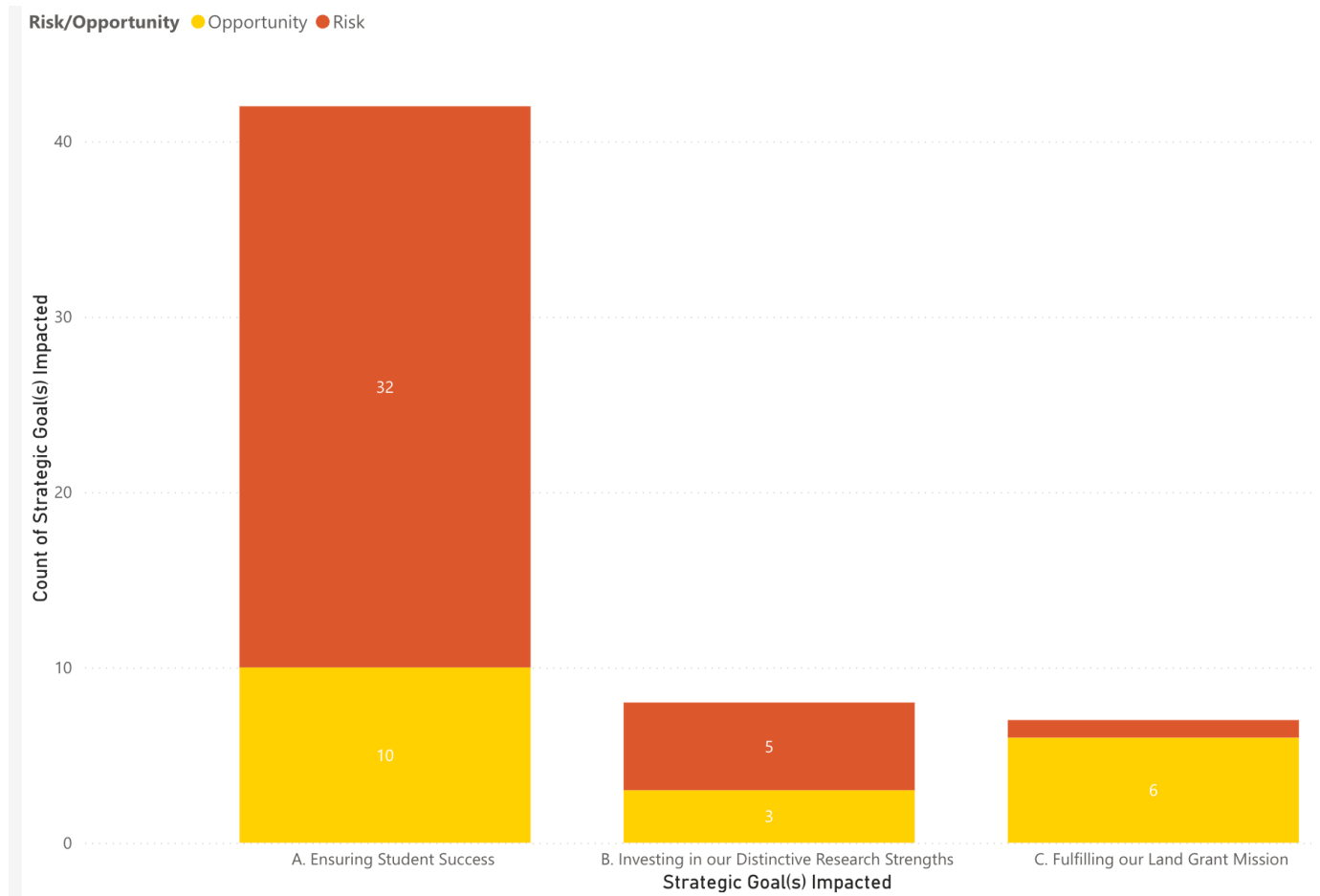
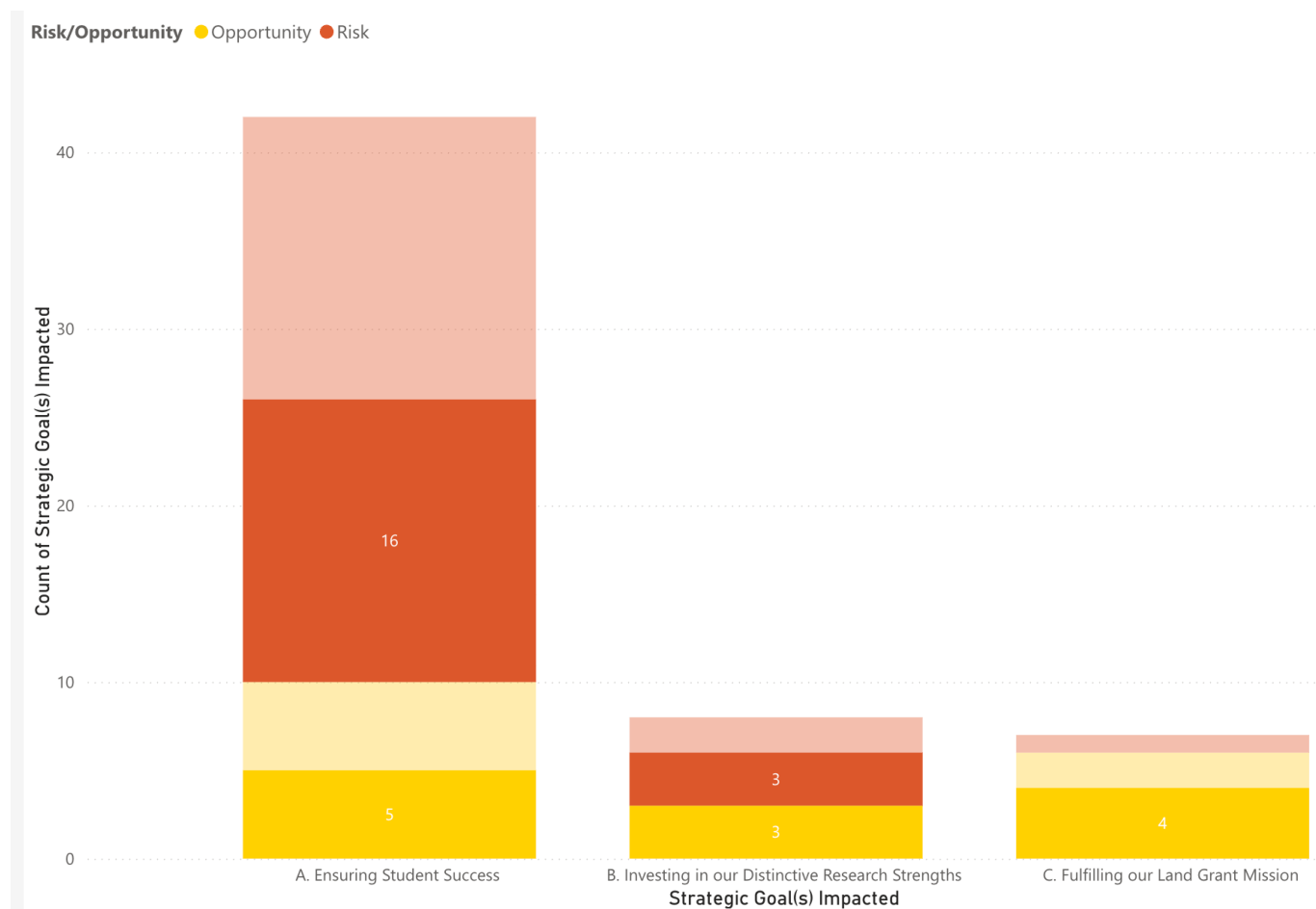


Chart 2-2 2024 Portfolio – Impact on Strategic Goals¹



¹ Lighter shaded blocks represent those at the register or inventory level.



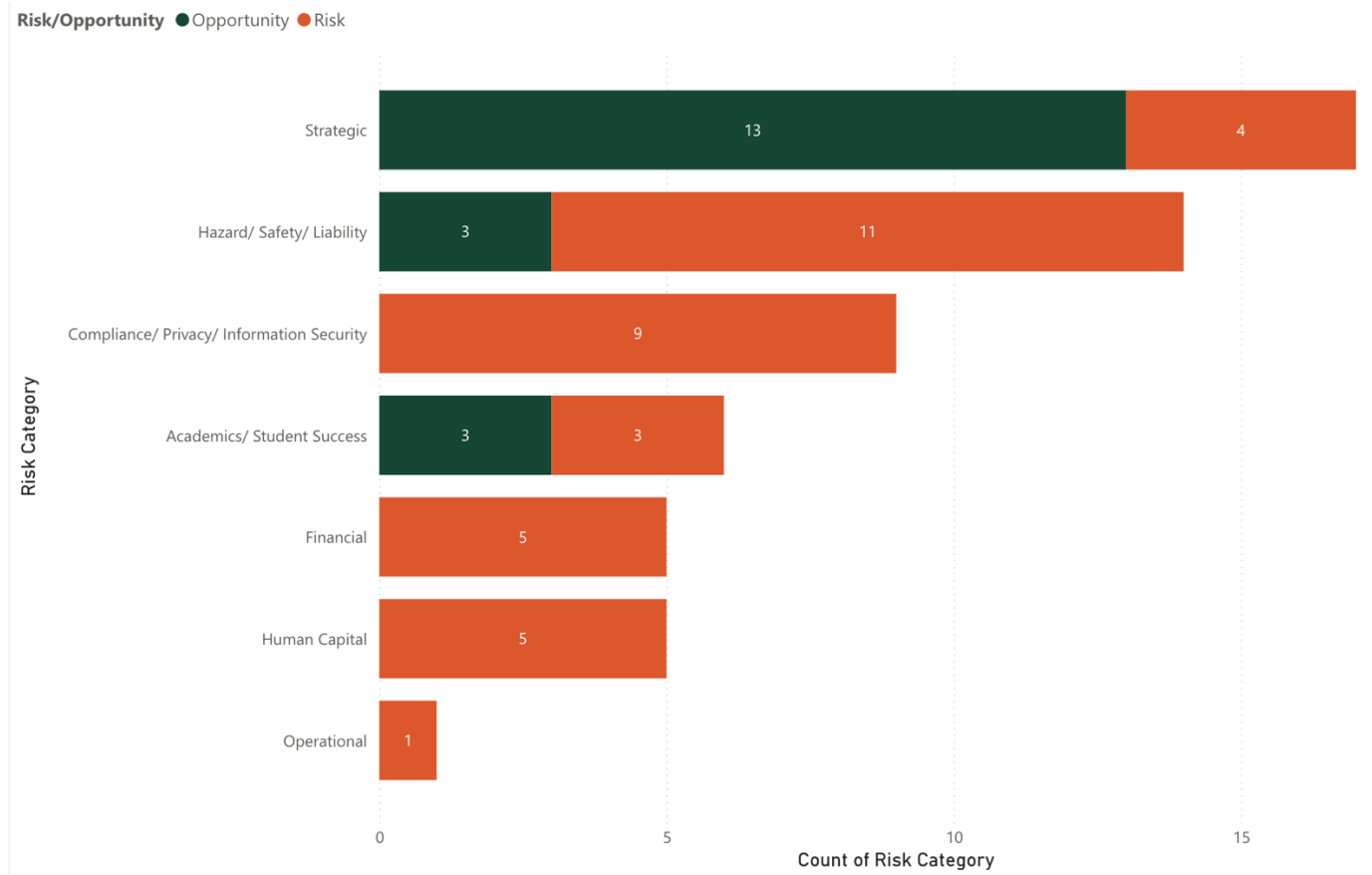
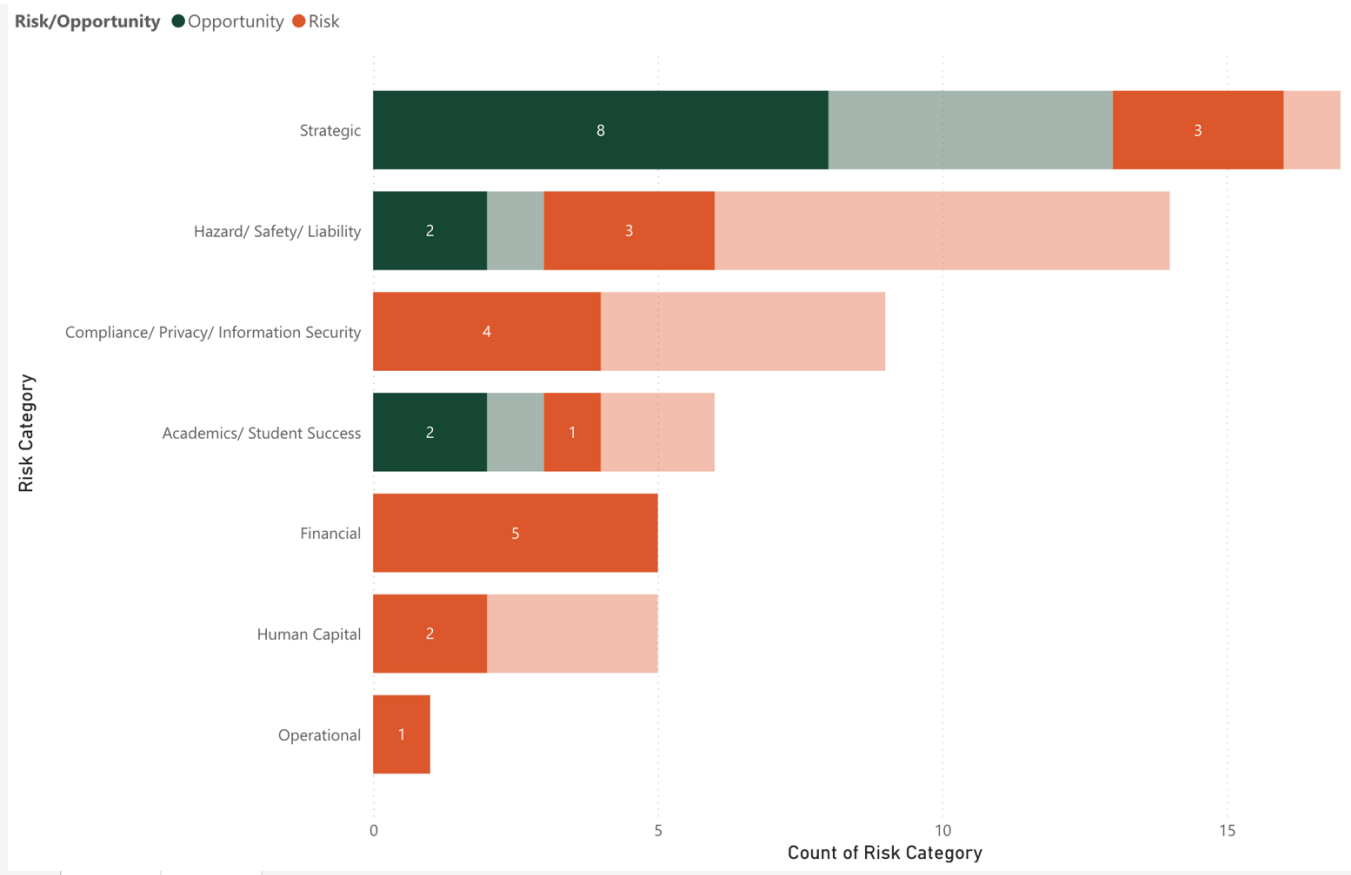
Chart 3-1 2024 Total Risk/Opportunity by Risk Category

Chart 3-2 2024 Portfolio Risk/Opportunity by Risk Category²



² Lighter shaded blocks represent those those at the register or inventory level.

Chart 4-1 2024 Total Risk/Opportunity New vs. Updated vs. Carried Over

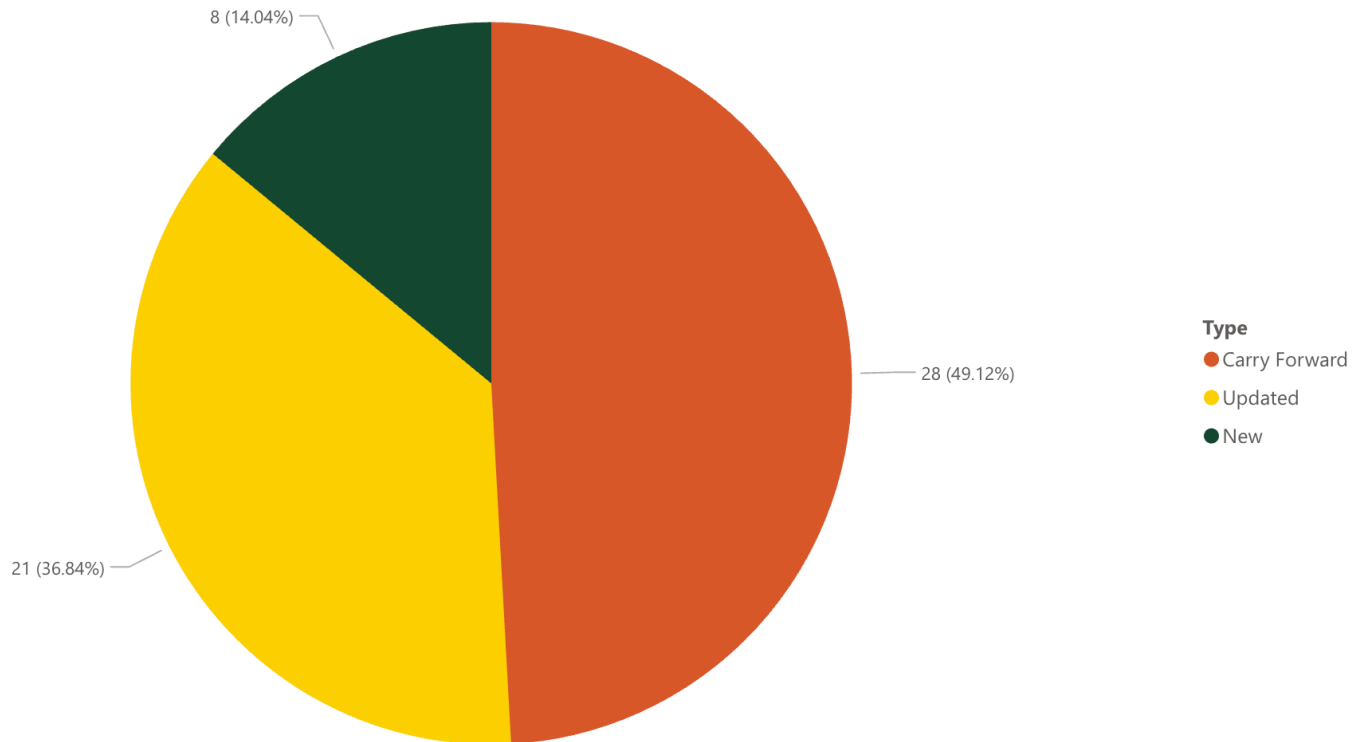
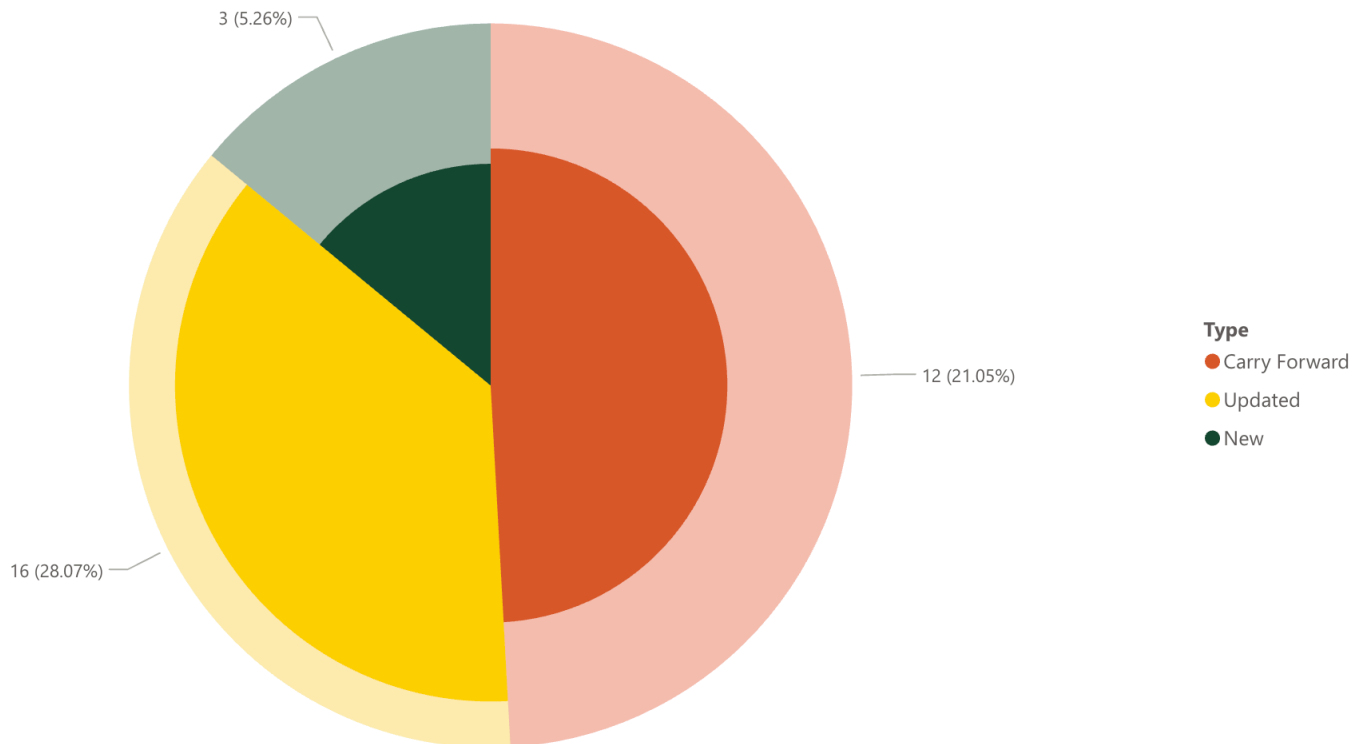


Chart 4-2 2024 Portfolio Risk/Opportunity New vs. Updated vs. Carried Over



APPENDIX B – Biennial ERM Risk-Opportunity Process

