

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

BUDGET, FINANCE AND INVESTMENT COMMITTEE

Members: Chair Don McCree, Vice Chair Briar Alpert, President Suresh Garimella, David Aronoff, Robert Brennan, Kevin Christie, John Dineen, Ed Pagano, Berke Tinaz and Catherine Toll

Representatives: Faculty Representatives Jane Knodell and Terri Donovan, Foundation Representative Bob Plante, Alumni Representative Myron Sopher, Staff Representatives Joshua Tyack and Renee Berteau, Student Representatives Sophie Smith and Lana Al-Namee, and Graduate Student Representatives Aayudh Das and Avery Rasmussen

Friday, June 4, 2021

9:55 a.m. – 10:55 a.m.

This meeting will be held remotely. If interested in listening in, please dial:

1-802-489-6040; Conference ID: 347 524 820#

For any technical issues or questions, please email edickinson@uvm.edu

AGENDA

| | Item | Enclosure | Discussion Leader(s) | Time |
|----|--|--|---------------------------------|-------------------|
| | Call to Order | | | 9:55 a.m.* |
| 1. | Approval of February 5, 2021 meeting minutes | Attachment 1 | Don McCree | 9:55-9:57 |
| 2. | FY 2022 Budget <ul style="list-style-type: none"> • Overview of total operating budget • Resolution approving fiscal year 2022 budget planning assumptions: general fund | Attachment 2 Attachment 3 | Richard Cate Shari Bergquist | 9:57-10:33 |
| 3. | Report of the Investment Subcommittee <ul style="list-style-type: none"> • Endowment performance update • Asset allocation update • Resolution reaffirming Investment of Endowment Cash policy • Resolution approving revision to the Statement of Investment Policies & Objectives • Resolution approving appointment of Investment Subcommittee advisor • Resolution approving contract extension with Cambridge Associates, LLC | Separate distribution Attachment 3 Attachment 3; Appendix A Attachment 3 Attachment 3 | Robert Brennan | 10:33-10:53 |
| 4. | Other business** | | Don McCree | 10:53-10:55 |
| | Motion to Adjourn | | | 10:55 a.m. |

*Times are approximate. ** Executive session as needed.

**BUDGET, FINANCE AND INVESTMENT COMMITTEE
BOARD OF TRUSTEES
UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE**

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, February 5, 2021 at 9:40 a.m. The meeting was held via remote conferencing due to the COVID-19 pandemic.

MEMBERS PRESENT: Chair Don McCree, Vice Chair Briar Alpert, President Suresh Garimella, David Aronoff, Robert Brennan, Kevin Christie¹, John Dineen, David Gringeri², Ed Pagano and Tristan Toleno³

OTHER TRUSTEES PRESENT: Board of Trustees Chair Ron Lumbra, Board of Trustees Vice Chair Cynthia Barnhart, John Bartholomew, Otto Berkes, Frank Cioffi, Johannah Donovan,⁴ Carolyn Dwyer, Jodi Goldstein, Carol Ode, Shap Smith, Berke Tinaz, Samuel Young and incoming student trustee Kisha Kalra

REPRESENTATIVES PRESENT: Faculty Representatives Jane Knodell and Terri Donovan, Alumni Representative Myron Sopher, Staff Representative Joshua Tyack, Student Representative Sophie Smith and Graduate Student Representatives Aayudh Das and Avery Rasmussen

PERSONS ALSO PARTICIPATING: Provost and Senior Vice President Patricia Prelock, Vice President for Finance and Administration Richard Cate, Vice President for Legal Affairs & General Counsel and Chief of Staff to the President Sharon Reich Paulsen, University Controller Claire Burlingham and University Budget Director Shari Bergquist

ABSENT: Trustee Curt McCormack, Foundation Representative Bob Plante, Staff Representative Renee Berteau and Student Representative Lana Al-Namee

¹ Joined at 10:27 a.m.

² Departed at 11:00 a.m.

³ Joined at 10:20 a.m.

⁴ Joined at 10:23 a.m.

Chair Don McCree called the meeting to order at 10:12 a.m.

Approval of minutes

A motion was made, seconded and voted to approve the minutes of the September 25, 2020 meeting.

Debt policy and annual financial ratios

Controller Claire Burlingham explained, per the requirements of the university's Debt policy (attachment 2, appendix A of the meeting materials), that the committee is required to approve any recommended changes, or to reaffirm the policy.

Citing attachment 3, she provided an update on the latest leverage, and debt burden ratio calculations.

The Debt policy also requires that the university's spendable cash and investments to debt ratio be greater than 1.0, and the debt burden ratio not be greater than 5.75%. As of December 31, 2020, spendable cash and investments to debt ratio was 1.30, and the debt burden ratio was 5.10%. The university is therefore in compliance with the current policy requirements.

In regards to the viability ratio, Controller Burlingham reminded members that Governmental Accounting Standards Board (GASB) 45 is an accounting standard that requires the university to recognize on the balance sheet the future liability for paying employees' post-retirement medical benefits. The university's viability ratio was 0.27 as of December 31, 2020, below the policy target of 0.8, primarily due to the GASB 75 liability. Without this liability, the university's viability ratio would have been 1.12.

The following resolution was presented to the committee for approval for recommendation to the board:

Resolution reaffirming the Debt policy

WHEREAS, in September 2004, the Board of Trustees adopted a Debt policy to guide the portfolio management of debt, to be reviewed annually; and

WHEREAS, since its creation in 2006, the Budget, Finance, and Investment Committee has been charged with the annual review of the Debt policy, which it most recently revised in February 2019;

BE IT RESOLVED, that the Board of Trustees hereby reaffirms the policy, appearing as Appendix A to this document.

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

Report of the Investment Subcommittee (ISC)

ISC Chair Robert Brennan briefed the committee on ISC activities since the last board meeting. He began by reviewing the performance update report prepared by Cambridge Associates, noting a surprisingly strong end of year for the university's endowment given the economic environment during the onset of the pandemic. As of December 31, 2020, the value of the university's pooled endowment was at an all-time high of \$619 million. ISC Chair Brennan pointed out that the UVM Foundation endowment has an additional \$88 million in restricted philanthropic assets

ISC Chair Brennan also reported on the subcommittee's review of the Statement of Investment Policies & Objectives and presented proposed revisions to the asset class descriptions and target benchmarks recommended by the subcommittee.

He further reported that the ISC conducted its cyclical review of the resolution on socially responsible investing and is recommending adding the board's adoption of a fossil fuel divestment resolution last July.

The committee was asked to approve the reappointment of the University of Vermont Foundation Board of Directors Treasurer H. Whitney Wagner as advisor to the Investment Subcommittee, for a one-year period commencing March 1, 2021.

The following resolutions were presented to the committee for approval for recommendation to the board:

Resolution approving revisions to the Statement of Investment Policies and Objectives

WHEREAS, in February 2011, the Board adopted a Statement of Investment Policies and Objectives to govern the investment of UVM's Long-Term Investment Pool, including the Endowment Fund; and

WHEREAS, the Investment Subcommittee is charged with an annual review of the Statement of Investment Policies and Objectives; and

WHEREAS, on December 16, 2020, the Investment Subcommittee endorsed proposed amendments to the Statement of Investment Policies and Objectives for referral to the Budget, Finance & Investment Committee;

BE IT RESOLVED, that the Budget, Finance & Investment Committee hereby recommends the Board of Trustees adopt the amended Statement of Investment Policies and Objectives, appearing as Appendix B to this document.

(As recommended by the Investment Subcommittee on December 16, 2020)

Resolution on socially responsible investing

WHEREAS, the University's Policy Statement on Moral, Social and Ethical Considerations in Investment and Shareholder Resolutions holds that the primary objective of investment by the University is to provide a satisfactory return on investment for the support of University operations based upon the Prudent Investor Rule;

WHEREAS, the Board of Trustees in August 2000 passed a resolution to adopt a tobacco-free mandate for its endowment wherever possible;

WHEREAS, the Board of Trustees in May 2006 passed a resolution to adopt and implement a policy of targeted divestment from companies doing business with or otherwise aiding the governing regime of Sudan;

WHEREAS, the Board of Trustees in May 2009 passed a resolution to divest from companies that are materially engaged in the manufacture of cluster munitions as defined by the Oslo Treaty of December 2008 and military equipment and/or weapons containing depleted uranium;

WHEREAS, after careful review the Investment Subcommittee is seeking clarity as to the current intent of these resolutions;

WHEREAS, the Investment Subcommittee reviewed and reapproved each of these resolutions on February 6, 2016;

WHEREAS, five years have passed since the Investment Subcommittee's last review;

WHEREAS, the Investment Subcommittee has again reviewed these resolutions;

WHEREAS, on July 14, 2020, subsequent to the last five-year review, the Board of Trustees passed a fossil fuel divestment resolution;

BE IT RESOLVED, each of the above-referenced resolutions are reaffirmed;

BE IT FURTHER RESOLVED, that the Budget, Finance and Investment Committee will review this resolution at least once every five years.

Resolution approving appointment of Investment Subcommittee advisor

BE IT RESOLVED, that the Board of Trustees approves the appointment of H. Whitney Wagner as advisor to the Investment Subcommittee, for a one-year period commencing March 1, 2021, subject to the terms and conditions reported on this date.

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

Vice President's report

• **Green revolving loan fund annual report**

The committee reviewed a summary of the approved projects to date representing those that have been initiated, are under way, or completed. The green revolving loan fund balance as of November 30, 2020 is \$11.2 million.

• **Short and medium-term financial constraints**

Vice President Richard Cate provided an overview of the university's current and future financial constraints. Among the challenges affiliated with COVID-19 pandemic this year was a significant decline in revenue (less tuition, student fees, and room and board), and a higher than usual amount of student reimbursements. Other lost revenue included that from campus event fees, parking revenue.

Most of the COVID-19 related expenses incurred (COVID testing, campus modifications, etc.) have been covered by state and federal relief funds. The university has received about \$34 million for fiscal year 2021. However, these funds are allotted for expenses only, and are not available to recover lost revenue.

Vice President Cate outlined some of the factors contributing to the larger structural gap in the university's base budget.

- In order to balance the budget, cuts have been made to the base budget in 12 of the last 13 years
- State appropriations, at \$42.5 million, have stayed relatively flat since 2012
- Tuition and fees have stayed flat in order to stay competitive with our peer institutions

- The university's endowment includes very limited unrestricted funds
- Most of the cash reserves is targeted, and held for major crises. Dealing with the pandemic has been difficult, but it is not life-threatening to the institution.

The decision to compensate for the wage reductions to non-represented employees in July 2020 was based on a better than projected number of students returning to campus this semester and increased interest in applications for the coming fall.

The actions in the proposed fiscal year 2022 general fund budget reflect how the administration is addressing the situation described by Vice President Cate.

Fiscal year (FY) 2022 budget

Vice President Cate explained that the key budget assumption for fiscal year 2022 is that revenue is down from last year and may continue to decline even more next year. Travel restrictions due to the COVID-19 pandemic did not allow for students to study abroad, which in turn meant that many attended in-person and payed full tuition. This is unlikely to happen next spring if travel restrictions are lifted.

For the third consecutive year, there will be no increase in tuition rates. With a reduction in the comprehensive fee, and all other fees remaining flat, the total cost of attendance is proposed at \$60 less than the current year.

President Suresh Garimella stressed the gravity that families and students are facing during this pandemic, and acknowledged that the lack of an increase in tuition and fees presents additional pressure elsewhere. He expressed his gratitude to the board in supporting these difficult decisions and to the administration for carrying them out.

Graduate Student Senate Representative Avery Rasmussen requested that the administration look at UVM's fee structure for graduate students.

The following resolutions were presented to the committee for approval for recommendation to the board:

Resolution approving tuition rates for fiscal year 2022

BE IT RESOLVED, that the Board of Trustees hereby approves the following tuition rates effective with the 2021-2022 academic year, which are the same rates as those charged for the 2019-2020 and 2020-2021 academic years:

- In-state tuition \$16,392 per year, or \$683 per credit hour.
- Out-of-state tuition \$41,280 per year, or \$1,720 per credit hour.
- Medical student in-state tuition \$37,070 per year.
- Medical student out-of-state tuition \$64,170 per year.

Resolution setting the comprehensive fee, student government association and inter residence association fees for fiscal year 2022

BE IT RESOLVED, that the Board of Trustees hereby sets the following fee rates, the total of which is 2.2% lower than last year:

| | |
|--|---------|
| Comprehensive fee | \$2,388 |
| Student Government Association (SGA) fee | \$222 |
| Inter Residence Association (IRA) fee | \$30 |

Resolution approving graduate student senate fee for fiscal year 2022

BE IT RESOLVED, that the Board of Trustees approves a continuation of the graduate student senate fee effective as follows:

- Less than 5 credits, \$7 per semester
- 5 or more credits, \$10 per semester

Resolution approving continuous registration fee for graduate students for fiscal year 2022

BE IT RESOLVED, that the Board of Trustees approves a continuation of the same varying graduate continuous registration fee for the 2021-2022 academic year as was in effect for the 2020-2021 academic year, as follows:

- Less than half-time, \$100 per semester
- Half to full-time, but not including full-time, \$200 per semester
- Full-time, \$300 per semester

Resolution approving room and meal plan rates for fiscal year 2022

BE IT RESOLVED, that the Board of Trustees hereby approves the same room and meal plan rates for the 2021-2022 academic year as were in effect for the 2020-2021 academic year, as follows:

| Room Rates Per Year | |
|-------------------------------|----------|
| Private Single with Bath | \$10,942 |
| Private Double with Bath | \$9,720 |
| Private Triple with Bath | \$8,058 |
| Suite Single with Shared Bath | \$10,500 |
| Suite Double with Shared Bath | \$9,168 |
| Suite Triple with Bath | \$7,664 |
| Traditional Single | \$10,094 |
| Traditional Double | \$8,756 |
| Traditional Triple | \$6,934 |
| Traditional Quad | \$5,870 |

| | |
|---|---------|
| Meal Plan Rates | |
| Retail Dining | \$4,568 |
| Residential Unlimited Access (+150 Points per Semester) | \$4,568 |
| Flex Plan (160 meals with \$900 Points per Semester) | \$5,104 |

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

Execution of Bond Refunding

The administration proposed to refund a portion of its outstanding Series 2010B Bonds due to the lower interest rates than when the bonds were issued. Because the amount of bonds is only \$13.4 million, the administration recommends selling the bonds privately to New York Life (NYL), rather than go the public market. The transaction costs of doing so for this amount of bonds will be less and NYL is offering a low, fixed interest rate. The resolution, prepared by bond counsel, authorizes the sale of bonds and the issuance of notes to pay for them. Key elements of the resolution include:

- Sale of up to \$14MM of bonds (2010B issue)
- Payment according to approximately the same schedule as the existing bonds
- All notes to be paid off by 2029
- Projected savings over the life of the bonds of approximately \$1.2 million
- Fixed interest rate – 1.15% above 5-year treasury rate at time of rate lock

Chair McCree offered his appreciation to the UVM team and to the Yuba Group for proposing this refunding opportunity.

The following resolution was presented for approval for recommendation to the board:

Resolution approving execution of bond refunding

WHEREAS, the University of Vermont and State Agricultural College (the “University”) previously issued its General Obligation Bonds, Series 2010B (the “Series 2010B Bonds”), pursuant to the terms of an Indenture dated as of February 1, 1990 (the “Trust Indenture”) between the University and The Bank of New York Mellon Trust Company, N.A. (as successor to The Bank of New York Trust Company, N.A. and TD Banknorth, N.A.), as trustee (the “Trustee”), as amended and supplemented, including by the Series 2010B and Seventh Supplemental Indenture dated as of February 18, 2010; and

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 2010B 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 2021 Note (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 the issuance by the University of its Senior Note, Series 2021 in an amount not to exceed \$14 million aggregate principal amount (the “Series 2021 Note”), with anticipated net present value savings resulting from the issuance of the Series 2021 Note of not less than 5.00% of the total par amount of the Refunded Bonds and costs of issuance not to exceed \$250,000; and

WHEREAS, the Board proposes to issue the Series 2021 Note as a general unsecured obligation of the University on a parity with the outstanding General Obligation Bonds, Series 2010A; General Obligation Bonds Series 2012A; General Obligation Bonds, Series 2014; General Obligation Bonds, Series 2015; General Obligation Bonds, Series 2016; General Obligation Bonds, Series 2017; General Obligation Bonds, Series 2019A; and General Obligation Bonds, Series 2019B; and

WHEREAS, NYL Investors LLC, on behalf of one or more of its affiliates or managed accounts (collectively, “New York Life”), has offered to directly purchase the Series 2021 Note in the aggregate principal amount and consistent with the terms described in the term sheet attached hereto as Exhibit A (the “Term Sheet”);

WHEREAS, New York Life’s proposal to purchase the Series 2021 Note provides that it expires if the interest rate for the Series 2021 Note has not been locked on or prior to February 26, 2021 or if the Series 2021 Note financing described herein and in the Term Sheet has not been completed on or prior to May 29, 2021; and

WHEREAS, once the rate for the Series 2021 Note has been locked, a cancellation fee calculated in accordance with the Term Sheet would be due if the issuance of the Series 2021 Note is canceled for any reason; and

WHEREAS, the Board desires to authorize the locking of the interest rate and the execution and delivery of a Note Purchase Agreement (the “Note Purchase Agreement”) between the University and New York Life, pursuant to which the University will sell the Series 2021 Note to New York Life, all in accordance with the terms and conditions set forth therein; and

WHEREAS, the Board desires to authorize and direct the execution and delivery of an Escrow Agreement (the “Escrow Agreement”) between the University and the Trustee, in its capacity as Trustee for the Refunded Bonds (the “Trustee”), if such Escrow Agreement is deemed necessary, desirable or appropriate, pursuant to which the University will direct the Trustee to purchase certain Government Obligations (as defined in the Trust 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, copies of the forms of the following documents relating to the transactions described above have been filed with the University:

1. the Note Purchase Agreement; and
2. the Escrow Agreement.

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

Section 1. Issuance of Series 2021 Note.

(a) The Board hereby approves and confirms the issuance by the University of the Series 2021 Note, on a taxable basis, 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, certain expenses of New York Life described in the Term Sheet, provided such costs shall not exceed \$250,000. The Series 2021 Note shall bear interest at a rate fixed to maturity determined as described in the Term Sheet, which rate shall not exceed 2.00% per annum, with net present value savings of not less than 5.00% of the par amount of the Refunded Bonds. The Series 2021 Note shall be in the initial principal amount of not more than \$14 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 one year.

(b) 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 the terms of the Series 2021 Note and the terms of the sale of the Series 2021 Note (including the maturity dates and amounts, the interest rates, the original issue premium or discount, the redemption provisions of the Series 2021 Note based on financial or structural benefits to the University) subject to the limitations set forth in this resolution and the Note Purchase Agreement. The form and content of the Series 2021 Note as set forth in the Note Purchase Agreement is hereby approved and confirmed. The Vice President for Finance and Treasurer, the President, and the Secretary or the Assistant Secretary of the Board are authorized and directed to execute and deliver the Series 2021 Note for and on behalf of the University, in substantially the form and content set forth in the Note Purchase Agreement, 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 Rate Lock. The Board hereby authorizes and directs the Vice President for Finance and Treasurer, in consultation with the Bond Work Group, to, to lock a fixed interest rate for the Series 2021 Note pursuant to the terms of the Term Sheet.

Section 3. 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 2021 Note, the dates of redemption of such Refunded Bonds; provided that such refunding results in net present value savings of not less than 5.00% of the par amount of the Refunded Bonds as described herein.

Section 4. Authorization of Note Purchase Agreement. The Series 2021 Note shall be sold to New York Life pursuant to the terms of the Note Purchase Agreement. The Series 2021 Note shall be authenticated and delivered to or upon the order of New York Life upon payment of the purchase price set forth in the Note Purchase Agreement. The form and

content of the Note Purchase Agreement is hereby approved. The Vice President for Finance and Treasurer and the President each are hereby authorized and directed to execute and deliver the Note Purchase Agreement 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 Note Purchase Agreement, the Vice President for Finance and Treasurer, the President 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 Note Purchase Agreement as executed.

Section 5. Authorization of Escrow Agreement. The form and content of the Escrow Agreement is hereby approved. The Vice President for Finance and Treasurer and the President each are hereby authorized and directed to determine whether such Escrow Agreement is necessary, desirable or appropriate, and upon such determination, the Vice President for Finance and Treasurer and the President each are hereby authorized and directed to execute and deliver the Escrow Agreement for and on behalf of the University, if deemed necessary, desirable or appropriate, 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 Agreement, the Vice President for Finance and Treasurer, the President, 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 Agreement as executed.

Section 6. No Personal Liability. No stipulation, obligation or agreement herein contained or contained in the Series 2021 Note, the Note Purchase Agreement, the Escrow Agreement, or any other instrument related to the issuance of the Series 2021 Note 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 2021 Note or be subject to personal liability or accountability by reason of the issuance thereof.

Section 7. 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 this Resolution and 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 Note Purchase Agreement, (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. All acts and deeds heretofore done by the officers of the Board and of the University to effect the financing and other transactions contemplated by foregoing resolutions, including the negotiation, execution,

acknowledgment, delivery or filing with any governmental body or authority of the Term Sheet and any other documents, instruments or agreements contemplated thereby, are hereby ratified, confirmed and approved in all respects.

Section 8. 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 2021 Note authorized hereunder.

Section 9. 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 10. Effective Date. This Resolution shall take effect upon its adoption.

DRAFT

Exhibit A
Term Sheet

The University of Vermont

Indicative Summary of Pricing and Terms

The following Indicative Summary of Pricing and Terms is for discussion purposes only and is neither a commitment nor an offer to commit to any financing. The execution of binding documentation would be subject to, among other things, satisfactory completion of due diligence and may contain additional or modified terms from those set forth below.

| | |
|-----------------------------------|---|
| Issuer | The University of Vermont & State Agricultural College |
| Note Purchasers | One or more affiliates or managed accounts of NYL Investors LLC |
| Amount | Up to \$[14],000,000 |
| Price | 100% (par) |
| Structure | Note Purchase Agreement |
| Ranking | Senior Notes ranking <i>pari passu</i> with the University's existing senior unsecured debt, and any guarantees thereof |
| Maturity and Average Life | Fixed Rate Notes: [8] year final maturity and [5] year average life |
| Interest Rate¹ | 5 year Benchmark US Treasury + Fixed Rate Credit Spread with a minimum coupon of [1.50%] |
| Base Rate | Fixed Rate Notes: On-the-run U.S. Treasury Notes and/or Bonds corresponding to the weighted average life of the Notes, as applicable, using Bloomberg PX1 Screen |
| Fixed Rate Credit Spread | [125] basis points. Fixed Rate Interest will be calculated on the basis of a 360 day year of twelve 30 day months. |
| Interest Payment Frequency | Fixed Rate Notes: Semi-annual |
| Call Protection | Callable at any time at par plus a make-whole amount (not less than zero) equal to the present value of the future debt service on the Notes discounted at T + 20 basis points. |
| Closing and Note Issuance | Closing (completion of documentation satisfactory to the University and New York Life) to occur within 3 months of rate lock. |
| Use of Proceeds | Refinance of existing indebtedness |

¹ *Indicative new issue pricing is only a description of suggested pricing for a private placement and is intended solely for discussion purposes as of [December 17, 2020]. This material does not constitute a commitment or offer by New York Life, its subsidiaries and/or affiliates to lend any monies or purchase or place any securities and does not create any obligations on the part of New York Life, its subsidiaries and/or affiliates.*

| | |
|----------------------------|--|
| Legal Expenses | Fees of outside counsel that acts as special counsel for New York Life to be paid by the University, whether or not the transaction closes. |
| Legal Documentation | Term and Conditions to be substantially the same as the Note Purchase Agreement (“NPA”) entered into with a university advised by the University’s advisor executed in April 2015, along with adding a covenant stating that the University will not secure any debt by a pledge of revenue from tuition payments unless the Notes are secured on a parity basis with other senior lenders or noteholders. |
| Governing Law | New York |

This letter is delivered to you on the understanding that, prior to your acceptance hereof, none of this letter or its terms or substance shall be disclosed, directly or indirectly, to any other person or entity (including other note purchasers, lenders, advisors or any similar persons) except (a) to your officers, directors, employees, attorneys, accountants and advisors on a confidential and need-to-know basis, or (b) pursuant to the order of any court or administrative agency in any pending legal or administrative proceeding, or otherwise as required by applicable law or compulsory legal process based on the advice of your legal counsel (in which case you agree to inform us promptly thereof to the extent lawfully permitted to do so).

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

Other business

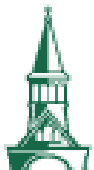
Trustee Brennan thanked President Garimella for his leadership during the pandemic challenges.

Adjournment

There being no further business, the meeting adjourned at 11:03 a.m.

Respectfully Submitted,

Don McCree, Chair



University of Vermont

Debt Policy

As Adopted by the Board of Trustees

September 2004

Revised, November 2005

Revised, November 2006

Revised, December 2007

Reaffirmed, December 2008

Revised, October 2009

Revised, October 2010

Reaffirmed, October 2011

Revised, May 2013

Revised, February 2014

Revised, February 2015

Reaffirmed, February 2016

Revised, February 2017

Reaffirmed, February 2018

Revised, February 2019

Reaffirmed, January 2020

Reaffirmed, February 2021

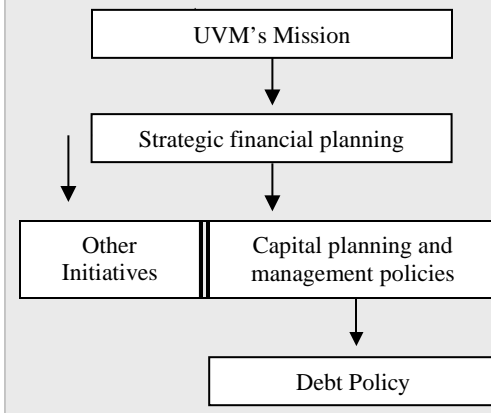
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OVERVIEW

Purpose

1. Articulate the role of UVM's debt policy within the strategic planning process.



The University of Vermont's strategic planning is a long-term process that establishes University-wide priorities as well as University and divisional programmatic objectives. The University's strategic plan identifies specific goals and initiatives, including capital plans that identify necessary and desired University facility investments. To fund its plan, the University will continue to utilize a mix of financing sources including State and Federal sources, philanthropy, internal reserves, and external University-supported debt.

This policy, in conjunction with the strategic and capital planning, will aid management in ensuring that an appropriate mix and types of funding sources are utilized and that the University's debt capacity is allocated strategically. A UVM-specific debt policy is appropriate to ensure adequate financial strength to service existing and proposed debt, maintain leverage within an acceptable risk tolerance while investing in priority capital projects, maintain a strong financial profile to ensure a competitive position relative to its peers, and maintain the budgetary capacity to invest in other initiatives.

Management and the Board of Trustees, acting through the appropriate Board of Trustee committee, will assess this policy on an ongoing basis to ensure that it remains responsive to UVM's evolving academic, research and strategic priorities and financial position.

The University believes that financial discipline is a critical component of long-term debt management and that the Board and management, operating through the appropriate Board of Trustee committee should establish a limited number of financial ratios and limits in order to manage debt within acceptable ranges consistent with UVM's objectives. These measures will be monitored and reported on in light of UVM's evolving strategic initiatives and capital needs.



INTRODUCTION AND OBJECTIVES

Purpose

1. Articulate UVM's philosophy regarding debt.
2. Establish objectives for debt policy.
3. Provide for regular review and potential update of policy to reflect evolving needs.

Just as investments represent an integral component of assets, debt is viewed to be a long-term component of liabilities that therefore should be managed on a long-term portfolio-basis consistent with the institution's policy objectives, with an overarching objective of managing the balance sheet.

The objectives of the policy are to:

- (i) Maintain the University's access to capital. Management will utilize and issue debt in order to provide timely access to capital to fund project priorities that have been approved by the Board;
- (ii) Manage the University's credit to meet its long-term strategic objectives while maintaining creditworthiness consistent with the most favorable relative cost of capital and borrowing terms.
- (iii) Limit risk of the University's debt portfolio. Debt will be managed on a portfolio, rather than a transactional or project-specific, basis. Management's continuing objective of incurring the lowest achievable long-term risk-adjusted cost of capital will be balanced with the goal of appropriately limiting exposure to market shifts within acceptable budgetary parameters. Various types of debt structures and financial instruments will be considered, monitored, and managed within the framework established in this policy and according to internal management procedures; and
- (iv) Permit the optimization of the investment of the University's working capital and cash balances. Management will explore various options and alternatives to internal cash holdings regarding the optimal funding mechanism for short-term equipment needs, bridge financing and cash requirements. Management recognizes that working capital requirements, debt management, and the investment of cash/net assets should be viewed comprehensively in order to optimize overall funding and investment return strategies.

In addition to establishing a framework relating to the administration of debt, the policy provides for periodic updates pertaining to UVM's debt capacity and financial management to both internal and external parties.



OVERSIGHT

| Purpose |
|---|
| <ol style="list-style-type: none"> 1. Provide mechanism for oversight and review on periodic basis. 2. Provide management flexibility to make ongoing financing decisions within the framework of the policy. |

By adopting this policy and regularly reviewing it with the appropriate Board of Trustee committee, management will follow and report on guidelines and requirements regarding debt utilization. With appropriate authorizations consistent with the policy, management will have flexibility to implement specific financial transactions and utilize approved financing vehicles in accordance with stated procedures.

The Office of the Vice President for Finance and University Treasurer will manage all funding sources, including debt, for capital projects authorized by the Board. The structure of any individual transaction (e.g., maturity, interest rate mode, use of derivative products, other financing structures) will be based upon overall University needs to ensure that (i) long-term costs to the University and its operating units are minimized consistent within the context of other strategic objectives and (ii) overall risk does not exceed acceptable levels as defined in this policy.

Because this debt policy is a living document, the appropriate Board of Trustee committee will review this policy on an annual basis and report any recommended changes or revisions to the Board of Trustees. This review process is necessary to ensure that the policy remains consistent with the University’s objectives and responsive to evolving practices, competitive pressures in the external environment, and financial indicators.

POLICY RATIOS

| Purpose |
|--|
| <ol style="list-style-type: none"> 1. Identify core ratios. <ol style="list-style-type: none"> a. Operating Statement—Debt Burden Ratio. b. Balance Sheet Leverage—Leverage Ratio. 2. Clearly communicate with key parties such as rating agencies the University’s philosophy regarding debt and management’s ongoing assessment of debt capacity and affordability. |

This policy establishes limits to measure the total amount of outstanding debt compared to University balance-sheet resources and the annual operating budget. These ratios can be derived from the financial statements and other information and are subject to review periodically. The ratios are to be calculated using annual audited financial statements of the University and should not include “Discretely Presented Component Units” of the University such as the University’s associated fundraising foundation.

The policy identifies ratios that (i) are based on current GAAP requirements and (ii) are consistent with ratios utilized in the higher education industry to permit benchmarking.

In addition to the two primary policy ratios below, the University may consider tracking other ratios in addition to the policy ratios. Listed below are the policy ratios and limits that will be followed.

Ratio 1 – Debt Burden Ratio

This ratio measures the University’s ability to repay debt service associated with all outstanding debt and the impact on the overall budget and includes all activities of the University. The defined limit for this ratio is intended to maintain the University’s long-term operating flexibility to fund existing requirements and new initiatives, although the University may target a desired ratio below this limit.

$$\frac{\text{ANNUAL DEBT SERVICE}}{\text{TOTAL EXPENSES}} < 5.75\%$$

The measure is based on aggregate operating expenses as opposed to operating revenues because expenses typically are more stable (e.g., no one-



time operating gifts, investment return, variability of State funding) and better reflect the operating base of the University. Management recognizes that a growing expense base would make this ratio appear more attractive. The limit for this ratio is not to be greater than 5.75% until June 30, 2023 and will revert to 5% thereafter. This ratio will be adjusted to include the impact of non-amortizing or non-traditional debt structures that could result in significant single year fluctuations, as well as an assumption of an appropriate variable rate.

Ratio 2 - Leverage Ratio (calculated as Spendable Cash and Investments to Debt)

This ratio indicates one of the most basic determinants of financial health by measuring the availability of liquid and expendable assets compared to aggregate debt. The ratio measures the medium to long-term health of the University's balance sheet and debt capacity and is a critical component of universities with the highest credit quality.

Many factors influence the leverage ratio, affecting both the assets (e.g., investment performance, philanthropy) and liabilities (e.g., timing of bond issues), and therefore the ratio is best examined in the context of changing market conditions so that it accurately reflects relative financial strength. For example, a leverage ratio that is acceptable and entirely appropriate in one market condition may be relatively stronger or weaker in other market environments.

This policy establishes a debt policy limit (floor) for this ratio of 1.0 to ensure that sufficient balance sheet strength is maintained at all times.

$$\frac{\text{CASH \& INVESTMENTS} - \text{PERMANENTLY RESTRICTED NET ASSETS} + \text{PLEDGES CLASSIFIED AS PERMANENTLY RESTRICTED NET ASSETS}}{\text{AGGREGATE DEBT}} > 1.0x$$

This ratio will include any financings that impact the University credit, including guarantees of third-party debt.

The 1.0x limit is recognized as a limit, and not a long-term objective. Over time, to remain competitive and retain the flexibility to invest in future strategic initiatives, UVM will want to target and maintain a ratio above 1.0x

Annually, based on the results of the audited financial statements, the Vice President for Finance will report to the appropriate Board of Trustee committee on the actual ratio results and any existing conditions that put the University out of compliance with this policy. In the event that the University is out of compliance with the policy, the appropriate Board of Trustee committee will take up the matter for consideration and make recommendations it deems appropriate to the Board of Trustees.

To further evaluate the leverage of the University, the Vice President of Finance will report the University's Expendable Financial Assets to Debt ratio. This ratio will be reviewed relative to prior years, peers and rating agency medians and will be calculated with and without the Governmental Accounting Standards for Other Post Retirement Benefits. The Vice President for Finance will report to the appropriate Board of Trustee



committee on any existing conditions that cause notable year-over-year changes in this ratio, particularly relative to peers and rating medians.

$$\frac{\text{UNRESTRICTED NET ASSETS} + \text{TEMPORARILY RESTRICTED NET ASSETS} - \text{EQUITY IN PLANT}}{\text{AGGREGATE DEBT}}$$

Ratios as a Credit Factor

The University has established its ratios and associated ratio limits based on internally-established guidelines. The ratios and limits are not intended to provide a long-term target or track a specific rating, but rather will enable the maintenance of the University’s competitive financial profile and complement the capital planning process.

The debt policy will be shared with external credit analysts and other third parties in order to provide them with the context regarding UVM’s assessment of self-determined debt capacity and affordability, which is subject to ongoing review.

TYPES OF FINANCINGS

Purpose

1. Review of all potential funding sources for projects.
2. Maximize tax-exempt University-issued debt.
3. Commercial Paper program.
 - a. Provide bridge funding.
 - b. Provide continual access to capital.
 - c. Issuance on a taxable or tax-exempt basis.
4. Manage derivative products, including swaps.
5. Consider other financing sources.
 - a. Management will explore securitizations, joint ventures and other financial structures to provide for the optimal funding for any project.

The University recognizes that there are numerous types of financing structures and funding sources available, each with specific benefits, risks, and costs. All potential funding sources will be reviewed by management within the context of the debt policy and the overall portfolio to ensure that any financial product or structure is consistent with UVM’s objectives. Regardless of what financing structure(s) is(are) utilized, a full understanding of the transaction, including (i) quantification of potential risks and benefits, and (ii) analysis of the impact on University creditworthiness and debt capacity, will be required. Any financial transaction which, in management’s opinion utilizes the University’s credit, will be subject to the limits set forth in this policy regardless of source.

Tax-Exempt Debt

The University recognizes that debt will remain a long-term component of the University’s capitalization over the foreseeable future due in part to its continued need for capital and the substantial economic benefits associated with tax-exempt debt. Therefore, financial transactions will be managed on a portfolio basis with a long-term perspective. (In all circumstances, however, individual projects must continue to be identified and tracked to ensure compliance with all tax and reimbursement requirements).

Debt will be structured to meet the University’s comprehensive long-term objectives, and each project being financed will be required to provide a sound business plan, including the source of repayment for the debt and appropriate and realistic repayment terms. Among other things, the repayment terms will require that the loan term is no greater than the expected componentized useful life of the asset financed. Additionally, the financed project will be required to budget and fund principal payments on a fully amortized basis.

Taxable Debt

While all of the University’s capital projects may not qualify for tax-exempt debt, taxable debt should only be used in appropriate cases as it generally



represents a more expensive source of capital relative to tax-exempt issuance.

Commercial Paper

The CP program can provide substantial financial flexibility to the University including the ability to manage and optimize cash balances, and provide an alternative to lease transactions, and other purposes. CP can offer the University interim financing for capital projects in anticipation of the receipt of funding either in the form of future philanthropy or the issuance of long-term debt for permanent financing, as well as offer greater flexibility regarding the timing and structuring of individual bond transactions.

Derivative Products

Management recognizes that derivative products may enable more opportunistic and flexible management of the debt portfolio. Derivative products, including interest rate swaps, may be employed primarily to manage or hedge the University's interest rate exposure for a specific period of time. The University will utilize a framework to evaluate potential derivative instruments through consideration of (i) its variable rate allocation, (ii) market and interest rate conditions, (iii) impact on future financing flexibility, and (iv) the compensation for assuming risks, or the costs for eliminating certain risks and exposure. In addition, the University will analyze and quantify the cost/benefit of any derivative instrument relative to achieving desirable long-term capital structure objectives. Under no circumstances will a derivative transaction be utilized that is not understood fully by management or that imposes inappropriate risk on the University. Risks include but are not limited to tax risk, interest rate risk, liquidity risk, counterparty credit risk, basis risk, and any other potential risks either imposed or removed through the execution of any transaction. In addition, management will consider and disclose the potential impact of any derivative product on the University's financial statements and the appropriate treatment in calculating the debt policy ratios. The University will regularly report on the status and performance of its derivative products, if any, to the appropriate Board of Trustee committee. Given the risks and complexity associated with derivative products, they will be considered more seriously only when: (i) conventional financing sources are relatively more expensive (e.g. exceed the portfolio blended interest rate, and (ii) can achieve desired financial objectives more efficiently or at a significantly lower risk-adjusted cost than traditional structures. Management is required to present any recommended derivative product to the appropriate Board of Trustee committee and must receive Board approval prior to execution.

Other Financing Sources

The University recognizes that a variety of transactions, not limited to debt insured directly by UVM, may impact the University's credit while the University's limited debt capacity and substantial capital needs require the consideration of various financing alternatives, including possible opportunities for alternative and non-traditional transaction structures. The University recognizes these types of transactions may also impact the University's credit and also often can be more expensive than traditional University debt structures.



Therefore all non-traditional financing structures including guarantees and third party debt can only be considered once the economic benefit and the likely impact on the University's debt capacity and credit has been determined. Specifically, for any third-party or developer based financing, management will ensure the full credit impact of the structure is evaluated and quantified to the extent possible prior to execution and the analysis must be presented to the appropriate Board of Trustee committees and must receive Board approval prior to execution.

PORTFOLIO MANAGEMENT OF DEBT

| Purpose |
|--|
| <ol style="list-style-type: none"> 1. Permit decisions regarding debt issuance and structure to be made on a portfolio basis, rather than on a per-project basis. 2. Manage variable rate exposure of the debt portfolio. <ol style="list-style-type: none"> a. Limit variable rate exposure. b. Manage the overall liquidity requirements associated with outstanding debt. c. Target overall variable rate debt exposure. 3. Evaluate exposure to other financing vehicles and third parties on a portfolio-wide basis. |

The University considers its debt portfolio holistically; that is, it optimizes the portfolio of debt for the entire University rather than on a project-by-project basis, and takes into account the University's cash and investments.

Variable Rate Debt

It is recognized that a degree of exposure to variable interest rates within the University's debt portfolio may be desirable in order to:

- (i) take advantage of repayment/restructuring flexibility;
- (ii) benefit from historically lower average interest costs; and
- (iii) diversify the debt portfolio; and,
- (iv) provide a hedge to short-term working capital balances

Management will monitor overall interest rate exposure, analyze and quantify potential risks, and coordinate appropriate fixed/variable allocation strategies. The portfolio allocation to variable rate debt may be managed or adjusted through (i) the issuance of debt (potentially new issues and refunding), (ii) and the use of interest rate swaps and other derivative products. While the utilization of commercial paper impacts the University's variable rate exposure, outstanding CP will not be included in the ratio, given the expected interim financing purpose.

Recognizing the desire to manage interest rate risk, the amount of variable rate debt outstanding shall not exceed 35% of the University's outstanding debt. This limit is based on the University's desire to (i) limit annual variances in its debt portfolio, (ii) provide sufficient structuring flexibility to management, (iii) keep the University's variable rate allocation within acceptable external parameters, (iv) utilize variable rate debt (and/or swaps) to optimize debt portfolio allocation and minimize costs, and (v) take into account liquidity needs and exposures for the portfolio, including consideration of the commercial paper program.

$$\frac{\text{VARIABLE RATE AND LIQUIDITY EXPOSURE}}{\text{TOTAL LONG-TERM DEBT OUTSTANDING}} < 35\%$$



The University will exclude from this calculation project-related commercial paper used in advance of expected long-term financing since this commercial paper is used for interim purposes and should not be included in the University's desired long-term variable rate allocation calculation. The numerator, *Variable Rate and Liquidity Exposure*, is defined as including all variable rate debt, not adjusted for any floating to fixed swaps, if any, and plus any fixed to floating swaps, if any. Thus, any variable rate debt that is affected by floating-to-fixed interest rate swaps will be considered variable rate debt for the purposes of this calculation since it impacts the University's liquidity requirements and exposes the institution to counterparty credit exposure. Note that this ratio measures interest rate exposure and liquidity exposure/requirements directly.

GLOSSARY

Annual Debt Service – refers to the planned principal and interest paid on long-term debt in a fiscal year.

Bridge Financing – refers to any type of financing used to “bridge” a period of time. For universities, it generally refers to financings that provide funding in advance of a long-term bond issue or the receipt of gift funding.

Capital Project – refers to physical facilities or equipment or software that may be capitalized.

Commercial Paper – an alternative to bank line for stronger rated borrowers, commercial paper is short-term promissory notes issued on the open market as an obligation of the borrower. The maturity of commercial paper is less than 270 days, and for most universities, the average maturity of all paper is between 30-50 days. Registration and disclosure for commercial paper is significantly less than traditional university bonds.

Derivative Products – generally referred to transactions which are an exchange of specified cash flows for a period of time. The most common types of derivatives are floating-rate-to-fixed-rate or fixed-rate-to-floating-rate swaps.

GAAP – refers to Generally Accepted Accounting Principles.

Leverage – long-term debt as a component of the total assets of the University. “High leverage” indicates an institution that has a considerable portion of its assets that are debt financed.



UNIVERSITY OF VERMONT**STATEMENT OF INVESTMENT POLICIES AND OBJECTIVES****I. INTRODUCTION**

This statement is issued by the Investment Subcommittee (the “ISC”) of the Board of Trustees of the University of Vermont (the “Board”). The ISC was established by the Board and the Budget, Finance and Investment Committee in late 2006 and charged with oversight of investment strategy and investment managers for the Long-Term Investment Pool, including the Endowment Fund, collectively called the “Fund”, of the University. The policy statement will be reviewed annually and modified by the ISC as conditions warrant.

II. FIDUCIARY STANDARDS

The Board, the ISC, the Treasurer and finance staff, and any third-parties (e.g., investment managers) retained to advise the Board, the ISC, the Treasurer and/or finance staff as to investment strategy and management (any and all of whom may be referred to as “Responsible Parties”) shall exercise their responsibilities with respect to the Fund’s assets in compliance with the requirements of the Uniform Prudent Management of Institutional Funds Act (“UPMIFA”), enacted in the state of Vermont in 2009. In accordance with UPMIFA, key facets of the Responsible Parties’ roles include:

- Acting in good faith, with the care an ordinarily prudent person would exercise;
- Incurring only reasonable costs in investing and managing charitable funds;
- Making decisions about each asset in the context of the portfolio of investments, as part of an overall investment strategy;
- Diversifying investments, unless due to special circumstances, the purposes of the Fund are better served without diversification;
- Disposing of unsuitable assets; and
- In general, developing an investment strategy appropriate for the Fund and the University.

III. RESPONSIBILITIES of INVESTMENT SUBCOMMITTEE

Responsibilities and goals of the ISC include:

- Ensuring that current and future spending requirements are supported while also preserving the real purchasing power of the Fund;
- Achieving an optimum level of return within appropriate risk tolerances;
- Developing a sound and consistent investment policy including asset allocation, diversification and rebalancing guidelines;

- Selecting and maintaining qualified investment managers and advisors;
- Monitoring and evaluating results to ensure that policy guidelines are being adhered to and that policy objectives are being met; and
- Taking action under appropriate circumstances to discharge an investment manager or advisor for failing to perform in terms of stated expectations.

The ISC is authorized to delegate certain responsibilities to staff to assist in properly meeting the overall responsibilities as outlined above.

IV. CONFLICT OF INTEREST POLICY

In addition to the responsibilities set forth in the Board of Trustees' Conflicts of Interest policy, it is the responsibility of the ISC members to disclose to the ISC Chair any situation in which there may be reasonably construed to be a perceived or actual conflict of interest. The ISC Chair will work with the members to determine an appropriate response.

The ISC will generally not consider investments in funds directly managed by a member of the ISC. In addition, a member of the ISC employed by an investment or other firm that provides services to the Fund will recuse him/herself from all discussions and votes on existing or potential investments or other services managed or provided by that firm. The ISC recognizes, however, that certain exceptions to this policy may be appropriate. Such exceptions will be made only upon a majority vote of the disinterested members of the ISC.

In the event that the ISC is considering an investment in an access-constrained investment opportunity, any ISC member wishing to invest for his/her own benefit in such an opportunity shall notify the ISC Chair in writing.

V. MORAL, SOCIAL AND ETHICAL CONSIDERATIONS IN INVESTMENT STRATEGY

The University Statement of Investment Policies and Objectives requires the Board, the Investment Subcommittee (ISC) of the Board Budget, Finance and Investment Committee, the Treasurer, and third parties such as investment managers, to exercise their responsibilities with respect to the Long-Term Investment Pool, including Endowment Fund assets, in compliance with the requirements of the Uniform Prudent Management of Institutional Funds Act ("UPMIFA").

In accordance with UPMIFA, key facets of the Responsible Parties' roles, as paraphrased below, include:

- **Acting in good faith, with the care an ordinarily prudent person would exercise;**
- **Incurring only reasonable costs in investing and managing charitable funds;**
- **Making decisions about each asset in the context of the portfolio of investments, as part of an overall investment strategy;**

- **Diversifying investments, unless due to special circumstances, the purposes of the Fund are better served without diversification;**
- **Disposing of unsuitable assets.**

Achieving the Financial and Investment Objectives of the Fund is essential to provide resources to fulfill the institutional mission of the University. The core responsibility of the ISC is to achieve the Financial and Investment Objectives of the fund in a manner consistent with the requirements of UPMIFA and prudent fiduciary practices.

The primary objective of achieving the Financial and Investment Objectives of the Fund does not preclude consideration of moral, ethical and social criteria in selecting investments or participating in shareholder resolutions that address moral, ethical or social issues. However, the core responsibility of the Board is to steward University assets in a manner consistent with prudent fiduciary practices.

[Restrictions on the portfolio made via Board of Trustee resolutions, such as the Resolution on Socially Responsible Investing, may be found on the University of Vermont website \(https://www.uvm.edu/trustees/resolutions\).](https://www.uvm.edu/trustees/resolutions)

VI. FINANCIAL & INVESTMENT OBJECTIVES

The overall financial objective of the Fund is to provide a stable and consistent level of ongoing support for the University's programs through a reasoned spending policy consistent with preserving and enhancing the real (i.e., inflation-adjusted) purchasing power of the Fund over time.

The primary long-term investment objective of the Fund is to attain a real total return¹ (net of investment management fees) that exceeds the amount being distributed for spending and administration, currently set at 4.75%. This will be measured over the long term, capturing a full market cycle, as it is unlikely that the Fund's return will meet or exceed the spending rate in each individual year. Other important investment objectives are to achieve annualized returns in excess of the strategic policy portfolio blended benchmark (defined herein), measured over a full market cycle; and to outperform the median return of a pool of endowment funds of similar size with broadly similar investment objectives and policies.

VII. ASSET ALLOCATION

The policy portfolio for the Fund is a target or "normal" set of investments, based on long-term return, risk and correlation assumptions that balance the organization's need for liquidity, preservation of purchasing power, and risk tolerance. ~~Certain investments are made for capital appreciation and return enhancement: global equities, long/short hedge funds, venture capital and private equity; some are made to protect against unanticipated inflation: real estate, energy, timber, commodities, TIPS; and some are made to protect against deflationary periods and to reduce~~

¹ Real total return is the sum of realized and unrealized capital appreciation (or loss) and current income in the form of dividends and interest, adjusted for inflation as measured by the Consumer Price Index.

~~volatility: primarily, high quality intermediate bonds for the former and absolute return hedge funds for the latter.~~ The ISC, with input and assistance from staff and external advisors, shall periodically examine the policy portfolio targets and consider adjustments to the asset allocation as may be appropriate (for example, due to a material change in the capital market assumptions). Changes to the policy portfolio targets will be reviewed and approved by the ISC and presented to the Budget, Finance and Investment Committee and the Board, as necessary.

In addition to being diversified across asset classes, the Fund will be diversified within each asset class. This will provide reasonable assurance that the performance of any single security, issuer or class of securities, or active manager will not have a disproportionate impact on the total Fund performance.

The most current asset allocation / strategic policy portfolio for the Fund is attached as **Appendix A**.

VIII. REBALANCING

The Fund's actual asset allocation will be monitored monthly and reviewed by the ISC at its regular meetings relative to established policy portfolio targets and allowable ranges. Adjustments may be constrained by practical limits with respect to liquidity and transaction costs, but rebalancing efforts will be made as practicable. Cash flow in or out of the Fund may create an opportunity to shift the allocation closer toward policy targets. The ISC may at times authorize investments in new or developing asset classes that are not part of the strategic policy portfolio at the time of their adoption, with the intention of revising the policy portfolio shortly thereafter.

IX. PERFORMANCE EVALUATION, BENCHMARKS, and ASSET CLASS CHARACTERISTICS

The performance objectives for the total Fund, each asset class and each manager are outlined below, with the purpose of establishing specific parameters for regular and ongoing review. While performance is measured over both short- and long-term periods, the focus and emphasis of performance evaluation is on longer time periods as represented by a full market cycle.

Overall Fund

There are a number of different benchmarks for assessing performance at the overall Fund level:

Undiversified Benchmark – this simple market benchmark helps the ISC evaluate the value added from a sophisticated investment program versus a portfolio that could be easily replicated through investment in index funds.

Target Benchmark – this custom benchmark compares the total return of the Fund to a blended benchmark based on applying the target policy weights of each underlying asset class to the performance of the asset class benchmarks. The individual asset class benchmarks are discussed in the next section.

Current Allocation Benchmark – this benchmark is composed of the current allocations for each of the underlying composite asset classes weighted against the corresponding returns of their respective benchmarks.

Cambridge Associates’ Universe of Endowment Pool Returns – a universe of over 300 institutions, a broad peer universe against which the ISC compares the Fund’s return. In addition to this broad comparison, the ISC may also compare the Fund’s results to various subsets of this broad universe, which include institutions of similar size and with similar characteristics.

Asset Classes & Managers

Each manager will be expected to outperform (net of fees) a benchmark that is appropriate based on the asset class and style of the manager, over a full market cycle. Performance results will be reviewed with the ISC at its regular meetings and in an interim period when there is a major event (personnel change, for example) at the firm. The manager will be evaluated on long-term performance so that shorter-term failure to meet the benchmark target returns is not an automatic basis for manager termination.

Due to the broad nature of the asset classes and the unique style of managers, it is important to note that the specific benchmark of the individual manager may not necessarily be the same as the benchmark for the particular asset class composite as defined below. For example, the ~~Total U.S. Public Global~~ Equity benchmark is ~~the S&P 500~~ MSCI ACWI but ~~US equity small-cap~~ managers, for example, will be compared to ~~the an~~ appropriate ~~small-cap~~ ~~US equity~~ benchmarks.

| +Asset Class | Market Index Used in Target Benchmark ² | Underlying Investments |
|-------------------------|---|--|
| Public Global Equity | MSCI ACWI | Portfolios are expected to focus on public global, US, international developed, and/or emerging markets. |
| Marketable Alternatives | Hedge Fund Research Inc. (HFRI) Fund of Funds Composite Index | Investment mandates may include: multi-strategy arbitrage, event arbitrage, distressed securities, credit/capital structure arbitrage and long/short equity investments in global markets. |
| Private Investments | Weighted Benchmark composed of C/A medians as follows: Private Equity -40% Venture Capital -30% Real Estate 20% Natural Resources -10% | This asset class includes private investment strategies of all types, including but not limited to buyouts, venture capital, secondaries, distressed, real estate, private energy, and similar strategies. Market values |

² Indices used in Target Benchmark are effective as of May 18, 2019.

| | | |
|--------------------|---|--|
| | <u>MSCI ACWI, lagged</u> | and return information is lagged by one quarter, <u>or more</u> , as the underlying investments are not readily valued at the close of the latest quarter. |
| Public Real Assets | Dynamic benchmark that reflects each underlying investment's individual benchmark and their respective weight within the Real Assets allocation. (The Dynamic benchmark will evolve as asset types are added or removed from the portfolio and as the allocation changes over time.) | Holdings may include natural resource-related equity securities, MLPs, diversified commodities, US issued TIPS and other, similar public investment strategies. |
| Fixed Income | Bloomberg Barclays Aggregate Bond Index | Holdings may consist of U.S. Treasury bonds, mortgages, and corporate credit investments. |

Individual manager accounts will be monitored for consistency of each manager's investment philosophy and process, return relative to objectives, investment risk as measured by asset concentrations, exposure to extreme economic conditions, and market volatility. In the broadest sense, the monitoring process is intended to confirm that the reasons the manager was initially retained still hold true.

X. MANAGER GUIDELINES

Investment managers will be hired for a specific skill set, and the resulting investments will be made either through separately managed accounts or pooled vehicles. Each manager of a separate account will adhere to the firm's stated philosophy and investment strategy. Where investments are in commingled funds, mutual funds, off-shore funds or limited partnerships, the permissible investments are governed by the appropriate fund prospectus or offering memorandum. Some of these products permit the use of derivatives for certain investment strategies and in instances where a manager has demonstrated skill in effectively utilizing these instruments. For example, they may be used in reducing risk or replacing positions to gain flexibility and efficiency.

I. MANAGER REPORTING

Each investment manager of marketable assets will provide monthly portfolio valuations and total return net of all commissions and fees. On a quarterly basis, managers will report current holdings at market value, and purchases and sales for the quarter. Traditional marketable managers with whom UVM is invested through a separate account may be required to reconcile records of holdings, transactions, and dividend/interest income with the Fund's custodian on a periodic basis. Specialty managers (who manage hedge funds and non-marketable partnerships) will report on portfolio details with as much transparency as possible. Each of these managers will provide

annually their most recent audited financial statements, which include the basis of accounting and the auditor's opinion. In addition, each specialty manager will disclose its respective valuation policies and procedures on an annual basis.

Regular communication from all managers concerning investment strategy and outlook is expected. The ISC will regularly review a Watch List that is maintained to highlight managers' relative performance when it is outside the normal range or expected returns, new organizational issues, and/or any significant changes in strategy that raise concerns. Additionally, managers are required to inform the University of Vermont of any significant change in firm ownership, organizational structure, professional personnel, or fundamental investment philosophy. Managers will also send a copy of their form ADV to the University at least annually.

II. PROXY VOTING GUIDELINES

University of Vermont's Endowment Accountant votes the shareholder proxies.

III. GUIDELINES FOR TRANSACTIONS

As a general guideline that should apply to all assets managed, transactions should be entered into on the basis of best execution, which is interpreted normally to mean best realized price.

Adopted by the Board of Trustees on February 5, 2011, to replace the former "Statement of Investment Objectives and Policies," as revised most recently on November 11, 2006.

Approved as revised by the Board of Trustees: February 9, 2013

Approved as revised by the Board of Trustees: February 8, 2014

Approved as revised by the Board of Trustees: February 6, 2016

Approved as revised by the Board of Trustees: February 3, 2017

Approved as revised by the Board of Trustees: May 19, 2018

Approved as revised by the Board of Trustees: October 27, 2018

Approved as revised by the Board of Trustees: May 18, 2019

Reaffirmed by the Board of Trustees: May 15, 2020

Approved as revised by the Board of Trustees:

ASSET ALLOCATION POLICY TARGETS

December 2020

| Asset Class | Target (%) | Allowable Range (%) |
|-------------------------------|----------------|---------------------------|
| Public Global Equity | 45.0 | 30-65 |
| Marketable Alternatives | 10.0 | 5-15 |
| Private Investments | 35.0 | 15-45 |
| Public Real Assets | 0.0 | 0-10 |
| Fixed Income | 10.0 | 5-25 |
| Cash & Cash Equivalents | 0.0 | 0-5 |

Appendix A Targets last revised by Investment Subcommittee: December 16, 2020



Richard H. Cate

Vice President for Finance and Administration

May 29, 2021

To: Members of the UVM Board of Trustees Budget, Finance, and Investment Committee
From: Richard H. Cate, Vice President for Finance and Administration
Subject: FY 2022 Budget Proposal for Approval June 4th

FY 2022 Budget Assumptions and Proposed Tuition Rate

The attached budget summary describes the administration's proposal for the FY 2022 General Fund budget. The Vice President for Finance and Administration and the University Budget Director will review it in detail with the BFI Committee at its June 4th meeting. Please note that the FY 2022 budget proposal is being compared to the FY 2020 adopted budget, rather than that of FY 2021 (**appendix A**). We took this approach because, as you will recall, the FY 2021 budget included a significant reduction in projected revenue and associated expenditure reductions, due to the pandemic. Although revenues did decline from those of FY 2020, they did not do so to the degree that was projected in the budget. By comparing the FY 2022 proposal to FY 2020, we are providing you with a more relevant comparison. The key assumptions underlying this budget proposal include the same tuition rate for the third year in a row (approved in February 2021), a \$60 reduction in the Comprehensive fee, salary and wage increases as per recently approved union contracts, and a 1% salary increase for non-represented employees.

The total operating budget (**appendix B**) is slated to be \$719.3M, with the general fund representing about 53% of that amount and the remainder split between restricted funds (27%) and income/expense activities (20%). Restricted funds are comprised primarily of grants, contracts, endowment spending, and major income/expense activities include such activities as Residential Life (room and board fees) and the UVM Bookstore.

As noted in the General Fund Budget summary sheet (**appendix C**), based on current deposit information, we are projecting a 1.9% increase in undergraduate enrollment (201 students) in the coming year, comprised of a slight decline in Vermont students and a modest increase in out-of-state students. The number of high school graduates in Vermont has been declining for several years and this has affected our enrollment of Vermonters. The combination of a slight increase in the number of students and a 14% increase in financial aid is projected to result in a 4.2% reduction in undergraduate net tuition revenue over the two-year period since FY 2020. Enrollment is projected to increase in graduate (19%), medical (3%), and summer (15%) programs, while non-degree enrollment is expected to decline 13%. Overall, this will result in a modest increase in net tuition for these programs combined. The state appropriation for FY 2022 has been finalized and will again be level funded. Meanwhile, we anticipate a 3.3% increase in cost reimbursement (F&A) due to increased grant activity. Cost recovery from our internal activities is expected to decline 15.4% because of some of the lingering effects of the pandemic, and unrestricted annual giving will likely continue to decline as donors opt for giving for specific activities.

Salaries, wages, and benefits represent nearly 70% of general fund expenses, and due to a number of cost containment strategies, are expected to rise only 0.5% over the two-year period. Operating budgets have been reduced 1.6% and, as a result of negotiations with providers of electronic journals and databases, the cost of Library acquisitions will decline 18.6%. The utilities budget was reduced due to continued energy efficiency improvements; however, after unit budgets had been finalized, we were informed of a significant upcoming increase in the rate for our electricity. We have identified other funds to cover this additional cost but expect that the total cost may exceed the amount budgeted for utilities in FY 2022. We reduced the allocation for deferred maintenance in FY 2021 and have left it at this lower level for FY 2022. Because this need grows every year, we hope to increase this budget in future years. Both insurance premiums and water rates have increased such that this category of expense has increased over 40% (primarily due to insurance rates) during the two-year period. Lastly, as you know, we decreased the general fund contribution to the Foundation in FY 2021, and that amount will be level funded in FY 2022.

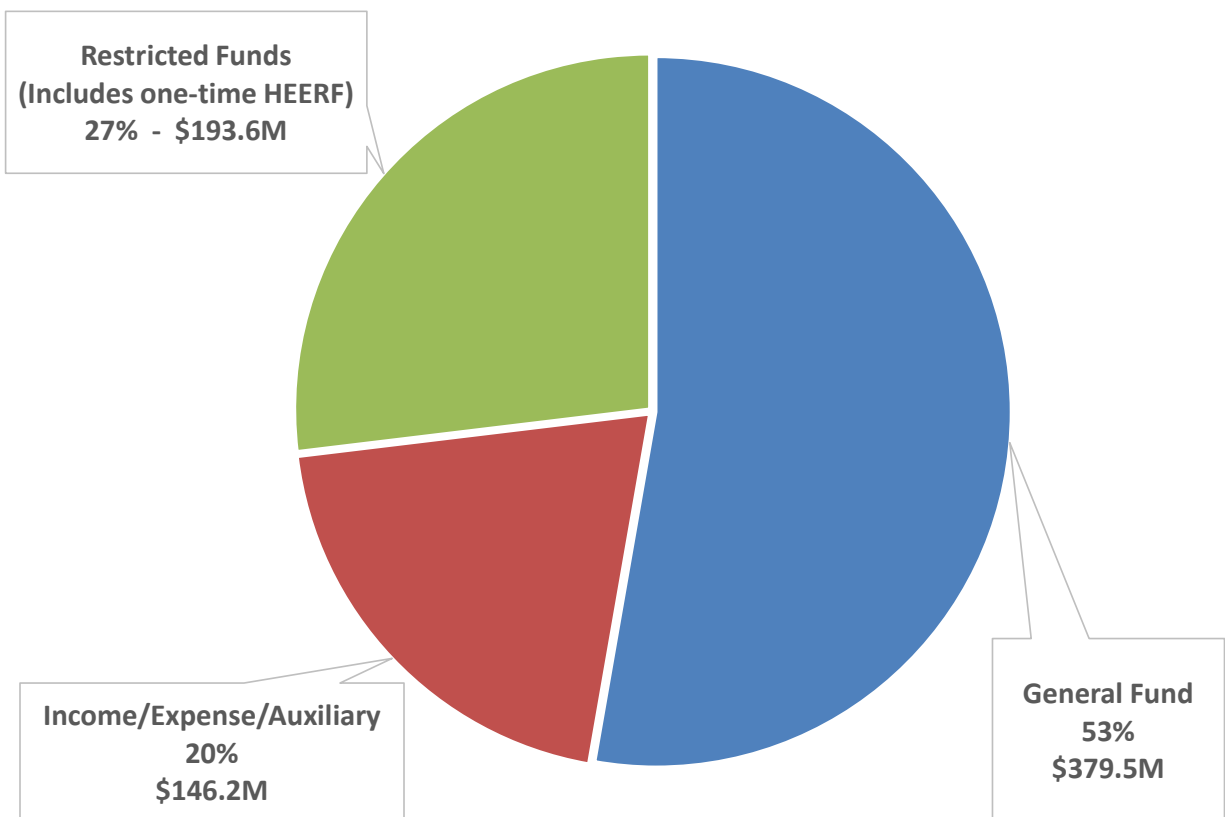
All of this results in a 1.7% reduction in revenue and 0.7% reduction in expenses over the two-year period. Thus, there will be a net deficit in FY 2022 of \$3.8M, which academic units will cover with reserves in FY 2022. The three academic units projecting deficits in the coming year have plans in place to balance their FY 23 budgets. While the majority of the deficit is a result of operations of the College of Arts and Sciences (\$3.6M), The College of Education and Social Services and the College of Nursing and Health Sciences are also projecting deficits, \$572K and \$206K respectively. The one unit with a projected net gain of \$567K is the College of Engineering and Mathematical Sciences. The remaining units have balanced budgets.

The bottom line is an overall plan for a balanced budget with level-funded tuition (third year) and slight reduction in Comprehensive fees.

THE UNIVERSITY OF VERMONT
TOTAL PROJECTED OPERATING BUDGET
FY 2020 AND FY 2022
(In Thousand \$s)

| | FY 2022 PROJECTED BUDGET | Adopted FY 2020 BUDGET | % CHG FROM FY 2020 BUDGET |
|---|--------------------------------|------------------------------|---------------------------------|
| REVENUE | | | |
| GENERAL FUND | | | |
| State Appropriations | \$ 42,509 | \$ 42,509 | 0.0% |
| Net Tuition | \$ 275,875 | \$ 283,247 | -2.6% |
| Sponsored Facilities & Administration Cost Reimbursement | \$ 30,803 | \$ 29,828 | 3.3% |
| Other Income | \$ 26,585 | \$ 26,707 | -0.5% |
| Subtotal, General Fund | <u>\$ 375,772</u> | <u>\$ 382,291</u> | <u>-1.7%</u> |
| INCOME/EXPENSE ACTIVITIES | \$ 146,249 | \$ 146,077 | 0.1% |
| Subtotal, Unrestricted Funds | <u>\$ 522,021</u> | <u>\$ 528,368</u> | <u>-1.2%</u> |
| RESTRICTED FUNDS | \$ 193,574 | \$ 174,385 | 11.0% |
| Total Restricted and Unrestricted Revenue | <u>\$ 715,595</u> | <u>\$ 702,753</u> | <u>1.8%</u> |
| EXPENSE | | | |
| GENERAL FUND | | | |
| | \$ 379,560 | \$ 382,291 | -0.7% |
| INCOME/EXPENSE ACTIVITIES | \$ 146,249 | \$ 146,077 | 0.1% |
| Subtotal, Unrestricted Funds | <u>\$ 525,809</u> | <u>\$ 528,368</u> | <u>-0.5%</u> |
| RESTRICTED FUNDS | \$ 193,574 | \$ 174,385 | 11.0% |
| Total Restricted and Unrestricted Expense | <u>\$ 719,383</u> | <u>\$ 702,753</u> | <u>2.4%</u> |
| USE OF NET ASSETS | <u>\$ 3,787</u> | <u>\$ -</u> | |

**The University of Vermont Operating Budget
\$719.3M**



| UVM FY 2022 GENERAL FUND BUDGET | | FY 2020 | FY20 to FY22 | |
|--|-------------------|-------------------|--|-----------------|
| | FY 2022 Budget | FY 2020 Budget | Budget to Budget \$ Change % Change | |
| In-State Students | 2,821 | 2,855 | (34) | -1.2% |
| Out-of-State Students | 7,805 | 7,570 | 235 | 3.1% |
| | 10,626 | 10,425 | 201 | 1.9% |
| In-State Tuition | \$16,392 | \$16,392 | \$0 | 0.0% |
| Out-of-State Tuition | \$41,280 | \$41,280 | \$0 | 0.0% |
| *In Thousands | | FY 2020 | Budget to Budget | |
| REVENUE | Budget* | Budget* | \$ Change | % Change |
| Undergrad In-state Tuition | 45,030 | 45,329 | (299) | -0.7% |
| Undergrad Out-of-state Tuition | 318,329 | 310,160 | 8,169 | 2.6% |
| Less: Student Aid-EM | (143,428) | (125,690) | (17,738) | 14.1% |
| Less: Student Aid-Central Managed | (17,332) | (17,886) | 555 | -3.1% |
| Student Aid from Restricted Gifts/Endowments | 4,700 | 4,500 | 200 | 4.4% |
| Net Undergrad Tuition | 207,300 | 216,413 | (9,113) | -4.2% |
| Graduate In-state Tuition | 9,904 | 9,547 | 358 | 3.7% |
| Graduate Out-of-state Tuition | 28,223 | 27,085 | 1,138 | 4.2% |
| Less: Student Aid | (14,958) | (14,175) | (783) | 5.5% |
| Net Graduate Tuition (Fall/Spring/Summer) | 23,169 | 22,457 | 712 | 3.2% |
| Non-Degree In-state Tuition | 2,781 | 3,460 | (679) | -19.6% |
| Non-Degree Out-of-state Tuition | 2,677 | 2,662 | 16 | 0.6% |
| Less: Student Aid | (542) | (542) | (0) | 0.1% |
| Net Non-Degree Tuition | 4,917 | 5,580 | (664) | -11.9% |
| Summer In-state Tuition | 2,752 | 2,856 | (104) | -3.6% |
| Summer Out-of-state Tuition | 9,714 | 8,709 | 1,005 | 11.5% |
| Less: Student Aid | (120) | (61) | (60) | 98.5% |
| Net Summer Tuition (UG, ND) | 12,345 | 11,504 | 841 | 7.3% |
| Medical Tuition | 28,144 | 27,293 | 851 | 3.1% |
| State Appropriation | 42,509 | 42,509 | - | 0.0% |
| Facilities & Admin Cost Reimbursement | 30,803 | 29,828 | 975 | 3.3% |
| Internal Activities Cost Recovery | 4,467 | 5,282 | (815) | -15.4% |
| Operating Investment Income | 3,400 | 3,300 | 100 | 3.0% |
| Unrestricted Endowment | 1,850 | 1,745 | 105 | 6.0% |
| Unrestricted Annual Giving | 800 | 1,000 | (200) | -20.0% |
| Other Income | 16,068 | 15,380 | 688 | 4.5% |
| Total Revenue | 375,773 | 382,291 | (6,519) | -1.7% |
| EXPENSE | | | | |
| Salaries & Wages/Benefits/Start-ups/Stipends | 260,310 | 259,102 | 1,208 | 0.5% |
| Unit Operating Budgets | 57,639 | 58,576 | (938) | -1.6% |
| Library Acquisitions | 6,070 | 7,457 | (1,387) | -18.6% |
| Utilities (Electricity/Gas/Oil/Propane) | 9,598 | 10,577 | (979) | -9.3% |
| Physical Plant Operating (non-personnel) | 5,594 | 5,505 | 89 | 1.6% |
| Deferred Maintenance | 5,040 | 6,140 | (1,100) | -17.9% |
| Facilities Renewal | 3,428 | 3,286 | 142 | 4.3% |
| Insurance, Water/Sewage | 3,889 | 2,761 | 1,128 | 40.9% |
| General Fund Contribution to Debt Repayment | 22,069 | 20,562 | 1,506 | 7.3% |
| General Fund Support for UVM Foundation | 5,925 | 8,325 | (2,400) | -28.8% |
| Total Expense | 379,560 | 382,291 | (2,731) | -0.7% |
| Revenue less Expense | (3,787) | | | |
| Academic use of 1-Time Reserves | 4,354 | | | |
| Ending Fund Balance | 567 | | | |

BUDGET, FINANCE & INVESTMENT COMMITTEE

June 4, 2021

Resolution approving fiscal year 2022 budget planning assumptions: general fund

BE IT RESOLVED, that the Board of Trustees hereby approves the budget planning assumptions for fiscal year 2022, which lead to a general fund operating expense budget for the University of \$379,560,000, and hereby authorizes the President to proceed with detailed budget preparation in accordance with these assumptions.

Resolution reaffirming the Investment of Endowment Cash Policy

WHEREAS, on May 18, 2019, the Board of Trustees adopted the *Investment of Endowment Cash Policy* as follows:

BE IT RESOLVED, that the Vice President for Finance and Treasurer be authorized to invest and withdraw Endowment cash in a money market or a short-term bond fund to maximize investment return and meet Endowment needs; and

WHEREAS, since its creation, the Investment Subcommittee has been charged with review of the policy, which it most recently reaffirmed on March 17, 2021;

BE IT RESOLVED, that the Budget, Finance & Investment Committee hereby recommends that the Board of Trustees reaffirms the Investment of Endowment Cash Policy.

Adopted by: Board of Trustees – May 18, 2019

Reaffirmed by: Board of Trustees – May 15, 2020

Board of Trustees –

Resolution approving revision to the Statement of Investment Policies and Objectives

WHEREAS, in February 2011, the Board adopted a Statement of Investment Policies and Objectives to govern the investment of UVM's Long-Term Investment Pool, including the Endowment Fund; and

WHEREAS, the Investment Subcommittee is charged with an annual review of the Statement of Investment Policies and Objectives; and

WHEREAS, on April 21, 2021, the Investment Subcommittee endorsed a proposed amendment to the Statement of Investment Policies and Objectives for referral to the Budget, Finance & Investment Committee;

BE IT RESOLVED, that the Budget, Finance & Investment Committee hereby recommends the Board of Trustees adopt the amended Statement of Investment Policies and Objectives, appearing as Appendix A to this document.

Resolution approving appointment of Investment Subcommittee advisor

BE IT RESOLVED, that the Board of Trustees approves the appointment of Steven Grossman as advisor to the Investment Subcommittee, for a one-year period commencing June 1, 2021, subject to the terms and conditions reported on this date.

Resolution approving contract extension with Cambridge Associates, LLC

BE IT RESOLVED, that the Vice President for Finance and Administration, or his successor or designee, is hereby authorized to execute a contract extension with Cambridge Associates, LLC for the purpose of providing investment advisory services for a period of July 1, 2021 through September 30, 2021 for a flat fee of \$168,750 plus expenses.

UNIVERSITY OF VERMONT**STATEMENT OF INVESTMENT POLICIES AND OBJECTIVES****I. INTRODUCTION**

This statement is issued by the Investment Subcommittee (the “ISC”) of the Board of Trustees of the University of Vermont (the “Board”). The ISC was established by the Board and the Budget, Finance and Investment Committee in late 2006 and charged with oversight of investment strategy and investment managers for the Long-Term Investment Pool, including the Endowment Fund, collectively called the “Fund”, of the University. The policy statement will be reviewed annually and modified by the ISC as conditions warrant.

II. FIDUCIARY STANDARDS

The Board, the ISC, the Treasurer and finance staff, and any third-parties (e.g., investment managers) retained to advise the Board, the ISC, the Treasurer and/or finance staff as to investment strategy and management (any and all of whom may be referred to as “Responsible Parties”) shall exercise their responsibilities with respect to the Fund’s assets in compliance with the requirements of the Uniform Prudent Management of Institutional Funds Act (“UPMIFA”), enacted in the state of Vermont in 2009. In accordance with UPMIFA, key facets of the Responsible Parties’ roles include:

- Acting in good faith, with the care an ordinarily prudent person would exercise;
- Incurring only reasonable costs in investing and managing charitable funds;
- Making decisions about each asset in the context of the portfolio of investments, as part of an overall investment strategy;
- Diversifying investments, unless due to special circumstances, the purposes of the Fund are better served without diversification;
- Disposing of unsuitable assets; and
- In general, developing an investment strategy appropriate for the Fund and the University.

III. RESPONSIBILITIES of INVESTMENT SUBCOMMITTEE

Responsibilities and goals of the ISC include:

- Ensuring that current and future spending requirements are supported while also preserving the real purchasing power of the Fund;
- Achieving an optimum level of return within appropriate risk tolerances;
- Developing a sound and consistent investment policy including asset allocation, diversification and rebalancing guidelines;

- Selecting and maintaining qualified investment managers and advisors;
- Monitoring and evaluating results to ensure that policy guidelines are being adhered to and that policy objectives are being met; and
- Taking action under appropriate circumstances to discharge an investment manager or advisor for failing to perform in terms of stated expectations.

The ISC is authorized to delegate certain responsibilities to staff to assist in properly meeting the overall responsibilities as outlined above.

IV. CONFLICT OF INTEREST POLICY

In addition to the responsibilities set forth in the Board of Trustees' Conflicts of Interest policy, it is the responsibility of the ISC members to disclose to the ISC Chair any situation in which there may be reasonably construed to be a perceived or actual conflict of interest. The ISC Chair will work with the members to determine an appropriate response.

The ISC will generally not consider investments in funds directly managed by a member of the ISC. In addition, a member of the ISC employed by an investment or other firm that provides services to the Fund will recuse him/herself from all discussions and votes on existing or potential investments or other services managed or provided by that firm. The ISC recognizes, however, that certain exceptions to this policy may be appropriate. Such exceptions will be made only upon a majority vote of the disinterested members of the ISC.

In the event that the ISC is considering an investment in an access-constrained investment opportunity, any ISC member wishing to invest for his/her own benefit in such an opportunity shall notify the ISC Chair in writing.

V. MORAL, SOCIAL AND ETHICAL CONSIDERATIONS IN INVESTMENT STRATEGY

The University Statement of Investment Policies and Objectives requires the Board, the Investment Subcommittee (ISC) of the Board Budget, Finance and Investment Committee, the Treasurer, and third parties such as investment managers, to exercise their responsibilities with respect to the Long-Term Investment Pool, including Endowment Fund assets, in compliance with the requirements of the Uniform Prudent Management of Institutional Funds Act ("UPMIFA").

In accordance with UPMIFA, key facets of the Responsible Parties' roles, as paraphrased below, include:

- **Acting in good faith, with the care an ordinarily prudent person would exercise;**
- **Incurring only reasonable costs in investing and managing charitable funds;**
- **Making decisions about each asset in the context of the portfolio of investments, as part of an overall investment strategy;**

- **Diversifying investments, unless due to special circumstances, the purposes of the Fund are better served without diversification;**
- **Disposing of unsuitable assets.**

Achieving the Financial and Investment Objectives of the Fund is essential to provide resources to fulfill the institutional mission of the University. The core responsibility of the ISC is to achieve the Financial and Investment Objectives of the fund in a manner consistent with the requirements of UPMIFA and prudent fiduciary practices.

The primary objective of achieving the Financial and Investment Objectives of the Fund does not preclude consideration of moral, ethical and social criteria in selecting investments or participating in shareholder resolutions that address moral, ethical or social issues. However, the core responsibility of the Board is to steward University assets in a manner consistent with prudent fiduciary practices.

Restrictions on the portfolio made via Board of Trustee resolutions, such as the Resolution on Socially Responsible Investing, may be found on the University of Vermont website (<https://www.uvm.edu/trustees/resolutions>).

VI. FINANCIAL & INVESTMENT OBJECTIVES

The overall financial objective of the Fund is to provide a stable and consistent level of ongoing support for the University's programs through a reasoned spending policy consistent with preserving and enhancing the real (i.e., inflation-adjusted) purchasing power of the Fund over time.

The primary long-term investment objective of the Fund is to attain a real total return¹ (net of investment management fees) that exceeds the amount being distributed for spending and administration, currently set at 4.75%. This will be measured over the long term, capturing a full market cycle, as it is unlikely that the Fund's return will meet or exceed the spending rate in each individual year. Other important investment objectives are to achieve annualized returns in excess of the strategic policy portfolio blended benchmark (defined herein), measured over a full market cycle; and to outperform the median return of a pool of endowment funds of similar size with broadly similar investment objectives and policies.

VII. ASSET ALLOCATION

The policy portfolio for the Fund is a target or "normal" set of investments, based on long-term return, risk and correlation assumptions that balance the organization's need for liquidity, preservation of purchasing power, and risk tolerance. The ISC, with input and assistance from staff and external advisors, shall periodically examine the policy portfolio targets and consider adjustments to the asset allocation as may be appropriate (for example, due to a material change in the capital

¹ Real total return is the sum of realized and unrealized capital appreciation (or loss) and current income in the form of dividends and interest, adjusted for inflation as measured by the Consumer Price Index.

market assumptions). Changes to the policy portfolio targets will be reviewed and approved by the ISC and presented to the Budget, Finance and Investment Committee and the Board, as necessary.

In addition to being diversified across asset classes, the Fund will be diversified within each asset class. This will provide reasonable assurance that the performance of any single security, issuer or class of securities, or active manager will not have a disproportionate impact on the total Fund performance.

The most current asset allocation / strategic policy portfolio for the Fund is attached as **Appendix A**.

VIII. REBALANCING

The Fund's actual asset allocation will be monitored monthly and reviewed by the ISC at its regular meetings relative to established policy portfolio targets and allowable ranges. Adjustments may be constrained by practical limits with respect to liquidity and transaction costs, but rebalancing efforts will be made as practicable. Cash flow in or out of the Fund may create an opportunity to shift the allocation closer toward policy targets. The ISC may at times authorize investments in new or developing asset classes that are not part of the strategic policy portfolio at the time of their adoption, with the intention of revising the policy portfolio shortly thereafter.

IX. PERFORMANCE EVALUATION, BENCHMARKS, and ASSET CLASS CHARACTERISTICS

The performance objectives for the total Fund, each asset class and each manager are outlined below, with the purpose of establishing specific parameters for regular and ongoing review. While performance is measured over both short- and long-term periods, the focus and emphasis of performance evaluation is on longer time periods as represented by a full market cycle.

Overall Fund

There are a number of different benchmarks for assessing performance at the overall Fund level:

Undiversified Benchmark – this simple market benchmark helps the ISC evaluate the value added from a sophisticated investment program versus a portfolio that could be easily replicated through investment in index funds.

Target Benchmark – this custom benchmark compares the total return of the Fund to a blended benchmark based on applying the target policy weights of each underlying asset class to the performance of the asset class benchmarks. The individual asset class benchmarks are discussed in the next section.

Current Allocation Benchmark – this benchmark is composed of the current allocations for each of the underlying composite asset classes weighted against the corresponding returns of their respective benchmarks.

Cambridge Associates' Universe of Endowment Pool Returns – a universe of over 300 institutions, a broad peer universe against which the ISC compares the Fund's return. In addition to this broad comparison, the ISC may also compare the Fund's results to various subsets of this broad universe, which include institutions of similar size and with similar characteristics.

Asset Classes & Managers

Each manager will be expected to outperform (net of fees) a benchmark that is appropriate based on the asset class and style of the manager, over a full market cycle. Performance results will be reviewed with the ISC at its regular meetings and in an interim period when there is a major event (personnel change, for example) at the firm. The manager will be evaluated on long-term performance so that shorter-term failure to meet the benchmark target returns is not an automatic basis for manager termination.

Due to the broad nature of the asset classes and the unique style of managers, it is important to note that the specific benchmark of the individual manager may not necessarily be the same as the benchmark for the particular asset class composite as defined below. For example, the Public Global Equity benchmark is MSCI ACWI but US equity managers, for example, will be compared to an appropriate US equity benchmark.

| +Asset Class | Market Index Used in Target Benchmark² | Underlying Investments |
|-------------------------|---|---|
| Public Global Equity | MSCI ACWI | Portfolios are expected to focus on public global, US, international developed, and/or emerging markets. |
| Marketable Alternatives | Hedge Fund Research Inc. (HFRI) Fund of Funds Composite Index | Investment mandates may include: multi-strategy arbitrage, event arbitrage, distressed securities, credit/capital structure arbitrage and long/short equity investments in global markets. |
| Private Investments | MSCI ACWI, lagged | This asset class includes private investment strategies of all types, including but not limited to buyouts, venture capital, secondaries, distressed, real estate, private energy, and similar strategies. Market values and return information is lagged by one quarter, or more, as the underlying investments are not readily valued at the close of the latest quarter. |

² Indices used in Target Benchmark are effective as of May 18, 2019.

| | | |
|--------------|---|---|
| Fixed Income | Bloomberg Barclays Aggregate Bond Index | Holdings may consist of U.S. Treasury bonds, mortgages, and corporate credit investments. |
| <u>Cash</u> | <u>Self-benchmarked</u> | <u>Cash and cash equivalents</u> |

Individual manager accounts will be monitored for consistency of each manager’s investment philosophy and process, return relative to objectives, investment risk as measured by asset concentrations, exposure to extreme economic conditions, and market volatility. In the broadest sense, the monitoring process is intended to confirm that the reasons the manager was initially retained still hold true.

X. MANAGER GUIDELINES

Investment managers will be hired for a specific skill set, and the resulting investments will be made either through separately managed accounts or pooled vehicles. Each manager of a separate account will adhere to the firm’s stated philosophy and investment strategy. Where investments are in commingled funds, mutual funds, off-shore funds or limited partnerships, the permissible investments are governed by the appropriate fund prospectus or offering memorandum. Some of these products permit the use of derivatives for certain investment strategies and in instances where a manager has demonstrated skill in effectively utilizing these instruments. For example, they may be used in reducing risk or replacing positions to gain flexibility and efficiency.

I. MANAGER REPORTING

Each investment manager of marketable assets will provide monthly portfolio valuations and total return net of all commissions and fees. On a quarterly basis, managers will report current holdings at market value, and purchases and sales for the quarter. Traditional marketable managers with whom UVM is invested through a separate account may be required to reconcile records of holdings, transactions, and dividend/interest income with the Fund’s custodian on a periodic basis. Specialty managers (who manage hedge funds and non-marketable partnerships) will report on portfolio details with as much transparency as possible. Each of these managers will provide annually their most recent audited financial statements, which include the basis of accounting and the auditor’s opinion. In addition, each specialty manager will disclose its respective valuation policies and procedures on an annual basis.

Regular communication from all managers concerning investment strategy and outlook is expected. The ISC will regularly review a Watch List that is maintained to highlight managers’ relative performance when it is outside the normal range or expected returns, new organizational issues, and/or any significant changes in strategy that raise concerns. Additionally, managers are required to inform the University of Vermont of any significant change in firm ownership, organizational structure, professional personnel, or fundamental investment philosophy. Managers will also send a copy of their form ADV to the University at least annually.

II. PROXY VOTING GUIDELINES

University of Vermont's Endowment Accountant votes the shareholder proxies.

III. GUIDELINES FOR TRANSACTIONS

As a general guideline that should apply to all assets managed, transactions should be entered into on the basis of best execution, which is interpreted normally to mean best realized price.

Adopted by the Board of Trustees on February 5, 2011, to replace the former "Statement of Investment Objectives and Policies," as revised most recently on November 11, 2006.

Approved as revised by the Board of Trustees: February 9, 2013

Approved as revised by the Board of Trustees: February 8, 2014

Approved as revised by the Board of Trustees: February 6, 2016

Approved as revised by the Board of Trustees: February 3, 2017

Approved as revised by the Board of Trustees: May 19, 2018

Approved as revised by the Board of Trustees: October 27, 2018

Approved as revised by the Board of Trustees: May 18, 2019

Reaffirmed by the Board of Trustees: May 15, 2020

Approved as revised by the Board of Trustees: February 5, 2021

Approved as revised by the Board of Trustees:

ASSET ALLOCATION POLICY TARGETS*April 2021*

| Asset Class | Target (%) | Allowable Range (%) |
|-------------------------|------------|---------------------|
| Public Global Equity | 45.0 | 30-65 |
| Marketable Alternatives | 10.0 | 5-15 |
| Private Investments | 35.0 | 15-45 |
| Fixed Income | 8.0 | 5-25 |
| Cash & Cash Equivalents | 2.0 | 0-5 |

Appendix A Targets last revised by Investment Subcommittee: April 21, 2021



Vice President's Report
June 4, 2021

**Board of Trustees
Budget, Finance and Investment Committee**

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

The Vice President for Finance and Administration is required to annually provide updates on the following two accounts.

Capital project pre-funding account

Balance as of April 30, 2021 \$0.00
To be reviewed at the end of 5 years after implemented (May 2014)

Net tuition stabilization fund

There have been no withdrawals from or deposits into the fund this past year.

Authorized reserve May 16, 2014 \$4,500,000
Reserve balance as of April 30, 2021 \$4,500,000