

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

COMMITTEE OF THE WHOLE

Chair Ron Lumbra, Vice Chair Cynthia Barnhart, Secretary Johannah Donovan, John Bartholomew, Otto Berkes, Susan Brengle, Robert Brennan, Kevin Christie, Frank Cioffi, John Dineen, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kisha Kalra, Kenny Nguyen, Donald McCree, Carol Ode, Ed Pagano, Kristina Pisanelli, Lucy Rogers, Governor Phil Scott, Shap Smith, Catherine Toll, and Samuel Young

Friday, October 28, 2022

8:00 a.m. – 12:00 p.m.

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

AGENDA

	Item	Enclosure/ Exemption	Discussion Leader(s)	Time
	Call to order			*8:00 a.m.
1.	Approval of the May 20, 2022 meeting minutes	Attachment 1	Ron Lumbra	8:00-8:05
2.	Chair's report		Ron Lumbra	8:05-8:15
3.	President's report		Suresh Garimella	8:15-8:35
4.	Campus Plan update 2022-2032 • Resolution adopting the 2022 Campus Plan	Attachments 2 & 3	Lisa Kingsbury Claire Forbes	8:35-9:30
	Break			9:30-9:45
5.	On Campus Multipurpose Center update		Chris Nations Kevin Hurley David Blatchly	9:45-10:15
	Motion to enter into executive session**			
6.	Facilities discussion	Contracts	Chris Nations Kevin Hurley David Blatchly	10:15-11:45
	Motion to go out of executive session			
7.	Other business		Ron Lumbra	11:45-12:00
	Recess			12:00 p.m.

*Times are approximate. **The Chair will entertain a motion to enter into executive session for the purpose of discussing contracts. No action is anticipated following the session.

Saturday, October 29, 2022

8:00 a.m. – 8:30 a.m.

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

AGENDA

	Item	Enclosure/ Exemption	Discussion Leader(s)	Time
	Reconvene			*8:00 a.m.
	Motion to enter into executive session**			
8.	Annual Review Subcommittee report	Evaluation of a public officer	Ron Lumbr	8:00-8:25
	Motion to go out of executive session			
9.	Other business <ul style="list-style-type: none">• Resolution regarding FY 2022 presidential evaluation and compensation	Separate distribution	Ron Lumbr	8:25-8:30
	Motion to adjourn			8:30 a.m.

*Times are approximate.

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

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

A meeting of the Committee of the Whole of the University of Vermont and State Agricultural College Board of Trustees was held on Friday, May 20, 2022, at 8:15 a.m. in the Silver Maple Ballroom, Room 401 at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Ron Lumbra, Vice Chair Cynthia Barnhart¹, Secretary Johannah Donovan, John Bartholomew, Otto Berkes, Susan Brengle, Robert Brennan, Kevin “Coach” Christie², Frank Cioffi, John Dineen, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kenny Nguyen, Don McCree, Carol Ode, Ed Pagano, Kristina Pisanelli, Lucy Rogers, Shap Smith, Catherine Toll, and Samuel Young

MEMBERS ABSENT: Kisha Kalra and Governor Phil Scott

ALSO PARTICIPATING: President & CEO, Nations Group Chris Nations, Executive Director of Facilities Management Luce Hillman, Deputy General Counsel John Collins, Director of Athletics Jeff Schulman, Graduate Student Senate Vice President Miki Beach (on behalf of President Rosie Chapina), Student Government Association President Maddie Henson³, Faculty Senate President Thomas Borchert, Staff Council President Jon Reisenweaver, Alumni Association President Afi Ahmadi, Special Assistant to the President Jonathan D’Amore, Music Department Professor and Chair David Neiweem, UVM Senior Emily Cummings, Vice President for Legal Affairs & General Counsel and Senior Advisor to the President Sharon Reich Paulsen, and Vice President for Finance & Administration Richard Cate

¹ Stepped out of the meeting at 11:45 a.m.

² Participated by phone; joined at 10:25 a.m.

³ Participated by phone; joined at 10:30 a.m.

Chair Ron Lumbra called the meeting to order at 8:17 a.m.

Approval of minutes

Chair Lumbra presented the February 4, 2022 meeting minutes for approval. A motion was made, seconded and voted to approve the minutes as presented.

Chair’s report (see full report appended to minutes, beginning on page 8)

President’s report

President Suresh Garimella reported it has been another successful year with many accomplishments and notable achievements. He recognized and thanked Vice President for Executive Operations Gary Derr and Interim President & CEO of the UVM Foundation Jim Keller for their service to the university and wished them well in their retirement. He also extended his appreciation to Wendy Koenig, Director of State and Federal Relations for all her

good work with the legislature and recognized Kelly O'Malley, Coordinator of Presidential Events, for organizing and implementing the return of the main commencement ceremony back to the campus green. He concluded by expressing his excitement for celebrating graduates this weekend.

At 8:31 a.m., Chair Lumbra entertained a motion to enter into executive session for the purpose of discussing contracts and to receive advice of counsel. He noted the session would last for approximately 1 hour and 40 minutes and that no action is anticipated following. Everyone was excused from the meeting with the exception of Trustees; Provost & Senior Vice President Patricia Prelock, Vice President for Legal Affairs & General Counsel and Senior Advisor to the President Sharon Reich Paulsen, Vice President for Finance & Administration Richard Cate, President & CEO of Nations Group Chris Nations, Executive Director of Facilities Management Luce Hillman; Deputy General Counsel John Collins, Director of Athletics Jeff Schulman, Chief Communications Officer Joel Seligman, Vice Provost for Student Affairs Erica Caloiero, Dean of the College of Arts & Sciences Bill Falls and Dean of the College of Engineering & Mathematical Sciences Linda Schadler.

The meeting re-opened to the public at 10:14 a.m. and recessed for a break. The meeting reconvened at 10:26 a.m.

Governance leaders reports

Each of the governance leaders offered highlights from their written reports included as attachments 2-5 in the meeting materials and entertained questions from trustees.

In addition, Graduate Student Senate Vice President Miki Beach provided a summary of results from the Graduate Housing Committee survey. She reported that cost burdened renters spend more than 30% of their income on rent, that 75% of graduate students are cost burdened, and 55% of Chittenden county renters are cost burdened. She noted there were 278 responses (16.3% of the graduate student population) of which 55% of respondents were PhD students, 48% in-state students, 40% out-of-state students, and 12% international students. Of the 278 respondents, 38% reported they live with roommates, 35% with a partner, 21% live alone and 7% live with family. Fifty-nine percent of the respondents live in Burlington, 11% in South Burlington and 8% in Winooski. 60% received stipends from the university.

Faculty Senate President Thomas Borchert reported that there is support among the faculty for the proposal under consideration by the legislature to expand the composition of the board and advocated for clear modes of communication between the board and the faculty.

Student Government Association President Maddie Henson reported that during her tenure she will be working on increased communication and widespread collaboration across the college and schools to achieve academic equity and is looking forward to working with the administration and board.

Staff Council President Jon Reisenweaver reported that staff have applied for congressional funds to build a community garden for faculty and staff. He also addressed employee turnover

and retention and expressed a desire to see energy devoted to recruiting staff of similar scale to faculty recruitment, noting staff do not have the same national reach. He concluded by expressing his concern that the system of inventory management for the university's retired personal computers and related devices is insufficient.

Alumni Association President Afi Ahmadi acknowledged this would be his last report to the board and that Cathy Tremblay will succeed him as President in June. He reported that while in-person events are resuming, efforts to keep alumni engaged virtually will continue. He noted that helping young alums find employment is a top priority and UVM Connect is a primary vehicle for offering support. He concluded by reporting that the events known as parents and alumni weekend held in the fall will be called "UVM Weekend" moving forward.

Chair Lumbra thanked each of the governance leaders and expressed his appreciation to Alumni Association President Afi Ahmadi for his leadership over the last three years.

Resolution approving revision to Alma Mater – *Universitas v. Montis*

Special Assistant to the President Jonathan D'Amore introduced a resolution to approve revisions to the chorus of Alma Mater (*Universitas v. Montis*) noting the changes are intended to inclusively reflect the entire UVM community. Music Professor and Department Chair David Neiweem shared the history of the song noting that in 1991, the year of UVM's bicentennial celebration, there was a call for a new alma mater to replace *Champlain*, the former alma mater. The new song was composed by Jane Oppenlander and lyrics by David Cox, both of whom are UVM graduates.

Emily Cummings, class of 2022, performed *Universitas v. Montis* with the proposed revisions.

Professor Neiweem called to attention that a proposed amendment to the last line of the chorus had been retracted and apologized that the correct version did not make it into the meeting materials.

The following corrected resolution was presented for approval:

Resolution approving revision to Alma Mater (*Universitas V. Montis*)

WHEREAS, *Universitas V. Montis*, the Bicentennial Song with tune composed by Jane Oppenlander and lyrics by David Cox, has been the university's Alma Mater since its adoption in 1991;

WHEREAS, to inclusively reflect the entire UVM community in the song of celebration for the university and its people;

BE IT RESOLVED, that the Board of Trustees hereby approves the following revision of the lyrics of the Alma Mater (*Universitas V. Montis*):

From the lofty peaks of Mansfield
to the shores of Lake Champlain,
comes a mighty swelling chorus,
whose echo will remain:

CHORUS:

Vermont! Vermont! Vermont!

Our University!

~~Thy loyal sons and daughters~~ Our hearts and minds and voices

Sing in love and praise to Thee.

Shadows falling 'cross the campus,
changing seasons' wond'rous scene,
stir our thoughts of Alma Mater,
and ~~her~~ the colors Gold and Green:

CHORUS

A motion was made, seconded and it was unanimously voted to refer the resolution, with the original last line of the chorus retained, to the board for approval.

At 11:25 a.m., Chair Lumbra entertained a motion to enter into executive session for the purpose of discussing contracts, litigation, the evaluation of public officer, and to receive advice of counsel. He noted the session would last for approximately 50 minutes and that action is anticipated following the session. Everyone was excused from the meeting with the exception of Trustees, Provost Patricia Prelock, Vice Presidents Sharon Reich Paulsen and Richard Cate, Special Assistant to the President D'Amore, Deputy General Counsel Collins, Athletic Director Schulman, and Chief Communications Officer Seligman.

The meeting re-opened to the public at 11:58 a.m.

Chair Lumbra introduced the following resolution:

Resolution authorizing negotiation and settlement of collective bargaining agreements

BE IT RESOLVED, that the Board of Trustees authorizes the administration to negotiate and settle collective bargaining agreements with both units of UVM Staff United on the material terms reported on this date.

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

At 11:59 a.m., Chair Lumbra entertained a motion to return to executive session with previously invited participants remaining.

At 12:20 p.m., the following persons were excused from the session: President Garimella, Provost Prelock, Vice Presidents Cate and Reich Paulsen, Special Assistant D'Amore, Deputy General Counsel Collins, Athletic Director Schulman and Chief Communications Officer Seligman.

The meeting was re-opened to the public at 12:46 p.m.

Chair Lumbra introduced the following resolutions:

Resolution authorizing amendments to the Memorandum of Understanding and Services Agreement with the University of Vermont Foundation

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

Resolution regarding presidential evaluation and compensation

WHEREAS, on this date the Annual Review Subcommittee (“the Subcommittee”) has reported on the status of its work to this Board;

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

BE IT FURTHER RESOLVED, that the Board Chair shall report his final actions to the Board in due course.

A motion was made, seconded and it was unanimously voted to approve both resolutions.

The meeting was recessed at 12:48 p.m.

Chair Lumbra reconvened the meeting on Saturday, May 21, 2022 at 8:20 a.m. in the Livak Ballroom (417-419) at the Dudley H. Davis Center.

MEMBERS PRESENT: Chair Ron Lumbra, Vice Chair Cynthia Barnhart, Secretary Johannah Donovan, John Bartholomew, Otto Berkes, Susan Brengle, Robert Brennan, Kevin “Coach” Christie¹, Frank Cioffi, John Dineen, Carolyn Dwyer, President Suresh Garimella, Jodi Goldstein, Stephanie Jerome, Kisha Kalra¹, Kenny Nguyen, Don McCree, Carol Ode, Ed Pagano, Kristina Pisanelli, Lucy Rogers, Shap Smith, Catherine Toll and Samuel Young

MEMBERS ABSENT: Governor Phil Scott

ALSO PARTICIPATING: Vice Provost for Student Affairs Erica Caloiero, Affirmative Action and Equal Opportunity Director and Title IX Coordinator Nick Stanton, and Special Assistant to the President Jonathan D'Amore

¹ Participated by phone.

Sexual Misconduct and Response Action Plan update

Vice Provost for Student Affairs Erica Caloiero and Director of the Office of Affirmative Action and Equality Opportunity and Title IX Coordinator Nick Stanton provided an update to the university's action plan to address sexual violence and misconduct on campus. Initiatives include the hiring of Dr. Elliott Ruggles in late February as the university's first Sexual Violence Prevention and Education Coordinator; ongoing education for all students including clubs, organizations, the Student Government Association and athletics; ongoing communication with students; collaboration with HOPE Works; and ongoing training for faculty and staff. Adjustments to the university's prevention and response efforts have been made over the past year in response to student feedback and internal review and analysis. Trustees were encouraged to visit the [We Hear You](#) webpage to be kept apprised of the university's efforts and ongoing work as a community to address this critical issue.

Bias response and antisemitism awareness

Vice Provost for Student Affairs Erica Caloiero offered an update on efforts to enhance bias response and increase antisemitism awareness. Working with Provost Patty Prelock and Vice Provost for Diversity, Equity and Inclusion (DEI) Amer Ahmed, there has been engagement in national conversations, campus prevention and awareness-raising work, community messages about civil discourse and operationalizing intention around creating inclusion and equity at UVM. Specific areas of focus include: inviting the campus community to engage in learning and dialogue across a range of groups and beliefs; reinforcing the university's culture of spirited dialogue and respectful debate; creating a unified and contemporary understanding of how to operationalize the university's commitment to inclusive community and reviewing and modifying reporting mechanisms. The university has a Bias Response Program that addresses incidents of bias targeting students, staff and faculty and educates the community about bias, and institutional policies, protocols and resources related to bias. The program is composed of two specific teams: the Bias Response Council that reviews policies, publications, and procedures, develops strategic goals and reviews assessment data as it relates to bias incidents and response; and the Bias Response Team that reviews bias incidents, provides appropriate responses based on the nature of the incident and works with individuals and groups to connect them to campus and local resources. In closing, Vice Provost Caloiero acknowledged that faculty and staff have stepped forward to offer their time and expertise indicating a collective desire to foster a culture for belonging for all.

University land acknowledgment

Special Assistant to the President Jonathan D'Amore introduced the following resolution noting the nature and purpose of land acknowledgment statements in university settings:

Resolution adopting a university land acknowledgment statement

BE IT RESOLVED, that the Board of Trustees approves the following as the university land acknowledgment statement for use at university events and in university documents that include a land acknowledgment:

The campus of the University of Vermont sits in a place of gathering and exchange, shaped by water and stewarded by countless generations of Indigenous people, in particular the Western Abenaki people.

Acknowledging the relations between water, land, and people is in harmony with the mission of the university. Acknowledging the serious and significant impacts of colonization on Indigenous peoples is a part of the university's ongoing work of teaching, research, and engagement and an essential reminder of our histories and our interconnected futures for the many of us gathered on this land.

UVM respects the Indigenous knowledge interwoven in this place and works to uplift the Indigenous peoples and cultures present on this land and within our community.

An opportunity for discussion was offered. Trustees inquired about the process for creating the statement. Special Assistant D'Amore responded it was a collaborative approach with the Division of Diversity, Equity and Inclusion and a variety of both internal and external constituents. Following discussion, trustees expressed support for the statement and agreed to defer approval of the resolution to allow for further due diligence and outreach. Trustees requested additional detail about the statement's development to inform board approval at an upcoming meeting.

Adjournment

There being no further business, the meeting adjourned at 9:22 a.m.

Respectfully submitted,

Ron Lumbra, Chair

Ron E. Lumbra
UVM Board of Trustees Chair's Report
May 20, 2022

Good morning and welcome to everyone and congratulations to the class of 2022. It is because of all of you — faculty, staff, and our administration that this class has crossed the finish line in one of the most challenging environments in recent memory.

I would like to take a moment to specifically acknowledge our Vice President for Operations and Public Safety, Gary Derr. Gary has been a key member of the administration and a great friend to the Board for his 22 years at UVM. By no means do we want to reduce all his important career-long work to just the last couple years, but the Board and all of the university owe you their profound thanks and admiration for your level-headed direction during the pandemic response and the culture of mutual care and support you brought to this campus. We wish you all the best in your retirement, Gary. Thank you for all you've done for UVM.

We have accomplished so much together. I would like to thank and acknowledge the state legislature and our legislative trustees and, specifically, Wendy Koenig, Director of State and Federal Relations, for helping to secure additional state financial support for the university. The additional support for UVM will allow us to press further into our mission and duty to serve the state even further. Although only about a quarter of our students come from within the state of Vermont, we are profoundly mindful of our responsibility to and our impact on the State. It is critical that we deliver on our educational mission to our students and, in parallel, serve as an economic engine for the state. I'm grateful for the additional support that will further that mission and demonstrates nicely the symbiotic relationship between the State and University of Vermont.

I am so proud of the success and accomplishments of our student athletes, both in competition and in the classroom. It's truly been a remarkable year of athletic success. We won championships in every season: fall, winter, and spring. Most recently, we've seen success in both women's and men's lacrosse. It was a special thrill that the men's team earned its first-ever victory in the NCAA tournament and the women's club lacrosse team recently placed second in nationals.

I am also so pleased to learn of the success and recognition of our faculty and staff. Multiple faculty earned Fulbright Awards, a Guggenheim Fellowship, and an induction into the National Academy of Science, among many others. These recognitions and others demonstrate the world-class quality of our faculty.

We are pleased with the continued progress in admissions and with the strength of our incoming class. It's important that we recognize the impressive and invaluable work of our admissions staff and all the others who make UVM so attractive to students choosing their higher ed destination in this competitive marketplace.

Finally, I would also like to express appreciation for our continued progress enhancing research, a critical mission as we continue to expand our reach and reputation.

We are pleased to get back to basics with a fulsome board agenda. We've had a number of compressed and virtual board meetings recently. We look forward to broad ranging discussions and receiving input on the many important issues facing our university. A valuable part of our work is hearing from all areas of the university through these meetings. We welcome our relationship with the various governance groups who will share reports with us this morning, and with students who take their time to engage in productive communication. It's always our desire that our conversations work toward our common goal: the success of the university and the people who are a part of it.

We certainly have challenges and opportunities to balance ranging from investment in facilities, research, programs, and people, to the juxtaposition with the cost of attendance and financial burden on people at center of our mission, students. We intend to do our job to get that balance right on behalf of the students, the institution, and the state of Vermont as we do our work.

This is one of my favorite meetings of the year as it ties in with commencement. It is a reminder of why we are here – our students. We will spend time this weekend celebrating the UVM class of 2022 and all the students who have earned advanced degrees. It goes without saying, we are so proud of them and so impressed with their accomplishments and their resiliency. We welcome them to the community of UVM alumni, and we wish them all the best.

In closing, I want to thank all the many people who helped make these trustee meetings and all the events of this special weekend for the university happen. Staff, faculty, students, administrators, and all who contribute, I want to say thank you on behalf of my board colleagues at this, the conclusion of another outstanding academic year.

That concludes my remarks.

Campus Plan Executive Summary

UNIVERSITY OF VERMONT AND STATE AGRICULTURAL COLLEGE
2022 - 2032



INTRODUCTION

Process and Engagement

The University of Vermont (UVM) Campus Plan 2022-2032, an update to the 2006 Campus Master Plan (CMP), developed over a duration of 18 months beginning in 2020 and is the product of shared values among campus users. This document grew out of a series of interactive and collaborative meetings with a broad base group of university representatives. The consultant group Sasaki Associates, a Boston-based, award-winning integrated architectural, planning, and design firm, was also hired to provide a high-level analysis, report, and recommendations to include best practices and guidelines for this update.

President Suresh Garimella’s Amplifying Our Impact: Strategic Vision for UVM set the tone for priorities within the Campus Plan, particularly setting the stage for the development of the Key Ideas.

Purpose

The purpose of the Campus Plan 2022-2032 is to articulate a vision and direction for the transformation of the physical components of the campus, and to provide a document that will guide and control that vision to ensure its proper and logical implementation over time. The Campus Plan ensures that projects are planned comprehensively according to the Vision and Principles outlined in Chapter 2: Foundation. The core priorities are outlined in Chapter 3: Key Ideas, which were determined through the planning process. Chapter 4: Functional Planning Frameworks organizes the details and priorities of the plan within four specific frameworks. The architectural and landscape guidelines for each area of campus, including the unique character, goals, and potential development are outlined in Chapter 5: Campus Districts. The Campus Plan does not define all potential building needs, identify funding, or dictate the specific design of individual buildings, but rather provides a framework for changes to the campus so that resources expended on improving the physical campus support UVM’s mission and make the best use of existing lands and facilities while retaining flexibility for the future.

The 2006 CMP marked the outset of a time of planned growth for UVM, both in terms of enrollment and facilities. The concept of land banks was introduced in the 2006 CMP, providing a flexible framework with which to organize physical growth and development by designating infill areas, with a preliminary focus on already developed sites. Utilizing this framework, since 2006 UVM constructed or renovated 1.2 million square feet of space, adding 22 major new buildings/additions, and renovating another 22 buildings. UVM is not anticipating major growth in the next ten years, focusing more on improvements to our existing buildings and landscape, with the exception of additional student housing.

FOUNDATION

Vision

To create and uphold a beautiful and vibrant campus that promotes an educational community that is welcoming, inclusive, and respectful of all, while promoting and nurturing the student experience, world-class research, and sustainable solutions.

Principles

Interdisciplinarity and Innovation

Healthy Lives

Sustainability

Efficient Use of Limited Resources

Academic Excellence and Student Success

Diversity and Inclusion

Open Space and Compatibility

Accessibility and Flexibility

Connectivity

Sense of Place

KEY IDEAS

KEY IDEA	OBJECTIVES
<p>1. Cultivate connections to sustainability and healthy living: Promote a sustainable future financially, socially, and environmentally. Design indoor and outdoor built, natural, and social environments that promote and facilitate physical activity, mental health, and total wellbeing. Prioritize the use of sustainable materials when possible.</p>	<ul style="list-style-type: none"> a. Use campus as a living laboratory to generate and test sustainability solutions. b. Provide an environment that is welcoming and promotes physical and mental health. c. Enhance environmental quality in indoor and outdoor spaces. d. Continue efforts to reduce energy usage and maximize renewable energy capacity.
<p>2. Determine future plans for former single-family residences.</p>	<ul style="list-style-type: none"> a. Confirm the university-owned structures to be assessed including any associated outbuildings such as garages and carriage barns. b. Identify assessment criteria for each structure. c. Apply criteria identified to assess structures to a sample list of structures to test the recommendations for the future plans for buildings including renovation, adaptive reuse, divestment, or removal. When feasible, sell or lease the former single-family residences while maintaining control of the property.
<p>3. Enhance and improve space on campus through optimization, innovation, flexibility, renewal, and adaptation. Reduce overall campus footprint where feasible and increase footprint for identified high-priority needs, including research and housing.</p>	<ul style="list-style-type: none"> a. Reduce overall space footprint for campus through space optimization, renewal, and adaptation for existing buildings. Reorganize/redesign space for other priority purposes (research, interdisciplinary, study, collaboration, housing). b. Enhance and increase library/study/collaboration space to meet educational needs. c. Encourage the design of classroom spaces that promote active and peer-to-peer/small-group learning. d. Increase and upgrade research facilities to support expected growth. e. Create housing for students to facilitate affordability, safety, and community.
<p>4. Create vibrant outdoor spaces and connective mobility corridors.</p>	<ul style="list-style-type: none"> a. Create a pedestrian-centric campus through human-scale design strategies that provide connectivity, safety, and accessibility. b. Increase bike ridership by improving bicycle infrastructure to increase safety and access to and across campus. c. Reduce single occupancy in vehicles and increase use of alternatives and shared modes. d. Create flexible, multi-use outdoor gathering and learning spaces that are welcoming, adaptable, equitable, and accessible. e. Foster ecological landscape design strategies.
<p>5. Prioritize safety, diversity, and accessibility on campus: Plan and design buildings, circulation, and open spaces that are safe, resilient, and accessible for a dynamic academic environment; encourage and celebrate the campus community’s cultural diversity.</p>	<ul style="list-style-type: none"> a. Continue efforts to make transportation on and around campus safe and accessible. b. Use public landscapes and features to celebrate cultural diversity. c. Create accessible and inclusive indoor environments that people can utilize easily, safely, and with dignity.

FUNCTIONAL PLANNING FRAMEWORKS

Building and Land Use Framework

A number of the buildings on campus are recommended for renovation due to significant deferred maintenance issues, systems upgrades, or building restoration. Several buildings could benefit from additions to provide opportunity to address egress requirements and improve upon building utilization. Some buildings are also being recommended for assessment to be removed.

This plan has identified a number of infill land bank sites to organize future development because the university's needs for future academic, housing, administrative, and support space will continue to evolve. Land banks have the potential for:

- Accommodating new buildings or additions, with the programs for these buildings and related site development identified and defined in the future.
- Providing circulation needs for pedestrians, bicycles, emergency access, and service vehicles.
- Providing recreation and flexible outdoor space needs.
- In addition, one category of land bank sites includes open spaces as no-build zones.

Open Space and Landscape Framework

The Landscape Priority Areas include:

- Fleming North Lawn: Improve the north entrance and enhance the pathways through the green.
- Area between University Heights and Interfaith Center/Catholic Center: Opportunity for some lower maintenance landscapes and/or outdoor classroom.
- The Stafford/Benedict Auditorium courtyard area, the area south of the STEM buildings, and the Redstone Green are potential outdoor classroom/amphitheater spaces.
- Trinity Green: Improvements to foster a greater sense of community include a gathering space consisting of an informal amphitheater, patio space for outdoor gatherings, a four-season recreation field, pathways, and other amenities.
- University Green: The proposed landscape is intended to reinforce the intrinsic hierarchy that already exists, while adding space for people to congregate in small groups.

Mobility Framework

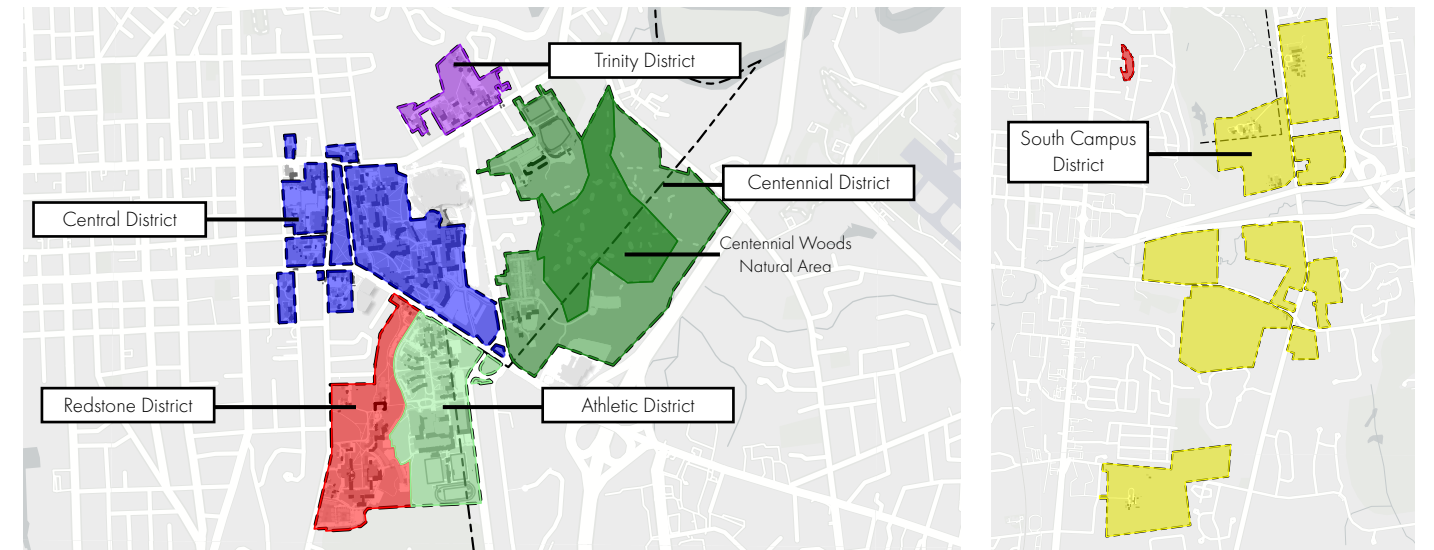
The Mobility Priority Areas include:

- University Place: The University of Vermont, in partnership with the city of Burlington, is improving safety on the street for pedestrians, bicyclists, and other active transportation users.
- Enhance Connection across Main Street: The city of Burlington's crossing at Main Street and University Heights is the heaviest and most critical crossing location for non-motorized users on campus. Infrastructure improvements and re-timing of lights can better designate spaces for different modes and allow more efficient crossings of the intersection.
- Green Mountain Pathway: The Green Mountain Pathway (GMP) is a campus-wide proposed north-south active mobility corridor intended to improve connectivity and contribute to the cohesiveness of the outdoor experience. This will include merging the Green Mountain Walkway and the Redstone Walkway and continuing the pathway into the Trinity District.
- Covered Bike Parking: Covered bike parking is recommended across campus and shelters should serve both popular origins and destinations.

Utilities and Infrastructure Framework

UVM's underground utilities form a complex matrix of civil, electrical, and mechanical infrastructure that govern where future development can or cannot occur. Many utility corridors that would challenge or prohibit potential above-ground development have been identified. In addition to the existing stormwater management practices, UVM is continually assessing the landscape to implement ecological design and Low Impact Development (LID) practices. These include both natural and human-made solutions that reduce impervious surfaces, maximize permeability to promote infiltration, and disconnect impervious areas to adjacent storm/sewer systems and/or waterbodies.

CAMPUS DISTRICTS



DISTRICT

GOALS

<p>Central District (University Green and Main Street North Subdistricts)</p>	<p>The goals for the University Green Subdistrict are to showcase the highly prized historic resources and to preserve the scale, visibility, and beauty of the existing buildings. Any infill development, building additions, and amenities in the landscape should maintain visibility of the historic architecture. For the University Green, create small landscape improvements that can be used for informal gatherings as well as outdoor classroom space. Add trees and seating along existing paths to reinforce the historic character of the subdistrict. The goals of the Main Street North Subdistrict are to create and maintain state of the art academic facilities, utilize sustainable principles of landscape stewardship with native and curricular plantings, and improve outdoor spaces to foster use for people of all abilities and identities.</p>
<p>Trinity District</p>	<p>The majority of new development or redevelopment at UVM in the next ten years will most likely occur in the Trinity District. There is an opportunity to activate and enliven this district with the addition of housing through redevelopment, renovation of existing housing, and/or construction of new housing. In order to meet the housing and development goals, the zoning regulations will need to be updated for this area of campus. This area of campus is ideal for stormwater best management practices because it is one of the few places on campus with sandy soils that have percolation rates conducive to infiltration and permeation.</p>
<p>Redstone District</p>	<p>The goals for the Redstone District are to preserve the buildings and landscape features that contribute to the significance of the Redstone Historic District, improve the contiguity of the Green Mountain Pathway leading to the Central District, and upgrade student housing as needed within financial constraints.</p>
<p>Athletic District</p>	<p>The goals for the Athletic District are to provide quality living conditions for students and to foster health, fitness, and wellness by improving existing buildings and constructing new facilities that provide spaces that are versatile, accessible, and adaptable to accommodate a variety of social, cultural, recreational, and athletic events and activities. Also, improve connections across Main Street from the Athletic District to the Central District and preserve the viewsheds of the Green Mountains.</p>
<p>Centennial District</p>	<p>The goals for the Centennial District are to respect the characteristics of the surrounding residential neighborhoods, while maintaining the university's architectural styles. The Centennial Woods Natural Area is preserved in perpetuity and development adjacent to the natural area should not impair any of the natural processes. Development in the district should also respect views that highlight the baseball field and grandstand.</p>
<p>South Campus District</p>	<p>The lands that UVM owns in South Burlington have historically been considered as land banks for potential future expansion of the campus beyond the 10-year time frame of this update. The university is interested in preserving development potential as much as possible, for a future time, situation, and currently unknown needs. It is expected that the Miller Research and Educational Center, the Bio-Research Complex, and the Horticultural Research and Education Center will continue to be active educational and agricultural complexes. There are plans for these complexes to expand facilities to meet the educational and academic/agricultural research needs of the university.</p>

COMMITTEE OF THE WHOLE

October 28, 2022

Resolution adopting the 2022 Campus Plan

WHEREAS, the University desires to revise and update its 2006 Campus Master Plan, to align it with *Amplifying our Impact*; and

WHEREAS, the 2022 Campus Plan has been developed in collaboration with a wide variety of stakeholders; and

WHEREAS, the Campus Plan Oversight Committee, led by the Provost and the Vice President for Finance and Administration, has reviewed and approved the work of Campus Planning Services staff, various content experts, consultants, and the Campus Plan Working Groups;

THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby adopts the 2022 Campus Plan and authorizes the President, his successors, and his designees to utilize this plan to guide future campus development and land use.



UVM ALUMNI ASSOCIATION UPDATE

Board of Trustees — Committee of the Whole

Friday, October 28, 2022

Prepared by: Cathy Tremblay '85, Alumni Association President
 Deb Mignucci '82, Alumni Association Vice President

The UVM Alumni Association is pleased to present this report reflecting recent accomplishments and areas of focus in the first half of the year. Constituents have returned to engaging with us in person while we are still offering virtual engagement opportunities. Our volunteer leadership consists of more than 120 individuals representing eight decades of graduates, and we continue to build our representation from traditionally underrepresented communities and special interest affinity groups. This report contains a small sample of the diverse array of engagement programs we offer to our global UVM community.

Strategic Priority Updates and Program Highlights



Coming Home! This past June, 187 members of the Classes of 1970, 1971, and 1972 gathered for their 50th Golden Reunion! The weekend included faculty lectures, and tours of campus by our UVM Advocats, including longer stops at the Firestone Medical Research Building and Cohen Hall. It was capped off with a Golden Reunion Party filled with good food, music, and fun. The concept of “It’s On Us” (no fee to attend) motivated several attendees to support UVM philanthropically, many of which were first-time donors. Because of the great success of the weekend and feedback we heard from the attendees, moving forward we will continue to celebrate the 50th Reunion Class each June as a stand-alone milestone celebration. We look forward to welcoming home the Class of 1973 on June 9-11, 2023.

Catamount Summer Socials

In June, the NextGen Councils of the Alumni Association hosted Catamount Summer Socials in our main regions – Vermont, Boston, New York, Washington, DC, and San Francisco. These gatherings provided our 388 alumni registrants with an in-person networking opportunity. The average engagement score of our registered guests reflected scores of 2.5-3.75. The Alumni Engagement Score uses a 0-5 scoring system adapted based on The Council for Advancement and Support of Education (CASE) metrics. This algorithm analyzes alumni data based on their interactions with us through alumni communications, volunteerism, event participation, and philanthropy. This information helps to differentiate and track engagement levels among different groups and benchmark the success of programs. In short, this data allows us to make informed decisions about our constituents and helps us develop further meaningful engagement pathways.

UVM Enrollment Management Partnerships

In July, the UVM Alumni Association and the Office of Enrollment Management hosted the 5th annual Catamount College Connection event. This event provided prospective students and their guardians the opportunity to get an inside look into the college admissions process. This year we had over 500 attendees who logged in from 42 states and 17 countries! UVM Professor Andrew Rosenfeld, M.D. Associate Professor and Clinical Director, Child Psychiatry, provided a keynote on “The Science of Happiness”. A recording of the program can be found in our library of recorded events at www.alumni.uvm.edu. The admissions referral program **Refer-A-Catamount** has launched into its 8th year. Through Refer-A-Catamount, alumni can refer students to the UVM Admissions team for direct outreach. We’ve found this to be a successful recruitment tool. For the incoming Class of 2027, students who are referred will also receive an Alumni Referral Fee Waiver for the Common Application and Coalition Applications.

Welcoming the Class of 2026



On Sunday, August 28th, UVM's annual Convocation Ceremony welcomed the Class of 2026 to the university community with a special Twilight Induction. More than 400 alumni,

parents, and current student leaders participated in Convocation activities as a part of UVM's Week of Welcome. UVM Foundation President and CEO Monica Delisa joined the University leadership, and a boisterous crowd of 20 student organizations lined South Prospect Street. UVM SAA President Avery Holmes '23 rallied the groups as they cheered and banged their cowbells. An incredible kick-off to the school year!

Career Interest Groups on UVM Connect



With more than **12,900** members, UVM Connect—the University's networking platform—has hit another milestone. This summer, we enhanced the platform with the launch of six new premium groups that are 'career interest groups'; these mirror the Career Center's groups. This fall our partners in the Career Center will take point in promoting engagement in our six new premium groups. Aligned with the University's Career Interest Groups, these premium groups provide an improved avenue to bolster student engagement. More student engagement will undoubtedly enhance the alum experience, allowing for more mentoring moments across these two audiences. Whether it is meeting for a cup of coffee, a call, a job shadow, or an internship, students, and alumni can connect in the ways that work best for them. If you have not done so already, we encourage you to join the platform at www.uvmconnect.org and help us grow the UVM network.

UVM Weekend 2022



On October 7-9, the University community hosted over 45 programs for alumni and families. Guests had the opportunity to engage in a wide variety of activities, including milestone celebrations which included the class 1997 (undergraduate), affinity-based milestone celebrations (Football and WAGE), academic lectures, awards programs, campus tours, open houses, student programs, and more. This rebranded weekend allowed all corners of campus to come to life to elevate our

beloved university. UVM Weekend will mark the launch of an annual cohesive weekend that amplifies the University of Vermont.

Engage with Us!

We continue to engage with alumni in new and exciting ways through in-person and virtual channels. Our volunteer webpage and upcoming event calendar are a hub where alumni can find event offerings, including campus-wide events: alumni.uvm.edu/events.



Staff Council President's Report

**Board of Trustees – Committee of the Whole
October 28, 2022**

**Prepared By
Jon Reisenweaver, Staff Council President**

As Fall comes upon us and the semester is in full swing, Staff Council has been deep in retrospective strategic change. The Council continues to move forward as we integrate the new staff dynamic since the recent contract ratification. We are settling in, building an organized work plan for the year.

The Compensation, Benefits, and Budgeting committee has been reinstated. We will be populating it with the required non-represented staff. With the help of Labor and Employee Relations, we are hoping to have the first meeting soon. We have worked with senior leadership to make sure there is a solid path for all proposals coming from that committee to be reviewed by the appropriate executive team.

This year's Staff Council retreat is planned for November 1st and we will be taking the opportunity to re-ignite the fires that brought all of the representatives together. Staff Council has always done great work, in part, because there is mutual respect between representatives. There is a common bond to make the campus community better. With the plethora of new members from diverse backgrounds, it is even more important that we remember what brings us together for our constituents and how our personal experiences can be powerful influences on our decision-making processes. We are working to have Dr. Amer Ahmed keynote our retreat and kick off an agenda that will help us better understand each other.

Staff Council Community Engagement Committee is tasked with giving out the Community Service Award which recognizes demonstrated volunteerism by UVM staff, with a \$25 award per staff member made payable to the 501c3 group or organization connected to the staff member's volunteer effort. It is with great pride that I mention that the Staff Council just gave out eight awards to help with food insecurity, restorative justice, children with illnesses, and harm reduction and education services all right here in the Vermont community. Our continued success in giving these awards is leading to a new proposal for increased funds to make a greater impact on our local community.

Returning to a post-pandemic world has had many positives, one of which is the increased availability of professional development opportunities both on and off campus. The Staff Council Professional Development Fund is honored to have awarded funds to five non-represented staff members totaling \$2,350 for FY23 Q1. This allowed conference attendance, recertifications and skills enhancement all aimed at strengthening staff's career goals and UVM's ability to deliver a superior higher education experience for our students. Applications to the fund are reviewed on a quarterly basis. We look forward to continued support of professional development on campus through this program.

I formed the Staff Council Ad Hoc Committee for Recognition and Retention whose charge was to research peer institutions and collaborate with them to propose innovative ideas and thoughtful ways to help with staff recognition and retention here at UVM. Based on field analysis of these peer institution's award and retention practices in conjunction with the committee's personal insights, Staff Council put forth a formal proposal to President Garimella on September 27th. The proposal was very well received and the Council will collaborate with the administration to implement and iterate upon the proposed suggestions.

I continue to be impressed with the strength and resilience of our Staff in making UVM better for our students through any challenge. I want to specifically applaud all of the Staff Council representatives and the Staff Council office administrator for their dedication and service. Their work, in collaboration with senior leadership and the Board of Trustees, is immeasurable.



Student Government Association (SGA) President's Report

**Board of Trustees – Committee of the Whole
October 28, 2022**

**Prepared By
Maddie Henson**

Hello all,

As many of you know, this is a 'Year of Change' for SGA, dubbed so because our mission statement explicitly states that we realize student power and participation at UVM, and with 13 new senators, we are well on our way to doing so.

Among our key projects is our 'Week of Kindness', which had widespread Senate involvement and took place from October 17th-21st. It involved many organizations around campus, such as the Provost's Office, [UVM FeelGood](#), and [UVM CREAM](#). Other projects include increasing the number of BIPOC faculty and their onboarding process, voter registration drives for mid-term elections, and allowing for greater graduate student involvement in undergraduate student clubs.

We are continuing to work on accommodations access for students with disabilities, peer-mentoring resources, and the promotion of general academic support resources. This is important because many of our students with disabilities have historically been forgotten in many conversations of diversity, inclusion, and equity, so it is time to redefine that by curating spaces to include all.

As mentioned in my last update to the Board, increased communication was a key point for me, specifically to the Board and senior leadership. Since the second week of school, I have been sending an email update, roughly 5 paragraphs long, to 30 senior leaders, including the Chair and Vice Chair of the Board of Trustees. It has been a place to update everyone on what has been the campus talking point of the week, what students are doing on campus, and what SGA is doing. I have received great feedback, and I can say in confidence that these updates have helped me, as well, to connect with senior leaders. I look forward to continuing this weekly for the remainder of my term.

My report does not justly reflect the work that each and every senator is doing, but know that we are all working hard for every single student at UVM. We have many more projects in the works, big and small, that will have everlasting change on campus.

Thank you.



FACULTY SENATE

Faculty Senate President's Report

**Board of Trustees – Committee of the Whole
October 28, 2022**

**Prepared By
Thomas Borchert, Faculty Senate President**

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

The start of this academic year has felt up to this point more normal than we have experienced in several years. There remain concerns with COVID and with students missing class, and there is much going on across the campus, but for the most part among many of my colleagues, there seems to be a sense of moving forward with our work.

The Senate's work to date this year has included follow up regarding the final report of the Academic Reorganization Working Group that the Senate received last May. This report was the result of the listening tour that the working group in charge of considering the organizational structure of the University's different colleges and schools undertook throughout spring 2021, and whose recommendations the Board of Trustees heard from David Jenemann last year. The Senate and the Executive Council has been most directly involved in the first and third recommendations, about establishing an "academic stewardship committee" and encouraging interdisciplinary research endeavors, respectively.

Regarding the first recommendation, the Executive Council has been in discussion with the administration over what form and work the academic stewardship committee might take. One goal that we have is to ensure clear opportunities for the Faculty to participate in and work with the administration in long-term planning for the University.

Regarding the third recommendation, in the context of preparing for the review of the Osher Center proposal, we realized that our procedures for establishing and reviewing centers and institutes (as opposed to curricular programs) are outdated and unclear. Knowing that there are several center/institute initiatives that are coming from the Office of the Vice President for Research, we have been working on revising and clarifying these procedures. We hope to consider these procedures in October or November, and begin consideration of new centers/institutes soon thereafter.

The Committees of the Faculty Senate have also been actively working on a number of initiatives focused on enhancing both our research and educational missions. Among some of these that we want to bring to the Board's attention:

The Educational Research Technology Committee has been actively involved for the last year in the process of changing the Learning Management System of the University. This year, it is participating in the move from Blackboard to Brightspace.

The Research, Scholarship, and Creative Arts Committee has been actively involved in discussions about how to expand Faculty use of research repositories, such as the one run by the Libraries. The goal is to increase Faculty use of Open Access tools so that the results of our research are available to wider audiences.

The Student Affairs Committee for the last year has been involved in a discussion about how to handle conflicts that arise for students with regard to the expectation to be involved in activities for a class that are not a part of their regularly scheduled class time. These out of class expectation conflicts are diverse, ranging from trainings that take place outside the classroom that are essential to the goals of the course, to ad hoc lectures that may provide extra credit opportunities. The discussions have been concerned with student rights and student equity. The committee's goal is to develop a policy to help Faculty minimize these conflicts without eliminating the opportunities created by these out of class expectations.