

**Vermont State
Colleges
Board of Trustees
Meeting**

Thursday, February 21, 2013

**Castleton State College
Castleton, VT**

February 14, 2013

MEMORANDUM

TO: Board of Trustees
Vermont State Colleges

FROM: Gary W. Moore, VSC Board of Trustees
Timothy J. Donovan, Chancellor

SUBJECT: Notice of VSC Board of Trustees Meeting



Attached are the materials for the Board of Trustees meeting next Thursday, February 21, 2013 at 3:00 p.m. in the Campus Center, 1787 Room at Castleton State College in Castleton, VT. There will be a reception with the Castleton community from 2 to 3 p.m. in the Campus Center Informal Lounge.

Directions to Castleton State College:

Points South:

Take I-91 North to Exit 6 (Rt. 103). Follow Rt. 103 North to Rt. 7 North. Take Rt. 4 West to Exit 5, Castleton. Follow signs to campus.

Points North:

From the Burlington area: take Rt. 7 South to Rt. 30 South to Castleton Corners. Turn left onto RT. 4A East. Follow signs to campus.

From the St. Johnsbury area: take I-91 South to I-89 North to Exit 1, Rt. 4 West. Follow approximately 55 miles to Exit 5, Castleton. Follow signs to campus.

Parking is available in the Lynch Lot, and a shuttle bus will be running if needed. A campus map is attached.

We look forward to seeing everyone next Thursday.

cc: Council of Presidents

The Castleton Campus

Guide to the Castleton State College Campus, Castleton, Vermont

- | | | |
|--|---|--|
| <p>1. Wright House
Admissions</p> <p>2. Old Chapel</p> <p>3. Fine Arts Center
Art, Music, Theater Arts
Casella Theater</p> <p>4. Woodruff Hall
Alumni & Development Office
Business Administration
Dean's Office, President's Office
Student Services
Financial Aid
Registrar's Office
Student Accounts</p> <p>5. Leavenworth Hall
Languages, Social Sciences
Communication and
New Television Studio</p> <p>6. Moriarty House
Coffee Cottage,
Internships, Volunteer and
Community Services</p> | <p>7. Calvin Coolidge Library</p> <p>8. President's Home</p> <p>9. Stafford Academic Center
Academic Computing Center
Education Department
Mathematics Department
Nursing Department</p> <p>10. Jeffords Center
Natural Sciences
Psychology</p> <p>11. South Street Parking Lots</p> <p>12. Public Safety, Hope House</p> <p>13. Campus Center
College Store, Fireside Café
Mailroom, Soundings
Student Life/SGA
Wellness Center, WIUV</p> <p>14. Huden Dining Hall</p> <p>15. Spartan Athletic Complex
Glenbrook Gymnasium
Athletic Training Department
Physical Education Department</p> | <p>16. Fitness Center</p> <p>17. Running/Fitness Trail</p> <p>18. Athletic Fields</p> <p>19. Spartan Stadium</p> <p>20. New Residence: Hoff Hall
Conferences & Events Office</p> <p>21. Outdoor Classroom</p> <p>22. New Pavilion</p> <p>23. New Facilities Barn</p> <p>24. New Tennis Courts</p> <p><i>Residence Halls</i></p> <p>25. Castleton Hall</p> <p>26. Ellis Hall</p> <p>27. Wheeler Hall</p> <p>28. Morrill Hall</p> <p>29. Haskell Hall</p> <p>30. Adams Hall</p> <p>31. Babcock Hall</p> <p>32. North, Audet, South Houses</p> |
|--|---|--|



Directions: The campus is located in the village of Castleton, 12 miles west of Rutland, one of Vermont's largest cities. Take exit 5 off Route 4 into Castleton and follow signs to the campus main entrance. New York, Boston, Hartford and Montreal are all within easy driving distance. Call our office for more specific directions from anywhere!

For more information call: 1-800-639-8521

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Board Meeting Dates

September 18 & 19, 2012
October 25, 2012
December 13, 2012
February 21, 2013
April 4, 2013
May 23, 2013
September 17 & 18, 2013

Summit Lodge, Killington, VT
Vermont Technical College - Randolph
Lyndon State College
Castleton State College
Community College of Vermont - Montpelier
Johnson State College
TBD

VSC Chancellor’s Office

Timothy J. Donovan, Chancellor

Vice President and Chief Financial Officer
Vice President and General Counsel
Executive Assistant to the Chancellor
Director of Community Relations and Public Policy
Director of Academic Planning and Research
Chief Information Officer
Director of Administrative Information Systems
Director of Facilities
Director of Human Resources
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Linda Hilton
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**VERMONT STATE COLLEGES
BOARD OF TRUSTEES MEETING
February 21, 2013 3:00 p.m.**

**Campus Center, 1787 Room
Castleton State College, Castleton, VT**

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7. Report of the Vermont State Colleges Student Association
8. Other Business
9. Comments from the Public
10. Date and Place of Next Meeting: Thursday, April 4, 2013, 3:00 p.m.
Community College of Vermont, 660 Elm Street, Montpelier

B. ITEMS FOR DISCUSSION AND ACTION**1. Presentation of Emerita Awards**

At its April 19, 2012 meeting the Board of Trustees conferred Professor Emerita status on CSC Professor Susan Farrell and CSC Professor Maryann McDonough. Chair Gary Moore will present award plaques to the recipients and their families.

2. Approve the Minutes of the December 13, 2012 Board Meeting

Unapproved minutes of the Board of Trustees meeting Thursday, December 13, 2012

Note: These are unapproved minutes, subject to amendment and/or approval at the subsequent meeting.

A meeting of the Vermont State Colleges Board of Trustees was held on Thursday, December 13, 2012 at the Academic and Student Activities Center, Lyndon State College, Lyndonville, Vermont.

The following were present:

Trustees: Lynn Dickinson (by phone), Michelle Fairbrother, Tim Jerman, Bill Lippert, Karen Luneau, Jim Masland, Linda Milne (by phone), Gary Moore, Nick Russo

Absent: Kraig Hannum, Martha O'Connor, Heidi Pelletier, Gordon Winters, Peter Wright

Presidents: Joe Bertolino, Phil Conroy, Joyce Judy, Barbara Murphy, Dave Wolk

Office of the Chancellor: Tim Donovan, Chancellor; Tom Robbins, Vice President and Chief Financial Officer; Bill Reedy, Vice President and General Counsel; Annie Howell, Director of Academic Research and Planning; Dan Smith, Director of Community Relations and Public Policy; Elaine Sopchak, Executive Assistant to the Chancellor

Members of the public:

Dorian McGowan, LSC Professor Emeritus

Frank Green, LSC Professor Emeritus

Jim Bozeman, LSC Faculty Fellow

Chair Moore called the meeting to order at 3:05 p.m.

A. PRESENTATION

LSC President Joe Bertolino introduced Joe Gittleman, Assistant Professor of Music and Performing Arts. Professor Gittleman shared a presentation about Lyndon's Music Business and Industry program that featured Isaac Tanney, Dave Daly and Casey Bonilla, Lyndon students who have recently graduated from the program and went on to successful careers in their chosen industry. Professor Gittleman also introduced student Aaron Gingras, who spoke about his experiences in the MBI program. Aaron is graduating tomorrow and has been hired to work for musician James Taylor, with whom he has been an intern.

President Bertolino then introduced a recently created video about Lyndon State: <http://www.lyndonstate.edu/prospective-students/about-lyndon/welcome-to-lyndon-state/>.

B. ITEMS FOR DISCUSSION AND ACTION

1. Presentation of Emeritus Awards

Chair Moore presented a plaque to retired LSC professor Frank Green, who served the college for 34 years. President Bertolino introduced Academic Dean Donna Dalton, who praised Professor Green for his impact on hundreds of students, his expertise in children's literature, his passion for literacy, and his groundbreaking work on creating a first-year experience for students long before it was considered a best practice in higher education.

Chair Moore then presented a plaque to retired LSC professor Dorian McGowan, who served the college for 47 years. Dean Dalton described Professor McGowan as an icon of the college, whose passion for the arts is legendary. Professor McGowan prolifically produced works of art every single day, creating "found" art long before it was popular. Currently Professor McGowan is still at the college, chronicling students through portraiture. Dean Dalton thanked Professor McGowan for his enormous impact on thousands of LSC students.

2. Presentation of Faculty Fellow Award

Chair Moore presented a plaque to LSC Faculty Fellow Professor Jim Bozeman. Professor Bozeman is the chair of the mathematics department and former president of the faculty assembly. Professor Bozeman described his current research regarding redistricting in the State of Vermont. Together with his students he has developed a better method of assigning numbers to the shapes of districts. He published a paper on his research in 2008, and in 2009 he and his students verified that their method is superior to other methods, and this paper will also be published. Professor Bozeman emphasized that his work is about his students and enabling them to do undergraduate research. This upcoming semester he is working with five students to develop a computer program for all 50 states to use when redistricting. Professor Bozeman will do a presentation about this work on April 25th at 4 p.m. in the Burke Mountain Room.

3. Approval of the Minutes of the October 25, 2012 Board Meeting

The Approval of the Minutes of the October 25, 2012 Board of Trustees Meeting was moved by Trustee Luneau and seconded by Trustee Jerman.

The minutes were approved unanimously. A copy of the minutes is attached and made a part of the official minutes of the meeting.

4. Approval of the Minutes of the December 5, 2012 Special Board Meeting

The Approval of the Minutes of the December 5, 2012 Special Board Meeting was moved by Trustee Fairbrother and seconded by Trustee Jerman.

Trustee Milne requested to correct the attendees of the Special Meeting because she did not attend.

The minutes with the above correction were approved unanimously. A copy of the corrected minutes is attached and made a part of the official minutes of the meeting.

5. Approval of Revision to Policy 107 – Honorary Degrees

The resolution Approval of Revision to Policy 107 – Honorary Degrees was moved by Trustee Luneau and seconded by Trustee Masland. Trustee Luneau asked Chancellor Donovan to share the background on the revision.

Chancellor Donovan explained that Policy 107 has not been invoked for a long time until last year when JSC President Murphy proposed awarding an honorary degree. The policy specifically authorizes granting a variety of honorary doctorates. An occasion has arisen in which conferring an honorary doctorate might be considered less of an honor to the proposed recipient than an honorary baccalaureate degree. This policy revision allows the Board to approve degrees other than those currently listed in the policy.

President Bertolino explained that LSC will approach in the Board in February to request to confer an honorary bachelor's degree. The intended recipient is a member of LSC's class of 1942. He was called to war before he could complete his degree. When he returned from service he completed his degree at UVM and went on to dental school. But from his perspective, he feels he is an LSC alumnus. President Bertolino would like him to receive his class of 1942 degree. Chair Moore added that the EPSL Committee approved the proposal.

The resolution was approved unanimously. A copy of the resolution is attached and made a part of the official minutes of the meeting.

6. Acknowledgement of Status of Programs under 2012 Policy 101 Review

The resolution Acknowledgement of Status of Programs under 2012 Policy 101 Review was moved by Trustee Luneau and approved by Trustee Jerman.

Chancellor Donovan explained that over a year ago the Board approved changes in Policy 101's focus from program approval to a continuous improvement approach to how we examine programs.

Every VSC degree program is reviewed every five years. In the distant past we used to review one college per year. We then moved to reviewing programs of a similar nature system-wide. This is the first set of reviews under the new Policy 101. The Board materials include a summary of program status and recommendations as reported by the presidents and approved by the EPSL Committee. Today's Board action is an acknowledgement of the reviews and recommendations. The new process completes a feedback loop back to the colleges and programs to share what will make them stronger.

This new approach is the result of a grant from the Davis Foundation. The VSC program review process is, remarkably, not common in public colleges or systems; the Davis Foundation was impressed with what we have had and invited us to work on improving it with their financial support. Over the course of two years the academic deans and faculty looked at how to make the process be of greater value to departments, faculty and the colleges. The Program Review and Continuous Improvement Process—what we call PReCIP—is the culmination of that work. During last week's EPSL meeting, some of our academic deans and former Interim CAO Joe Mark were at NEASC presenting the results of this work. The Davis Foundation is very pleased and would like to work with us on further developing the process.

President Murphy added that NEASC is our accrediting body, and that the PReCIP process benefits JSC. A significant part of what is reported to NEASC is how we measure our programs; PReCIP helps us get a significant head start on NEASC's required self-studies. Chair Moore pointed out that this is another example of our small system's good ideas extending far beyond our colleges. President Murphy added that the process became even stronger due to a student trustee's suggestion that student voices contribute to the reports. Chancellor Donovan explained that a summary matrix is in the Board materials. Behind them are the presidents' reviews, and behind which are the self-study reports. Now every Board member can see the reports on their iPads; trustees can see the original reports if interested.

Trustee Dickinson asked if the two colleges listed under biological sciences were the only two to offer biology as a major. Chancellor Donovan responded yes, though there are other colleges that teach biology. Trustee Dickinson asked if enrollment numbers for the biological sciences and environmental sciences programs were available. Chancellor Donovan explained that these numbers can be found in the appendices distributed for last week's EPSL meeting. In future reports we will provide a summary of enrollment numbers.

Trustee Dickinson inquired how these reports could be used in terms of needs that will arise from upcoming development in the Northeast Kingdom. Chair Moore responded that the Board will be discussing this issue later during the course of this meeting.

The resolution was approved unanimously. A copy of the resolution is attached and made a part of the official minutes of the meeting.

7. Commendation of 2012 Policy 101 Program Review Committees
The resolution Commendation of 2012 Policy 101 Program Review Committees was moved by Trustee Luneau and seconded by Trustee Fairbrother.

Chancellor Donovan explained that the EPSL Committee asked to prepare the resolution to thank the dozens of people involved in the process. A full list of committee members is on page 44 of the Board materials.

The resolution was approved unanimously. A copy of the resolution is attached and made a part of the official minutes of the meeting.

8. Approval of Programs for 2013 Policy 101 Review
The resolution Approval of Programs for 2013 Policy 101 Review was moved by Trustee Luneau and seconded by Trustee Jerman.

The resolution was approved unanimously. A copy of the resolution is attached and made a part of the official minutes of the meeting.

9. VTC Final New Program Proposal: B.S. in Nursing
The resolution VTC Final New Program Proposal: B.S. in Nursing was moved by Trustee Luneau and seconded by Trustee Lippert.

President Conroy explained that the nursing program is an extension of the LPN and AS degree programs. It will be mostly online. The program meets a need in Vermont for nurses with bachelor's degrees. The standard in 2020 will be a BS for acute care. LPNs and RNs will be able to complete the programs in their home communities.

The resolution was approved unanimously. A copy of the resolution is attached and made a part of the official minutes of the meeting.

10. Endorsement of Grant Proposals: Consent Agenda
The resolution Endorsement of Grant Proposals: Consent Agenda was moved by Trustee Fairbrother and seconded by Trustee Milne. No items were removed from the consent agenda.

The resolution was approved unanimously. A copy of the resolution is attached and made a part of the official minutes of the meeting.

11. Establishment of Endowment: Consent Agenda
The resolution Establishment of Endowment: Consent Agenda was moved by Trustee Fairbrother and seconded by Trustee Jerman. No items were removed from the consent agenda.

The resolution was approved unanimously. A copy of the resolution is attached and made a part of the official minutes of the meeting.

C. ITEMS FOR INFORMATION AND DISCUSSION

1. Report of the November 27, 2012 Meeting of the Priorities Committee

Chair Moore stated that the Priorities Committee discussed the proposal that went to the Finance and Facilities Committee about possibly postponing tuition setting for the next year in order to look closely at all the factors that affect tuition. The Committee also went into executive session to discuss a personnel matter.

2. Report of the December 5, 2012 Meeting of the Education, Personnel & Student Life Committee

Trustee Luneau stated that the Committee covered the items that were voted on today. They concentrated primarily on 2012 Policy 101 review, which is some of the most important work the VSC and Board are involved with. The Committee also discussed the revision of Policy 107.

Trustee Lippert suggested that it might be useful to point out that the committees do a great deal of work and that our formal approvals are not taking place without prior discussion. The Board might want to acknowledge this as some may not be aware of the fullness of the process. Trustee Masland added that committee meetings are open to public. Chair Moore stated that committee meetings are where the Board holds the bulk of its discussions, and that all are welcome and encouraged to attend.

General Counsel Reedy clarified that Board meetings are also open to the public and to public comment. Chair Moore added that committee meetings are a little less formal, and that people are able to speak and give input at committee meetings, which are held at the Chancellor's Office in Montpelier. The agendas are available online ahead of time. Chair Moore emphasized that participation in committee meetings can have the most impact. Trustee Lippert added that the Board also has the right to continue arguments into the Board meeting.

3. Report of the December 5, 2012 Meeting of the Finance & Facilities Committee
Trustee Fairbrother stated that the Committee had a lengthy discussion about tuition setting. The Committee is recommending consideration of delaying action on tuition for Academic Year 2014-15 pending a strategic examination of the colleges future by the board and the colleges. The Priorities Committee will meet in January to consider a plan for this examination for recommendation to the Finance and Facilities committee in February. The Committee also worked on Policies 428 and 429 regarding more oversight of construction and purchasing. The VSC construction spreadsheet is now updated and now includes finance updates.

4. Report of the VSC Student Association
Trustee Russo stated that the VSCSA has finished its fall semester meetings. Students expect to have another rally at the Statehouse in early February. They will hold a meeting when the VSC Board meets at Castleton in February. Their upcoming goals include doing community service work and working with businesses on VSC-wide deals for students such as discounted ski passes.

5. Report of the Chancellor
Chancellor Donovan told the Board that today LSC hosted the fifth of five legislative events. Legislative breakfasts with great turnout were also held at Castleton, CCV/VTC Bennington, Johnson and VTC/CCV Randolph. The events were structured in a conversational manner; in the past we have tried other formats but this one has been very beneficial. Director Dan Smith did a great job with folks at each of the colleges putting these events together. In the past the events were held on Mondays during the legislative session. It was far better doing them after the election and before the session begins. Director Smith stated that the individuals at the colleges organizing the events made them successful. Chancellor Donovan felt that the VSC's messages were well received.

Chancellor Donovan noted that the VSC posted a press release today announcing that the VSC would be working with the Vermont Agency of Commerce and Department of Labor around the economic development activity about to take place in the

Northeast Kingdom. In partnership with these two agencies, the VSC will play the lead role in evaluating training and education needs, and coordinate delivery by the state colleges and other organizations and institutions, including career and tech centers. Discussions with developer Bill Stenger began over a year ago. The VSC will have a large role to play not only in the initial employment boost but also the continual refreshing of a bigger and more highly trained employee base that will serve growing and new industries at Jay, Newport, and at nearby Burke Mountain. With the assistance of Presidents Bertolino, Conroy and Judy, the Chancellor has assigned two people to work half time for the foreseeable future on this project, identifying the skills needs, the capacity to deliver training and education, and the gaps so we can develop programs to meet those needs in the short and long term. This is such a big undertaking in this region that has the ability to change institutions and behavior and allow us to look at training and education in new ways. On a half-time basis, Ann Nygard, the Director of the LSC Center for Rural Entrepreneurship and Penne Ciaraldi, an Executive Director at CCV will work together out of the Chancellor's Office on behalf of the VSC and the entire education and training community in servicing these needs. This is a big development that will serve the state and allow our colleges to serve the state well.

Trustee Jerman asked if this program will involve a clearinghouse role, coordinating getting the people needed and their training at a tech center, CCV, or LSC. Chancellor Donovan responded that the VSC's role will be education and training, and the Department of Labor will handle placement. This has grown out of work we've been doing with Deputy Secretary Pat Moulton Powden of the Agency of Commerce and Commissioner Annie Noonan of the Department of Labor. Chair Moore stated this is an exciting example of the VSC's stepping up to the plate to meet the needs of Vermont. It is a very big project for the Northeast Kingdom and will resonate throughout the state.

Chancellor Donovan referred to Trustee Dickinson's question earlier in the meeting regarding the programs we offer and how we deliver them, and stated that this project is big enough to impact

what programs are offered at a number of colleges and how they are implemented.

Chancellor Donovan also announced that last week at the NEASC annual meeting he was elected to a three-year term on the Commission of Institutions of Higher Education, which is the body that does the accreditations. Chair Moore and Trustee Winters were very supportive of his nomination. The term starts in July. Chair Moore stated that the VSC will benefit from the Chancellor's serving on the commission in that he will gain insight that will help all our colleges.

6. Presidents' Reports

Vermont Technical College President Phil Conroy reported that Academic Dean Pat Menchini will retire after next week; Phil Petty will return to VTC as the new Academic Dean. The biodigester project is moving forward. They have received NEPA approval and can proceed with preparations for construction. They are now working on the Certificate for Public Good. This project is groundbreaking and new territory for the Public Service Board and VTC. They plan for a groundbreaking in the spring. The TAAACT grant is moving along. The Department of Labor is ready for VTC to move forward—faster than expected and so ahead of schedule.

Chair Moore informed the audience that the presidents' reports are in the Board materials. Chancellor Donovan added that the presidents' reports are also online and encouraged the presidents to share them within their own colleges.

Castleton State College President Dave Wolk called attention to the new college advancement office and the new president's report it produced. Marketing, communications, development, and digital media are integrated into this office. President Wolk pointed out the vision statement for the Castleton plan on page 84. Castleton has just completed implementation of its 10-year campus plan and is now looking at the next plan. They have undertaken several college-wide town hall meetings to finalize a vision statement that guides future planning. Castleton will be looking at incrementally increasing enrollment and programs and services for students. There is a 10-year enrollment target of 2,500 undergraduates and a

significant expansion of graduate programs. These plans have had almost unanimous support among staff, administration and faculty. They will move ahead now with benchmarks and significant changes. Castleton held a birthday party last week to celebrate turning 225 years old. A panel of the authors of *Big Heart*, a chronological history of the college, discussed its future and past.

Johnson State College President Barbara Murphy reported that she gave a mid-year state of the college address. She referred to an exercise of the President's Council to come up with a value proposition: what we're willing to commit to the student body and what we ask for in exchange. The Council looked at models from other colleges as well. The end of the semester brings many events and opportunities for community attendance. There will also be the mid year "not-graduation" to acknowledge about 50 students who completed their degree requirements mid-year. A recent student presentation featured a self-designed research internship on veteran's needs returning to school in general and at JSC. Faculty member Senator Bill Doyle invited this student to attend the Senate Committee on Economic Development, Housing and General Affairs when the legislature is back in session.

Community College of Vermont President Joyce Judy reported that she received a call from NEASC notifying her that CCV has received its 10-year reaccreditation. Over the next year the College will be collecting CCV stories at the suggestion of a donor. They have hired a retired CCV employee and have built a website to collect and be a repository for stories and pictures. They will decide what to do with it after a year of collecting. Chair Moore agreed it is important to collect these stories before they are lost. President Wolk noted that he learned during the creation of Castleton's 225-year history that the authors went to primary sources and found that some of them are gone. They decided going forward to engage in an oral history project to add to the archives and add color to what is in print.

Lyndon State College President Joe Bertolino thanked the Board for coming, and the MBI program and student band for their presentations. He also thanked Executive Assistant to the President Darcie Miles for pulling the meeting together and Sodexo for the

excellent food. President Bertolino also thanked Chancellor Donovan, his colleagues and the Board as he is finishing up his first semester and having a great time. President Bertolino acknowledged Academic Dean Donna Dalton, who is retiring after 8 years. He thanked her for her years of service and announced that Professor Alison Lathrop will be Acting Dean in the spring semester. President Bertolino noted that LSC's retention rate has increased 4.4%. Two task forces are currently underway in journalism and enrollment management. They have instituted a new website feature called Joe Wants to Know, in which anyone in the community can give ideas, thoughts, or concerns. Fifty or more have come in so far and are very interesting. LSC's cross country team won the NAC championship for the fourth time in five years, and two students went to the NCAA national championships, the first time in NAC history this has happened. In the election last month, recent LSC graduate Justin Chenette became the youngest state representative in the country—he will serve in the Maine legislature.

President Bertolino introduced the following members of the LSC community in the audience:

Professor Bruce Berryman
Tess Conant, President, VSC United Professionals
Vince Maloney, Director of Admissions
Bob Whittaker, Dean of Institutional Advancement
Jonathan Davis, Dean of Students
Professor Dave Johnston
Professor Tim Lewis
Heather Bouchey, Director of the Leahy Center for Rural
Entrepreneurship
Jay Bona, LSC Staff Federation President
Jay Garland, Student
Wayne Hamilton, Dean of Administration
John Kascenska, Associate Academic Dean
Professor Alison Lathrop
Donna Dalton, Academic Dean
Darcie Miles, Executive Assistant to the President

Chair Moore thanked the Lyndon community for hosting the Board. He noted that Professors Emeritus Dorian McGowan and

Frank Green have a combined 81 years of service, not including the years they have still been serving since retirement. Other VSC colleges have dedicated people like this too.

7. Other Business

There was no other business.

8. Comments from the Public

Audience member Brian Larson inquired when the next Priorities Committee meeting would be. Chair Moore responded that the date was not set yet but would be soon, probably the week of January 21 2013.

9. Date and Place of Next Meeting

Thursday, February 21, 2013, 3:00 p.m.
Castleton State College

Chair Moore moved to adjourn the meeting and was seconded by Trustee Jerman. The motion was approved unanimously. Chair Moore adjourned the meeting at 4:40 p.m.

Respectfully Submitted,



Elaine Sopchak
Recording Secretary

3. Amendment of Minutes of December 5, 2012 Special Board Meeting
The minutes of the December 5, 2012 Special Board Meeting were approved without the inclusion of a document related to a bond resolution. The minutes must be amended to include the document.

Vermont State Colleges
RESOLUTION
Adopted December 5, 2012
Relating to the Issuance of
Vermont State Colleges
Revenue Refunding Bonds, Series 2013

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This Table of Contents is included herein for convenience of reference, shall not constitute a part of this Resolution and shall not affect its meaning, construction or effect.

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RESOLUTION RELATING TO THE ISSUANCE OF VERMONT STATE COLLEGES REVENUE REFUNDING BONDS, SERIES 2013, PROVIDING FOR THE AWARD OF SUCH BONDS AT NEGOTIATED SALE AND APPROVING AND AUTHORIZING CERTAIN ACTIONS AND DOCUMENTS RELATED THERETO.

WHEREAS, under sections 2171 to 2186, inclusive, of Title 16 of Vermont Statutes Annotated, as amended (the “Act”), there has been created, as a part of the educational system of the State of Vermont and as an instrumentality of such State, a public corporation under the name of “Vermont State Colleges” (hereinafter sometimes called the “Corporation”) to plan, supervise, administer and operate facilities for education above the high school level supported in whole or in substantial part with State funds; and

WHEREAS, the Board of Trustees of the Corporation (the “Board”) adopted on November 30, 1988 a bond resolution authorizing and securing revenue bonds of the Corporation, as supplemented by a resolution adopted by the Board on October 24, 1997 (collectively the “Bond Resolution”); and

WHEREAS, Section 209 of the Bond Resolution authorizes the issuance of additional revenue bonds of the Corporation in one or more series from time to time for the purpose of providing funds, together with any other available funds, to (a) pay all or any part of the cost of any Additional Improvements (as defined in the Bond Resolution), (b) repay any advances made from any source to finance temporarily such cost, (c) deposit in any reserve fund created by the series resolution for any such series of bonds an amount equal to the reserve fund requirement with respect to such series of bonds established by such series resolution, (d) pay interest on the series of bonds then being issued for such period as shall be determined by such series resolution, and (e) pay expenses incurred in connection with the issuance of such series of bonds; and

WHEREAS, the Board has, from time to time, issued revenue bonds under and secured by the Bond Resolution to finance the cost of certain Additional Improvements; and

WHEREAS, pursuant to Section 2.01 of a resolution duly adopted by the Board of Trustees of the Corporation (the “Board”) on September 29, 2003 (the “Prior Bonds Resolution”), the Board authorized the issuance pursuant to Section 46 of Act No. 63, approved June 11, 2003, of the Laws of Vermont of \$30,390,000 Vermont State Colleges Revenue Bonds, Series 2003 (the “Prior Bonds”) for the purpose of providing funds, with any other available funds, for paying the cost of certain Additional Improvements, refunding certain outstanding revenue bonds of the Corporation issued for paying the cost of certain Additional Improvements and certain other purposes, the net proceeds of the Prior Bonds having been fully expended; and

WHEREAS, interest rates applicable to indebtedness of the Corporation have declined since the issuance of the Prior Bonds and the Corporation may recognize significant debt service savings by refunding the Prior Bonds, and the Board has determined that it is desirable and in the public interest to issue bonds of the Corporation for the purpose of providing funds, together

with any other available funds, to refund the Prior Bonds in order to decrease the total debt service requirements attributable thereto and, thereby, to further the purposes of the Corporation; and

WHEREAS, Section 211 of the Bond Resolution authorizes the issuance of additional revenue bonds of the Corporation in one or more series from time to time for the purpose of providing funds, together with any other available funds, to (a) pay at maturity or redeem prior to maturity all or any part of the outstanding bonds of any one or more series, including the payment of any redemption premium thereon and any interest that will accrue on such outstanding bonds to the redemption date or stated maturity date or dates and any expenses incurred in connection with such refunding, (b) deposit in any reserve fund created by the series resolution therefor an amount equal to the reserve fund requirement with respect to such refunding bonds established by the series resolution therefor, and (c) pay interest on such refunding bonds then being issued for such period as shall be determined by such series resolution; and

WHEREAS, pursuant to Section 211 of the Bond Resolution, the Board has determined to issue a series of revenue refunding bonds to provide funds, together with other available moneys, to refund the Prior Bonds; and

WHEREAS, the aggregate principal amount of such refunding bonds to be issued is a function in part of the rates of interest on the obligations of the United States of America to be purchased to provide for the refunding of the Prior Bonds; and

WHEREAS, the rates of interest which are in effect for certain obligations of the United States of America are not now available and the aggregate principal amount of such refunding bonds cannot now be determined with accuracy with respect to a sale of such refunding bonds subsequent to the date of the Board's consideration of this resolution as currently proposed; and

WHEREAS, the Board has determined to issue such bonds pursuant to Section 211 of the Bond Resolution as general obligations of the Corporation payable and secured and having such terms and details as provided in the Bond Resolution, a series resolution consisting of this resolution of the Board (this "Resolution") and a series certificate to be delivered by one of the Delegates appointed herein (the "Series Certificate") to be delivered prior to the issuance of such bonds as hereinafter provided; and

WHEREAS, the Board has determined that a negotiated sale of such bonds is in the best interest of the Corporation and in connection therewith has determined to provide for the award of such bonds at private sale and to approve and authorize certain actions and documents related thereto as hereinafter provided;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Vermont State Colleges:

ARTICLE I.

DEFINITIONS

Section 1.01. Definitions. Terms not defined herein shall have the meanings assigned to such terms in the Bond Resolution. In addition to words and terms defined in the Bond Resolution or elsewhere defined in this Resolution, the following words and terms as used in this Resolution shall have the following meanings, unless some other meaning is plainly intended:

“Bonds” means the Vermont State Colleges Revenue Refunding Bonds, Series 2013 issued pursuant to this Resolution.

“Bond Fund” means the Vermont State Colleges Revenue Refunding Bonds, Series 2013 Bond Fund created and so designated under Section 4.01 of this Resolution.

“Bond Resolution” means collectively the bond resolution authorizing and securing revenue bonds of the Corporation, duly adopted by the Board on November 30, 1988, as supplemented by resolution duly adopted by the Board on October 24, 1997, pursuant to the terms of which this Resolution is adopted.

“Business Day” means a day (a) other than a day on which banking institutions in either New York, New York or any other city in which the principal office of the Trustee or the Bond Registrar is located are required or authorized by law or executive order to close and (b) other than a day on which the New York Stock Exchange is closed.

“Certificated Bonds” means replacement Bonds in the form of fully registered Bonds as provided in Section 2.02 of this Resolution.

“Cost of Issuance Fund” means the Vermont State Colleges Revenue Refunding Bonds, Series 2013 Cost of Issuance Fund created and so designated under Section 4.01 of this Resolution.

“Delegate” has the meaning given to such term in Section 6.01 hereof.

“DTC” means The Depository Trust Company, New York, New York, as the securities depository initially acting as Securities Depository.

“Escrow Fund” means the Vermont State Colleges, 2003 Escrow Fund created and so designated under Section 4.08 of this Resolution.

“Interest Account” means that account in the Bond Fund created by Section 4.01 of this Resolution.

“Interest Payment Date” means January 1 or July 1, as the case may be, and, for a particular Bond Year, the Interest Payment Dates shall be January 1 of such Bond Year and July 1 of the following Bond Year.

“Prior Bonds” means the Vermont State Colleges Revenue Bonds, Series 2003, maturing on July 1 of the years 2013 through 2033, issued and outstanding under the Bond Resolution.

“Prior Bonds Bond Fund” means the Vermont State Colleges Revenue Bonds, Series 2003 Bond Fund created and so designated under Section 4.01 of the Prior Bonds Resolution.

“Prior Bonds Reserve Fund” means the Vermont State Colleges Revenue Bonds, Series 2003 Reserve Fund created and so designated under Section 4.01 of the Prior Bonds Resolution.

“Prior Bonds Resolution” has the meaning given to it in the preamble hereof.

“Principal Account” means that account in the Bond Fund created by Section 4.01 of this Resolution.

“Redemption Fund” means the Vermont State Colleges Revenue Refunding Bonds, Series 2013 Redemption Fund created and so designated under Section 4.01 of this Resolution.

“Resolution” means this resolution, duly adopted by the Board on December 5, 2012.

“Series Certificate” means one or more certificates delivered by a Delegate pursuant to Section 6.01 hereof.

“Sinking Fund Account” means that account in the Bond Fund created by Section 4.01 of this Resolution.

“Tax Certificate” means the Tax Certificate and Agreement, dated the date of issuance of the Bonds, concerning certain matters pertaining to the use and investment of the proceeds of the Bonds executed by the Corporation, including any and all exhibits thereto.

Section 1.02. Rules of Construction. Words of the masculine gender shall be deemed and construed to include correlative words of the feminine and neuter genders. Unless the context shall otherwise indicate, words used herein shall include the plural as well as the singular number. The word “person” shall include any individual, corporation, partnership, joint venture, association, joint stock company, trust, unincorporated organization or government or any agency or political subdivision thereof.

ARTICLE II.

ISSUANCE OF BONDS AND FORMS AND DETAILS OF BONDS

Section 2.01. Issuance of Bonds.

(a) The refunding of the Prior Bonds is hereby approved, and there shall be issued under and secured by the Bond Resolution, this Resolution and the Series Certificate bonds of the Corporation to be designated “Vermont State Colleges Revenue Refunding Bonds, Series 2013” for the purpose of providing funds, together with any other available funds, to (i) pay at maturity or redeem prior to maturity all of the Prior Bonds, including the payment of any redemption premium thereon and any interest that will accrue on such Outstanding Prior Bonds to their redemption date or stated maturity date or dates and any expenses incurred in connection with such refunding and (ii) pay certain expenses incurred in connection with the issuance of the Bonds.

(b) The proceeds of the Bonds shall be applied as follows:

(1) any accrued interest on the Bonds shall be deposited in the Interest Account;

(2) an amount of such proceeds as a Delegate shall direct shall be deposited in the Escrow Fund as provided in Section 4.08 hereof;

(3) an amount equal to the premium for credit enhancement purchased for any or all of the Bonds in accordance with the terms of the Series Certificate shall be paid to the provider of such credit enhancement in immediately available funds; and

(4) the balance of such proceeds shall be deposited to the Cost of Issuance Fund and applied to the payment of expenses incident to the refunding of the Prior Bonds, including expenses incident to the issuance of the Bonds.

Examples of expenses referred to in clause (4) include, but are not limited to, (i) counsel fees (including bond counsel, underwriter’s counsel, Corporation counsel, as well as any other specialized counsel fees incurred in connection with the issuance of the Bonds and the transactions contemplated thereby); (ii) fees of the Corporation and financial advisor fees incurred in connection with the issuance of the Bonds and the transactions contemplated thereby; (iii) accountant and other professional fees related to issuance of the Bonds and the transactions contemplated thereby; and (iv) costs incurred in connection with the required public approval process (e.g., publication costs for public notices generally and costs of the public hearing). Any excess money held to the credit of the Cost of Issuance Fund six months after the date of issuance of the Bonds shall be transferred to the Interest Account in the Bond Fund.

Section 2.02. Forms and Details of Bonds. The definitive Bonds are issuable in fully registered form in the denomination of \$5,000 or any multiple thereof and shall be substantially in the form set forth in Exhibit A hereto, with such variations, omissions and insertions as may be necessary or appropriate to conform to the provisions of the Bond Resolution, this Resolution

and the Series Certificate. All Bonds may have endorsed thereon such legends or text as may be necessary or appropriate to conform to any applicable rules and regulations of any governmental authority or of any securities exchange on which the Bonds may be listed or any usage or requirement of law with respect thereto.

The Bonds shall be in such initial principal amounts and such aggregate principal amount not exceeding \$23,500,000, shall be dated, shall consist of Current Interest Serial Bonds or Current Interest Term Bonds, or any combination thereof, shall be stated to mature on July 1 of such years in such amounts, shall have such Sinking Fund Requirements on account of any Term Bonds thereof, shall be numbered, shall have such denominations, shall bear interest until their payment at a rate or rates not exceeding the maximum rate permitted by law, payable on such Interest Payment Dates, shall be redeemable at such times and prices (subject to the provisions of Article III of the Bond Resolution and Articles III and VI of this Resolution) and may have such other terms and details, all as shall be provided in the Series Certificate.

The Bonds will be issued by means of a book-entry system with no physical distribution of definitive Bonds, other than to or upon the order of the Securities Depository as hereinafter provided. One definitive Bond with respect to each date on which the Bonds are stated to mature, in the aggregate principal amount of the Bonds stated to mature on such date and registered in the name of Cede & Co., as nominee of DTC, will be issued and required to be deposited with DTC and immobilized in its custody. The book-entry system will evidence ownership of the Bonds in the principal amount of \$5,000 or any multiple thereof, with transfers of ownership effected on the records of DTC and its participants pursuant to rules and procedures established by DTC and its participants. Transfer of principal, interest and any redemption premium payments to participants of DTC will be the responsibility of DTC, and transfer of principal, interest and any redemption premium payments to beneficial owners of the Bonds by participants of DTC will be the responsibility of such participants and other nominees of such beneficial owners. The Corporation, the Trustee and the Bond Registrar will not be responsible or liable for such transfers of payments or for maintaining, supervising or reviewing records maintained by DTC, its participants or persons acting through such participants.

In the event that (a) DTC determines not to continue to act as Securities Depository for the Bonds or (b) any Delegate determines that continuation of the book-entry system of evidence and transfer of ownership of the Bonds would adversely affect the interests of the beneficial owners of the Bonds, the Corporation will discontinue the book-entry system with DTC. If the Corporation identifies another qualified Securities Depository to replace DTC, the Corporation will make arrangements with DTC and such other Securities Depository to effect such replacement and cause to be delivered definitive replacement Bonds registered in the name of such other Securities Depository or its nominee in exchange for the outstanding Bonds, and the references to DTC or Cede & Co. in this Resolution shall thereupon be deemed to mean such other Securities Depository or its nominee. If the Corporation fails to identify another qualified Securities Depository to replace DTC, the Corporation will cause to be delivered definitive replacement Bonds in the form of fully-registered Bonds in the denomination of \$5,000 or any multiple thereof ("Certificated Bonds") in exchange for the outstanding Bonds as required by DTC and others. Upon the request of DTC, the Corporation may also cause to be delivered one or more Certificated Bonds to any participant of DTC in exchange for Bonds credited to its account with DTC.

Certificated Bonds issuable hereunder shall be in substantially the form of the Bonds registered in the name of Cede & Co. with such changes as are necessary to reflect the provisions of this Resolution that are applicable to Certificated Bonds.

The Board shall appoint such registrars, transfer agents, depositories or other agents as may be necessary for the registration, registration of transfer and exchange of Bonds within a reasonable time according to then current commercial standards and for the timely payment of principal, interest and any redemption premium with respect to the Bonds. The Bank of New York Mellon Trust Company, N.A., Everett, Massachusetts, is hereby appointed the bond registrar, transfer agent and paying agent for the Bonds (collectively the “Bond Registrar”), subject to the right of the Board to appoint another Bond Registrar, and as such shall keep at its principal office in Everett, Massachusetts, the books of the Corporation for the registration, registration of transfer, exchange and payment of the Bonds as provided in the Bond Resolution and this Resolution.

ARTICLE III.

REDEMPTION OF BONDS

Section 3.01. Mandatory Redemption. The Bonds constituting Term Bonds shall be subject to mandatory redemption prior to maturity to the extent of the Sinking Fund Requirements therefor from money in the Sinking Fund Account at the principal amount of such Bonds to be redeemed, plus accrued interest thereon to the date fixed for redemption, but without premium, on the July 1 immediately following each Bond Year with respect to which there is a Sinking Fund Requirement, all as shall be provided in the Series Certificate.

Section 3.02. Optional Redemption. The Bonds shall also be subject to redemption prior to maturity at the option of the Corporation in whole or in part (and if in part, in such order of their maturities as the Corporation in its discretion may determine), on any date, from any available moneys, all as shall be provided in the Series Certificate.

Section 3.03. Extraordinary Optional Redemption. The Bonds shall also be subject to redemption prior to maturity at the option of the Corporation in whole or in part, at any time, and if in part, in such order of their maturities as the Corporation in its discretion may determine, at a redemption price equal to the principal amount of the Bonds to be redeemed, plus accrued interest thereon to the date fixed for redemption, but without premium, in an amount equal to any insurance proceeds with respect to any casualty loss to all or any part of the properties constituting the Vermont State Colleges System, proceeds resulting from Eminent Domain proceedings, proceeds resulting from the sale or other disposition of all or any part of the properties constituting the Vermont State Colleges System or other money deposited in the Redemption Fund pursuant to Section 707 or 708 of the Bond Resolution, all as shall be provided in the Series Certificate.

Section 3.04. Redemption of Portion of Maturity. If less than all of the Bonds of any one maturity shall be called for redemption, the particular Bonds or portions of Bonds of such maturity to be redeemed shall be selected by the Trustee in such manner as the Corporation in its discretion may determine; provided, however, that the portion of any Bond to be redeemed shall be in the principal amount of \$5,000 or some multiple thereof and that, in selecting Bonds for redemption, each Bond shall be considered as representing that number of Bonds which is obtained by dividing the principal amount of such Bond by \$5,000. So long as the Bonds are registered in book-entry only form and a book-entry system is used for determining beneficial ownership of Bonds, if less than all of the Bonds within a maturity are to be redeemed and so long as DTC or a successor securities depository is the sole registered owner of the Bonds, DTC and its participants shall determine by lot which of the Bonds within a maturity are to be redeemed.

Section 3.05. Redemption Notice. At least thirty (30) days but not more than sixty (60) days before the redemption date of any Bonds to be redeemed, whether such redemption be in whole or in part, the Trustee shall cause a notice of such redemption to be filed with the Bond Registrar and to be mailed, postage prepaid, to the Owner of each Bond to be redeemed in whole or in part at his address appearing upon the registration books of the Corporation. Failure to mail any such notice to any such Owner or any defect therein shall not affect the validity of the

proceedings for such redemption as to those Owners to whom such notice was given as required hereby. Each such notice shall set forth the date fixed for redemption, the Redemption Price to be paid and the maturities of the Bonds to be redeemed. In the event that Certificated Bonds are Outstanding, each such notice to the Owners thereof shall also set forth, if less than all of the Bonds of any maturity then Outstanding shall be called for redemption, the distinctive numbers and letters, if any, of such Bonds to be redeemed and, in the case of any Bond to be redeemed in part only, the portion of the principal amount thereof to be redeemed. If any Bond is to be redeemed in part only, the notice of redemption shall state also that on or after the redemption date, upon surrender of such Bond, a new Bond or Bonds in principal amount equal to the unredeemed portion of such Bond will be issued.

Any notice of redemption may state that the redemption to be effected is conditioned upon the receipt by the Trustee on or prior to the redemption date of moneys sufficient to pay the principal of and premium, if any, and interest on such Bonds to be redeemed and that if such moneys are not so received, such notice shall be of no force or effect and such Bonds shall not be required to be redeemed. In the event that such notice contains such a condition and moneys sufficient to pay the principal of and premium, if any and interest on such Bonds are not received by the Trustee on or prior to the purported redemption date, the redemption shall not be made, and the Trustee shall within a reasonable time thereafter give notice, in the manner in which the notice of redemption was given, that such moneys were not so received.

ARTICLE IV.

FUNDS AND ACCOUNTS

Section 4.01. Establishment of Certain Funds. There are hereby established pursuant to this Resolution the following funds for the Bonds:

(a) Vermont State Colleges Revenue Refunding Bonds, Series 2013 Bond Fund in which there are established three special accounts to be known as the Principal Account, the Interest Account, and the Sinking Fund Account;

(b) Vermont State Colleges Revenue Refunding Bonds, Series 2013 Redemption Fund; and

(c) Vermont State Colleges Revenue Refunding Bonds, Series 2013 Cost of Issuance Fund.

The Bond Fund, the Redemption Fund and the Cost of Issuance Fund for the Bonds shall be established with and held by the Trustee. The money in each of said Funds shall be held in trust and applied as provided in the Bond Resolution and as hereinafter provided and, pending such application, shall be subject to a lien and charge in favor of the Owners of the Bonds secured by this Resolution, *pari passu*, and held for the further security of such Owners. Moneys held to the credit of the Cost of Issuance Fund shall be applied as set forth in Section 2.01 hereof.

Section 4.02. Payments by Corporation. Following the issuance of the Bonds, the Corporation shall make payments to the Trustee from available moneys of the Corporation to the extent necessary to make the deposits described below at the times indicated as follows:

(a) to the Interest Account on or before the 20th day of the month preceding the next ensuing Interest Payment Date, an amount which, together with any amount on deposit therein, will be sufficient to pay the interest on the Bonds on such Interest Payment Date;

(b) to the Principal Account (1) on or before December 20 next preceding each July 1 on which any Serial Bonds become due, one-half of the principal amount of such Serial Bonds to become due on the next ensuing July 1 and (2) on or before June 20 next preceding each July 1 on which any Serial Bonds become due, an amount which, together with any amount on deposit therein, will be equal to the principal amount of such Serial Bonds to become due on the next ensuing July 1; and

(c) to the Sinking Fund Account (1) on or before December 20 next preceding each July 1 on which any Term Bonds are to be redeemed pursuant to a Sinking Fund Requirement, one-half of the principal amount of such Term Bonds required to be redeemed or paid on the next ensuing July 1 in satisfaction of such Sinking Fund Requirement plus the redemption premiums, if any, on such principal amount of Term Bonds which would be payable prior to such July 1 if such principal amount of Term Bonds were to be redeemed prior to their maturities from money held for the credit of the Sinking Fund Account and (2) on or before June 20 next preceding each July 1 on which

any Term Bonds are to be redeemed pursuant to a Sinking Fund Requirement, an amount which, together with any amount on deposit therein, will be equal to the principal amount of such Term Bonds required to be redeemed or paid on the next ensuing July 1 in satisfaction of such Sinking Fund Requirement plus the redemption premiums, if any, on such principal amount of the Term Bonds which would be payable prior to such July 1 if such principal amount of Term Bonds were to be redeemed prior to their maturities from money held for the credit of the Sinking Fund Account.

To the extent that investment earnings are credited to an account in the Bond Fund in accordance with this Resolution or amounts are credited thereto as a result of the application of Bond proceeds or a transfer of investment earnings on any other fund or account held by the Trustee, or otherwise, future deposits to such accounts shall be reduced by the amounts so credited and the amounts due from the Corporation following the dates upon which such amounts are credited shall be reduced by the amounts so credited.

The Trustee shall account separately for each deposit into the Bond Fund and the Redemption Fund, including income and gain from investment of such deposits, so that the Trustee may at all times ascertain the source and date of each such deposit.

On or before the 45th day next preceding the first day of any Bond Year on which Term Bonds are to be retired pursuant to a Sinking Fund Requirement, the Corporation may deliver to the Trustee for cancellation Term Bonds required to be redeemed on such date in any aggregate principal amount desired. The Corporation will receive a credit against amounts required to be deposited into the Sinking Fund Account on account of such Term Bonds in the amount of 100% of the principal amount of any such Term Bonds so delivered and canceled.

Section 4.03. Application of Money in Interest Account. On each Interest Payment Date, or date for the payment of Defaulted Interest, or date upon which Bonds are to be redeemed, the Trustee shall withdraw from the Interest Account and remit to the Bond Registrar, by wire transfer or other means and in Federal Reserve or other immediately available funds, the amount required for paying interest on the Current Interest Bonds to each Owner that is not a Securities Depository or a Securities Depository Nominee. The Bond Registrar shall on each Interest Payment Date remit by mail to each Owner that is not a Securities Depository Nominee the amount required for paying interest on such Current Interest Bonds (or one or more Predecessor Bonds) when due and payable.

At such time as to enable the Bond Registrar to make payments of interest on the Current Interest Bonds in accordance with any existing agreement between the Bond Registrar and any Securities Depository, the Trustee shall withdraw from the Interest Account and remit to the Bond Registrar, by wire transfer or other means and in Federal Reserve or other immediately available funds, the amounts required to pay interest on the Current Interest Bonds on the next succeeding Interest Payment Date to any Owner that is a Securities Depository or a Securities Depository Nominee; provided, however, that in no event shall the Trustee be required to make such remittance prior to the Business Day next preceding each Interest Payment Date and, further, that for so long as the Letter of Representations, incorporated by reference in this Resolution and attached to this Resolution as Exhibit C, remains in effect, such remittance shall be made not later than 10:00 A.M. on each Interest Payment Date.

In the event the balance in the Interest Account on the 20th day of the month next preceding an Interest Payment Date or a date for the payment of Defaulted Interest or a date upon which Bonds are to be redeemed is insufficient for the payment of interest becoming due on the Bonds on the next ensuing Interest Payment Date or date for the payment of Defaulted Interest or date upon which Bonds are to be redeemed, the Trustee shall notify the Corporation of the amount of the deficiency. Upon notification, the Corporation shall immediately deliver to the Trustee an amount sufficient to cure such deficiency.

Section 4.04. Application of Money in Principal Account. On each July 1 on which Serial Bonds are stated to mature, the Trustee shall withdraw from the Principal Account and remit to the Bond Registrar, by wire transfer or other means and in Federal Reserve or other immediately available funds, the amount required to pay the principal of all Serial Bonds maturing on such July 1.

In the event the balance in the Principal Account on the 20th day of the month next preceding a date for payment of the principal of any Serial Bonds is insufficient for the payment of principal of the Serial Bonds becoming due on the next ensuing payment date, the Trustee shall notify the Corporation of the amount of deficiency. Upon notification, the Corporation shall immediately deliver to the Trustee an amount sufficient to cure such deficiency.

Section 4.05. Application of Money in Sinking Fund Account. Money held for the credit of the Sinking Fund Account shall be applied during each Bond Year to the retirement of Term Bonds then Outstanding as follows:

(a) After consultation with the Corporation, the Trustee shall endeavor to purchase and cancel Term Bonds or portions thereof then subject to redemption by operation of the Sinking Fund Account at a price acceptable to the Corporation, such price not to exceed the Redemption Price provided in Section 3.01 of this Resolution which would be payable on the next July 1 to the Owners of such Term Bonds under the provisions of Article III of this Resolution if such Term Bonds or portions were to be called for redemption on such date, plus accrued interest to the date of purchase. The Trustee shall pay the interest accrued on such Term Bonds or portions thereof to the date of settlement therefor from the Interest Account and the purchase price from the Sinking Fund Account, but no such purchase shall be made by the Trustee from money in the Sinking Fund Account within the period of sixty (60) days immediately preceding the next July 1 on which such Term Bonds are subject to redemption. The aggregate purchase prices of such Term Bonds so purchased shall not exceed the amount deposited in the Sinking Fund Account on account of the Sinking Fund Requirement for such Term Bonds; provided, however, that if in any Bond Year the amount held for the credit of the Sinking Fund Account plus the principal amount of all Term Bonds purchased during such Bond Year pursuant to the provisions of this paragraph (a) exceeds the aggregate Sinking Fund Requirements for all Term Bonds then Outstanding for such Bond Year, the Trustee shall endeavor to purchase any Term Bonds then Outstanding with such excess money; and

(b) The Trustee shall call for redemption on the July 1 immediately following such Bond Year, as provided in Section 3.01 of this Resolution, Term Bonds or portions

thereof then subject to redemption in a principal amount equal to the aggregate Sinking Fund Requirement for the Term Bonds for such Bond Year, less the principal amount of any such Term Bonds retired by purchase pursuant to paragraph (a) of this Section. Such redemption shall be made pursuant to the provisions of Article III of this Resolution. If such July 1 is the stated maturity date of any such Term Bonds, the Trustee shall not call such Term Bonds for redemption but, not later than the Business Day next preceding such maturity date, shall withdraw from the Sinking Fund Account and remit to the Bond Registrar, by wire transfer or other means and in Federal Reserve or other immediately available funds, the amount required to pay the principal of such Term Bonds on such maturity date. On the Business Day next preceding each such redemption date, the Trustee shall withdraw from the Sinking Fund Account and remit to the Bond Registrar, by wire transfer or other means and in Federal Reserve or other immediately available funds, the amount required to pay the Redemption Price of the Term Bonds or portions thereof so called for redemption.

In the event the balance in the Sinking Fund Account on the 20th day of the month next preceding a date for the payment of the principal or Redemption Price of any Term Bonds is insufficient for the payment of the principal or Redemption Price of the Term Bonds becoming due on the next ensuing payment date, the Trustee shall notify the Corporation of the amount of deficiency. Upon notification, the Corporation shall immediately deliver to the Trustee an amount sufficient to cure such deficiency.

If, in any Bond Year, by the application of money in the Sinking Fund Account the Trustee should purchase and cancel Term Bonds in excess of the aggregate Sinking Fund Requirements for such Bond Year, the Trustee shall file with the Corporation not later than the 20th day prior to the next July 1 on which Term Bonds are to be redeemed a statement identifying the Term Bonds purchased or delivered during such Bond Year and the amount of such excess. The Corporation shall thereafter cause an Officer's Certificate to be filed with the Trustee not later than the 10th day prior to such July 1 setting forth with respect to the amount of such excess the years in which the Sinking Fund Requirements with respect to Term Bonds are to be reduced and the amounts by which the Sinking Fund Requirements so determined are to be reduced.

Upon the retirement of any Term Bonds by purchase or redemption pursuant to the provisions of this Section, the Trustee shall file with the Corporation a statement identifying such Bonds and setting forth the date of purchase or redemption, the amount of the purchase price or the Redemption Price of such Term Bonds and the amount paid as interest thereon. The expenses incurred in connection with the purchase or redemption of any such Term Bonds are required to be paid by the Corporation.

Section 4.06. Application of Money in Redemption Fund. Money held for the credit of the Redemption Fund, including any money for the redemption of Bonds pursuant to Section 3.03 of this Resolution and Section 707 or 708 of the Bond Resolution and any money for the redemption of Bonds pursuant to Section 3.02 of this Resolution and the Series Certificate, shall be applied to the purchase or redemption of Bonds, as follows:

(a) Subject to the provisions of paragraph (c) of this Section and after consultation with the Corporation, the Trustee shall endeavor to purchase and cancel Bonds or portions thereof, whether or not such Bonds or portions thereof shall then be subject to redemption, at a price acceptable to the Corporation, such price not to exceed the Redemption Price that would be payable on the next redemption date to the Owners of such Bonds under the provisions of Article III of this Resolution if such Bonds or portions thereof should be called for redemption on such date from the money in the Redemption Fund. The Trustee shall pay the interest accrued on such Bonds or portions thereof to the date of settlement therefor from the Interest Account and the purchase price from the Redemption Fund, but no such purchase shall be made by the Trustee from money in the Redemption Fund within the period of sixty (60) days immediately preceding any date on which such Bonds are subject to redemption.

(b) Subject to the provisions of paragraph (c) of this Section and after consultation with the Corporation, the Trustee shall call for redemption on each date on which Bonds are subject to redemption from money in the Redemption Fund such amount of Bonds or portions thereof then subject to redemption as, with the redemption premium, if any, will exhaust the money then held for the credit of the Redemption Fund as nearly as it may be practicable; provided, however, that not less than Twenty-five Thousand Dollars (\$25,000) principal amount of Bonds shall be called for redemption at any one time. Such redemption shall be made pursuant to the provisions of Article III of this Resolution. On the Business Day next preceding the redemption date, the Trustee shall withdraw from the Interest Account and from the Redemption Fund and remit to the Bond Registrar, by wire transfer or other means and in Federal Reserve or other immediately available funds, the respective amounts required for paying the interest on and the Redemption Price of the Bonds or portions thereof so called for redemption.

(c) Money in the Redemption Fund shall be applied by the Trustee in each Fiscal Year to the purchase or the redemption of Bonds then Outstanding in accordance with the latest Officer's Certificate filed by the Corporation with the Trustee designating the Bonds to be purchased or redeemed. In the event no such Officer's Certificate is filed, the Trustee shall apply such money to the purchase or redemption of such Bonds in the inverse order of their maturities and within maturities in such manner as the Trustee, in its discretion, may determine. For purposes of this paragraph (c) Term Bonds shall be considered to mature on July 1 in amounts equal to the aggregate Sinking Fund Requirements therefor.

Upon the retirement of any Bonds by purchase or redemption pursuant of the provisions of this Section, the Trustee shall file with the Corporation a statement identifying such Bonds and setting forth the date of purchase or redemption, the amount of the purchase price or the Redemption Price of such Bonds and the amount paid as interest thereon. The expenses in connection with the purchase or redemption of any such Bonds are required to be paid by the Corporation.

Section 4.07. Application of Money in Certain Funds. Whenever the total of the money held for the credit of the Bond Fund and the Redemption Fund shall be sufficient for paying the principal or Redemption Price of and the interest accrued on all Bonds then Outstanding under

the provisions of this Resolution and the Series Certificate, the Corporation may direct the Trustee to apply such money to the payment, purchase or redemption of such Bonds.

Section 4.08. Establishment of Escrow Fund. The Vermont State Colleges Revenue Bonds, Series 2003 Escrow Fund is hereby established with the Trustee. Simultaneously with the issuance of the Bonds, the Corporation shall cause to be deposited with the Trustee for the credit of the Escrow Fund that portion of the proceeds of the Bonds specified in the Series Certificate (excluding accrued interest) and any other money to be made available in an amount that will be sufficient, together with the interest earnings to be derived from the investment of such proceeds and money, to provide for the payment of the principal of and the redemption premium, if any, and interest on the Prior Bonds as the same shall become due prior to and on the first date on which the Prior Bonds are redeemable prior to their respective maturities at the option of the Corporation. The Trustee shall, upon the written direction of the Corporation, invest a portion of the money in the Escrow Fund in direct obligations of the United States of America which will mature at times and in amounts that will be sufficient, together with such earnings and moneys remaining in the Escrow Fund, to pay when due such principal of and redemption premium, if any, and interest on the Prior Bonds.

The money in the Escrow Fund shall be subject to a lien and charge in favor of the owners of the Prior Bonds and for the further security of such owners and, except for the investment of such money as provided above, shall be applied by the Trustee to the payment of the principal of and the redemption premium, if any, and interest on the Prior Bonds when due.

Upon the payment of all of the principal of and redemption premium and interest on the Prior Bonds when due, any money remaining in the Escrow Fund shall be transferred by the Trustee to the Principal Account.

Any Delegate is hereby authorized to execute and deliver an escrow deposit agreement with the Trustee, as escrow agent, substantially in the form of the draft of the Escrow Deposit Agreement which has been presented to and considered by the Board on the date hereof, with such changes therein as may be necessary to effectuate the provisions of this Section as he may approve, his execution of said Agreement to be conclusive evidence of any such approval.

Section 4.09. Application of Money in Certain Funds Relating to Prior Bonds. At the time of issuance of the Bonds money in the Prior Bonds Bond Fund and in the Prior Bonds Reserve Fund shall be transferred by the Trustee to the Escrow Fund, to be held solely for the benefit of the owners of the Prior Bonds, all as any Delegate shall direct.

Section 4.10. Redemption of the Prior Bonds. If the Bonds are issued, the Outstanding Prior Bonds shall be redeemed as soon as practicable after such issuance of the Bonds and, if required, notice of the Corporation's intention to redeem the Prior Bonds shall be given, all in accordance with the Bond Resolution, the series resolution relating to the Prior Bonds and this Resolution.

ARTICLE V.

SECURITY FOR DEPOSITS AND INVESTMENT OF FUNDS

Section 5.01. Security for Deposits. Any and all money received under the provisions of this Resolution for deposit in the Bond Fund, the Redemption Fund and the Cost of Issuance Fund shall be held in trust under the terms hereof and shall not be subject to any lien or attachment by any creditor of the Corporation except as expressly provided herein and shall be applied only in accordance with the provisions of the Bond Resolution and this Resolution.

All money deposited with the Trustee under this Resolution shall be credited to the particular fund or account to which such money belongs.

Section 5.02. Investment of Money. Money held for the credit of all funds and accounts established hereunder shall be continuously invested and reinvested by the Trustee in Investment Obligations to the extent practicable. Investment Obligations shall mature or be redeemable at the option of the holder thereof not later than the respective dates when the money held for the credit of such funds or accounts will be required for the purposes intended. Notwithstanding the foregoing, no Investment Obligations in any fund or account for the Bonds may mature beyond the latest maturity date of any Bonds Outstanding at the time such Investment Obligations are deposited. For the purposes of this Section, the maturity date of a repurchase agreement shall be deemed to be the maturity date of such repurchase agreement and not the maturity date of the underlying obligations.

The Corporation shall give to the Trustee directions confirmed in writing respecting the investment of any money required to be invested hereunder, subject, however, to the provisions of this Article, and the Trustee shall then invest such money under this Section as so directed. The Trustee shall not be liable or responsible for any loss resulting from any such investment.

Investment Obligations acquired with money and credited to any fund or account established under this Resolution shall be held by or under the control of the Trustee and while so held shall be deemed at all times to be part of such fund or account. The interest accruing on Investment Obligations in any fund or account created hereunder for the Bonds and any profit or any loss realized upon the disposition or maturity of such investment shall be credited to or charged against the fund or account from which derived. The Trustee shall sell at the best price obtainable with reasonable diligence or reduce to cash a sufficient amount of such Investment Obligations whenever it shall be necessary so to do to provide money to make any payment from any such fund or account.

Whenever a transfer of money between two or more of the funds or accounts established under this Resolution is permitted or required, such transfer may be made in whole or in part by transfer of one or more Investment Obligations at a value determined in accordance with this Article V, provided that the Investment Obligations transferred are those in which money of the receiving fund or account could be invested at the date of such transfer.

Section 5.03. Valuation. For the purpose of determining the amount on deposit to the credit of any fund or account, obligations in which money therein shall have been invested shall be valued at the market value of such obligations.

All Investment Obligations in all of the funds and accounts created hereunder shall be valued by the Trustee on the fifteenth (15th) day of the month preceding each Interest Payment Date. In addition, such Investment Obligations shall be valued at any time requested by the Corporation on reasonable written notice to the Trustee (which period of notice may be waived or reduced by the Trustee).

ARTICLE VI.

AWARD OF BONDS, PRELIMINARY OFFICIAL STATEMENT AND OFFICIAL STATEMENT AND DISCLOSURE UNDERTAKING

Section 6.01. Delegation and Standards; Award of Bonds:. The Board has determined that flexibility is required with respect to the offering and award of the Bonds in order to attain the lowest interest cost with respect to the Bonds. Accordingly, the Board has determined to delegate certain authority relating to the sale and issuance of the Bonds to the Chancellor of the Corporation, the Director of Finance of the Corporation and the Chairman of the Board (individually, a “Delegate” and collectively, the “Delegates”).

(a) To provide greater specificity regarding the scope of such delegation, the Board hereby delegates to each Delegate the power to do and carry out the following:

(1) To determine the aggregate principal amount of the Bonds, in an amount not to exceed the amount authorized in Section 2.02 hereof, and to determine that the proceeds to be derived from the issuance of such Bonds will be sufficient for the related purposes described in Section 2.01(a) of this Resolution;

(2) To determine the maturities and maturity amounts of the Bonds, provided that the maturity of any Bond may not extend beyond July 1, 2042;

(3) To determine which Bonds are to be designated as Current Interest Serial Bonds and which Bonds are to be designated as Current Interest Term Bonds, and to determine the Sinking Fund Requirements for any such Term Bonds;

(4) To determine the interest rate or rates for the Bonds, provided that the interest rate on any Bond shall not exceed 7% per annum;

(5) To determine the redemption provisions of such Bonds in accordance with the provisions of Article III hereof, provided that, if such redemption is provided for in the Series Certificate, the earliest date of any such redemption at the option of the Corporation pursuant to Section 3.02 hereof shall be not later than ten and one-half years after the dated date of the Bonds and any redemption premium payable in respect of the optional redemption of said Bonds shall not exceed 3% of the principal amount of the Bonds so being redeemed;

(6) To determine the dated date of the Bonds;

(7) To determine the date or dates of sale and issuance of the Bonds;

(8) To determine whether the Bonds, or any portion thereof, shall benefit from the issuance of an insurance policy or other form of credit enhancement; provided, however, that in making such determination, the provider of any such insurance shall have a claims paying rating from at least one nationally recognized credit rating agency not lower than the unenhanced, long

term rating of the Corporation and the Delegates shall be entitled to rely upon a certificate or certificates of the Underwriter (as hereinafter defined) to the effect that the present value of the premium paid to obtain the such credit enhancement is less than the present value of the interest reasonably expected to be saved as a result of having such enhancement, using the yield on the Bonds (determined with regard to the premium paid for the such enhancement) as the discount rate for this purpose;

(9) If a form of credit enhancement supports the payment of the principal of and interest on all or a portion of the Bonds, to accept provisions which are a condition precedent to the issuance of the form of credit enhancement to the extent such provisions are not inconsistent with the Bond Resolution, including, but not limited to, Section 813 thereof, or any provision of this Resolution;

(10) To obtain the services of a qualified bank or trust company to serve as escrow agent and to hold the Escrow Fund under the Escrow Deposit Agreement and of a Verification Agent to provide verification and yield computations with respect to the sufficiency of the Escrow Fund and the yield on the Bonds and the Defeasance Obligations in the Escrow Fund; and

(11) To authorize the Escrow Agent selected pursuant to paragraph (a)(10) of this Section 6.01 to submit a subscription for purchase and issue of United States Treasury Securities – State and Local Government Series or, alternatively, each Delegate may solicit, or cause to be solicited, not less than three bids for a portfolio of Defeasance Obligations. If the Bureau of Public Debt is prohibited from delivering U.S. Treasury Securities – State and Local Government Securities, each Delegate is further authorized to enter into agreements and give instructions for the purchase of Defeasance Obligations for periods when the moneys credited to the Escrow Fund would otherwise be uninvested.

(b) Any of the Delegates shall execute a Series Certificate evidencing determinations or other actions taken pursuant to the authority granted hereby, and such Certificate shall be conclusive evidence of the action or determination of the Delegates as stated therein.

(c) The Board has received from RBC Capital Markets, LLC (the “Underwriter”) a form of a Bond Purchase Agreement for the purchase of the Bonds, a copy of which is attached to this Resolution as Exhibit B. The Board has considered and hereby approves and accepts such form of Bond Purchase Agreement. The Board hereby authorizes any Delegate to execute and deliver the Bond Purchase Agreement in substantially the form appearing as Exhibit B hereto, with such changes he may approve with the advice of counsel. The execution by any such Delegate of the Bond Purchase Agreement shall be conclusive evidence of his approval of any such changes.

(d) The delegation of authority to the Delegates provided for in this Series Resolution shall remain in effect through June 30, 2013.

Section 6.02. Preliminary Official Statement and Official Statement. A Preliminary Official Statement of the Corporation relating to the Bonds, substantially in the form thereof which has been presented to and considered by the Board on the date hereof, and the use thereof by the Underwriter in connection with the offering of the Bonds, is hereby approved. Each Delegate is hereby authorized for and on behalf of the Board and the Corporation to make such changes therein, with the advice of counsel, as are necessary, in the opinion of such Delegate, so that such Preliminary Official Statement, as so changed (the "Official Statement"), does not contain an untrue statement of a material fact or omit to state a material fact required to be included therein for the purpose for which the Official Statement is to be used or necessary to make the statements therein, in the light of the circumstances under which they were made, not misleading and to execute and deliver the Official Statement in connection with an award of the Bonds to the Underwriter. The use of the Official Statement by the Underwriter in connection with the offering of the Bonds is hereby also approved.

Section 6.03. Disclosure Undertaking. The Corporation hereby undertakes, for the benefit of the beneficial owners of the Bonds, to provide:

(a) by not later than seven (7) months from the end of each Fiscal Year, to the Municipal Securities Rulemaking Board ("MSRB"), audited financial statements of the Corporation for such Fiscal Year, if available, prepared in accordance with generally accepted accounting principles or, if such audited financial statements of the Corporation are not available by seven (7) months from the end of such Fiscal Year, unaudited financial statements of the Corporation for such Fiscal Year to be replaced subsequently by audited financial statements of the Corporation to be delivered within fifteen (15) days after such audited financial statements become available for distribution;

(b) by not later than seven (7) months from the end of each Fiscal Year, to the MSRB, (i) the financial and statistical data as of a date not earlier than the end of the preceding Fiscal Year for the type of information included under the subheadings "Operating Information — Admissions and Student Enrollment", "Operating Information — Student Tuition Charges" and "Student Financial Aid" under the heading "Vermont State Colleges" in Appendix A to the Official Statement and (ii) the budget of the Corporation for the current Fiscal Year, to the extent such items are not included in the audited financial statements referred to in (a) above;

(c) in a timely manner, not in excess of ten business days after the occurrence of the event, to the MSRB, notice of any of the following events with respect to the Bonds:

- (1) principal and interest payment delinquencies;
- (2) non-payment related defaults, if material;
- (3) unscheduled draws on debt service reserves reflecting financial difficulties;

- (4) unscheduled draws on credit enhancements reflecting financial difficulties;
 - (5) substitution of credit or liquidity providers, or their failure to perform;
 - (6) adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the Bonds, or other material events affecting the tax status of the Bonds;
 - (7) modifications to rights of security holders, if material;
 - (8) bond calls, if material, and tender offers;
 - (9) defeasances;
 - (10) release, substitution, or sale of property securing repayment of the Bonds, if material;
 - (11) rating changes;
 - (12) bankruptcy, insolvency, receivership or similar event of the Corporation;
 - (13) the consummation of a merger, consolidation, or acquisition involving the Corporation or the sale of all or substantially all of the assets of the Corporation, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and
 - (14) the appointment of a successor or additional trustee or the change of name of a trustee, if material.
- (d) in a timely manner, to the MSRB, notice of a failure of the Corporation to provide required annual financial information described in (a) or (b) above on or before the date specified.

If the Corporation fails to comply with the undertaking described above, any beneficial owner of the Bonds then Outstanding may take action to protect and enforce the rights of all beneficial owners with respect to such undertaking, including an action for specific performance; provided, however, that failure to comply with such undertaking shall not be an Event of Default and shall not result in any acceleration of payment of the Bonds. All actions shall be instituted, had and maintained in the manner provided in this paragraph for the benefit of all beneficial owners of the Bonds.

Unless otherwise required by the MSRB, all notice, documents and information provided to the MSRB shall be provided to the MSRB's Electronic Municipal Market Access (EMMA) system, the current Internet address of which is www.emma.msrb.org. All notices, documents and information provided to the MSRB shall be provided in an electronic format prescribed by

the MSRB (which must be portable document format (pdf) and word-searchable except for non-textual elements) and shall be accompanied by identifying information as prescribed by the MSRB.

The Corporation reserves the right to modify from time to time the information to be provided to the extent necessary or appropriate in the judgment of the Corporation, provided that:

(a) any such modification may only be made in connection with a change in circumstances that arises from a change in legal requirements, change in law, or change in the identity, nature, or status of the Corporation;

(b) the information to be provided, as modified, would have complied with the requirements of Rule 15c2-12 issued under the Securities Exchange Act of 1934 ("Rule 15c2-12") as of the date of the Official Statement, after taking into account any amendments or interpretations of Rule 15c2-12, as well as any changes in circumstances; and

(c) any such modification does not materially impair the interests of the beneficial owners, as determined either by parties unaffiliated with the Corporation (such as bond counsel), or by approving vote of the Owners of a majority in principal amount of the Bonds then Outstanding pursuant to the terms of the Bond Resolution, as it may be amended from time to time, at the time of the amendment.

The Corporation agrees that the annual financial information containing modified operating data or financial information will explain, in narrative form, the reasons for the modification and the impact of the change in the type of operating data or financial information being provided.

The provisions of this Section shall terminate upon payment, or provision having been made for payment in a manner consistent with Rule 15c2-12, in full of the principal of and interest on all of the Bonds

To further evidence the obligations of the Corporation under this Section 6.03, any Delegate is authorized to execute, and deliver to the Trustee, a continuing disclosure undertaking containing substantially the same provisions set forth in this Section, with such modifications as counsel to the Corporation may recommend, such Delegate's execution and delivery of such continuing disclosure undertaking shall be conclusive evidence of his approval of any such changes.

ARTICLE VII.**MISCELLANEOUS PROVISIONS**

Section 7.01. Manner of Giving Notice. Any notice, demand, direction, request or other instrument authorized or required by this Resolution to be given to or filed with the Corporation, the Bond Registrar, the Trustee or the Bond Insurer shall be deemed to have been sufficiently given or filed for all purposes of this Resolution if and when sent by registered or certified mail, return receipt requested:

- (a) to the Corporation, if addressed to

Vermont State Colleges
P.O. Box 7
Montpelier, Vermont 05601-0007
Attention: Director of Finance

- (b) to the Trustee, if addressed to

The Bank of New York Mellon Trust Company, N.A.
Corporate Trust
135 Santilli Highway
AIM 026-0018
Everett, MA 02149

- (c) to the Bond Registrar, if addressed to

The Bank of New York Mellon Trust Company, N.A.
Corporate Trust
135 Santilli Highway
AIM 026-0018
Everett, MA 02149

Any such notice, demand or request may also be transmitted to the appropriate above-mentioned party by telephone or telecopy at such number as such party shall supply and shall be deemed to be properly given or made at the time of such transmission; provided, however, that if such notice, demand or request is made by telephone then such transmission shall be confirmed in writing not later than one Business Day following such transmission and sent as specified above.

The Corporation and the Trustee shall promptly notify Moody's Investors Service ("Moody's"), if the Bonds are then rated by Moody's, and Standard & Poor's Ratings Service, a Standard & Poor's Financial Services LLC division ("S&P"), if the Bonds are then rated by S&P, upon the happening of the following events:

- (a) any change in Trustee pursuant to the Bond Resolution;

(b) any supplement to the Bond Resolution pursuant to Section 1101 or 1102 thereof (which notice shall include a copy of any such supplement); and

(c) any acceleration of the Bonds.

All documents received by the Trustee under the provisions of this Resolution, or photographic copies thereof, shall be retained in its possession until this Resolution shall be released under the provisions of Section 1201 of the Bond Resolution, subject at all reasonable times to the inspection of the Corporation, any Owner and the agents and representatives thereof.

Section 7.02. Corporation, Trustee, Bond Registrar and Owners Alone Have Rights under Resolutions. Except as herein otherwise expressly provided, nothing in this Resolution or the Series Certificate, express or implied, is intended or shall be construed to confer upon any person, firm or corporation, other than the Corporation, the Trustee, the Bond Registrar and the Owners, any right, remedy or claim, legal or equitable, under or by reason of this Resolution and the Series Certificate or any provision hereof or thereof, this Resolution and the Series Certificate and all their provisions being intended to be and being for the sole and exclusive benefit of the Corporation, the Trustee, the Bond Registrar and the Owners.

Section 7.03. State Law Governs. This Resolution is adopted with the intent that the laws of the State shall govern its construction.

Section 7.04. Headings Not Part of Resolution. Any heading preceding the text of the several articles and sections hereof, table of contents, marginal notes, or footnotes appended to copies hereof, shall be solely for convenience of reference and shall not constitute a part of this Resolution, nor shall they affect its meaning, construction or effect.

Section 7.05. Further Acts. The Director of Finance, the Chancellor and the Controller of the Corporation and the Chairman of the Board are each hereby designated a Corporation Representative to act on behalf of the Corporation under the Bond Resolution and this Resolution.

The officers, employees, agents and persons otherwise acting on behalf of the Board, the Corporation, the Trustee or the Bond Registrar are hereby authorized and directed to do all acts and things required of them for the full, punctual and complete performance of all of the terms, covenants and agreements contained in the Bonds, the Bond Resolution, this Resolution and the Series Certificate.

Section 7.06. Letter of Representations. The Letter of Representations, as requested by DTC in connection with the issuance of the Bonds and substantially in the form attached hereto as Exhibit C, is hereby approved, and the Director of Finance of the Corporation is hereby authorized to complete and execute such Letter of Representations and to deliver the same to DTC for and on behalf of the Board and the Corporation.

Section 7.07. Additional Legislation. If a court of the State finds any agreement of the Corporation in the Bond Resolution, this Resolution or the Series Certificate to be invalid, then the Corporation will use its best efforts to cause such legislation as may be appropriate authorizing the Corporation to make such agreement to be enacted.

Section 7.08. Purpose of Resolutions. This Resolution and the Series Certificate are intended to carry out the requirements of Section 211 of the Bond Resolution and otherwise implement the provisions of the Bond Resolution insofar as the issuance of the Bonds is concerned. If and to the extent that this Resolution or the Series Certificate shall include any provision in conflict with the Bond Resolution, then this Resolution or the Series Certificate shall be deemed to exclude any provision in conflict with the Bond Resolution to the extent of such conflict.

Section 7.09. Resolution Effective. This Resolution shall take effect immediately upon its adoption by the Board.

EXHIBIT A

FORM OF BOND

UNLESS THIS BOND IS PRESENTED BY AN AUTHORIZED REPRESENTATIVE OF THE DEPOSITORY TRUST COMPANY, A NEW YORK CORPORATION (“DTC”), TO THE CORPORATION OR ITS AGENT FOR REGISTRATION OF TRANSFER, EXCHANGE, OR PAYMENT, AND ANY 2013 BOND ISSUED IS REGISTERED IN THE NAME OF CEDE & CO. OR IN SUCH OTHER NAME AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC (AND ANY PAYMENT IS MADE TO CEDE & CO. OR TO SUCH OTHER ENTITY AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC), ANY TRANSFER, PLEDGE OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL INASMUCH AS THE REGISTERED OWNER HEREOF, CEDE & CO., HAS AN INTEREST HEREIN.

UNITED STATES OF AMERICA
STATE OF VERMONT

VERMONT STATE COLLEGES

No. R12-___

\$ _____

VERMONT STATE COLLEGES
REVENUE REFUNDING BOND, SERIES 2013

<u>MATURITY DATE</u>	<u>ISSUE DATE</u>	<u>INTEREST RATE</u>	<u>CUSIP</u>
July 1,			

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT: _____ DOLLARS

Vermont State Colleges (the “Corporation”), a public corporation and instrumentality of the State of Vermont, is justly indebted and for value received hereby promises to pay, but solely from the sources and in the manner described below, to the registered owner shown above (the “Owner”) or registered assigns or legal representative on the Maturity Date specified above (or earlier as hereinafter referred to), upon the presentation and surrender hereof, at the principal corporate trust office of The Bank of New York Mellon Trust Company, N.A., Everett, Massachusetts, (said bank, together with any successor appointed to act as such, being hereinafter referred to as the “Bond Registrar”), the principal amount shown above and to pay interest on such principal amount, calculated on the basis of a 360-day year consisting of twelve 30-day months, from the Issue Date set forth above or from the interest payment date (January 1 or July 1) next preceding the date of authentication to which interest shall have been paid, unless such date of authentication is an interest payment date to which interest shall have been paid, in which case from such date, such interest to the maturity hereof being payable on each interest payment date at the Interest Rate per annum set forth above until payment of such principal sum. The interest so payable and punctually paid, or duly provided for, on any interest payment date

will be paid to the person in whose name this Bond (or the previous Bond or Bonds evidencing the same debt as that evidenced by this Bond) is registered at the close of business on the Regular Record Date for such interest, which shall be the 15th day (whether or not a business day) of the calendar month next preceding such interest payment date. Any such interest not so punctually paid or duly provided for shall forthwith cease to be payable to the person in whose name this Bond (or the previous Bond or Bonds evidencing the same debt as that evidenced by this Bond) is registered on such Regular Record Date, and may be paid to the person in whose name this Bond (or the previous Bond or Bonds evidencing the same debt as that evidenced by this Bond) is registered at the close of business on a Special Record Date for the payment of such defaulted interest to be fixed by the Trustee, hereinafter mentioned, notice whereof being given to the registered owner not less than 10 days prior to such Special Record Date, or may be paid in any other lawful manner as more fully provided in the Resolutions, hereinafter mentioned, under which this Bond is issued. Interest on this Bond shall be paid by check mailed by the Bond Registrar to the person entitled thereto at his address as it appears on the bond registration books of the Corporation maintained by the Bond Registrar. All such payments shall be made in such coin or currency of the United States of America as at the time of payment is legal tender for payment of public and private debts.

This Bond is one of a series of bonds designated “Vermont State Colleges Revenue Refunding Bonds, Series 2013” (the “2013 Bonds”) and issued by the Corporation pursuant to a Bond Resolution adopted by the Board of Trustees of the Corporation on November 30, 1988, as supplemented by resolution adopted by said Board on October 24, 1997 (collectively the “Bond Resolution”) and a resolution adopted by said Board on December 5, 2012 (the “Series Resolution”). Said resolutions of said Board are herein collectively called the “Resolutions”. This Bond is subject in all respects to the provisions of the Resolutions, which are on file at the principal office of The Bank of New York Mellon Trust Company, N.A., Everett, Massachusetts, as Trustee under the Resolutions (the “Trustee”). Terms not defined herein shall have the meanings ascribed thereto in the Resolutions.

The Resolutions were adopted and the 2013 Bonds are being issued under and pursuant to sections 2171 to 2186, inclusive, of Title 16 of Vermont Statutes Annotated, as amended.

The 2013 Bonds and all other bonds issued or authorized to be issued under the Bond Resolution (collectively, the “Bonds”) are general obligations of the Corporation payable from available moneys of the Corporation. In addition, moneys in certain funds and accounts established by the Resolutions relating to the 2013 Bonds are subject to a lien and charge in favor of the Owners of the 2013 Bonds to the extent provided in the Resolutions and held in trust for the security of such Owners until applied or transferred as provided in the Resolutions.

The Corporation has no taxing power, and nothing in the 2013 Bonds or the Resolutions shall be deemed to constitute an obligation of the State of Vermont or to be secured by a pledge of the faith and credit of the State of Vermont nor shall the 2013 Bonds ever be or become a charge against the State of Vermont. The 2013 Bonds shall not constitute a charge, lien or encumbrance, legal or equitable, upon any property of the Corporation or upon its income, receipts, or revenues, except to the extent provided in the Resolutions; and the 2013 Bonds shall not constitute a charge, lien or encumbrance, legal or equitable, on the Revenues of the Dormitory System in violation of the provisions of the Dormitory System Bond Resolution or on

the Married Students Project or the Gross Revenues of the Married Students Project or the Net Revenues of the Married Students Project, or any part thereof, in violation of the provisions of the Married Students and Faculty Housing Bond Resolution.

Reference is made to the Resolutions for provisions concerning the rights of the Owners and the rights and obligations of the Corporation, the Bond Registrar and the Trustee. The acceptance of the terms and conditions of the Resolutions is an explicit and material part of the consideration of the Corporation's issuance hereof, and each Owner hereof by acceptance of this Bond accepts and assents to all such terms and conditions as if fully set forth herein.

The 2013 Bonds are subject to redemption prior to maturity and in the manner set forth in the Series Resolution.

At least thirty (30) days but not more than sixty (60) days before the redemption date of any 2013 Bonds to be redeemed, whether such redemption be in whole or in part, the Trustee shall cause a notice of such redemption to be filed with the Bond Registrar and to be mailed, postage prepaid, to the Owner of each 2013 Bond to be redeemed in whole or in part at his address appearing on the registration books of the Corporation, provided that such notice to Cede & Co. shall be given by certified or registered mail and that such notice otherwise shall be as provided in the Resolutions. Failure to mail any such notice or any defect therein shall not affect the validity of the proceedings for such redemption with respect to Owners to whom such notice was so given.

Any notice of redemption may state that the redemption to be effected is conditioned upon the receipt by the Trustee on or prior to the redemption date of moneys sufficient to pay the principal of and premium, if any, and interest on such 2013 Bonds to be redeemed and that if such moneys are not so received, such notice shall be of no force or effect and such 2013 Bonds shall not be required to be redeemed. In the event that such notice contains such a condition and moneys sufficient to pay the principal of and premium, if any and interest on such 2013 Bonds are not received by the Trustee on or prior to the purported redemption date, the redemption shall not be made, and the Trustee shall within a reasonable time thereafter give notice, in the manner in which the notice of redemption was given, that such moneys were not so received.

On the date fixed for redemption, notice having been given in the manner provided in the Resolutions, the 2013 Bonds or portions thereof called for redemption shall be due and payable at the redemption price provided therefor, plus accrued interest to such date. If money or Defeasance Obligations, or a combination of both, sufficient to pay the redemption price of the 2013 Bonds to be redeemed plus accrued interest to the date of redemption, are held by the Trustee or the Bond Registrar in trust for the Owners of the 2013 Bonds to be redeemed, interest on the 2013 Bonds called for redemption shall cease to accrue, such Bonds shall cease to be entitled to any benefit or security under the Resolutions or to be deemed outstanding, and the Owners of such Bonds shall have no rights in respect thereof except to receive payment of the redemption price thereof, plus accrued interest to the date of redemption, and, to the extent provided in the Resolutions, to receive 2013 Bonds for any unredeemed portions of 2013 Bonds. In addition, this Bond shall not be deemed to be outstanding under the Resolutions and shall cease to be entitled to any benefit or security or any rights under the Resolutions, other than the right to receive payment of the principal or the redemption price hereof and accrued interest

hereon, to be given notice of redemption, and, to the extent provided in the Resolutions, to receive a 2013 Bond or 2013 Bonds for any unredeemed portion of this Bond, if this Bond has been duly called for redemption or the Corporation has given the Trustee irrevocable instructions to pay or call for redemption this Bond on a specified date and money or Defeasance Obligations, or a combination of both, sufficient to pay the principal or the redemption price of this Bond, together with accrued interest hereon to such date, are held by the Trustee or the Bond Registrar in trust for the Owner hereof. Defeasance Obligations will be deemed to be sufficient to pay or redeem this Bond on a specified redemption date if the principal of and the interest on such Defeasance Obligations when due will be sufficient to pay on such date the principal or the redemption price of this Bond and the interest accruing on this Bond to such date.

The 2013 Bonds are being issued by means of a book-entry system with no physical distribution of definitive 2013 Bonds to be made except as provided in the Series Resolution. One 2013 Bond with respect to each date on which the 2013 Bonds are stated to mature, in the aggregate principal amount of the 2013 Bonds stated to mature on such date and registered in the name of Cede & Co., as nominee of DTC, is being issued and required to be deposited with DTC and immobilized in its custody. The book-entry system will evidence ownership of the 2013 Bonds in the principal amount of \$5,000 or any multiple thereof, with transfers of ownership effected on the records of DTC and its participants pursuant to rules and procedures established by DTC and its participants. Transfer of principal, interest and any redemption premium payments to participants of DTC will be the responsibility of DTC, and transfer of principal, interest and any redemption premium payments to beneficial owners of the 2013 Bonds by participants of DTC will be the responsibility of such participants and other nominees of such beneficial owners. The Corporation, the Trustee and the Bond Registrar will not be responsible or liable for such transfers of payments or for maintaining, supervising or reviewing the records maintained by DTC, its participants or persons acting through such participants.

In certain events, the Corporation will be authorized to deliver definitive, fully registered, replacement 2013 Bonds in the denomination of \$5,000 or any multiple thereof in exchange for the outstanding 2013 Bonds as provided in the Series Resolution.

The transfer of this Bond is registrable by the Owner in person or by his attorney or legal representative at the principal office of the Bond Registrar but only in the manner and subject to the limitations and conditions provided in the Resolutions and upon the surrender and cancellation of this Bond. Upon any such registration of transfer the Corporation shall execute and the Bond Registrar shall authenticate and deliver in exchange for this Bond a new 2013 Bond or Bonds, registered in the name of the transferee, of authorized denominations, in aggregate principal amount equal to the principal amount of this Bond, of the same maturity and bearing interest at the same rate.

At the principal office of the Bond Registrar, in the manner and subject to the limitations and conditions provided in the Resolutions, 2013 Bonds may be exchanged for an equal aggregate principal amount of 2013 Bonds of the same maturity, of authorized denominations and bearing interest at the same rate.

Any Owner requesting any registration of transfer or exchange of this Bond shall pay any tax or other governmental charge required to be paid with respect thereto but shall not bear any

other cost with respect thereto. The Bond Registrar shall not be required to register the transfer or to make any exchange of this Bond during a period beginning at the opening of business fifteen (15) days before the date of the mailing of a notice of redemption of this Bond or any portion hereof and ending at the close of business on the date of such mailing or after this Bond shall have been called for redemption in whole or in part pursuant to the Resolutions.

The Owner of this Bond shall not have any right to enforce the provisions of the Resolutions, to institute action to enforce the covenants therein, to take any action with respect to any event of default thereunder, or to institute, appear in or defend any suit or other proceeding with respect thereto, except as provided in the Resolutions.

Upon the occurrence of certain events of default under the Resolutions, and on the conditions, in the manner and with the effect set forth in the Resolutions, the principal of all Bonds then outstanding under the Resolutions may become or may be declared due and payable before the stated maturities thereof, together with the interest accrued thereon.

Modifications or alterations of the Resolutions or of any resolution supplemental thereto may be made only to the extent and in the circumstances permitted by the Resolutions.

All acts, conditions and things required to happen, exist and be performed precedent to and in the issuance of this Bond have happened, exist and have been performed as so required.

This Bond shall not be valid or become obligatory for any purpose or be entitled to any benefit or security under the Resolutions until it shall have been authenticated by the execution by the Bond Registrar of the certificate of authentication endorsed hereon.

IN WITNESS WHEREOF, Vermont State Colleges has caused this Bond to be signed by the Chairman of its Board of Trustees and the Secretary of its Board of Trustees and its official seal to be impressed hereon, all as of the Issue Date set forth above.

VERMONT STATE COLLEGES

By: _____
Chairman of the Board of Trustees

[SEAL]

Secretary of the Board of Trustees

CERTIFICATE OF AUTHENTICATION

This is one of the Bonds of the series designated therein and issued under the provisions of the within-mentioned Resolutions.

The Bank of New York Mellon Trust Company, N.A.,
as Bond Registrar

By: _____
Authorized Signature

Date of authentication:

ASSIGNMENT

FOR VALUE RECEIVED the undersigned hereby sells, assigns and transfers unto

(please insert here name, address and social security or other identifying number of assignee) the within bond and all rights thereunder and hereby irrevocably constitutes and appoints

attorney to register the transfer of the within bond on the books kept for registration thereof, with full power of substitution in the premises.

Dated: _____

Signature: _____

NOTICE: The signature to this assignment must correspond with the name as it appears on the face of the within bond in every particular, without alteration or enlargement or any change whatever.

Signature Guaranteed:

NOTICE: Signatures must be guaranteed by a member firm of the New York Stock Exchange or a commercial bank or a trust company.

EXHIBIT B

FORM OF BOND PURCHASE AGREEMENT

EXHIBIT C

LETTER OF REPRESENTATION

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Amendment of Minutes of
December 5, 2012 Special Board Meeting

WHEREAS, The Board of Trustees approved the minutes of the December 5, 2012 Special Board Meeting on December 13, 2012; and

WHEREAS, The minutes of the December 5, 2012 Special Board Meeting as approved by the Board were incomplete, lacking a document related to a bond resolution; and

WHEREAS, The bond resolution document is now included in the minutes of the December 5, 2012 Special Board Meeting; therefore, be it

RESOLVED, That the Vermont State Colleges Board of Trustees hereby approves the minutes to the December 5, 2012 Special Board Meeting as amended.

February 21, 2013

4. Election of Nominating Committee

The Nominating Committee is made up of three members elected annually by the Board at its January meeting. The Chair of the Committee shall be elected from among its three members by the Board at the January meeting. Once established, the Committee shall recommend VSC Board officers for election at the Annual Meeting. In making recommendations for election to an office or position, the Nominating Committee may either recommend individual candidates or present competing candidates for the Board's consideration.

The Board will elect three members to the Nominating Committee and will elect the Chair of the Committee at the Board Meeting.

5. Election of Interim Board Secretary

The Board will elect an Interim Board Secretary. This position will be held until the Board's Annual Meeting, during which a full slate of officers will be presented by the Nominating Committee and voted on by the full Board.

The By-Laws of the VSC Board of Trustees provide the following: Article III, Section 1., "The officers of the Board shall be a Chair, a Vice-Chair, a Secretary and a Treasurer. The same person may serve as Secretary and Treasurer."

6. Acknowledgement of Status of Programs under 2012 Policy 109 Review
Policy 109 stipulates that low-enrolled programs must be reviewed each year and defines “low-enrolled” as any program that meets more than one of the following three criteria:
- It has fewer than 15 declared majors in graduate programs, 25 declared majors in baccalaureate programs, including full and part-time students; fewer than 20 students in associate degree programs.
 - There are significant numbers of upper-level courses in the degree program with enrollment lower than accepted course minimums.
 - It has fewer than 5 graduates in any of the preceding three years.

In addition, a President may choose to include in this review degree programs with a significant decline in enrollment, retention, and/or net revenue over a three-year period.

In accordance with the provisions of the policy, the Board of Trustees must determine the status of all programs under review, placing each in one of the following categories:

- Approve (no follow-up report necessary)
- Approve with follow-up report required
- Approve with conditions; follow-up report required; insufficient evidence of improvement at point of follow-up results in termination
- Terminate; phase-out plan required

The Policy 109 reviews were conducted by presidents and deans alone focusing solely on quantitative measures. Data for these reviews are generated by VSC’s Hope Swanson. Questions of curricular efficiency and whether programs are still needed are considered. Often the decision is made to continue a low-enrolled program. A frequent reason for this is when a program is “embedded” within another program. For example, several programs subject to review are associate’s degree programs wholly subsumed within a well-enrolled baccalaureate programs. These associate’s degree programs are attractive options, especially for students who develop health, financial, or family problems and, as a result, need to “stop out” for a while. Under those circumstances, the student can leave the college with a degree as opposed to just a transcript of courses and credits.

The EPSL Committee endorses the recommendations made by the Council of Presidents regarding academic programs reviewed under Policy 101 during 2012, and recommends the adoption of the attached resolution to the full Board of Trustees.

2012 VSC Policy 109
Annual Enrollment Report Summary
 11/13/12

<i>College/ program triggered for review</i>	<i>COP recommendations for further review</i>
<u>Castleton State College</u> A.A., General Studies# A.S., Business by Contract^ A.S., Communication^ A.S., Criminal Justice^ B.A., Global Studies+ B.A., Music# B.A., Natural Sciences# B.A., Philosophy# B.A., Social Studies# B.A., Spanish# B.M., Music Education# B.S., Computer Info. Systems* B.S., Geology* B.S., Health Education+ B.S., Sports Medicine# C.A.G.S., Education# M.S., Accounting+	<i>See notes on programs in CSC's report</i> No further review
<u>Community College of Vermont</u> A.S., Emergency Management##+ A.A., Communication# A.S., Computer Assisted Drafting##* A.S. Environmental Science##* A.S. Hospitality & Tourism Management# A.A.S., Massage Therapy & Bodywork#~ A.A.S., Network Administration##* A.S., Sustainable Building Technology# A.S., Website Design & Administration#^	<i>See notes on programs in CCV's report</i> Further review No further review

<p><u>Johnson State College</u></p> <p>B.A. Music A.A., Technical Theater#</p> <p>A.S., Management#^ A.A., General Studies# B.A., Anthropology/Sociology#* B.A., General Studies# B.A., Journalism#* B.A., Musical Theater# B.A., Theater & Drama# B.S., Environmental Science#</p>	<p><i>See notes on programs in JSC's report</i></p> <p>Further review</p> <p>No further review</p>
<p><u>Lyndon State College</u></p> <p>B.S., Global Studies#~ B.A., Philosophy#~ B.S., Small Business Management & Entrepreneurship#~</p> <p>A.S., Computing#* A.S., Digital Media# A.S., Electronic Journalism Arts+ A.S., Graphic Design# A.S., Human Services+ A.S., Television Studies – TV News#^ A.S., Television Studies – TV Production#^ A.S., Visual Arts+ A.S., Special Education# B.S., Accounting# B.F.A., Animation/Illustration+ B.S., Computer Information Systems#* B.S., Criminal Justice#+ B.S., Environmental Science#* B.S., Mathematics# B.S., Media Communications+ B.S., Natural Science#* B.S., Sports Management+ B.S., Sustainability Studies+ M. Ed.#</p>	<p><i>See notes on programs in LSC's report</i></p> <p>Programs closed</p> <p>No further review</p>

<p><u>Vermont Technical College</u></p> <p>A.A.S., Computer Engineering Technology*</p> <p>A.A.S., Agribusiness Management Technology[^]</p> <p>A.A.S., Computer Information Technology*</p> <p>A.A.S., Computer Software Engineering*</p> <p>A.A.S., General Engineering Technology</p> <p>A.A.S., Telecommunications Technology</p> <p>B.S., Dental Hygiene⁺</p> <p>B.S., Diversified Agriculture</p>	<p><i>See notes on programs in VTC's report</i></p> <p>Further review</p> <p>No further review</p>
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[^] program completely subsumed with another program (e.g., A.S. within B.S.)

[#] designated as low-enrolled by Policy 109 criteria in 2011

^{*} under review through Policy 101 (current, scheduled or through required follow-up)

⁺ new program, exempt from review

[~] program closed



Manual of Policy and Procedures

Title	Number	Page
ANNUAL ENROLLMENT REVIEW OF EXISTING ACADEMIC PROGRAMS	109	1 of 3
	Date 4/20/06	

Purpose

The overall purpose of the policy is to support the mission of the VSC: for the benefit of Vermont, to provide affordable, high quality, student-centered and accessible education, fully integrating professional, liberal, and career study. To fully implement this mission, VSC academic programs must be of high quality and remain current, competitive, and cost-effective. Through this policy, the Board of Trustees charges the colleges with and establishes guidelines for an Annual Enrollment Review: annual college reviews of degree program enrollment, retention and graduation data to determine which, if any, programs should be designated by the presidents as “low-enrolled” and thus slated for additional review at the college and system levels.

This policy affects graduate, baccalaureate and associate degree programs. The criteria and processes for the Annual Enrollment Review follow. This policy is designed to complement VSC Policy 101: Academic Program Review.

Annual Enrollment Review: Policy and Procedures

Each president will review program enrollment, retention and graduation data on an annual basis within the context of ongoing institutional planning and improvement. Annual enrollment/retention/graduation reports and related recommendations on all VSC degree programs will be submitted to the Board of Trustees for review at their annual planning retreat, in accordance with established guidelines and using a standard format. Based on these reports and the presidents’ recommendations, the Board of Trustees will identify which, if any, programs will be subject to additional review at the college and system levels due to low-enrollment.

These reports are intentionally quantitative in nature and are designed to complement some of the more qualitative aspects of VSC Policy 101: Academic Program Review. These reports are not designed to judge program effectiveness but are intended to monitor scarce resources and to eliminate programs which no longer meet student demand. The Board of Trustees recognizes that some low-enrolled programs are also highly cost-effective, thus supporting other higher-cost programs at the institution. The Board further recognizes that the VSC mission requires full support of general education curriculum system-wide.

While the presidents have considerable discretion in which programs they designate as low-enrolled and thus recommend for further review, in general, VSC degree programs may be

Signed by:	Robert G. Clarke Chancellor
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subject to in-depth review at the system level if they demonstrate more than one of the following characteristics:

1. fewer than 15 declared majors in graduate programs, 25 declared majors in baccalaureate programs, including full and part-time students; fewer than 20 students in associate degree programs.
2. significant numbers of upper-level courses in the degree program with enrollment lower than accepted course minimums.
3. fewer than 5 graduates in any of the preceding three years.

In addition, a President may choose to include in this review degree programs with a significant decline in enrollment, retention and/ or net revenue over a three-year period. Programs that do not meet the criteria presented above may be included in the review of low-enrolled programs as determined by the President in consultation with the Chancellor. New programs (in existence three years or less) are exempt from low-enrollment review unless special circumstances, as determined by the President and Chancellor, warrant their inclusion. The President will provide a rationale for all programs recommended for review, as well as for those not included that demonstrate the criteria listed above.

The process for Annual Enrollment Review follows:

1. The Council of Presidents will confirm the format, data collection methodology and requirements of the enrollment reports to be submitted to the Board of Trustees.
2. By June of each year, the colleges will submit enrollment reports to the Chancellor, including recommendations for further review of programs they have designated as low-enrolled.
3. During their annual planning retreat, the Board of Trustees will review the enrollment reports and presidents' recommendations, and confirm the list of programs designated as "low-enrolled" and subject to further review. A program under review through Academic Program Review as described above will not be subject to "low-enrollment review" simultaneously.
4. The Presidents will submit to the Chancellor a brief report (2-3 pages) on each program designated for review, including the following components:
 - a. numbers enrolled over last five years.
 - b. numbers graduating over last five years (new programs provide as much longitudinal data as possible).
 - c. enrollment projection two years from date of review, broken out by category: new students, transfer students, continuing students.
 - d. marketing/ recruitment plan to build enrollment.
 - e. number of full-time equivalent faculty teaching in program; number of full-time equivalent staff associated with the program.
 - f. program budgets for last five years, assessment of cost-effectiveness and statement of significant unmet resource needs, if any.
 - g. statement and data related to graduate outcomes over last five years: job placement, continuing education, other as defined by college.

- h. relation of program to other programs (e.g., general education) and to College priorities.
 - i. recommended action and rationale.
5. The Council of Presidents will review all reports prior to their submission to EPSL, and will make recommendations to EPSL regarding the status of all programs under review (see four categories above).
 6. Before December 1, EPSL will review all reports and submit a resolution to the full Board of Trustees regarding the status of all programs under review (see four categories below).
 7. Before December 1, the Board of Trustees will place all degree programs under review in one of four categories: approve, approve with follow-up report required, approve with conditions, terminate (see description of each category below).

Approve: The program is approved for continuation. Programs recommended for continuation may be subject to review in subsequent years based on the criteria established above. Presidents may be charged with implementing specific program improvement strategies.

Approve with Follow-Up Report Required: The program is approved for continuation. Presidents are charged to work with faculty/ academic staff to report back to the Chancellor in specified time period on progress made in relation to specific program improvement strategies. Programs recommended for continuation may be subject to review in subsequent years based on the criteria established above.

Approve with Conditions and Follow-Up Report Required: The program will continue with major modifications or under specific conditions as determined by the Board of Trustees. Presidents are charged to work with faculty/ academic staff to implement specified actions or face termination of program. Progress reports must be submitted to the Chancellor by a specified date. In addition, programs placed in this category may be subject to subsequent review, based on the criteria established above.

Terminate: The program will be terminated. The determination from the Board of Trustees will include consultation with the faculty and contain a phase-out plan including reassignment or termination/ non-reappointment of faculty/ academic staff associated with the terminated program. The phase-out plan will ensure that any students enrolled in the program can complete it within a reasonable time period, as determined by the college.

The colleges also may be charged with consolidating particular programs and/ or strengthening collaboration between particular programs to meet the criteria above and to address any unnecessary duplication.

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Status of Programs under 2012 Policy 109 Review

- WHEREAS, In April 2006, the Vermont State Colleges Board of Trustees approved a revised Policy 109, Annual Enrollment Review of Existing Academic Programs; and
- WHEREAS, Policy 109 stipulates that low-enrolled programs must be reviewed each year and defines “low-enrolled” as any program that meets more than one of the following three criteria:
- It has fewer than 15 declared majors in graduate programs, 25 declared majors in baccalaureate programs, including full and part-time students; fewer than 20 students in associate degree programs;
 - There are significant numbers of upper-level courses in the degree program with enrollment lower than accepted course minimums;
 - It has fewer than 5 graduates in any of the preceding three years; and
- WHEREAS, A president may choose to include in this review degree programs with a significant decline in enrollment, retention, and/or net revenue over a three-year period; and
- WHEREAS, After reviewing the recommendations from the Council of Presidents, and in accordance with the provisions of the policy, the Board of Trustees must determine the status of all programs under review, placing each in one of the following categories:
- Approve (no follow-up report necessary)
 - Approve with follow-up report required
 - Approve with conditions; follow-up report required; insufficient evidence of improvement at point of follow-up results in termination
 - Terminate; phase-out plan required; and
- WHEREAS, The Education, Personnel and Student Life Committee has reviewed the results of the 2012 Policy 109 annual enrollment review, and recommends the program status and related program improvement strategies as attached; therefore, be it
- RESOLVED, That the VSC Board of Trustees approves the program status and related program improvement strategies as attached as of this date, February 21, 2013.

February 21, 2013

7. Approval of Revised Policy 101—Program Review and Continuous Improvement Process

In 2011, the Vermont State Colleges engaged in a two-year initiative funded by the Davis Foundation to review and enhance the former Policy 101 procedures. The changes in the procedures were intended to move the review process culture from one of accountability to one of continuous improvement, hence called “Program Review and Continuous Improvement Process” or “PReCIP.” In December 2012, the EPSL committee reviewed the PReCIP reports, and engaged in a conversation that reflected successful procedural changes.

Following the first review cycle under the new policy, a small number of adjustments to the policy are now needed to match the improvements made to the procedures. Proposed new language is highlighted in the revised policy draft that follows. Following the draft revision of Policy 101 is a final version that incorporates the proposed changes.

The revisions mark three types of changes:

1. *Date changes*: to better match the faculty and outside committee members’ schedules, dates in the former policy 101 document have been changed;
2. *Name changes*: where the former document read “Policy 101,” the new document reads “PReCIP” to further emphasize procedural changes;
3. *Procedural description changes*: the document was changed to incorporate the new procedures for the PReCIP process.

The EPSL Committee endorses the proposed revisions to Policy 101 and recommends the approval of the revised policy and the attached resolution to the full Board of Trustees.



Manual of Policy and Procedures

Title	Number	Page
PROGRAM REVIEW AND CONTINUOUS IMPROVEMENT PROCESS	101	1 of 5
	Date	
	4/28/2011 2/21/13	

Purpose

Consistent with its mission, Vermont State Colleges is dedicated to providing academic programs that are of high quality and remain current. Towards that end, the VSC Board of Trustees adopts this policy in order to ensure that VSC colleges regularly engage in practices designed to foster the continuous improvement of programs. Through the procedures outlined in this policy, faculty involved in delivering VSC academic programs periodically, systematically, and collaboratively review evidence regarding their effectiveness in achieving desired student learning outcomes, and commit to making the changes needed to ensure continuous program improvement.

Thus the Board of Trustees charges the colleges with, and establishes guidelines for, the regular review and continuous improvement of academic programs. This policy applies to associate, baccalaureate, and graduate degree programs. Generally, four to six disciplines will be reviewed annually, establishing a five-year review cycle for all programs.

In adopting this policy, the Board affirms that the responsibility for program improvement rests ultimately with the college President, who may at his/her discretion utilize additional procedures in order to improve the quality of one or more academic programs.

This policy is designed to complement Policy 109: Annual Enrollment Review.

Academic Program Review: Policy and Procedures

Standards

The VSC Board of Trustees has adopted the following standards for high-quality programs. The purpose of Academic Program Review will be to determine the extent to which degree programs:

1. assist in meeting regional, state, and/or student needs;
2. integrate liberal, professional, and career study;
3. maintain currency;
4. achieve defined student learning outcomes as demonstrated through valid and reliable assessment processes;
5. utilize effective strategies for continuous improvement; and
6. help students prepare for life after graduation.

Schedule and Processes for Review

~~By March 1~~ **In December** of each year, the Council of Presidents (COP) will recommend to the Board of Trustees' Education, Personnel, and Student Life Committee (EPSL) the programs/disciplines to be reviewed during the following year, how these programs should be

clustered for review, ~~and the timeline for reviews.~~

Three Approaches to Review

The VSC Board of Trustees provides colleges and their programs three ways to meet the Board's standards for regular review and continuous improvement of academic programs. Option 1 involves preparing a program "self-study" document with ten specific components. Option 2 permits representatives of VSC programs in a given discipline cluster to work together to design a customized approach to the self-study. Option 3 is provided for programs that are nationally accredited or approved through Vermont's Results Oriented Program Approval (ROPA) process.

VSC will assess programs clustered by discipline on a system-wide basis to determine (1) how well they meet the Board's standards for high-quality programs (listed above), (2) how the programs might be strengthened by specific program improvement measures, and (3) if and how collaboration across colleges might benefit the programs and their students. New programs in their first three years are ordinarily exempt from review, although a president may choose to have new programs reviewed.

In the spring semester of the year when a program is scheduled for ~~Policy 101-PR~~ PRCIP review, the Academic Dean will meet with senior majors, using a structured interview protocol, and will prepare a written report of this interview, which shall be submitted to the program head and to the President.

Option 1 and Option 2: Preparatory phase

VSC requires all programs not formally accredited by a national accrediting association to participate periodically in one of the Academic Program Review processes detailed below.

- 1) In May of each year, normally in conjunction with the VSC Academic Retreat, faculty from programs scheduled for review in the following year will be invited to attend a special meeting to launch the Academic Program Review process. At this meeting:
 - a) The VSC chief academic officer will explain:
 - i) the Academic Program Review process, including the option to add custom-designed questions;
 - ii) the recommended timeline and campus process for preparing a program self-study;
 - iii) data that will be generated by VSC as well as those that are to be collected by the program/college; and
 - iv) resources that are available to assist those involved in program review and program assessment processes.
 - b) Programs in each cluster will determine whether they want to design a customized approach to the self-study. If all programs in a cluster choose to pursue the customized approach, representatives of those programs must collaboratively decide how they will organize to conduct this process and the deadlines they will set for their work. (See description of Option 2 starting on the bottom of page 3.)
 - c) Each cluster of programs, meeting with the academic dean who has been assigned to chair the review committee for that cluster, will discuss and generate ideas for potential outside members of review committees.

Option 1: The standard system-wide review process

- 1) During the year of the review, each program shall prepare a self-study that contains the following components:
 - a) a brief description of the program;
 - b) an analysis of curricular coherence and currency as well as pedagogical development;
 - c) an analysis of educational outcomes based on clearly defined student learning outcomes for the major and a comprehensive program assessment plan;
 - d) a description of regular processes designed to ensure continuous improvement of the program;
 - e) a description of the program's efforts to help prepare students for life after graduation;
 - f) longitudinal enrollment, retention, and graduation data, and a description of strategies to improve retention and graduation rates as well as, if appropriate, any plans to increase enrollment;
 - g) a review of job placement and/or continuing education trends among recent graduates;
 - h) commentary on the Academic Dean's report of his/her meeting with senior majors;
 - i) an analysis of program strengths and weaknesses; and
 - j) a plan that details program improvement strategies and any other anticipated changes.
2. By June ~~1~~ 30th, the Presidents shall submit to the Chancellor the self-study that has been prepared for each program under Option 1 review.
3. By June ~~1~~ 30th, the Council of Academic Deans (CAD) will establish committees to review the program self-studies. Generally, each committee will consist of five to eight individuals, including VSC faculty and administrators and at least two members external to the VSC.
4. Before ~~August 15~~ September 30th, each committee will meet to review self-studies and by ~~October~~ November 1st, submit an analysis of the self-studies to the Chancellor, college Presidents, and program heads. These reports will include recommendations for strengthening programs and any recommendations for program collaboration across colleges.
5. A program may comment on the review committee report in writing to the Chancellor.
6. Prior to the December EPSL meeting, COP will review all committee reports, along with any written comments submitted by programs. At this time, COP will also prepare a brief written response to the program committee report regarding how successfully programs under review employ continuous improvement strategies to meet the Board of Trustees' standards for high quality programs, as well as how these continuous improvement strategies meet the specific college's needs, and inter-program collaboration. ~~-, prior to their submission to EPSL, and will report to EPSL regarding how successfully programs under review employ continuous improvement strategies to meet Board of Trustees' standards for high-quality programs. COP will also report to EPSL on any recommendations it has made to the colleges regarding inter-program collaboration.~~
7. Before December 1, At the December EPS Committee meeting, the CAD, COP and EPSL

~~Committee members will discuss the continuous improvement strategies recommended for the programs under review. EPSL Committee members will acknowledge the reports and written responses of COP and will submit them to the Board of Trustees. will review all committee reports and the recommendations of COP, and submit a report to the full Board of Trustees regarding the status of continuous improvement efforts in academic programs under review.~~

Option 2: Self-designed review process

Programs pursuing Option 2 must by November 1st, collectively submit to CAD a plan that specifies how, through a customized process and report template, each program in the cluster will be reviewed to ensure that it is of high quality and remains current.

- 1) Besides its unique elements, the plan for the customized process must include the following elements:
 - a) a system-wide review committee process,
 - b) recommendations regarding the proposed outside membership of the review committee,
 - c) guidelines for individual program self-studies that include but are not limited to:
 - i) an analysis of educational outcomes based on clearly defined student learning outcomes for the major and a comprehensive program assessment plan,
 - ii) commentary on the Academic Dean's report of his/her meeting with senior majors,
 - iii) an analysis of program strengths and weaknesses, and
 - iv) a plan that details program improvement strategies and any other anticipated changes.
- 2) By December 1st, CAD will submit to the COP any plans for a customized review that it would endorse.
- 3) By January 2nd, the VSC chief academic officer will inform the programs that have submitted a plan for review under Option 2 whether that plan was approved by COP, whether COP determined that additions or changes to the plan are required, or whether COP was unwilling to approve the customized review proposed.
- 3) By June 1 30th, the Presidents shall submit to the Chancellor the self-study that has been prepared for each program under Option 2 review.
- 4) By June 1 30th, CAD will establish committees to review the program self-studies. Generally, each committee will consist of five to eight individuals, including VSC faculty and administrators and at least two members external to the VSC.
- 5) Before ~~August 15~~ September 30th, each committee will meet to review self-studies and by ~~October~~ November 1st, submit an analysis of the self-studies to the Chancellor, college Presidents, and program heads. These reports will include recommendations for strengthening programs and any recommendations for program collaboration across colleges.
- ~~6) A program may comment on the review committee report in writing to the Chancellor.~~

~~7) Prior to the December EPSL meeting, COP will review all committee reports, - submitted, along with any written comments submitted by programs. At this time, COP will also prepare a brief written response to the program committee members regarding how successfully programs under review employ continuous improvement strategies to meet the Board of Trustees' standards for high quality programs, as well as how those continuous improvement strategies meet the specific college's needs, and inter-program collaboration. , prior to their submission to EPSL, and will report to EPSL regarding how successfully programs under review employ continuous improvement strategies to meet Board of Trustees' standards for high quality programs. COP will also report to EPSL on any recommendations it has made to the colleges regarding inter-program collaboration.~~

~~8) Before the December Board of Trustees meeting, EPSL will review all committee reports and the recommendations-written responses of COP, and submit a report to the full Board of Trustees regarding the status of continuous improvement efforts in academic programs under review.~~

~~8) 9) At the December EPSL Committee meeting, CAD, COP and EPSL Committee members will have an opportunity to discuss the continuous improvement strategies recommended for the programs under review.~~

Option 3: Process and timeline for accredited programs

Programs that are nationally accredited as well as those approved by the State of Vermont's Results Oriented Program Approval (ROPA) process are required, as a condition of continued accreditation, regularly to engage in program outcome assessment and continuous improvement processes. Accredited programs that have undergone accreditation reviews since the last ~~Policy 101-PreCIP~~ review are reviewed by COP and by EPSL through procedures detailed below. An accredited program that has not undergone an accreditation review since the last ~~Policy 101-PreCIP~~ review must prepare a self-study under the procedures of either Option 1 or Option 2 above.

- 1) By June ~~4~~ 30th, Presidents of colleges with accredited or ROPA-approved programs scheduled for review shall submit to the Chancellor all reports pertaining to these programs that have been received from accrediting associations—or, in the case of ROPA-approved programs, from the Vermont Department of Education—since the last VSC review. Program self-studies prepared for accreditation reviews need not be submitted to the Chancellor.
- 2) In the year during which an accredited program is scheduled for ~~Policy 101-PreCIP~~ review, the Academic Dean will meet with senior majors, using a structured interview protocol, and will prepare a written report of this interview, which shall be submitted to the program head and to the President.
- 3) Documents received from the accrediting association as well as the dean's report on an interview with senior majors shall be conveyed to the Chancellor under a memo from the President, which may clarify or respond to conclusions addressed in these documents.

- 4) COP will review all accreditation and ROPA-related reports prior to their submission to EPSL, and will report to ~~EPSL regarding the program review committees~~ how successfully accredited programs under review employ continuous improvement strategies to meet Board of Trustees' standards for high-quality programs.
- 5) ~~Before In~~ December ~~before the Board of Trustees meeting~~, EPSL will review all accreditation reports and the related recommendations of COP, and will submit a resolution to the full Board of Trustees regarding the status of continuous improvement efforts in accredited programs under review.

Signed by:



Timothy J. Donovan
Chancellor

DRAFT



Manual of Policy and Procedures

Title	Number	Page
PROGRAM REVIEW AND CONTINUOUS IMPROVEMENT PROCESS	101	1 of 5
	Date	
	2/21/13	

Purpose

Consistent with its mission, Vermont State Colleges is dedicated to providing academic programs that are of high quality and remain current. Towards that end, the VSC Board of Trustees adopts this policy in order to ensure that VSC colleges regularly engage in practices designed to foster the continuous improvement of programs. Through the procedures outlined in this policy, faculty involved in delivering VSC academic programs periodically, systematically, and collaboratively review evidence regarding their effectiveness in achieving desired student learning outcomes, and commit to making the changes needed to ensure continuous program improvement.

Thus the Board of Trustees charges the colleges with, and establishes guidelines for, the regular review and continuous improvement of academic programs. This policy applies to associate, baccalaureate, and graduate degree programs. Generally, four to six disciplines will be reviewed annually, establishing a five-year review cycle for all programs.

In adopting this policy, the Board affirms that the responsibility for program improvement rests ultimately with the college President, who may at his/her discretion utilize additional procedures in order to improve the quality of one or more academic programs.

This policy is designed to complement Policy 109: Annual Enrollment Review.

Academic Program Review: Policy and Procedures

Standards

The VSC Board of Trustees has adopted the following standards for high-quality programs. The purpose of Academic Program Review will be to determine the extent to which degree programs:

1. assist in meeting regional, state, and/or student needs;
2. integrate liberal, professional, and career study;
3. maintain currency;
4. achieve defined student learning outcomes as demonstrated through valid and reliable assessment processes;
5. utilize effective strategies for continuous improvement; and
6. help students prepare for life after graduation.

Schedule and Processes for Review

In December of each year, the Council of Presidents (COP) will recommend to the Board of Trustees' Education, Personnel, and Student Life Committee (EPSL) the programs/disciplines to be reviewed during the following year, how these programs should be clustered for review.

Three Approaches to Review

The VSC Board of Trustees provides colleges and their programs three ways to meet the Board's standards for regular review and continuous improvement of academic programs. Option 1 involves preparing a program "self-study" document with ten specific components. Option 2 permits representatives of VSC programs in a given discipline cluster to work together to design a customized approach to the self-study. Option 3 is provided for programs that are nationally accredited or approved through Vermont's Results Oriented Program Approval (ROPA) process.

VSC will assess programs clustered by discipline on a system-wide basis to determine (1) how well they meet the Board's standards for high-quality programs (listed above), (2) how the programs might be strengthened by specific program improvement measures, and (3) if and how collaboration across colleges might benefit the programs and their students. New programs in their first three years are ordinarily exempt from review, although a president may choose to have new programs reviewed.

In the spring semester of the year when a program is scheduled for PReCIP review, the Academic Dean will meet with senior majors, using a structured interview protocol, and will prepare a written report of this interview, which shall be submitted to the program head and to the President.

Option 1 and Option 2: Preparatory phase

VSC requires all programs not formally accredited by a national accrediting association to participate periodically in one of the Academic Program Review processes detailed below.

- 1) In May of each year, normally in conjunction with the VSC Academic Retreat, faculty from programs scheduled for review in the following year will be invited to attend a special meeting to launch the Academic Program Review process. At this meeting:
 - a) The VSC chief academic officer will explain:
 - i) the Academic Program Review process, including the option to add custom-designed questions;
 - ii) the recommended timeline and campus process for preparing a program self-study;
 - iii) data that will be generated by VSC as well as those that are to be collected by the program/college; and
 - iv) resources that are available to assist those involved in program review and program assessment processes.
 - b) Programs in each cluster will determine whether they want to design a customized approach to the self-study. If all programs in a cluster choose to pursue the customized approach, representatives of those programs must collaboratively decide how they will organize to conduct this process and the deadlines they will set for their work. (See description of Option 2 starting on the bottom of page 3.)
 - c) Each cluster of programs, meeting with the academic dean who has been assigned to chair the review committee for that cluster, will discuss and generate ideas for potential outside members of review committees.

Option 1: The standard system-wide review process

- 1) During the year of the review, each program shall prepare a self-study that contains the following components:
 - a) a brief description of the program;
 - b) an analysis of curricular coherence and currency as well as pedagogical development;
 - c) an analysis of educational outcomes based on clearly defined student learning outcomes for the major and a comprehensive program assessment plan;
 - d) a description of regular processes designed to ensure continuous improvement of the program;
 - e) a description of the program's efforts to help prepare students for life after graduation;
 - f) longitudinal enrollment, retention, and graduation data, and a description of strategies to improve retention and graduation rates as well as, if appropriate, any plans to increase enrollment;
 - g) a review of job placement and/or continuing education trends among recent graduates;
 - h) commentary on the Academic Dean's report of his/her meeting with senior majors;
 - i) an analysis of program strengths and weaknesses; and
 - j) a plan that details program improvement strategies and any other anticipated changes.
2. By June 30th, the Presidents shall submit to the Chancellor the self-study that has been prepared for each program under Option 1 review.
3. By June 30th, the Council of Academic Deans (CAD) will establish committees to review the program self-studies. Generally, each committee will consist of five to eight individuals, including VSC faculty and administrators and at least two members external to the VSC.
4. Before September 30th, each committee will meet to review self-studies and by November 1st, submit an analysis of the self-studies to the Chancellor, college Presidents, and program heads. These reports will include recommendations for strengthening programs and any recommendations for program collaboration across colleges.
5. A program may comment on the review committee report in writing to the Chancellor.
6. Prior to the December EPSL meeting, COP will review all committee reports, along with any written comments submitted by programs. At this time, COP will also prepare a brief written response to the program committee report regarding how successfully programs under review employ continuous improvement strategies to meet the Board of Trustees' standards for high quality programs, as well as how these continuous improvement strategies meet the specific college's needs, and inter-program collaboration.
7. At the December EPS Committee meeting, the CAD, COP and EPSL Committee members will discuss the continuous improvement strategies recommended for the programs under review. EPSL Committee members will acknowledge the reports and written responses of COP and will submit them to the Board of Trustees.

Option 2: Self-designed review process

Programs pursuing Option 2 must by November 1st, collectively submit to CAD a plan that specifies how, through a customized process and report template, each program in the cluster will be reviewed to ensure that it is of high quality and remains current.

- 1) Besides its unique elements, the plan for the customized process must include the following elements:
 - a) a system-wide review committee process,
 - b) recommendations regarding the proposed outside membership of the review committee,
 - c) guidelines for individual program self-studies that include but are not limited to:
 - i) an analysis of educational outcomes based on clearly defined student learning outcomes for the major and a comprehensive program assessment plan,
 - ii) commentary on the Academic Dean's report of his/her meeting with senior majors,
 - iii) an analysis of program strengths and weaknesses, and
 - iv) a plan that details program improvement strategies and any other anticipated changes.
- 2) By December 1st, CAD will submit to the COP any plans for a customized review that it would endorse.
- 3) By January 2nd, the VSC chief academic officer will inform the programs that have submitted a plan for review under Option 2 whether that plan was approved by COP, whether COP determined that additions or changes to the plan are required, or whether COP was unwilling to approve the customized review proposed.
- 3) By June 30th, the Presidents shall submit to the Chancellor the self-study that has been prepared for each program under Option 2 review.
- 4) By June 30th, CAD will establish committees to review the program self-studies. Generally, each committee will consist of five to eight individuals, including VSC faculty and administrators and at least two members external to the VSC.
- 5) Before September 30th, each committee will meet to review self-studies and by November 1st, submit an analysis of the self-studies to the Chancellor, college Presidents, and program heads. These reports will include recommendations for strengthening programs and any recommendations for program collaboration across colleges.
- 6) A program may comment on the review committee report in writing to the Chancellor
- 7) Prior to the December EPSL meeting, COP will review all committee reports, along with any written comments submitted by programs. At this time, COP will also prepare a brief written response to the program committee members regarding how successfully programs under review employ continuous improvement strategies to meet the Board of Trustees' standards for high quality programs, as well as how those continuous improvement strategies meet the specific college's needs, and inter-program collaboration.


- 8) Before the December Board of Trustees meeting, EPSL will review all committee reports and the written responses of COP.
- 9) At the December EPSL Committee meeting, CAD, COP and EPSL Committee members will have an opportunity to discuss the continuous improvement strategies recommended for the programs under review.

Option 3: Process and timeline for accredited programs

Programs that are nationally accredited as well as those approved by the State of Vermont's Results Oriented Program Approval (ROPA) process are required, as a condition of continued accreditation, regularly to engage in program outcome assessment and continuous improvement processes. Accredited programs that have undergone accreditation reviews since the last PReCIP review are reviewed by COP and by EPSL through procedures detailed below. An accredited program that has not undergone an accreditation review since the last PReCIP review must prepare a self-study under the procedures of either Option 1 or Option 2 above.

- 1) By June 30th, Presidents of colleges with accredited or ROPA-approved programs scheduled for review shall submit to the Chancellor all reports pertaining to these programs that have been received from accrediting associations—or, in the case of ROPA-approved programs, from the Vermont Department of Education—since the last VSC review. Program self-studies prepared for accreditation reviews need not be submitted to the Chancellor.
- 2) In the year during which an accredited program is scheduled for PReCIP review, the Academic Dean will meet with senior majors, using a structured interview protocol, and will prepare a written report of this interview, which shall be submitted to the program head and to the President.
- 3) Documents received from the accrediting association as well as the dean's report on an interview with senior majors shall be conveyed to the Chancellor under a memo from the President, which may clarify or respond to conclusions addressed in these documents.
- 4) COP will review all accreditation and ROPA-related reports prior to their submission to EPSL, and will report to the program review committees how successfully accredited programs under review employ continuous improvement strategies to meet Board of Trustees' standards for high-quality programs.
- 5) In December before the Board of Trustees meeting, EPSL will review all accreditation reports and the related recommendations of COP, and will submit a resolution to the full Board of Trustees regarding the status of continuous improvement efforts in accredited programs under review.

Signed by:



Timothy J. Donovan, Chancellor

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONRevision of VSC Policy 101

- WHEREAS, In 2010, the VSC was awarded a grant from the Davis Educational Foundation to support a 2.5 year system-wide initiative titled “Improving Learning Outcomes Through System-wide Program Assessment;” and
- WHEREAS, In 2010, the Davis Grant Steering Committee, Academic Deans and the Council of Presidents reviewed VSC program review and assessment practices and recommended a revision and renaming of Policy 101; and
- WHEREAS, On April 20, 2011 the Education/ Personnel/ Student Life Committee endorsed the policy revisions and recommended them to the Board for approval, which was granted on April 28, 2011; and
- WHEREAS, In 2012, following the first review cycle under the new policy, the Academic Deans recommend a small number of adjustments to the policy to match the improvements made to the procedures; and
- WHEREAS, The Education/ Personnel/ Student Life Committee reviewed the policy revisions and endorses the recommendations of the Academic Deans and the Council of Presidents; therefore, be it
- RESOLVED, That the VSC Board of Trustees revises VSC Policy 101: Program Review and Continuous Improvement Process, as attached and as of this date, February 21, 2013.

February 21, 2013

8. LSC Final Program Proposals: Consent Agenda

The Education, Personnel and Student Life Committee has appropriately reviewed the following action items:

- 8.a. M.A. in Liberal Studies
- 8.b. B.A. in Cinema Production
- 8.c. A.A. in Cinema Production
- 8.d. A.S. in Audio Production
- 8.e. A.S. in Music Industry Management
- 8.f. A.S. in Music & Self-Promotion

The EPSL Committee endorses the attached resolution for approval by the full Board of Trustees.

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Education, Personnel and Student Life Committee: Consent Agenda

WHEREAS, The Vermont State Colleges Board of Trustees *Rule of Order: Consent Agenda for Adoption of Action Items* provides for a single consent item to jointly endorse any and all of a Committee's action items which come before the Trustees at a given meeting; and

WHEREAS, The VSC Education, Personnel and Student Life Committee has appropriately reviewed the current action items and recommends them to the full Board; therefore, be it

RESOLVED, That the Vermont State Colleges Board of Trustees hereby endorses the following action items as indicated:

- 8.a. LSC: M.A. in Liberal Studies
- 8.b. LSC: B.A. in Cinema Production
- 8.c. LSC: A.A. in Cinema Production
- 8.d. LSC: A.S. in Audio Production
- 8.e. LSC: A.S. in Music Industry Management
- 8.f. LSC: A.S. in Music & Self-Promotion

February 21, 2013

8.a. LSC: M.A. in Liberal Studies

This program would be an individually designed program of graduate study intended to serve a relatively small, but consistent audience. For years, several departments, most frequently English and Social Sciences, have received requests to establish masters programs, primarily from graduates of our secondary-school licensure programs and area high-school teachers. The M.A. in Liberal Studies would serve these teachers in their content areas (English, Social Sciences, Natural Sciences, and Math). In addition, there is a consistent audience of people interested in continuing education at the graduate level in areas of interest to them, from creative and professional writing to interdisciplinary studies. The flexible design will allow LSC to serve a wide range of students not currently attracted to existing M.Ed. program. Similar to the undergraduate Liberal Studies program, the MALS program follows a common model of flexible, individual design generally used by institutions that are primarily undergraduate.

The EPSL Committee endorses the LSC's M.A. in Liberal Studies and recommends the approval of the program and the attached resolution to the full Board of Trustees.

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONLyndon State College
Master of Arts Degree in Liberal Studies

- WHEREAS, Lyndon State College proposed a Master of Arts Degree in Liberal Studies; and
- WHEREAS, The M.A. in Liberal Studies is an individually designed program of graduate study created in response to requests to establish masters programs, primarily from graduates of our secondary-school licensure programs and area high school teachers; and
- WHEREAS, The M.A. in Liberal Studies program would serve teachers in their content areas and those interested in continuing education at the graduate level in areas of interest to them, from creative and professional writing to interdisciplinary studies; and
- WHEREAS, The M.A. in Liberal Studies program will
- Extend Lyndon's outreach and commitment to the K-16 community in particular and the larger community in general;
 - Allow for an additional avenue for extending Lyndon's tradition of teacher education, complementing and extending undergraduate education licensure programs;
 - Allow Lyndon to extend its commitment to investment in area and regional schools; and
- WHEREAS, Lyndon State College has developed a budget to deliver the program based on conservative enrollment projections; and
- WHEREAS, The Board Education, Personnel, Student Life Committee reviewed this proposal in accordance with Policy 102 and recommends it to the full Board for approval; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to offer an Master of Arts Degree in Liberal Studies as of this date, February 21, 2013.

February 21, 2013

8.b. LSC: B.A. in Cinema Production

This proposal is for a 48-credit Bachelor of Arts in Cinema Production. The B.A. includes a common core of 33 credits comprised of Humanities-based Films Studies courses offered by the Department of English, Philosophy, and Film Studies, an introductory Theatre course offered by the Department of Music and Performing Arts, and Video Production courses offered by the Department of Visual Arts. The remaining 15 credits are drawn from a broad array of disciplines and are designed to enhance students' practical and analytical skills.

The EPSL Committee endorses the LSC's B.A. in Cinema Production and recommends the approval of the program and the attached resolution to the full Board of Trustees.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Lyndon State College
Bachelor of Arts Degree in Cinema Production

- WHEREAS, Lyndon State College proposed a Bachelor of Arts Degree in Cinema Production; and
- WHEREAS, A Cinema Production program is a natural outgrowth of expanded course offerings in Film Studies and Video Production currently being offered; and
- WHEREAS, The program will enhance recruitment and promote a more diverse population of students through its appeal to a broad range of students; and
- WHEREAS, The students in the program will be well positioned for expected future career opportunities in film production coming to the Northeast Kingdom area; and
- WHEREAS, The program can enhance retention by providing a major option that could be completed quickly and could allow students to double-major easily with another area of personal interest or professional training; and
- WHEREAS, Lyndon State College has developed a budget to deliver the program based on conservative enrollment projections; and
- WHEREAS, The Board Education, Personnel, Student Life Committee reviewed this proposal in accordance with Policy 102 and recommends it to the full Board for approval; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to offer an Bachelor of Arts Degree in Cinema Production as of this date, February 21, 2013.

February 21, 2013

8.c. LSC: A.A. in Cinema Production

This proposal is for a 27-credit Associate of Arts. The A.A. includes an 18-credit core of Film Studies and Video Production courses and a more limited selection of choice courses to complete the remaining nine credits.

The EPSL Committee endorses the LSC's A.A. in Cinema Production and recommends the approval of the program and the attached resolution to the full Board of Trustees.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Lyndon State College
Associate of Arts Degree in Cinema Production

- WHEREAS, Lyndon State College proposed an Associate of Arts Degree in Cinema Production; and
- WHEREAS, The A.A. in Cinema Production is a natural outgrowth of expanded course offerings in Film Studies and Video Production currently being offered; and
- WHEREAS, The program will provide a degree option for students who are not interested in or who have to cut short a four-year program in Cinema Production; and
- WHEREAS, The program can serve as a secondary credential for students who want to augment their training in the Electronic Journalism Arts, Animation & Illustration, and Music Business & Industry programs; and
- WHEREAS, Lyndon State College has developed a budget to deliver the program based on conservative enrollment projections; and
- WHEREAS, The Board Education, Personnel, Student Life Committee reviewed this proposal in accordance with Policy 102 and recommends it to the full Board for approval; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to offer an Associate of Arts Degree in Cinema Production as of this date, February 21, 2013.

February 21, 2013

8.d. LSC: A.S. in Audio Production

This proposal is for an A.S. in Audio Production that corresponds to concentrations in the successful B.S. in Music Business & Industry (MBI). The 26-credit A.S. in Audio Production supports students interested in recording technologies and live sound production. This degree operates as stand-alone option for students interested in two-year programs, as ways to augment a variety of four-year programs, and as an opportunity for students needing to cut short an MBI B.S. to leave the college with an earned degree.

The EPSL Committee endorses the LSC's A.S. in Audio Production and recommends the approval of the program and the attached resolution to the full Board of Trustees.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Lyndon State College
Associate of Science Degree in Audio Production

WHEREAS, Lyndon State College proposed an Associate of Science Degree in Audio Production; and

WHEREAS, The A.S. in Audio Production program extends Lyndon’s mission to prepare every student for personal and professional success through experience-based, high-quality programs in the liberal arts and professional studies by providing a broader array of options for students seeking careers in the music business; and

WHEREAS, The A.S. in Audio Production program is designed to provide an additional option for students interested in the Music Business & Industry program; and

WHEREAS, The program will prepare students in the program to become well-trained professionals equipped with an education that will allow them to be successful; and

WHEREAS, Lyndon State College has developed a budget to deliver the program based on conservative enrollment projections; and

WHEREAS, The Board Education, Personnel, Student Life Committee reviewed this proposal in accordance with Policy 102 and recommends it to the full Board for approval; therefore, be it

RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to offer an Associate of Science Degree in Audio Production as of this date, February 21, 2013.

February 21, 2013

8.e. LSC: A.S. in Music Industry Management

The A.S. in Music Industry Management corresponds to concentrations in the successful B.S. in Music Business & Industry (MBI). The 27-credit A.S. in Music Industry Management draws from a wide range of courses to support students interested in artist, event, or venue management. This degree operates as stand-alone option for students interested in two-year programs, as ways to augment a variety of four-year programs, and as an opportunity for students needing to cut short an MBI B.S. to leave the college with an earned degree.

The EPSL Committee endorses the LSC's A.S. in Music Industry Management and recommends the approval of the program and the attached resolution to the full Board of Trustees.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Lyndon State College
Associate of Science Degree in Music Industry Management

- WHEREAS, Lyndon State College proposed an Associate of Science Degree in Music Industry Management; and
- WHEREAS, The A.S. in Music Industry Management corresponds to the Management concentration in the successful B.S. in Music Business & Industry program and draws from a wide range of courses to support students interested in artist, event, or venue management; and
- WHEREAS, The A.S. in Music Industry Management program is designed to provide a stand-alone option for students interested in a two-year program, as a way to augment a variety of four-year programs, and as an opportunity for students needing to cut short an MBI B.S. to leave the college with an earned degree; and
- WHEREAS, The program will prepare students in the program to become well-trained professionals equipped with an education that will allow them to be successful; and
- WHEREAS, Lyndon State College has developed a budget to deliver the program based on conservative enrollment projections; and
- WHEREAS, The Board Education, Personnel, Student Life Committee reviewed this proposal in accordance with Policy 102 and recommends it to the full Board for approval; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to offer an Associate of Science Degree in Music Industry Management as of this date, February 21, 2013.

February 21, 2013

8.f. LSC: A.S. in Music & Self-Promotion

The 28- to 29-credit A.S. in Music & Self-Promotion supports students interested in careers as independent performers. This degree operates as stand-alone option for students interested in two-year programs, as ways to augment a variety of four-year programs, and as an opportunity for students needing to cut short an MBI B.S. to leave the college with an earned degree.

The EPSL Committee endorses the LSC's A.S. in Music & Self-Promotion and recommends the approval of the program and the attached resolution to the full Board of Trustees.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Lyndon State College
Associate of Science Degree in Music & Self-Promotion

WHEREAS, Lyndon State College proposed an Associate of Science Degree in Music & Self-Promotion; and

WHEREAS, The A.S. in Music & Self-Promotion corresponds to the Music & Self-Promotion concentration in the successful B.S. in Music Business & Industry program and draws from a wide range of courses to support students interested in careers as independent performers; and

WHEREAS, The A.S. in Music & Self-Promotion program is designed to provide a stand-alone option for students interested in a two-year program, as a way to augment a variety of four-year programs, and as an opportunity for students needing to cut short an MBI B.S. to leave the college with an earned degree; and

WHEREAS, The program will prepare students in the program to become well-trained professionals equipped with an education that will allow them to be successful; and

WHEREAS, Lyndon State College has developed a budget to deliver the program based on conservative enrollment projections; and

WHEREAS, The Board Education, Personnel, Student Life Committee reviewed this proposal in accordance with Policy 102 and recommends it to the full Board for approval; therefore, be it

RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to offer an Associate of Science Degree in Music & Self-Promotion as of this date, February 21, 2013.

February 21, 2013

9. VTC Final Program Proposal: B.S. in Landscape Design and Sustainable Horticulture

The Bachelor of Science in Landscape Design and Sustainable Horticulture will offer quality, affordable, and accessible education that combines a balance of horticultural theory and practice with landscape design, theory, and practice. In addition, it will offer a seamless transitional pathway from the Associate of Science Degree in Landscape Design and Sustainable Horticulture (LDSH) to the Bachelor Science Degree in LDSH. The overall purpose of the LDSH program at Vermont Tech is to provide students with the opportunity to develop a broad base of theoretical knowledge and practical skills for a wide range of horticulture, landscape design, and landscape construction and/or management-related careers. Expanding the program to include a baccalaureate degree will allow VTC to offer greater breadth and depth to course offerings and will increase students' employment and educational opportunities.

The EPSL Committee endorses the VTC's B.S. in Landscape Design and Sustainable Horticulture and recommends the approval of the program and the attached resolution to the full Board of Trustees.

The EPSL Committee endorses the attached resolution for approval by the full Board of Trustees.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Vermont Technical College
Bachelor of Science Degree in Landscape Design
and Sustainable Horticulture

WHEREAS, Vermont Technical College proposed a Bachelor of Science Degree in Landscape Design and Sustainable Horticulture; and

WHEREAS, The overall purpose of the LDSH Program at Vermont Tech is to provide students with the opportunity to develop a broad base of theoretical knowledge and practical skills for a wide range of horticulture, landscape design, and landscape construction and/or management related careers; and

WHEREAS, The program will offer a seamless transitional pathway from the A.S. Degree in LDSH to the B.S. Degree in LDSH; and

WHEREAS, The expansion of the LDSH program to include a baccalaureate degree will offer greater breadth and depth to course offerings and will increase students' employment and educational opportunities; and

WHEREAS, Vermont Technical College has developed a budget to deliver the program based on conservative enrollment projections; and

WHEREAS, The Board Education, Personnel, Student Life Committee reviewed this proposal in accordance with Policy 102 and recommends it to the full Board for approval; therefore, be it

RESOLVED, That the VSC Board of Trustees authorizes Vermont Technical College to offer a Bachelor of Science Degree in Landscape Design and Sustainable Horticulture as of this date, February 21, 2013.

February 21, 2013

10. Endorsement of Grant Proposals: Consent Agenda

The following grant proposals have been submitted for review to the Finance and Facilities Committee. A suggested resolution for endorsement is attached.

a. Castleton State College:

i. 2013 Division III Strategic Alliance Matching Grant

The purpose of this grant is for Castleton to secure funding to hire a full-time female or minority administrator in athletics.

b. Vermont Technical College:

i. Electrical and Plumbing Apprenticeship Programs

The purpose of this grant is to facilitate management of the academic component of the Vermont Department of Labor Electrical and Plumbing Apprenticeship programs. This includes oversight of seven traditional sites throughout Vermont, six levels of distance learning, 30 classes, 27 instructors and approximately 400 students.

ii. VMEC NIST Grant-Hollings Manufacturing Extension Partnership

This is the third year of a five-year grant to improve manufacturing in Vermont and strengthen the global competitiveness of the state's smaller manufacturers. Focus is on small to medium sized manufacturers to help them increase productivity, modernize processes, adopt advanced technologies, and stabilize the workforce.

iii. Perkins IV Basic Grant—Secondary and Postsecondary

The purpose of this grant is to improve the educational achievement of secondary and postsecondary students enrolled in vocational/technical programs through integrating rigorous academic skills with technical skills as related to all aspects of business and industry.

iv. Vermont Procurement Technical Assistant Center (VT PTAC)

The purpose of this grant is to facilitate administering counseling, outreach, event management, and training services to Vermont businesses in regards to government contracting.

- v. Small Business Jobs Act
This grant provides additional funding to the Small Business Jobs Act Grant and extends the grant period. The original grant of \$325,000 was for the period 2/1/11-1/31/13. An additional \$95,800 was awarded, with the ending date extended to 9/30/13.

- vi. SBDC Cooperative Agreement
This grant facilitates statewide business counseling and training.

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Endorsement of Grant Proposals: Consent Agenda

WHEREAS, Revised VSC Policy 408 provides for a single consent item to jointly endorse any and all new grant proposals for \$150,000 or more that come before the Trustees at a given meeting; therefore, be it

RESOLVED, That the Vermont State Colleges Board of Trustees hereby endorses the following grant proposals titled, in the amount, and from the specific granting entity as indicated:

CSC: “2013 Division III Strategic Alliance Matching Grant” in the amount of \$101,904 being sought from the National College Athletic Association;

VTC: “Electrical and Plumbing Apprenticeship Programs Grant” in the amount of \$430,934 received from the Vermont Department of Labor;

VTC: “VMEC NIST Grant-Hollings Manufacturing Extension Partnership Grant” in the amount of \$396,483 received from the U.S. Department of Commerce;

VTC: “Perkins IV Basic Grant—Secondary and Postsecondary” in the amount of \$168,993.46 received from the U.S. Department of Education;

VTC: “Vermont Procurement Technical Assistant Center (VT PTAC) Grant” in the amount of \$189,128 received from the Vermont Agency of Commerce and Community Development;

VTC: “Small Business Jobs Act Grant” in the amount of \$420,800 received from the U.S. Small Business Administration;

VTC: “SBDC Cooperative Agreement Grant” in the amount of \$625,000 received from the U.S. Small Business Administration.

February 21, 2013

11. Establishment of Endowment

The following endowment proposal has been submitted for review to the Finance and Facilities Committee. A suggested resolution for endorsement is attached.

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Establishment of Endowment

WHEREAS, Castleton State College has submitted the following proposal to establish a new endowment and recommends it to the full Board; therefore, be it

RESOLVED, That the Vermont State Colleges Board of Trustees hereby establishes the following new endowment titled, in the amount, and for the specific purpose as indicated:

Castleton State College: The Anna Lykos Memorial Scholarship in the amount of \$14,250 for the purpose of using income generated from the endowment to provide a scholarship to a qualified sophomore, junior or senior pursuing an education degree and planning to teach at the elementary or secondary level.

February 21, 2013

12. Honorary Degrees

Consistent with VSC Policy 107 — Honorary Degrees, presidents may nominate a deserving individual for the award of an Honorary Degree. The EPSL Committee has considered these nominations and recommends conferral of Honorary Degrees to the Board.



Manual of Policy and Procedures

HONORARY DEGREES	Number 107	Page 1 of 2
	Date 12/13/12	

PURPOSE

The Vermont State Colleges Board of Trustees, in the name of a specific Vermont State College, may award Honorary Degrees to individuals worthy of such recognition. Thus, procedures and criteria for making such awards are required.

STATEMENT OF POLICY

Awarding an Honorary Degree is indication of the high esteem in which the Vermont State Colleges Board of Trustees holds the recipient. To assure only the most worthy or appropriate receive Honorary Degrees, the following procedures and criteria shall apply:

A. Criteria for Awarding Honorary Degrees

The Board of Trustees, in the name of a specific Vermont State College, may award Honorary Degrees to individuals who have made significant contributions typically to higher education, to the Vermont State Colleges and/or to the State of Vermont. Criteria shall include but not be limited to the following:

- The nominee has some attachment/connection with the Vermont State Colleges and/or the State of Vermont.
- The nominee has a statewide, national and/or a worldwide reputation.
- The nominee has made significant contributions to a discipline or field of study offered within the Vermont State Colleges.

B. Prohibitions

Honorary Degrees shall not be awarded to persons serving in the following positions until three years after termination of such service:

- Trustees
- Vermont Governors
- Vermont State Legislators
- Vermont State Colleges employees
- United States Senators and Representatives from Vermont

C. Degrees Awarded

The following Honorary Degrees may be awarded:

- L.L.D. - Doctor of Laws
- Litt.D. - Doctor of Letters
- Sc.D. - Doctor of Science
- L.H.D. - Doctor of Humane Letters
- Other degrees as authorized by the Board

D. Time of Award

Normally, the colleges shall award Honorary Degrees at Commencement. The colleges may award Honorary Degrees at other appropriate times with the approval of the Board.

E. Number of Awards

The number of Honorary Degrees awarded in an academic year shall be determined by the Board of Trustees.

F. Review of Nominations

College presidents and other Vermont State Colleges constituents may nominate individuals for an Honorary Degree. Nominations are submitted to the Education/ Personnel/ Student Life (EPSL) Committee of the Board of Trustees. Nominations must include a detailed description of the nominee and justification for awarding the nominee an Honorary Degree. Normally, the EPSL Committee shall receive nominations for potential Honorary Degree recipients not less than 90 days prior to the date when Honorary Degrees may be awarded.

The EPSL Committee shall review nominations and recommend to the Board individual(s) to receive an Honorary Degree -- should any be awarded.

G. Board Action

The final decision to award Honorary Degrees rests with the Board of Trustees.

Signed by: Timothy J. Donovan Chancellor

C. ITEMS FOR INFORMATION AND DISCUSSION

1. Report of the January 23, 2013 Meeting of the Priorities Committee

Unapproved minutes of the Priorities Committee meeting Tuesday, January 23, 2013

Note: These are unapproved minutes, subject to amendment and/or approval at the subsequent meeting.

A meeting of the Vermont State Colleges Priorities Committee was held on Tuesday, January 23, 2013 at the Office of the Chancellor, Montpelier, Vermont.

The following were present:

Chancellor Tim Donovan, Chair Gary Moore, Trustees Martha O'Connor, Linda Milne, Heidi Pelletier, Gordon Winters, Peter Wright

Chair Moore called the meeting to order at 3:00 p.m.

Chair Moore announced that the Governor had appointed three trustees to the VSC Board: Heidi Pelletier of Montpelier (reappointed), M. Jerome Diamond of Montpelier, and Christopher Macfarlane of Essex Junction. The six-year terms for these trustees will commence March 1, 2013.

The Committee discussed the Board's desire for a one-day retreat and selected March 18. The Committee asked the Chancellor to communicate this date with the indication that the Board would meet in the morning and be joined by Council of Presidents in the afternoon.

The Committee discussed historic funding ratios of the University of Vermont and the Vermont State Colleges, particularly in light of several bills in the legislature that may highlight the differential in contrast with Vermont enrollment.

The Chancellor indicated that there are some dining hall renovations under consideration and that they will be described in forthcoming Board materials.

The Chancellor described the VSC's work with Northeast Kingdom economic development activity and the potential for a collaborative grant application under

the federal TAACCT (Trade Adjustment Assistance Community College and Career Training) program.

The Committee discussed the approach to the forthcoming VSC Strategic Inquiry. The Chancellor described his preliminary exploration of around eleven consultants in response to the Board's request for outside assistance with the inquiry. Possible approaches ranged from full engagements that would cost approximately \$400,000 to more limited engagement focused on the changing market environment and the organization's ability to respond (approximately \$200,000), and bringing in a series of speakers for the Board and colleges around 3-4 higher education topics (less than \$100,000). The Committee reaffirmed the Board's desire to conduct this inquiry with outside assistance in both process and content and asked the Chancellor to bring proposals in the middle (\$200,000) range. The Committee also affirmed its desire for a Board-centric activity that engaged and benefitted the colleges and various constituencies. The Committee agreed with the Chancellor's suggestion that there be a core team of 12-15, including 3-4 trustees, that would oversee the inquiry and that significant portions of all Committee meeting days be dedicated to full Board engagement. The Chair asked Committee chairs O'Connor, Milne, and Pelletier to work with the Chancellor's Office to find the consultants that would bring the right "chemistry" to the VSC process.

The meeting was adjourned at 4:45 p.m.

2. Report of the February 13, 2013 Meeting of the Audit Committee

Unapproved minutes of the Audit Committee meeting Wednesday, February 13, 2013

Note: These are unapproved minutes, subject to amendment and/or approval at the subsequent meeting.

The Audit Committee met on February 13, 2013 at the Chancellor's Office in Montpelier.

Committee members present: Michelle Fairbrother (by phone), Tim Jerman, Linda Milne (Chair), Martha O'Connor

From the Chancellor's Office: Tim Donovan, Annie Howell, Bill Reedy, Tom Robbins, Deb Robinson

College Presidents: Joe Bertolino, Phil Conroy, Joyce Judy, Barbara Murphy, Dave Wolk

From the colleges: Wayne Hamilton, Geoff Lindemer, Barbara Martin, Sharron Scott

From the public: M. Jerome Diamond; Douglas Hoffer, State Auditor; Christopher Macfarlane; Steve Vantine, State Auditor's Office

Chair Milne called the meeting to order at 2:00 p.m.

A. ITEMS FOR DISCUSSION AND ACTION

1. Minutes of the May 23, 2012 Meeting of the Audit Committee
Chair Milne requested the following corrections in section A.2. of the minutes of the May 23, 2012 meeting:

2. Review and Approval of FY2011 Draft Audited Financial Statements and A-133 Report

...

The last report was the A-133 Audit, which reports on VSC federal expenditures and compliance with federal regulations ~~related to funds received from the US government~~. They briefly reviewed each item.

David Dilulis reviewed a handout that highlighted the required communications, financial statement fraud risks, upcoming GASB pronouncements and audit advisory comments. The committee reviewed management responses to the advisory comments and agreed to add the Audit Committee Chair to the whistleblower notification process.

...

The committee unanimously approved the minutes of the May 23, 2012 meeting as amended.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Discuss FY2012 Audit Advisory Comments

Chair Milne asked to review the progress of the FY2012 advisory comments. CFO Robbins stated that the BAC and Finance Team review the advisory comments at almost every meeting to ensure that we are continually trying to improve. CFO Robbins suggested that the applicable college provide an update on their advisory comment. The first advisory comment relates to reporting PELL disbursements with regard to the 30-day reporting requirement. President Judy stated that CCV has modified their reporting practice to weekly so they will be well within the 30-day requirement. The next comment related to demolition costs of a building being expensed instead of capitalized as part of a new structure. President Wolk stated that Castleton will ensure

demolition is accounted for properly going forward. CFO Robbins stated that the finance staff will look at the VSC business policies to see if any should be revised with regard to accounting rules. CFO Robbins then noted that IT has been working on the new fixed asset software to allow it to generate the needed closing reports. Controller Robinson noted that these reports are now available.

A discussion then ensued with regard to the whistleblower policy and how it is currently set up. CFO Robbins stated that people could access the hotline via phone or the web. There are currently seven VSC staff that receive reports. The type of whistleblower notification (legal, finance, administrative, HR) that they receive depends on their position in the VSC. General Counsel Reedy stated that since inception of the hotline five years ago we have received six notifications: four were in regard to academics, one was policy related and one was consultant related. Trustee O'Connor suggested that Chair Milne receive all notifications that come through the hotline. CFO Robbins will have Chair Milne set up as a hotline notification recipient this month.

CFO Robbins said that there is a process in place for deleting check signers off of the VSC bank accounts. Twice a year the banks send the colleges the list of authorized signers. The colleges review the list, adjust accordingly and send back to the bank.

General Counsel Reedy discussed Clery Act reporting with regard to multiple academic sites – CCV alone has twelve sites. A consultant would be expensive and we need to have VSC expertise around the colleges. President Judy suggested that a solution might be to get all of the Clery Act Compliance staff from around the system together to go over where we are and where we need to improve, and to have them meet on a periodic basis to continually review the VSC compliance status. General Counsel Reedy will arrange a first meeting. CFO Robbins reviewed the last two advisory comments – they are payroll not being accrued consistently and banks reconciliations not being reviewed on a timely basis. Robbins said that these need to be done properly and that the Finance Team has been charged with ensuring that these are taken care of.

2. Discuss FY2013 Internal Audit Plan

CFO Robbins stated that generally there are five areas chosen for internal audit but due to the complexity of the ImageNow review, four are being done this year. He then read the sixteen areas that have been reviewed by internal audit over the last five years.

ImageNow review last year was documenting procedures for this new software. This year, the audit will review whether the colleges are following those procedures. The areas include the review of both financial and policy compliance. He noted that the internal audit field work will be complete on March 13th. CFO Robbins then reviewed the plans for the payroll, grant reporting, reconciliation and ImageNow audits.

3. Discuss Continued Efforts at Fraud Prevention

CFO Robbins stated that the business officers determined that the first priority for fraud prevention was payroll. Payroll is being reviewed at three colleges this year. Chair Milne noted that the internal audit program is not as thorough as the VTC payroll audit last year. Robbins agreed and stated that a lot of payroll work has been done throughout the year finding and correcting inconsistencies across the VSC with regard to policies and practices. Two new reports have been created this year; one to alert management when their employees' wages or hours have changed from the prior payroll and another to alert management when employees or supervisors do not sign their electronic timesheets. In addition, other reports are in development showing changes in pay from the prior pay period. These will be reviewed by management staff other than Payroll Directors each pay period.

CFO Robbins then discussed cross training, separation of duties and other compensating controls used for other areas such as accounts payable, accounts receivable, etc.

The Audit Committee meeting adjourned at 2:50 p.m.

3. Report of the February 13, 2013 Meeting of the Finance & Facilities Committee

The Finance & Facilities Committee did not meet on February 13 due to lack of quorum.

4. Report of the February 13, 2013 Meeting of the Education, Personnel & Student Life Committee

Draft minutes of the February 13, 2013 meeting of the Education, Personnel and Student Life Committee

Note: These are unapproved minutes, subject to amendment and/or approval at the subsequent committee meeting.

The EPSL Committee met on Wednesday, February 13, 2013, at the Chancellor's Office in Montpelier, Vermont.

EPSL Committee members present: Heidi Pelletier (Chair), Lynn Dickinson, Kraig Hannum, Bill Lippert, Jr., Jim Masland, Nick Russo.

Other trustees present: Gary Moore, Linda Milne.

From the Chancellor's Office: Tim Donovan, Chancellor; Annie Howell, CAO; Bill Reedy, Vice President & General Counsel; Tom Robbins, Vice President & CFO, Nancy Shaw, Director of Human Resources.

From the colleges: President Joe Bertolino, President Phil Conroy, President Joyce Judy, President Barbara Murphy, President Dave Wolk, Dean Phil Petty, Dean Tony Peffer, Interim Dean Alison Lathrop.

Guests: Marlys Eddy, Assistant Professor, Chair of the LDSH program, VTC; Lisa Yeager, Director of Human Resources, CCV; Linda Olson, President VSC Faculty Federation; Joanne Edwards, VSC UP Vice President; Brian Larson, United Professionals of Vermont; Megan Harris, student, CSC; Ana Alexander, faculty, CSC.

Chair Pelletier called the meeting to order at 5:30 pm.

A. ITEMS FOR DISCUSSION AND ACTION

1. Approve Minutes from December 5, 2012

Trustee Russo moved and Trustee Hannum seconded a motion to adopt the minutes of the December 5, 2012 EPSL Committee meeting. The minutes were approved by the Committee.

2. Decision on Status of Programs Eligible for Policy 109 Review in 2012

Chair Pelletier asked CAO Howell to provide some context for Policy 109 for the participants at the meeting. CAO Howell explained that the Vermont State Colleges are committed to high quality and effective academic programs as evidenced through two policies: 109 and 101. Policy 101—Program Review and Continuous Improvement Process (PreCIP) looks at programs on a five-year cycle through a qualitative lens. This analysis is conducted primarily by faculty and by outside partners to ensure that the programs meet high academic standards as evidenced by learning objectives and student outcomes, for example.

Policy 109, on the other hand, is a quantitative analysis by college presidents. Every year, Hope Baker-Carr, Director of Institutional Research, provides the presidents with enrollment, retention, and graduation data for programs that are considered to be low enrolled.

Low enrollment is defined as:

1. fewer than 15 declared majors in graduate programs; 25 declared majors in baccalaureate programs, including full and part-time students; fewer than 20 students in associate degree programs.
2. significant numbers of upper-level courses in the degree program with enrollment lower than accepted course minimums.
3. fewer than 5 graduates in any of the preceding three years.

Presidents review these data to decide whether programs require no further review, further review, or closure. CAO Howell noted that programs with low enrollment may have a variety of characteristics, including but not limited to programs that are new with the potential for continued growth, or programs that are subsumed under other programs, such as an A.A. that has fewer courses than the B.A. in the program. These programs may have low enrollment but they provide a terminal degree for the student who needs to leave the program early and would still earn a degree. CAO Howell then invited presidents to share 1-2

programs that were considered under Policy 109 and their decision process for future review.

Chancellor Donovan drew attention to pages 19 and 20 in the meeting materials where programs from each college were listed and described how these programs were organized based on Presidents' decisions for further review. He also reminded the Board that presidents do not need Board approval to close a program, but that it is practice to discuss these together.

Chancellor Donovan also recommended that those pages (19 and 20) be sent with the resolution to the whole Board rather than the many other pages reviewed by EPSL.

President Wolk noted that CSC was not recommending closure or further review of any programs listed under low enrollment because they are relatively new and growing, or were part of other programs. For example, science courses in one program are shared by other programs. Dean Peffer also noted that sometimes programs have low enrollment, but the courses within that program do not.

President Bertolino shared that LSC has been watching the Small Business Management and Entrepreneurship program for a couple of years to see if it was viable, and determined last year that it was not. Therefore, they decided to close it. Similar to Castleton, other programs that were not closed are A.A. degrees that offer students an option to leave with a credential before completing a B.A.

President Judy noted that Emergency Management was exempt from review because it is a new program. The college is continuously analyzing how it can attract larger number of students to those courses. President Judy also noted that CCV has decided to close the A.A. in Education program, which was not listed under Policy 109. This decision was due to the challenges of the CCV A.A. being a successful feeder into other schools of education since there are many variations in those programs' entrance needs. As this inconsistency was not serving students well, CCV decided to close the program.

President Murphy said that the music programs typically have a good draw at JSC, but that the higher level courses (300 and 400 courses) are harder to fill because these “top of the pyramid” courses are more challenging for students. President Murphy also shared that some programs were not going to be closed because they were designated as part of the NEBHE (New England Board of Higher Education) Tuition Break program.

Chancellor Donovan asked President Murphy to explain NEBHE Tuition Break programs. President Murphy explained that NEBHE's Tuition Break programs enable New England residents to enroll at out-of-state New England public colleges and universities at a discount. Students are eligible for the Tuition Break when they enroll in an approved major that is not offered by the public colleges and universities in their home state.

President Conroy shared that VTC will not be closing any programs under Policy 109 because they are largely made up of courses also offered in other programs. More students are completing B.A.s in Computer Engineering Technology, so the A.A.S. program is going to continue being under review. Other programs such as the General Engineering Technology and the Telecommunications Technology will continue to be on the Policy 109 list, but they will not be closed because they are offered only when a business contracts for the program.

Chair Pelletier asked for a motion to move the Resolution to Approve the Status of Programs Eligible for Policy 109 Review in 2012. Trustee Hannum moved and Trustee Masland seconded the motion.

3. Approval of Changes to Policy 101: Program Review and Continuous Improvement Process

Chair Pelletier asked CAO Howell to describe the revisions to the Policy. CAO Howell reminded the group that the VSC has been engaged in a 2-year initiative funded by the Davis Foundation to review and enhance the former Policy 101 procedures. The changes in the procedures were intended to move the review process culture from one of accountability to one of continuous improvement, hence the process is now called “Program Review

and Continuous Improvement Process,” or “PReCIP.” In December 2012, the EPSL Committee reviewed the PReCIP reports and engaged in a conversation that reflected successful procedural changes.

CAO Howell noted that policy changes were needed to match the improvements made to the procedures. She pointed to proposed new language that was highlighted in the draft revised policy including date changes, name changes, and procedural changes.

Chair Pelletier asked for a motion to move the Resolution to Approve the Revision to Policy 101. Trustee Masland moved and Trustee Hannum seconded the motion. The Committee recommends the approval of the changes and will forward the resolution to the full Board of Trustees.

4. LSC Final Program Proposal: M.A. in Liberal Studies

Chancellor Donovan recommended that the EPSL Committee forward a consent agenda to the full Board for approval.

Chancellor Donovan also commented that the Board does not often see a long list of final program proposals, especially from one school. However, he requested that Interim President Gold not forward these programs for Board approval until after President Bertolino was in office. Therefore, these programs come with a long waiting period for approval.

President Bertolino asked that Dean Lathrop describe this new program. Dean Lathrop said that this program offers a lot of flexibility for students without needing the creation of any new courses or hiring new faculty.

Chair Pelletier asked for a motion to move the Resolution to Approve the LSC Final Program Proposal: M.A. in Liberal Arts. Trustee Hannum moved and Trustee Russo seconded the motion. The Committee recommends the approval of the program and will forward the resolution to the full Board of Trustees.

5. LSC Final Program Proposal: B.A. in Cinema Production
Again, President Bertolino asked that Dean Lathrop provide description for the program. Dean Lathrop said that admissions staff indicate that students are looking for this program and that existing faculty will teach any new courses

Chancellor Donovan asked whether any research had been done regarding the new Cinema M.F.A. program at the Vermont College of Fine Arts. President Bertolino and Dean Lathrop said that they would look into the program.

Chair Pelletier asked for a motion to move the Resolution to Approve the LSC Final Program Proposal: B.A. in Cinema Production. Trustee Russo moved and Trustee Hannum seconded the motion. The Committee recommends the approval of the program and will forward resolution to the full Board of Trustees.

6. LSC Final Program Proposal: A.A. in Cinema Production
Dean Lathrop shared that like many of the A.A. programs that are proposed in this meeting, this Associate degree offers students who leave the school early the opportunity to leave with a degree. It is within the existing program and does not require any additional faculty resources.

Chair Pelletier asked for a motion to move the Resolution to Approve the LSC Final Program Proposal: A.A. in Cinema Production. Trustee Russo moved and Trustee Hannum seconded the motion. The Committee recommends the approval of the program and will forward resolution to the full Board of Trustees.

7. LSC Final Program Proposal: A.S. in Audio Production
Dean Lathrop repeated that this Associate degree is within the existing program.

Chair Pelletier asked for a motion to move the Resolution to Approve the LSC Final Program Proposal: A.S. in Audio Production. Trustee Masland moved and Trustee Hannum seconded the motion. The Committee recommends the approval of the program and will forward resolution to the full Board of Trustees.

8. LSC Final Program Proposal: A.S. in Music Industry Management
Dean Lathrop repeated that this Associate degree is within the existing program.

Chair Pelletier asked for a motion to move the Resolution to Approve the LSC Final Program Proposal: A.S. in Music Industry Management. Trustee Hannum moved and Trustee Russo seconded the motion. The Committee recommends the approval of the program and will forward resolution to the full Board of Trustees.

9. LSC Final Program Proposal: A.S. in Music & Self-Promotion
Dean Lathrop repeated that this Associate degree is within the existing program.

Chair Pelletier asked for a motion to move the Resolution to Approve the LSC Final Program Proposal: A.S. in Music & Self-Promotion. Trustee Russo moved and Trustee Masland seconded the motion. The Committee recommends the approval of the program and will forward resolution to the full Board of Trustees.

10. VTC Final Program Proposal: B.S. in Landscape Design and Sustainable Horticulture
President Conroy noted that VTC is building more Bachelor's programs. The LDSH B.S. program offers students an opportunity to stay at VTC for a 2+2 program.

Dean Petty explained that this program is also well matched with the VT green industry, VTC agriculture programs and the TAACT grant. Finally, it is a unique program within VT as no other higher education institution offers such a program.

Chair Pelletier recommended that all of the Final Program Proposals be forwarded to the full Board by consent agenda with the LSC and the VTC programs remaining separated by school. Agreement was unanimous.

Chair Pelletier asked for a motion to move the Resolution to Approve the VTC Final Program Proposal: B.S. in Landscape Design and Sustainable Horticulture. Trustee Russo moved and

Trustee Hannum seconded the motion. The Committee recommends the approval of the program and will forward resolution to the full Board of Trustees.

11. Nominations for Honorary Degrees

Chair Pelletier asked that the next item on the agenda, Nominations for Honorary Degrees, be moved to the end of the Committee meeting so as not to disrupt the audience's attendance at the meeting. The Committee agreed.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Developing Leaders: A professional development opportunity for VSC staff – Nancy Shaw, VSC Director of Human Resources and Lisa Yeager, CCV Director of Human Resources

Chair Pelletier asked CAO Howell to introduce guest presenters for this agenda item.

CAO Howell welcomed Nancy Shaw and Lisa Yeager who presented the VSC Leadership Program, which will commence for the seventh time this March. Nancy Shaw and Lisa Yeager described how participants have not only had rewarding experiences within the program, but have also had high success rates for retention and promotion. They also noted that participants are asked to develop community service projects for their home schools, which have been very fruitful on campuses.

College Presidents responded that it is never difficult to find leaders from their campuses for this professional development opportunity. They also expressed that the cohort model has been very effective for building community. Finally, they were appreciative of the community service projects, which have led to successful programs such as the VTC approach to residential halls for homeless students, which are now open 365 days a year.

The presentation was well received by trustees, presidents, and guests.

2. Update on Strategic Inquiry Initiative – Chancellor Donovan

Chancellor Donovan shared that the launch of the Strategic Inquiry Initiative would be on March 18th at the Board retreat. Half of this day would be utilized for facilitated conversation with our consulting partners. Chancellor Donovan also commented that he has met with the Priorities Committee over the past month to discuss consulting partnerships and that next week, the three Board Chairs will have the opportunity to meet three consulting groups, and select one for this initiative. After the March 18th launch, the Inquiry Initiative will take advantage of the committee cycle with approximately 2 hours at each Board meeting for all Board members to engage in the process. This initiative will build toward the September Board retreat and conclude in December.

Chancellor Donovan described how each of the consultants have been asked to facilitate a process where the VSC can analyze closely the following questions:

1. What is the nature of the changing environment? How do we need to read and react to those changes objectively and realistically?
2. How will the institutions independently and collectively make themselves ready for, and proactively engage in those changes.

This process will actively engage the leadership of the colleges, and various college and outside constituents.

CAO Howell stated that the three consulting firms were the top choices from eleven others who had been interviewed for the job.

Guest Joanne Edwards asked who will make the decision for the consultant contract. Chair Moore responded that the Committee Chairs will make the decision.

Guest Linda Olson shared a letter with the Board and guests, which represented the Faculty Union's concerns about hiring an outside consultant for this initiative. Concerns included the overall cost of the engagement and also the consideration of internal expertise.

Student Megan Harris from CSC also expressed concerns about the fiscal commitment, and shared her perspective on the internally driven CSC strategic planning process.

Ana Alexander also shared that her experience at CSC was that an internally facilitated process served their community well and that she wanted to ensure that all constituents were represented.

Chair Moore responded that every one of the consultants have in their plans to involve a wide range of constituents.

Joanne Edwards inquired about the budget line. Chancellor Donovan said that the system holds funds for system initiatives such as this and that it does not require a new cost to the colleges.

Joanne Edwards inquired whether the meetings will be open to the public. Chair Moore concurred that all meetings of the Board are open to the public.

3. Return to Action Agenda Item 11 – Honorary Degrees

Chair Pelletier moved that the Committee enter executive session, along with the Chancellor, Presidents Bertolino and Conroy and General Counsel Reedy, to discuss the appointment of public officers, namely the appointment of two individuals to receive honorary degrees. Trustee Hannum seconded the motion. The Committee voted unanimously to enter executive session. The Committee entered executive session at 7:02 p.m. and came out of executive session at 7:12 p.m. Upon motion of Trustee Dickinson, seconded by Trustee Hannum, the Committee voted unanimously to forward the nominations for honorary degrees favorably to the full Board for its action.

The meeting was adjourned at 7:15 pm.

5. Report of the Chancellor
6. Reports of the College Presidents

7. Report of the VSCSA
8. Other Business
9. Comments from the Public
10. Date and Place of Next Meeting

Thursday, April 4, 2013, 3:00 p.m.

Community College of Vermont, 660 Elm Street, Montpelier

PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES

FEBRUARY 13, 2013



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INTRODUCTION

We know that communication isn't just a one-way street. As we near the conclusion of the college's current 10-year vision, we have begun the process of envisioning what might be next for Castleton. In the last President's Report, we noted that the strategic planning process was well under way. In this report, we explain how the campus community continues to be actively involved in developing the plan. While we are busy planning our future, we are also actively engaged in the present. We share stories of record enrollment, retention initiatives, community outreach, and examples of how faculty and students are joining together in active learning opportunities like never before. Important programs and projects are moving forward. As a campus community, we paused briefly to reflect on our rich 225-year history. As we move forward, we continue to stand together, speak honestly about the challenges we face, and stay focused on our foundational commitment to developing citizens who contribute to their community and world. Progress is underway.

SPRING 2013 ENROLLMENT AND RECRUITING UPDATES

With a total enrollment of 2,033, Castleton set a new enrollment record this spring. Undergraduate enrollment (1,945) has increased three percent from Spring 2012 and one percent from the prior record set in Spring 2011. While graduate enrollment has declined slightly, total student enrollment continues to increase. Applications from Vermont high school students for Fall 2013 are currently at an all-time high. The same is true for the number of Vermonters who have been accepted to date.

MEN'S HOCKEY TEAM CELEBRATES TEN SEASONS WITH ALL-DECADE TEAM

Throughout the ten-year history of the Castleton men's hockey program a number of players have made their presence felt on and off the ice. These special individuals helped take Castleton hockey from a struggling, inexperienced program to one of national prominence and one of the most consistently talented teams in New England over the past three years. Through a vote of current and former coaches and players, six individuals were chosen to Castleton's All-Decade Team. [Complete coverage in the Rutland Herald](#)



All decade team members include: current senior Josh Harris, Brandon Heck (2009), Stuart Stefan (2011), Travis Martell (2008), Joe Huchko (2007), and Jeff Swanson (2009).

TWENTY-TWO STUDENT-ATHLETES EARN ALL-ACADEMIC HONORS FOR FALL

Following a fall season in which three teams reached postseason play, 14 Castleton student-athletes were named to the North Atlantic Conference Fall Academic Team. The Spartans' 14 All-Academic selections were the most of any team in the NAC. In total 93 student-athletes were honored from 14 different teams which were a NAC member in a fall sport. To be honored, a student-athlete must have reached junior academic standing, have competed a minimum two years of varsity competition at their institution with a cumulative grade point average of at least 3.50. In addition the Castleton football team had eight players earn All-Academic honors from the Eastern Collegiate Football Conference for their success in the classroom. The eight players honored equals the team's total from last year. It was also tied for the second-highest total in the ECFC this year. To be honored, a student-athlete must have reached sophomore academic standing, have participated a minimum two years with the team and achieved a cumulative grade point average of at least 3.30.



WOMEN'S ICE HOCKEY RAISES OVER \$7,000 FOR CHARITY AT "PINK THE RINK"

Castleton partnered with the Rutland Regional Medical Center and the Foley Cancer Center to Pink the Rink in support of the fight against breast cancer. The team wore special collectors' edition pink jerseys for the game, which were sold through an online auction. All proceeds from the jersey auction were then donated to the breast care program at RRMC. In addition to the jersey sales, the event also featured homemade raffle items, t-shirt sales and information on breast cancer and the breast care program. In the fourth installment of the annual charity event, which has become a staple in the community outreach efforts of the Castleton women's ice hockey team, the Spartans raised more than \$7,000 increasing the four-year total to more than \$28,000.

ACADEMIC AFFAIRS

CASTLETON PLAN HEADS TO COMMITTEES

Since June of 2012, administrators, faculty, and staff have been meeting to develop a ten-year plan for the college. A vision statement was defined last fall. This spring members of the college community were invited to participate on one of seven committees. These include: graduation education committee; undergraduate education committee, funding committee, growth committee, infrastructure committee, faculty and staff support committee, and the college and town committee. Each committee of seven will hold one public meeting on campus to solicit ideas and comments from non-committee members. A draft document providing guidelines, recommendations, and benchmarks (3-yr, 5-yr, 7-yr, and 10-yr) will be developed and combined with other committee reports to prepare a draft strategic plan. The plan will be presented at a series of town hall meetings in late March. A final draft of the ten-year Castleton plan will be presented at a faculty assembly meeting on April 2. The Plan will be considered by the entire Castleton community and presented at the appropriate time to the Board of Trustees.

EARLY ACADEMIC INTERVENTION PROGRAM IMPLEMENTED

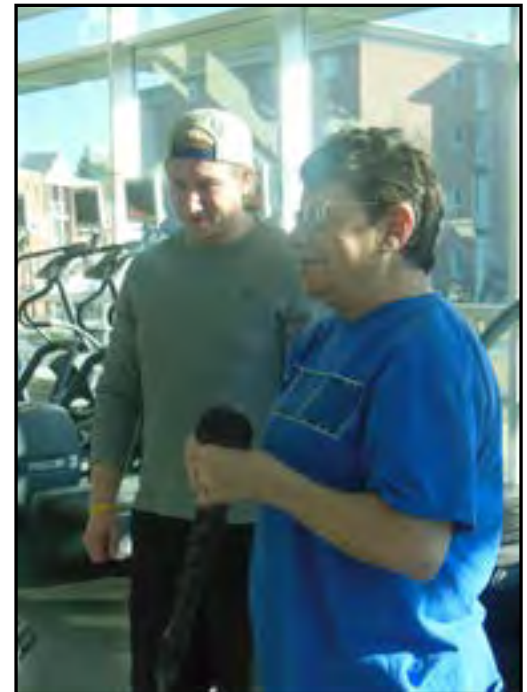
In an effort to improve retention rates, an early intervention program has been implemented. Eight administrators (registrar, academic support, wellness center, three academic affairs officers, enrollment, and residence life) are working with faculty and staff in an effort to identifying and proactively support students whose academic, financial, or emotional challenges may negatively influence their progress as a student at Castleton. The early intervention task force has identified six characteristics that may be signs a student needs some assistance: a) struggling academically (e.g. low test scores, poor attendance, unfinished assignments); b) experiencing financial troubles; c) suffering from depression, substance abuse, or other social or emotional problems; or d) having difficulty adjusting to college. The goal is to help students access campus resources and modify behaviors

NEW CLASS BENEFITS LOCAL COMMUNITY

Castleton's new allied health science class has sparked local interest as students work towards improving the health of community members through individual training sessions. Run by Professor Gail Regan, the Practicum in Exercise Leadership class allows students to work one-on-one with real clients on a regular basis, developing personalized workouts and home exercise plans. The program focuses on adults in the community who are deemed by their healthcare provider to be in need of learning the basic fundamentals of exercise. Partnering with Blueprint for Health and the Community Health Centers of the Rutland Region, Castleton developed the class to not only benefit students by providing hands on experience, but also to benefit the community. The class runs three days a week beginning with an evaluation session, which allows students to discuss and assess the progress of their clients. The remaining two days are spent in the various Castleton fitness facilities practicing various exercise methods.

“We target people with chronic health problems which could be improved by physical activity,” said Regan, proud of the community relations the class has built between students and clients.

The class uses a wide range of exercising techniques including walking, weight lifting, and water aerobics, allowing clients to experience various fitness routines. Since its initial introduction this past fall, the program has assisted over 15 community members in working towards a healthier lifestyle and is scheduled to run again in the spring 2013 semester.



ACADEMIC AFFAIRS

STUDENTS EXPERIENCE BROADWAY THROUGH JANUARY TERM CLASS

For many students the January-Term provides access to courses needed to fulfill requirements, expedite graduation, or simply test the waters of a potential major. But, for 21 students in the Theater Arts department it provided a whirlwind trip to New York City in which the students were immersed in the rich arts of Broadway. A group of 21 Castleton students from the January-Term class “Plays from Castleton,” along with three faculty members, recently spent four days in New York City experiencing the city and its diverse theater offerings.

“We spend so much time ‘doing theater’ during the year at Castleton, we never really have the time to ‘watch theater,’” said Harry McEnery, Department Chair of the Theater Arts Department at Castleton. “J-Term is the perfect time to take the trip and experience the city. Now, they are jazzed and ready to go for the second semester.”

The energy of the class was palpable when asked as a group for their “favorite show.” An eruption of four different titles spewed forth effortlessly, followed by friendly banter in support of each choice. Finally, a student ended the debate by simply saying: “we will never agree on this, the trip was that good.” The class attended off-Broadway and on-Broadway musicals and plays as well as immersing themselves in all New York City has to offer - the Museum of Modern Art, the Metropolitan Museum of Art, Times Square and exhibits at the Fashion Institute of Technology - represents a small sampling. In addition to the whirlwind trip, which had the students attending a single show from

Wednesday through Saturday as well as two on Sunday before departing, the class is required to review each show and provide a written reflection on the trip in its entirety. “The class started as a summer course a while ago and has really taken shape as a J-Term offering,” McEnery explained. “Every year it gets bigger and better.”



ACADEMIC AFFAIRS

PRESIDENT'S AND DEAN'S LIST ANNOUNCED, MORE THAN 450 STUDENTS HONORED

Castleton announced its [President's and Dean's lists](#), honoring more than 450 students for their success in the classroom. To qualify for the Dean's list, the student must maintain full-time status and a semester grade point average of 3.5, while President's list qualifiers must maintain full-time status and a semester grade points average of 4.0.

COLLEGE STEPS PROGRAM WRAPS UP SUCCESSFUL FIRST SEMESTER

When Aaron Rakow, Executive Director of the College STEPS (Supporting Transitions for Educational and Professional Success) Program (CSP), approached Castleton administrators about introducing the mentor program at Castleton, there was a belief that it was a good fit from the start. Maurice Ouimet, Dean of Enrollment, and Scott Dikeman, Dean of Administration, couldn't be happier about the success of the program, which connects students (ages 18-26) with intellectual disabilities and autism spectrum disorders with college-experiences.

"It is a complete win-win," said Ouimet, noting that the Castleton peer mentors benefit just as much as the students participating in CSP. CSP emphasizes integration in the academic, social, and vocational opportunities it provides. Participants are enrolled at Castleton as a non-matriculated student via a 15-30 credit hour non-degree program completed over the course of a two-year period. The inaugural semester at Castleton saw eight peer mentors sign up under program director Patty Moore's supervision, with many more currently on a waiting list.

"It has been great to see how seamlessly our peer mentors have helped integrate the CSP students into the campus community," said Ouimet. "CSP students have participated in everything from cheerleading, to writing stories for The Spartan, to hosting their own radio shows at WIUV." For more information on the College STEPS program be sure to read the [Autumn Newsletter](#).

ACADEMIC AFFAIRS



Big Heart is available for \$35 in the College Store.

BIG HEART RELEASED AT AUTHORS' DISCUSSION

Castleton celebrated its 225th birthday with a book release and panel discussion of the new publication *Big Heart: The Journey to Castleton's Two Hundred and Twenty-fifth Birthday*. The event featured editor Tony Peffer and authors Ennis Duling, Marjorie Ryerson, Andre Fleche, Tony Marro, Chris Boettcher, and Burnham Holmes.

Peffer, academic dean at Castleton and moderator of the discussion, shared that the writers have provided a detailed description of the challenging, triumphant, and comical moments in the college's history. During the discussion, the authors shared stories of reading hand written letters, personal journals, and professional reports; analyzing photographs, documents, and memorabilia; as well as conducting interviews in an effort to gain a deeper understanding of the stories they were telling. After sharing insights gained as a result of the research they conducted, the authors provided a unique perspective of the contributions college preceptors, principles, and presidents have had on the college over the past two centuries.

Big Heart is the first analysis of Castleton's transformation from 1787 to 2012. The book tells the story of how Vermont's first college evolved from a grammar school, seminary, and normal school, to a public liberal arts institution of higher learning. As Castleton President Dave Wolk noted in the epilogue of *Big Heart*, this book "chronicles varied and sundry stories told from the heart throughout Castleton's rich history." Pulitzer Prize and Emmy Award winning writers from several different professional fields -- historians, literary scholars, journalists, biographers, and novelists -- helped tell Castleton's story.

- Tony Peffer is the academic dean at Castleton. He earned his doctoral degree in history from Carnegie Mellon University. He has edited the *Journal of Asian American Studies* and is currently editor of the *Journal of Assessment and Institutional Effectiveness*. His book, *If They Don't Bring Their Women Here: Chinese Female Immigration before Exclusion* was a pioneering work in the history of Asian American Communities.

ACADEMIC AFFAIRS

BIG HEART CONTINUED

- Ron Powers is the author of fourteen books, among them: *Mark Twain: A Life*, *Flags of Our Fathers*, and *True Compass*. Ron is a winner of the 1973 Pulitzer Prize in criticism and a 1985 Emmy for his commentaries on CBS News Sunday Morning with Charles Kuralt.
- Ennis Duling recently retired as Castleton's communications director. He has been a reporter, editor, and writer with stories and articles published in *Castleton Magazine*, *Ski Racing Magazine*, *Alfred Hitchcock's Mystery Magazine*, *Twilight Zone*, *The Civil War Times*, *Cobblestone*, and *Vermont History*.
- Marjorie Ryerson is a professor, photographer, poet, editor, and journalist. She taught writing and photography at Castleton from 1991 to 2005, and was named a Vermont State Colleges Faculty Fellow in 2000-01. Her books include: *Water Music*, *Companions for the Passage: Stories of the Intimate Privilege of Accompanying the Dying*, and the forthcoming *Illuminating the Darkness: Life Stories of the Blind*. She won the 2005 international Harry E. Schlenz Medal for public education about water quality.



- Andre Fleche is an associate professor of history and chair of the Department of History, Geography, Economics and Politics at Castleton. The writer and teacher of American history authored the book *The Revolution of 1861* and has had articles appear in the *Journal of Civil War History*.

- Tony Marro was a reporter and editor for the *Rutland Herald*, *Newsday*, *Newsweek*, and the *New York Times*. He retired as editor of *Newsday* in 2003 and was co-author of *Philip Hoff: How Red Turned Blue in the Green Mountain State*.

- Chris Boettcher is a faculty member in the Department of English with a specialization in general education curriculum in English and research interest in intellectual history and representations of ancient civilization in modern literature.

- Burnham Holmes was an editor, freelance writer, actor, writing teacher at the School of Visual Arts. He has been teacher of speech and writing at Castleton since 1996. Burnham has written sixteen books including *One Shining Moment* for Harper Collins. Currently he is writing plays and was the winner of the 2011 Nor'Eastern Play-writing Contest.



ANNUAL FUND PHON-A-THON LAUNCHED

On January 28 Castleton students started calling more than 8,000 alumni and friends of the college asking for donations to the annual fund. The phon-a-thon will run eight weeks this spring. While it is too early to report giving rates, students have made nearly 2,000 calls to alumni the first two weeks of the campaign.

LYKOS FAMILY HONORS MATRIARCH WITH SCHOLARSHIP

Anna Suneson Lykos graduated from Castleton State Normal School in 1944. She died this July at the age of 91. Anna loved Castleton, so starting a scholarship in her name was an easy decision. The challenge for her grandson-in-law, Troy, was keeping the education scholarship a surprise from the rest of the family and revealing it in person on a pilgrimage to Castleton.

This week five of Anna's family members made the trip from Texas to Vermont: daughter (Bernice), son-in-law (Jim), granddaughter (Jessica), grandson-in-law (Troy), and great granddaughter (Zoe). While here, Troy surprised the family by sharing that a scholarship had been established in "Granna's" name last week. It was an emotional "unveiling" as President Wolk thanked the family for the Anna Lykos Scholarship. Raised at an orphanage from the age of nine, Anna's uncle paid for her brother to go to college, but couldn't afford to send her. However, Anna didn't give up. She was determined to be a teacher and figured out a way to pay for a college education on

her own. Anna was a strong supporter of her Alma Mater and shared with people close to her that she was proud of the way Castleton has grown, loved her college years, and had many wonderful memories at Castleton. After graduating from college, she moved to Liberty, Texas, to raise a family and taught first and third graders for over 40 years.



President Dave Wolk with Anna's family, pictured left to right: Jim, Bernice, Jessica, Zoe, and Troy.

PAVILION SERVES AS COMMUNITY ICE-SKATING RINK

There's a new recreation venue on campus: a skating rink! The Castleton Pavilion, which is the largest open-air pavilion of its kind in the state, will serve as the site of a skating rink for the remainder of the winter. The rink is open to the public from 9 am until 11 pm and is free of charge. Rules and regulations are posted prominently at the site.



WIND DAMAGE IN EXCESS OF \$250K

On December 21, 2012, The college experienced a wind storm with gusts up to 80 miles per hour. Power was lost for eight hours and dozens of tree were downed as a result of the sustained winds. In addition, a roof was blown off of a residence hall, several doors were taken off their hinges, lights were smashed, fences and backstops in the athletic complex were compromised, along with other damage to facilities on campus. Repairing the damage to facilities and removing debris will cost between \$250 and \$300 thousand dollars.

CLASS OFFERS UNIQUE INSIGHT INTO DIVERSITY OF LOCAL MEDIA

The Media Ethics class at Castleton stepped outside of the box this fall as they shed light on the issue of diversity in local newspaper content during their recent polling project. As part of Castleton's focus on Civic Engagement, the class is centered on taking the information from the classroom and applying it in the community. With the guidance of Communication Professor Dave Blow, the students spent time researching and developing strategic plans to create in-depth and diverse news coverage in hopes of increasing readership. Focusing on the Rutland Herald the class set out to determine if the newspaper's coverage represented all segments of the local society, and if not, how it could improve. Students began by studying a week's worth of newspapers, identifying stories and photos that showed diversity, and each edition was given a letter grade based on the class' opinion of how diverse the coverage was in each category that day.

"With diversity people think 'black-and-white,' but we wanted to get away from that," said Blow, adding that the study not only focused on diversity with race but also with other categories such as age, gender, religion, economic status and sexual orientation. To take their research to the next level the class then polled over 150 area residents to get additional feedback, providing them with a 14-question survey regarding their opinions on how diverse they believe the newspaper's coverage is. With the help of Rich Clark, Director of the Castleton Polling Institute, the class turned the survey results into comparable data, which was then used to help the Herald improve upon their coverage and to better please their audience. Results showed that readers who were surveyed felt the Herald does an average job of showing diversity throughout the paper, but agreed that there was room for improvement in most categories. Based on feedback and scores received from the poll the group presented productive solutions to the editors at the newspaper to expand their coverage in areas that were lacking.

"For every concern that we presented them, we gave suggestions and ideas on how to address them," said senior Erica Bilodeau who believes that the Herald will utilize their suggestions and use the information provided in their final report to build a stronger connection with their audience. "We even agreed to assist them in doing so, whether it is by contributing stories or helping design a new page," she said. Through their research students learned that even in small states, such as Vermont, diversity is still important in everyday coverage. "Newspapers should focus on their community and learning about people and things that are unique and different," said ethics class student and communications major Anders Axe who has taken this experience and grown as a journalist. "I want to bring those ideas to stories that I write."

PUBLIC SERVICE

CLASS OFFERS UNIQUE INSIGHT INTO DIVERSITY OF LOCAL MEDIA
CONTINUED

Students walked away with a vast understanding of the role diversity plays in newspapers and the importance of representing the wants and needs of readers. Blow praised the students for their efforts, calling the student-driven report “a professional approach that was not ‘complaining’ about a lack of diversity, but giving real ideas on how to address the issues.”

He hopes that his Media Ethics class, as well as other prospective Civic Engagement courses, will continue to grow and flourish while creating an interactive learning environment for Castleton students and benefitting the local community. “It’s a neat break from teaching ‘how to write,’ where you get to see ‘aha moments’ of deeper thinking and discussions,” Blow said. “It has also helped us develop a great working relationship with area newspapers, lending credibility to the program and the work our students are capable of producing.”

SPECIAL EVENTS

SPRING CONVOCATION AND MLK CELEBRATION

The college community started the spring semester by celebrating the life and legacy of Dr. Martin Luther King, Jr. on January 24. Several hundred faculty, staff, and students paid tribute to Dr. King with a series of readings by special guests and a musical tribute by the Castleton chorale and jazz band.



Dr. Mike Kiernan, left, has directed this program for nine years. Right, Castleton students Meghan Hakey, Chelsea Smith, and Haley Ryan read *Love Your Enemies* by Dr. King.

SPECIAL EVENTS



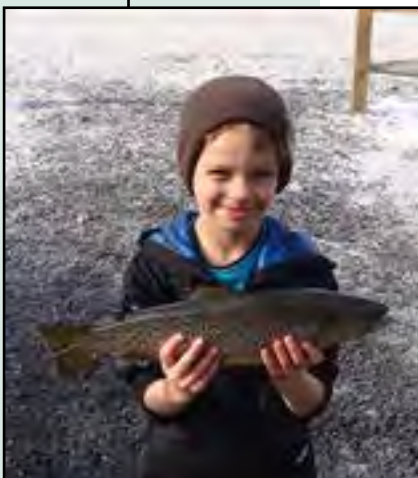
RYAN FLOOD, COMMUTER STUDENT OF THE SEMESTER

At Spring Convocation, Political Science Major, Ryan Flood, was honored as the fall Commuter Student of the Semester. The Swanton, Vt. native came to Castleton after serving his country in the United States Coast Guard. Flood has been able to maintain a 3.84 grade point average throughout his junior year while still managing to remain an active leader on campus. He currently serves as a member of the College Court, is a supervisor in the phone center for the Castleton Polling Institute and was recently a co-leader of a group of Castleton students during a service trip to help residents of New Jersey recover from damage sustained in Hurricane Sandy.

“Ryan is an extraordinary student and citizen,” said Rich Clark, Director of the Polling Center. “In all, Ryan fully loves the values of learning and responsible citizenship that we seek to instill in all Castleton students.” Along with his new title, Flood will also receive access to the President’s reserved parking space for the duration of the Spring 2013 semester.

CASTLETON FEATURED PROMINENTLY IN A FOOTBALL ODYSSEY– VALLEY NEWS

Valley News staff writer, Dave Bailey, spent the 2012 football season touring Vermont and New Hampshire, rating his experiences at seven different venues. Bailey rated his game-day experiences at the seven different football-playing schools throughout Vermont and New Hampshire – Castleton, Middlebury and Norwich in Vermont and Dartmouth, New Hampshire, Plymouth State and Saint Anselm in New Hampshire. In the end Castleton rated the best in overall experience. [Read, *A Football Odyssey*.](#)



SPARTANS FOOTBALL ICE FISHING DERBY

The Castleton Spartans Football program hosted an ice fishing derby on January 26 at Lake Bomoseen. More than 100 youth and adults competed for cash prizes totaling more than \$4,000. Cash prizes were awarded to the first, second, and third place fish in the following categories: perch, trout, bass, and pike. More than \$1,500 was raised for the football program in the one-day event.

Local ■ State ■ National

Rutland Daily Herald | A7 | Friday, February 1, 2013

Castleton All-Decade Team

STAFF REPORT

CASTLETON — Throughout the 10-year history of the Castleton men's hockey program a of number have players have made their presence

F – Josh Harris (2009-Present)

The Credentials: The only active member of the All-Decade Team, Harris has helped shape Castleton into one of the top offensive teams in the country over his four years. He burst on the scene his freshman year, leading the team in scoring while being named the ECAC East Rookie of the Year. As a sophomore he led the

F – Brandon Heck (2005-2009)

The Credentials: Castleton's all-time leading scorer, Heck led the Spartans in scoring each of his four seasons and ushered the program into national prominence during his four-year career. In his sophomore season Castleton recorded its first winning season, going 17-6-4, and climbed as high as ninth in the USCHO national poll. The Spartans

F – Stuart Stefan (2008-2011)

The Credentials: The most prolific goal scorer in Castleton history, Stefan's name is littered throughout the Castleton record book. He was twice named team MVP, and finished as the team's leading scorer three different seasons. As a senior captain he led the Spartans to a school-record 22 victories during the 2010-11 season. Stefan

D – Travis Martell (2005-2008)

The Credentials: A stalwart on defense for three seasons with Castleton, Martell helped bring the Spartans into national prominence during his career. After a 4-19-3 sophomore campaign, Castleton recorded its first winning season the following year, going 17-6-4, and climbing as high as ninth in the USCHO national poll. He helped anchor a defense

D – Joe Huchko (2005-2007)

The Credentials: Huchko made a lasting impact at Castleton, though he only played for two seasons, transferring to the squad prior to the 2005-06 campaign. He recorded an assist in his first-ever game and as a defenseman he led the team with 11 goals and finished second with 19 points for the Spartans. The following year Castleton

G – Jeff Swanson (2005-2009)

The Credentials: The last line of defense, Swanson was the first four-year starter in goal for the Spartans and helped bring the program into national prominence during his career. As a freshman he earned a team-high 18 starts, and was in net for both the program's first victory and first tie. One year later he went 11-5-3 in net and ranked 18th in the

felt on and off the ice. These special individuals helped take Castleton hockey from a struggling, inexperienced program to one of national prominence and one of the

nation in scoring at 1.85 points per game while also setting Castleton single-season marks for points (50) and assists (34) for the nation's second-most prolific offense. He was honored as a ACHA First-Team All-America selection and won the coveted Joe Concannon Award, as well as being named the ECAC East Player of the Year. In

See Harris, Page A8

didn't suffer another losing season during his career. Heck has played in more games than any player in Castleton history (104) and recorded at least 18 assists in each of his four seasons. He currently has a school-record 121 points and is second all-time in goals with 48 and third in assists with 73. He was a three-time all-conference selection and excelled in the

See Heck, Page A8

recorded a then-record 19 goals, as well as 26 assists, and finished the season ranked fourth in the entire nation in points per game (1.8). He was named an ACHA Third-Team All-American and was also named to the ECAC East All-Conference First Team. He finished his career with a program-record 54 goals and owns the best career

See Stefan, Page A8

which jumped from 47th in scoring defense the previous season to 11th. Martell led the team with 20 assists and added seven goals for 27 points, finishing ninth nationally among all defensemen in points per game (1.0) and earning ECAC East Second-Team All-Conference honors. During his senior season he amassed 16 points as the Spartans finished with their second

See Martel, Page A8

recorded its first winning season, going 17-6-4, and climbed as high as ninth in the USCHO national poll. He also helped anchor a defense which jumped from 47th in scoring defense the previous season to 11th. Huchko played all 27 games on defense and finished third on the team in scoring with 11 goals and 16 assists, ranking ninth in the

See Huchko, Page A8

country in save percentage (.907) as the Spartans went 17-6-4 and climbed as high as ninth in the USCHO national poll. The following season he earned nine of Castleton's 13 wins and once again posted a .907 save percentage. As a senior Swanson finished with a 4-2 record to conclude his career with a then-record 28 victories. He still

See Swanson, Page A8

most consistently talented teams in New England over the past three years. Through a vote of current and former coaches and players, six individuals were chosen to Castle-

ton's All-Decade Team. This exclusive team, whittled from a number of deserving players consists of three forwards, two defensemen and one goalie.



Josh Harris, Forward



Brandon Heck, Forward



Stuart Stefan, Forward



Travis Martell, Defense



Joe Huchko, Defense



Jeff Swanson, Goalie

Return to President's Report

Harris

Continued from Page A7

his final two seasons, Harris has set about to rewrite the Castleton record books. This season he set the program mark for career assists and currently has 78. He is also second all-time

in points with 119, just three away from a new program record, and earlier this year became the third player ever to surpass 100 points.

In his own words: Coming to Castleton and not knowing what the school was like or not knowing anyone was a little frightening at first, but during

my time at Castleton I have made some great friends and memories. I cannot thank everyone enough who has helped me out in one way or another. The Castleton community has supported the team, and me, and it has been great to have the opportunity to give back through various community service proj-

ects. Looking back, hands down my favorite moment at Castleton thus far was our team trip to Europe. It was a once-in-a-lifetime trip with the boys and something I won't forget. As I prepare for the next chapter in my life, I know Castleton has prepared me with the knowledge and skills to succeed in the future.

Heck

Continued from Page A7

classroom as well earning ECAC East All-Academic honors three times.

Life after Castleton: Heck graduated from Castleton in 2009 and is now married with a newborn daughter living in Camrose, Alberta. He works for

United Farmers of Alberta and is still involved with hockey, coaching Bantam AAA and Team Northeast Alberta.

In his own words: The four years at Castleton was easily the best time of my life. I met my best friends with whom I still communicate with every day. I can't thank my coaches (Alex Todd, Terry Moran, TJ Moran, Dr. C, the graduate

assistants) enough for not only making me a better hockey player but more importantly molding me into a better person off the ice. Thank you to all my professors for being demanding, and preparing me for "real life." A big thanks to President Wolk for transitioning Castleton into a college I'm very proud to call my alma mater. The biggest thanks are for all my teammates for

all the memories. My message to the new players is when Coach tells you that you got the "Best Everything" you actually do! After leaving you realize how bad you miss it. Even the dry-land training, because looking back that was the best shape I was ever in. Everything done at Castleton is done to make you the best you can be and prepare you for life.

Stefan

Continued from Page A7

plus/minus in Castleton history (plus-45). Additionally he is second in games played (103), third in points (110) and fifth in assists (58). Off the ice Stefan was a two-time member of the ECAC East All-Academic team and

was named to the Dean's List.

Life after Castleton: Stefan took his talents to the professional ranks following graduation in 2011. He is currently living in Huntsville, Ala., where he is in his second season playing for the Huntsville Havoc of the SPHL. This season he leads the Havoc in points and assists.

In his own words: I

would just like to thank the Castleton community for four great years of hockey and for my education. The fans and support for the hockey team we received was always unbelievable and made my four years very enjoyable. The school community and professors are the kindest people I've ever met. They made it very easy to go to class every day and made learn-

ing fun, so I'd just like to say thanks again. The most important moment in my Castleton career I think was being named captain of the team my senior year. This was always voted on by the team and staff, which meant my peers thought of me as a leader. I feel this has helped me further pursue my hockey career and will help me throughout my life.

Martell

Continued from Page A7

straight winning season. Martell concluded his career as the school's all-time leading scorer for defensemen with 59 points, a record that stood until last year. Off the ice he was a two-time ECAC East All-Academic selection as well as being named to the New

England Hockey Writers All-Star Team.

Life after Castleton: Since graduating from Castleton, Martell has continued to play professionally. He spent two years with the Knoxville Ice Bears before moving to Europe. Martell played with the Zoetermeer Panthers during the 2010-11 campaign and is currently in his second season as a member of the Crimmitschau Ice Pirates in

Germany. In the offseason he runs his own strength and conditioning company, training 15-to-20 amateur hockey players per year.

In his own words: My favorite memory at Castleton was when Coach Todd took our dressing room away from us because he felt we didn't deserve it. My roommates and I decided that the practical thing to do was to get dressed in our full hockey gear at home

for our Wednesday early morning practice. We all piled into the 10-passenger van and on our way to the rink the van lost traction and "slightly" ended up in the ditch, causing us to be late for practice but with a good story. On another note, I'm so thankful to the Castleton community for giving me three great years. I feel my experiences there helped mold me into the person I am today.

Hutchko

Continued from Page A7

nation for scoring among defensemen with 27 points (1.0). Despite appearing in just 53 games he still ranks fourth all-time among defensemen in scoring with 46 points and first in points

per game for defensemen who have played in at least 50 games with 0.88. Off the ice, Hutchko was named team MVP in each of his two seasons at Castleton.

Life after Castleton: Hutchko graduated from Castleton in 2007 and was married in the fall of 2012. He still stays active in a men's hockey league while

also working as a construction supervisor in property management for Lemle and Wolff, based in the Bronx.

In his own words: I'm truly flattered by being named to the All-Decade Team. My favorite memory at Castleton would have to be scoring the game-winning goal against Plymouth

State in 2006 to give Castleton its first-ever win as a varsity program. If I could give one message to the community it would be: "If and when you Aspire to Acquire what you Desire, don't Retire but only Re-fire"... always remember to work hard and get ready, surely your chance will come. Thanks for everything.

Swanson

Continued from Page A7

owns program records for shutouts (five) and career saves (1,511), with 400 more than the next-closest goalie. Off the ice Swanson was a three-time ECAC East

All-Academic selection and created the first-ever Castleton hockey media guide, Gametime. He also was the first student-athlete to win the Terry Moran Builders Award.

Life after Castleton: Swanson graduated in 2009 with a degree in business. He currently resides in

Charlotte, N.C., where he works as a commercial real estate leasing agent and puts on the pads for the occasional men's league game.

In his own words: My favorite hockey memory at Castleton is when we beat Norwich on the road at their senior night in 2008 when they were ranked

No. 5 in the country. That is closely followed by taking Norwich down during my senior weekend in 2009 when we came back from a 2-0 deficit to win. For the veterans: Thank you for the relationships you taught me. For the rookies: Always listen to a goalie, we see all the angles.

A FOOTBALL ODYSSEY



Programs, ticket stubs and other ephemera from a football journey that covered seven teams, two states and 1,000 miles.

VALLEY NEWS — DAVE BAILEY

Two States, Seven Teams and an Autumn of Fun

By DAVE BAILEY

Valley News Staff Writer

It's not always easy being a football fan in New England.

Sure, denizens invade the bars and sit on the edge of their sofas to root for the Patriots, and high school teams have their followings, but this is a region where people like the game with lowercase letters — football — while the rest of the nation adores FOOTBALL, in bold, capital letters, surrounded by perky cheerleaders, devoted alumni and raucous marching bands.

Despite this blasé attitude, college football is the unquestioned hidden gem of New England sports.

For a decent price, you spend a few hours outdoors, often surrounded by gorgeous scenery, watch football — some of it pretty darn good — and you never know when you might see someone who goes on to the NFL: Jay Fiedler and Casey Cramer (Dartmouth), Corey Graham and Jerry Azumah (New Hampshire), Ste-

phen Hauschka (Middlebury) and Joe Dudek (Plymouth State) are among the northern New England alums who went on to play on Sunday.

There are seven NCAA football teams in New Hampshire and Vermont — Castleton State, Norwich and Middlebury in the Green Mountain State and the University of New Hampshire, Dartmouth, Plymouth State and Saint Anselm in the Granite State. This fall, I hopped into my Toyota, filled up my gas tank several times and watched every one of them play at home, criss-crossing more than 1,000 miles to and from my North Thetford home.

For a limited palette, there's plenty of diversity in there: Three state schools, two elite private institutions, a Catholic school and a military school. Divisions I, II and III are represented. I saw teams ground-and-pound and air it out. The fans ranged from hybrid-driving hippies to grizzled military men. The oldest program has been around since Chester Arthur was president; the most recent was born during the iPhone/Twitter era.

Maybe these teams aren't pounded into the consciousness of casual fans, but I discovered enthusiastic crowds, unique traditions and boffo stadiums and campuses.

I rated each team based on the fan experience — parking, stadium, band, etc. Not every school received sterling grades, but believe me when I say I had a blast everywhere I went.

Some random conclusions I drew from my odyssey across this great football landscape:

- Two stretches of Route 4 — between White River Junction and Rutland, and between Concord and the Seacoast — need to be four lanes, like yesterday.
- So many organic farms have sprouted up the last few years, I don't know how they all stay in business.
- New York license plates outnumber Vermont plates — in Vermont.

But this is a football story. So, strap on your helmet and take part in our little society. You don't know what you've been missing.

STORY CONTINUES ON PAGES D4-D5

CASTLETON 35, PLYMOUTH ST. 7

SEPT. 1, SPARTAN STADIUM



The hedges spell "Castleton," and the game experience at Spartan Stadium spells "fun."

VALLEY NEWS PHOTOGRAPHS — DAVE BAILEY

CASTLETON, VT. — When Castleton State College added football in 2009, the school filled a void created when the University of Vermont cancelled the sport in 1974. For the first time in 35 years, high school players in Vermont had a state-school option to further their gridiron education if they wished to stay close to home.

Just look at the roster. No fewer than 12 players at Castleton are either from the Upper Valley or towns within a tight spiral (Springfield, Bellows Falls). You have to wonder how many would still be playing if it weren't for Castleton.

And this school goes all out for football. As you walk toward Spartan Stadium, you're greeted by a parking lot filled with tailgaters, many of whom looked as if they'd been there for hours as they grilled food from their truck beds and chatted from

Fun Fact: Castleton was founded in 1787, making it Vermont's oldest college.

Fun Spot: A slope on the visitors' side features clever hedges that spell out "CASTLETON."

canopy chairs. The stadium itself is pretty amazing, a 5,000-seat jewel with wide concourses, multiple vendors and real restrooms — no port-a-potties here, which is more than what some D-I stadiums can say (UNH, I'm looking in your direction).

A football-hungry, green-and-black crowd of almost 3,000 turned out to watch the small-scale version of the Greatest Show on (Field)Turf on Labor Day weekend. Spartans QB Shane Brozowski, a lanky fireballer who can throw a screen or a long bomb with equal deftness,

threw for 400 yards and four touchdowns in a rout of Plymouth State. What made this game fun was the clash in styles — Castleton throws on every down, Plymouth throws as often as the moon changes phases. But as Plymouth discovered, it's hard to run your way back into the game when you're down 28-7 at the half.

It was also nice to see so many former high school stars from the Upper Valley — including Mick Wong (Hartford High running star and now a 5-foot-6 linebacker), Bandon Bergeron (Hartford), Cody TanCreti (Windsor) — shine at the next level.

Leaving the stadium, I noticed some of the tailgaters were back in action — assuming they had ever left to watch the game. The game may have been over, but for some, the day was just beginning.

Access/Parking: 5. Plenty of spaces, even with a decent crowd.

Stadium: 5. This is Division III? UNH would kill for a stadium this nice. Seating capacity is 5,000, but the slopes on both sides provide for any overflow. No track, so fans are closer to the action. Tickets are \$10; pricey for D-III, but definitely worth it.

Concessions: 4. Two different vendors, with a nice variety of food, including pulled-pork sandwiches and homemade fries. Game-time temps were in the 80s, and everyone was out of water by the start of the third quarter.

Band/Cheerleaders: 3.5. Band was small, but energetic. They shed their hot, bulky outfits after halftime for green caps and T-shirts. Best part was when they played the *Jaws* theme whenever Plymouth faced fourth down. Halftime

show was a bit short, which was understandable considering the heat.

Game Program: 5. A thick yearbook with plenty of stats and pictures, all for \$3.

Fans: 4. A very State-U crowd: Middle-class, enthusiastic, unpretentious and happy that football season was here.

The Team: 4. Castleton is an entertaining team, and a slew of Upper Valley natives gives the roster some familiar names.

Campus/Town: 3.5. Plenty of well-kept brick buildings, and Castleton seems like a nice town.

Final Rating: 4.5. If you want a super-concentrated version of the classic college football experience, Castleton is your place. With this program, the Spartans scored a TD on their first possession.

MIDDLEBURY 42, BOWDOIN 18**SEPT. 22, YOUNGMAN FIELD AT ALUMNI STADIUM**

Parking: 4. Fairly easy ... Even easier if you park farther from the stadium.

Stadium: 4. Breathtaking location makes up for hard cement steps that double as seats. Bring a cushion! Admission was free.

Concessions: 1. I was given incorrect change for a stale hot dog and bottled water, and the woman got uptight when I told her I paid with a \$10 bill instead of a \$5.

Band/Cheerleaders: 2. No band, cheerleaders nor halftime show. This would be a fail at other schools, but it somehow fits in well with the laid-back atmosphere here.

Program: 5. A big fat book for only \$3, chock-full of articles celebrating Middlebury's long football history.

Fans: 4. Very laid back.

The Team: 4. NESCAC football is a half-level above what you'll see in other D-III leagues in New England. The players are a little bigger and faster. It's not D-I, but the difference is noticeable.

Campus/Town: 4. I've been to Middlebury many times, and it has yet to disappoint. I'm ashamed I didn't do dinner at the Waybury Inn, but at least I hit Monroe Street Books.

Final Rating: 4. If you're looking for a mellow, but enjoyable experience — not to mention some quality football — this is the place. If you go to a game, you may want to call up some Eagles or Jackson Browne on your iPhone.



The mighty panther looks over Middlebury's Youngman Field at Alumni Stadium.

MIDDLEBURY, VT. — One step into Middlebury College's Youngman Field at Alumni Stadium and you get the sensation that everything's gonna be all right.

First of all, Alumni Stadium has the most gorgeous backdrop of any sports venue I've ever seen. During breaks in the action — and even during the action — it's very easy to be distracted by the Green Mountains and the endless Vermont woods. Not surprisingly, the background scenery is played up on the inside cover of the team's program.

The fans are generally mellow and laid-back. They leisurely walk in and out of the stadium (admission is free). Tailgaters camp out on the green in front of the stadium, chatting and sipping wine. During halftime, fans walk out, do some more tailgating, then return for the second-half kickoff, often feeling a little more spirited. Spectators are frequently accompanied by their well-behaved dogs.

A good natured public-address announcer filled the lack of band or cheerleaders with some cheeky commentary:

■ After a loooong conference between the officials: "Whatever happened, it's third and 9."

■ After a penalty that caused a shower of yellow laundry to cascade the field: "Now we have a gaggle of flags on the field."

■ As kids played ball on field at halftime: "Our teams will be returning soon, so we have to ask for an end to this fine halftime show."

He also balanced the levity with plenty of information. He delivered scores for other Middlebury events and NESCAC football games, something you often don't see at other sporting events, especially in the iPhone age.

Middlebury quarterback McCallum Foote or behind his receivers. But he soon settled down and threw for 285 yards and five TDs in a 42-18 season-opening romp of Bowdoin. (One way NESCAC emulates the Ivies: Its season starts a few weeks after everyone else's. Heck, Middlebury's season opener happened a week after Norwich's Homecoming game).

Fun Spot: The bronze statue of the Middlebury Panther next to the stadium. According to the team's website, it "rests upon a great glacial boulder, supposedly the largest single piece of stone moved in Vermont since the Ice Age."

Fun Fact: Former Middlebury kicker Steven Hauschka now plies his trade for the NFL's Seattle Seahawks.

NORWICH 20, WPI 3

SEPT. 15, SABINE FIELD



Norwich's Corps of Cadets know how to put on a show, before and during the game.

NORTHFIELD, VT. — After watching my first game at the only military school on my autumn journey, I can't think of Norwich football without thinking about the Corps of Cadets, who make game day unlike anything I've ever experienced.

Donning white hats, white shirts and bayonets, they march onto the field before the game as the band strikes up a tune. Later, they dash toward the Sabine Field entrance — located behind one of the end zones — while engaged in the world's longest "CHAAAAAARGE" chant.

Next, they line up in two rows as the 100-strong Norwich team storms onto the field through the main gate.

But the best is saved for after the opening kickoff. The Corps of Cadets line up and stand behind each end zone, two massive white waves that shout encouragement to the home team — or derisive remarks toward the visitors, in today's case Worcester Polytechnic Institute. At times, they perform pushups to keep themselves warm — with the temperature around 60 degrees and a stiff breeze, autumn was announcing its presence.

Parking: 1. Had to hunt for a space, but this homecoming — a HUGE deal at this school — was likely a factor.

Stadium: 2.5. Typical D-III stadium: A big grandstand on one side of the field and small bleachers on the other. Majestic entranceway. Tickets were \$5 for any seat in the house.

Concessions: 2.5. One vendor, with standard ballpark fare. Pizza was hot 'n fresh.

Fun Fact: Norwich, which first fielded a football team in 1893, plays in the eight-team Eastern Collegiate Football Conference. None of the other schools in the league had a football team 15 years ago.

Fun Spot: An anchor behind one of the end zones is dedicated to all Norwich alums who served in the Navy or U.S. Marine Corps since 1919.

relies on running and defense, and both grabbed the moment in a fairly easy win over WPI. The halftime score was 6-0, thanks to a TD by the Cadets' Matt Simonelli — a 240-pound defensive lineman who scooped up a loose ball and rumbled 44 yards toward the end zone.

Norwich operated out of the shotgun, with four wide-outs and no tight end, almost like a 1980s run-and-shoot — only without the shoot. Shifty QB Kris Sabourin ran for 104 yards and running back Danny Triplett, at Sabourin's side on almost every play, ran for 147 yards and two TDs.

The military atmosphere is front and center at Norwich, as reflected in the homecoming crowd of 5,150 — which beats two 2011 Dartmouth crowds and one UNH gathering from last year. The fans expect old-school, smash-em-up football, and were upset at the referee when he flagged a Norwich player 15 yards for an open-field hit on a defenseless receiver — even as the player was being chewed out by the coach in full view of the fans.

As befitting for a team with an older, more conservative fanbase, Norwich

relies on running and defense, and both grabbed the moment in a fairly easy win over WPI.

The Team: 3. It took a while for Norwich to get its running game going, but everything was clicking by the third quarter.

Campus/Town: 5. Drop-dead gorgeous, with well-maintained, Ivy-coated buildings.

Final rating: 4. A solid, enjoyable Division III football experience, topped with a killer pregame show,

Band/Cheerleaders: 4. It's a military band, so it better be good. And it was.

Program: 1.5. Simple four-page sheet with roster and notes. But it was free with the ticket.

Fans: 4. 5,000 for a D-III game? Wow. Fans were older and more conservative, as you'd expect for Norwich ... until the opening whistle. Then they really got into the game. Definitely

the most passionate in Vermont.

WESTERN N.E. 23, PLYMOUTH ST. 3

OCT. 20, CURRIER FIELD

Access/Parking: 4. You can park at the stadium for \$10, or park across the street at the hockey arena for free. Do yourself a favor and get some exercise while saving some money.

Stadium: 1.5. Rickety wooden bleachers that were subject to derision from fans at the game I attended. "When I win the Powerball, I'm going to donate stands," one fan cracked. It's no wonder several fans sat in lawn chairs behind the south end zone. Admission is \$5.

Concessions: 3. Basic stuff, but everything was reasonably priced. The people behind the counter were the friendliest I've encountered.

Band/Cheerleaders: 2. No cheerleaders. Small, informal pep band was charming.

Game Program: 4. An eight-page foldout cost \$1, and a thicker team yearbook was \$2. The yearbook is loaded with photos and info celebrating PSU's rich football history.

Fans: 2.5. A cross between Castleton and Norwich — passionate, older State-U fans.

The Team: 1.5. The Panthers have seen better days, but they've also seen worse days.

Campus/Town: 3. The town and campus are nice, although everything seems condensed, almost like a city school squeezed into a classic college town.

Final Rating: 2. Not the most exciting experience, but a winning team and a packed stadium can change things in a hurry.



Sure, it's convenient to park at the stadium, but think of the benefits to your wallet — and your well-being.

HOLDERNESS, N.H. — How many programs have had a roller coaster history like Plymouth State's? The Panthers have experienced the highest of highs (eight straight New England Football Conference titles from 1981-88) and the lowest of lows (a 1-28 record from 2002-04, including back-to-back winless seasons and 12 shutout losses).

These are not the rosier of times for PSU, as evidenced by the two times I saw the Panthers in action this season. But if a program can peel itself up from the football dregs to go 33-10 from 2007-10, it can certainly bounce back from its current rut.

Plymouth's ground-and-pound attack, which struggled against Castleton on opening day, had more problems, mustering only 159 yards of offense in a loss to Western New England, which scored 20 second-half points after a 3-3 halftime deadlock. (By the way, this was first game I attended this fall in which the home team lost.)

PSU's Ray Boulay, a speedy punt returner from Keene, N.H., is one of the more exciting players I've seen this fall, and linebacker Josh Morgan made 11 tackles, all solo. The Panthers executed a couple of nice razzle-dazzle plays in attempt to breathe some life into a struggling

offense: a fake-punt pass by punter Nick Cavallo, and a 31-yard halfback option pass by Andrew Foglia (which gave him the most passing yards of any Panther passer).

A few words about penalties: There were 15 of them on this day. Do you ever notice that when the home team is penalized, the fans yell, "let 'em play!" at the officials, and when the visitors are hit for the same infraction, the

fans tell the zebras to start studying the rulebook? This was the second time I saw this phenomenon this fall, Norwich being the first.

The biggest strengths of Plymouth State (and I'll admit to being fond of this place, having covered oodles of NHIAA playoff games here years ago): 1. It does for New Hampshire what Castleton does for Vermont, give in-state kids a viable post-high school football option. 2. Its history. No program on my tour, not UNH in the last decade, not even Dartmouth in the leather helmet days,

has ever had a run like PSU's in the 1980s, complete with an honest-to-god Heisman Trophy candidate (Joe Dudek). You can't help but get jazzed up by the photos and records splashed throughout the yearbook, and you can't help but think that if the Panthers did this before, they can do it again.

Fun Fact: According to the terrific cfbdatawarehouse.com website, Plymouth's first football team in 1924 played Lebanon High — and lost 40-0. Plymouth's next team hit the field in 1970.

Fun Spot: A small rock behind the south end zone is graced with a plaque honoring Charles L. Currier, a Plymouth State coach and administrator from the 1970s for whom the field is named.

SAINT ANSELM 48, PAGE 21

OCT. 13, GRAPPONE STADIUM

Access/Parking: 5. Plenty of spaces for everyone.

Stadium: 4.5. Grappone Stadium is very nice, although the area underneath the grandstand that houses the concession and souvenir stands lacks a ceiling, and insulation is visible throughout. Seven bucks gets you any seat in the house, including the nice hard-back chairs at the 50-yard-line.

Concessions: 4. Pretty simple fare, but grilled hot dogs and burgers always rule. Most fans were armed with coffee or hot chocolate on a 50-degree day.

Band/Cheerleaders: 1. No band. A dance team arrived, performed a brief halftime show, then vanished.

Game Program: 2. A four-page fold-out, but it was only a buck.

Fans: 2.5. Parents, students and little else for a homecoming game. Tailgating was minimal.

The Team: 2.5. Wins have been few and far between for the Hawks, but they soared on this day.

Campus/Town: 4. A beautiful campus, and Manchester is the center of the universe — just ask anyone who lives there.

Final rating: 3. It's not the first place I'd go to watch a football game, but there's definitely some potential here.



A giant stone head greets fans near Saint Anselm's Grappone Stadium.

MANCHESTER — In a region dominated by NCAA Division I or Division III schools, Division II football is one of those things you've heard about, but you wonder if it really exists, and you almost want to go to one of those urban legends websites to see if it's for real.

Rest assured it exists at Saint Anselm, which revived football in 1998 after a 57-year absence, but has had only one winning season to show for it. St. A is the wild card of this football journey: It's the only D-II school, the only Catholic school and the only one that plays most of its home games at night. The homecoming game against Pace I attended was the only daytime outing on the Hawks' four-game home slate.

Although D-II, which offers partial athletic scholarships, would suggest a higher quality of play, that's not the case heading into this one: Saint Anselm and its opponent, Pace, sported matching 0-6 records, and either team would have had its hands full with Middlebury. But that didn't stop this

Fun Fact: Saint Anselm plays in the Northeast-10 Conference, which has 16 teams, including eight football-playing members. Clearly, the leagues forefathers studied math at a Big 10 school.

Fun Spot: Just outside the stadium sits a big stone head, fittingly marked "Stone Head." It was once mounted on the facade of the New Hampshire state theater in Manchester and donated to the school in 1984.

game from being entertaining, if erratic (seven combined turnovers).

The Hawks' Keith Charles ran a kickoff back for a TD, but St. A also fumbled two punt return attempts. In the end, Saint Anselm rolled to its first victory of the year, with help from 267 rushing yards (119 by Charles), a fake punt, a fumble return for a TD and a fake extra-point attempt in the fourth quarter that morphed into a 2-point conversion, although the game was well in hand at that point.

Although it was homecoming, there appeared to be very few alums who came home among the announced crowd of 1,204. (Perhaps St. A needs to borrow a page from Norwich's play-book on how to hold a homecoming.)

Grappone Stadium is one of the nicer facilities I've encountered on this journey. A little more atmosphere (band, cheerleaders) and a few more wins could make this place rock all night.

UNH 34, DELAWARE 14

SEPT. 29, COWELL STADIUM

Parking: 3. Plenty of spaces, but it costs \$10 to park. Welcome to Division I.

Stadium: 1.5. Cowell's deficiencies are well known, but there's a new scoreboard, sound system and goal posts. Tickets are pricey, especially if you order online (God bless Ticketmaster).

Concessions: 4. Plenty of vendors and a decent variety. I recommend the French fries that are cut right in front of you while you wait for your order.

Program: 2. Three dollars for a flimsy six-page foldout? Yeesh. There's also a thicker team yearbook for \$7.

Band/Cheerleaders: 5. I know it's unfair to compare a D-I band to D-II or D-III, but this was by far the best band I saw all fall.

Fans: 3.5. Gripe time: Fans were still pouring into the stadium during the second quarter, violating my first edict of sports fandom: if you can't be there at game time, don't be there at all. Still, good crowd.

The Team: 5. The best football you'll see above the Massachusetts border.

Campus/Town: 4. UNH and Durham blend very well together.

Final Rating: 4. The high quality of the team overcomes the steep prices and poor stadium.



It's not much, but Cowell Stadium is home to a powerhouse.

DURHAM, N.H. — Let's just get this out of the way: Cowell Stadium is not a pleasant place. OK, that might be too nice a remark; it's a dump.

Cowell Stadium is hidden behind UNH's Lundholm Gymnasium, almost as if the school's ashamed of the place (it probably is). You have to trudge through a narrow hallway inside the field house to access the stadium. The paint is peeling everywhere. At a game I attended last year, one of the crossbars was tilted to the left, and someone used a rope to pull down the right end of the bar and balance the goal post every time a team attempted a field goal or an extra point. Thanks to a track, the field looks a mile away, even if you have front-row seats. Port-a-potties line the place.

Yet amazing things happen every fall at this forsaken facility. If the Boston Red Sox epitomize a team that does less with more, UNH epitomizes a team that does more with less.

Despite a poor stadium and a

Fun Spot: The classy banners hanging from outside Lundholm Gymnasium (which serves as the back wall for the home grandstand) celebrating the team's retired numbers, great coaches and titles.

Fun Fact: The field is named for former UNH athletic director Andy Mooradian, who was also the Wildcats' coach for a season — he went 0-8 in 1965.

shoestring budget, the Wildcats have reached nine straight NCAA Football Championship Subdivision tournaments, including this year. How coach Sean McDonnell does it is beyond me, but from Labor Day through Thanksgiving, he performs a weekly miracle.

On this day, my first stop on the Granite State swing of my journey, 7,000 or so enthusiasts turned out in damp weather to watch UNH manhandle Delaware, ranked in the FCS top 10 heading into the game. One week after serving up 64 points in a loss to Old Dominion, the Wildcats' defense

— coached by former Dartmouth head man John Lyons — allowed only 14 to the Fightin' Blue Hens, seven in garbage time.

What Penn State was to linebackers and USC was to tailbacks, UNH is to quarterbacks. Sophomore Andy Vilas, a Bedford, N.H., native, threw for 315 yards and two TDs on this day — and he's the *backup*. He took over in Week 2 when starter Sean Goldrich was injured. Both appear to be worthy successors to recent Wildcat passing stars Ricky Santos, R.J. Toman and Kevin Decker.

Both of Valais' TD were caught by R.J. Harris — who had seven catches for 139 yards and made it look easy even though he battled double coverage all day — as UNH scored 34 straight points after trailing 7-0 at the half. He also ran for 34 yards and another score. Another day at the office for one of FCS' elite.

If only the Wildcats could do something about that stadium.

BROWN 28, DARTMOUTH 24

NOV. 10, MEMORIAL FIELD



The Dartmouth band, shown marching in Hanover before the game, may cause eyeballs to roll, but the music is sweet to any football fan's ears.

HANOVER — And so we end ... at the beginning.

One reason I was excited to join the *Valley News* in 2003 was the chance to live in an area with a Division I team in my backyard. Especially one with a football team. My first few autumns in the Upper Valley were dotted with frequent trips to Memorial Field to watch Dartmouth take on the likes of Harvard and UNH.

Alas, the Big Green's frequent losses took their toll as the novelty wore off, and I stopped going to games after the 2006 season. When you've fallen behind Lee Corso on the entertainment scale, that's not a good sign.

But that was then, and the Big Green is now at least competitive, if not quite the Green Machine of yore, as was shown on the last stop of my journey. There was a little more optimism in the air than at my last game six years ago, although Dartmouth suffered a come-from-ahead loss to Brown, which scored two TDs in the fourth quarter to snuff out the Green's slight Ivy title hopes. It's scary to think how good quarterback Dalyn Williams is going to be in a couple years. He might be the one to lead Dartmouth out of its Ivy League title drought which is

approaching two decades.

Memorial Field has improved by leaps and bounds over the last decade; the Floren Varsity House and the smaller visitor's section give the place a sense of intimacy while still giving off that Division I feel.

Dartmouth has, by far, the best game-day atmosphere of any team on my journey. There's just this excitement around town you don't experience anywhere else, especially now that the team is decent. There's something about walking down Main Street in Hanover and watching the Dartmouth band perform near the bookstore, gathering a crowd of fans who stand in the middle of the street and don't care that they're blocking traffic.

There's definitely a throwback atmosphere to a Dartmouth game, especially when you factor in the short season (10 games, one fewer than most FCS teams) and lack of postseason play. Where else will you see fans proudly wearing hats with "CLASS OF 1950" on the front?

The only thing missing on this day was a Keggy sighting (On a cold day, a cold drink might not be popular?), but there's always next year.

Parking: 3. Little parking at the stadium, but Dartmouth Medical School a quarter-mile away offers plenty of spaces, complete with shuttle-bus transportation.

Stadium: 5. Memorial Field reeks of so much history, you almost expect to see old coaches Bob Blackman or Red Blaik prowling the sidelines. As a Vermont resident, my ticket was a mere \$5 thanks to a gameday promotion.

Program: 4. Plenty of articles and info for only \$1. Funny, the same program was \$3 six years ago.

Concessions: 4. Three different vendors, all with decent variety. Hot drinks were gone by third quarter on a 40-degree day.

Band/Cheerleaders: 4. Sure, the antics are silly, but the band knows how to carry a tune. In a shocking upset, the cheerleaders were the best

of any team on this odyssey.

Team: 3. See Plymouth State comment.

Campus/Town: 4.5. Read above.

Fans: 4. 3,400 on a 40-degree day isn't too bad. Team drew 10,000 for Harvard a couple weeks earlier. Fans are older, passionate, loyal.

Overall: 4. Having a Division I team in your backyard is a privilege, not a right.

UNOFFICIAL POSTSEASON AWARDS

Most Bizarre In-Game Entertainment (tie):

1) At UNH, two fans participated in a contest, sponsored by an area bakery chain, in which they caught a loaf of bread from a UNH mascot in the end zone and had to perform a touchdown celebration; the winner was the one judged by fans to have a superior celebration. In this case, it was fan who Gronked his bread by spiking it onto the Wildcat turf.

2) At Saint Anselm, two campus service groups engaged in a tug-of-war at halftime.

Oddest Sight: The woman selling 50/50 tickets at the Norwich game with a tiny dog poking its head from the front of her jacket.

Worst Officiating: At Saint Anselm, the zebras gave a first down to Pace, even though the Setters were a good 3 yards shy of the marker. Later, a St. A pick-six was waved off because of an inadvertent whistle.

Best Fake-Out Play: By the Saint Anselm players, who lined up in front of the fans after their win to sing the school's alma mater — which also played over the PA system — only no one knew the words. They compensated by holding their helmets high and smiling.

Best TD Celebration: At UNH, a pair of gentlemen in Revolutionary War gear fired a cannon after a Wildcat score. Considering how many points the Cats score, one wonders if the minutemen have ever run out of ammo.

Prettiest (and Ugliest) Drive: Routes 25 and 25A to Plymouth State offered gorgeous foliage — clogged by campaign signs.

Most Unique Custom: At the Middlebury game, the PA announc-



The UNH minutemen better have plenty of ammo handy, considering how often the Wildcats find the end zone.

er asked all military veterans in the stands to stand up and be recognized. Later in the game, he asked the same of all former Middlebury and Bowdoin players.

Best Catch: By the author, after a Vermont National Guard towel land-

ed in my lap after it was tossed by a Castleton cheerleader.

Best Helmets (tie): Dartmouth and Middlebury. The "D" on the front of the Big Green helmet is a classic, and so is Middlebury's Michigan-style striping.

EPILOGUE

Castleton: The Spartans finished 7-4 and reached the ECAC Northwest Bowl. QB Shane Brozowski ended the season with 3,291 passing yards, a New England Division III record, and his favorite target, Brandon Boyle, set school records with 96 catches, 1,533 receiving yards and 18 touchdowns.

Middlebury: The Panthers finished 7-1, second in NESCAC. Receiver Zach Driscoll set school career marks in receptions (172), yards (2,257) and touchdowns (29). QB McCallum Foote continued to light up the scoreboard and set a school and NESCAC season record with 31 TD passes.

Norwich: The Cadets finished 7-3 (4-2 in the Eastern Collegiate Football Conference) and lost to Endicott in the ECAC North Atlantic Bowl. QB Kris Sabourin became Norwich's all-time leader in TD passes. Late in the season, the school broke ground on Sabine Field renovations.

New Hampshire: Another year, another NCAA playoff berth for the Wildcats (8-3, 6-2 CAA), their ninth straight, and they visit Wofford in the NCAA tourney next weekend. Playing in a time-share, QBs

Andy Valais and Sean Goldrich combined for 26 TDs and six interceptions. WR R.J. Harris led the CAA in receiving yards (981) and was one of 11 UNH players named all-CAA.

St. Anselm: One week after defeating Pace, the Hawks served up 81 points in a loss at Merrimack and finished with a 2-8 record. QB Andrew Murphy threw for 612 yards and seven TDs in a season-ending win over Seton Hill (not to be confused with Seton Hall). Justin Bernard had 87 catches for 1,036 yards and 14 TDs.

Plymouth State: The Panthers lost their final five games to end at 2-8, 1-6 in the New England Football Conference's Boyd Division. Andrew Foglia's 820 rushing yards led PSU's ground attack. The Spartans are leaving the NEFC for the Massachusetts State Collegiate Athletic Conference in 2013.

Dartmouth: The Big Green bounced back to defeat Princeton in its season finale to finish 6-4, its third season of .500 or better. QB Dalyn Williams was selected Ivy League rookie of the year.

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BOARD
of
TRUSTEES*February 2013*

Executive Summary

With the holiday season behind us, fall semester wrapped up, and spring semester well underway, it's been a busy few months at CCV. The transition from fall to spring semesters is always an interesting time for staff, faculty, students, and me. It's during this period that we see the accomplishments of our students come to fruition in the form of art exhibits, final presentations, and for many, the completion of their degrees. It's also the time when we see new students embark on their educational paths and lay out their goals for the upcoming semester. And in this particular two month period, CCV and its students have had many significant achievements and developments that I'm pleased

to share with you.

To start, it's with great pleasure that I inform you that CCV has awarded eleven \$1,000 leadership scholarships to students from our academic centers around the state. This new scholarship, to be awarded annually, is part of a development effort aimed at recognizing and honoring those students who consistently exhibit the leadership qualities that we in the CCV and broader Vermont community value. We're including in this report

CONTENTS

- CCV Recognizes Student Leaders With New Scholarship
- Projects of 8
- Worthy of Note
- Faculty & Staff News
- Alumni Spotlight
- CCV In The Media

our feature article about the scholarship and two of its recipients. The article was published on our online news magazine, **CCV Now**, and through the press release that was sent out to all Vermont media outlets, the College has seen great interest in this new award from students, staff, faculty, and the public.

We're also at the point in spring semester that we have enrollment totals for the college and our numbers show positive trends in three key areas. First, the number of military-connected students (MCS) enrolled in courses has increased by seven percent since the spring 2012 semester. This growth translates into our eighth straight semester of increased MCS student enrollment, a trend we hope to continue through increased veteran outreach and MCS-specific events. We've also seen healthy growth in the number of high school students enrolling in our Intro to College Studies and dual enrollment courses—for spring 2013 we have 470 young Vermonters engaged and learning in thirty six sections of our ICS course. Finally, our Center for Online Learning continues to see strong growth—currently six percent above last year—as more and more students are finding benefits from attending classes through this method.

To strengthen our online presence, reach more prospective students on the Web, and better serve current students and the public, CCV has signed a contract with Union Street Media of Burlington to redesign the College's website. The

project is now underway and is being directed by a committee comprised of communications, information technology, online learning, and development staff members. The committee is currently surveying various constituent groups about specific web needs and anticipates the new site to launch in the fall.

I'd also like to make you aware of a few important staffing changes. Katie Mobley has accepted the position of director of development and community relations. Katie brings six years' experience as a CCV academic coordinator,

“To see these students put in the effort they do, if that doesn't motivate you to do a good job teaching, I don't know what will.”

*- Tom Hanley
CCV Middlebury Instructor,
Middlebury Police Chief*

and nearly five years co-directing our secondary initiatives with high schools to this role. Replacing Robin Dutcher as CCV's public relations coordinator is Josh Larkin. Josh is an accomplished photographer, a former journalist, and has worked in the communications offices of Norwich University and Vermont Law School.

CCV has also been awarded \$40,000 in new funding from the Vermont Department of Labor specifically earmarked for our partnership with the Visiting Nurse Association. The funds will be used to open up six new sections of our existing Personal Care Attendant Career Ladders Program, which incorporates components of CCV's Governor's Career Ready Certificate (GCRC), and is administered by the Visiting Nurse Association of Chittenden and Grand Isle Counties. To date, approximately seventy three students have completed the program, all of whom have been offered employment.


 A portrait of Kasey Warner, a young woman with long brown hair, looking directly at the camera with a slight smile. She is wearing a blue top. The background is a blurred green wall with some faint text.

CCV Recognizes

STUDENT LEADERS WITH NEW SCHOLARSHIP

Accounting and business management major Kasey Warner has been selected as the Student Leadership Scholarship recipient for the Montpelier academic center. Photo by Josh Larkin

Accounting and business management major Kasey Warner is all about the numbers. The thing is, when you actually run the numbers, it doesn't seem to add up.

"I don't feel like I do a whole lot, but I guess I just try to do whatever I can," Warner says.

Let's break it down: Warner is 30 years old, she has a two year old son, she's a double major, and she's a work-study in the Montpelier center's business office. For most people, that's plenty to keep busy with. For Warner, well, that's just the start. Between running a household, attending classes, completing homework, and performing work-study duties, the Chelsea native somehow fits in peer tutoring, staffing The Learning Center, volunteering for clean-up projects in the community, and helping out anybody in any way she can. And now she's being recognized for it.

Warner, along with ten other CCV students, has been chosen as one of the College's first recipients of its new Student Leadership Scholarship. Inspired by the outstanding leaders that pass through the College's twelve brick-and-mortar academic centers as well as the Center

for Online Learning, the college has created the new scholarship to recognize and reward these students for their dedication to helping others. In total, \$13,000 will be awarded annually with the first disbursements being made for the spring 2013 semester.

CCV President Joyce Judy said that this level of engagement can be found at all of the College's centers and the scholarship was created not just to reward, but also to inspire.

"This is primarily a scholarship of recognition for students who really have an impact on their peers, but we also want to show other students how they can become student leaders," Judy said. "There are great ways for students to engage with their learning, with other students, and with their communities while they study at CCV. Studies show that engagement is a key to student persistence and success."

For Warner, that certainly is the case. While tutoring peers in accounting she said she learned a lot from those she was working with, coming away from the experience with a stronger appreciation for her own field as well as the subjects her peers

are studying. Learning and teaching go hand-in-hand, Warner said. Nonetheless, she said she was surprised and pleased to have been selected.

a badge I never thought I'd be wearing. I don't really consider myself a leader. I prefer to be considered a resource."



Samantha Austin was nominated by the St. Johnsbury academic center, where they've created the title "community engagement liaison" for her. Photo by Josh Larkin

"I really didn't expect to be nominated," Warner, who received her award letter over the break, said. "After the holiday I had quite a bit in my mailbox, and then when I opened it, I was like, 'well this is a nice surprise! This will really help!'"

In the case of Samantha Austin, the recipient nominated from the St. Johnsbury academic center, those leadership qualities CCV was looking for manifested themselves in myriad ways.

"I pretty much do a little bit of everything—front desk work, filing, orientation workshops, community outreach," Austin said of her experience at the St. J center. "It [leadership] is

Austin, who started her academic career at Johnson State College but has now taken up studies at CCV, said she prides herself on helping her fellow students navigate the ins-and-outs of CCV and on being an active member in her community. For the past two years, between studying, serving

on the Student Advisory Board, and performing work-study duties, the 21-year-old Danville native helped organize the

2012 Santa Fund with the St. Johnsbury fire department and worked with VT Supports Our Troops on fundraising and care package efforts for Vermont soldiers deployed overseas.

Despite all of these efforts, Austin also said she had no idea she'd been selected.

"My supervisor told me she had submitted a name but she didn't tell me who it was, so I was really surprised."

As was Austin's mother, who read her the award letter over the phone.

"I could hear her excitement as she read through the letter," Austin said. "Hearing her get that little surprise has made this ten times better."

Along with Austin and Warner, the College has also awarded scholarships to Stephanie Scrivens, Lucas Griggs, Hannah Laplaca, Tonya Rupe, Allen Berquist, Megan Stafford, Stacy Garcidealba, Hannah Bapp, and Danielle Martel. These students were selected from a broader field of nominees who over the past year organized Get Out the Vote campaigns, served as peer tutors, participated in Tropical Storm Irene clean-up efforts, and generally exhibited the qualities of leadership that inspired their fellow students, staff, and faculty to nominate them for the scholarship.

Ryan Dulude, lead financial aid counselor at CCV Winooski and a member of the scholarship committee, said each of the College's academic centers were in charge of selecting a single nominee from their student rolls. Narrowing the field down, he said, was a difficult process for all of the centers.

"It was very difficult," Dulude said. "We have a lot of great students at CCV and a lot of students who are active in their communities, so it was very hard to just single out one person."

Nonetheless, Dulude said the recipients are the "tip of the top" and he hopes this inaugural scholarship will have far reaching implications in the future.

"I'm hoping students will see their peers and the fantastic work they're doing and it will propel them to do something great in their community and in their college," he said.

"I'm hoping students will see their peers and the fantastic work they're doing and it will propel them to do something great in their community and in their college."

- Ryan Dulude

Along with the financial award they'll each receive, students selected for the leadership scholarship have been invited to a luncheon with President Judy. At the luncheon, they will receive certificates acknowledging their award and they will be asked to share their stories with the audience.

"At every CCV academic center, there are special students who exhibit great leadership, in their classes, with other students in their centers, or in their communities through service learning or other activities," Judy said. "We wanted to do something to honor and recognize these special students for the gift of leadership that they give back to CCV."

Also on CCV Now

Williamstown Students First to Earn Career Readiness Credentials

Everybody likes being first, and this week thirteen Williamstown Middle High School students had their chance at the prized spot.

Read more...

Real-World Experience, Real-World Education

In the real world, experience matters. In the classroom, real-world experience matters.

"Having worked in two different states in two completely different environments, I've seen the urban issues as well as the rural issues...."

Read more...

Throughout December the Rose Street Gallery in Burlington's Old North End hosted an exhibit of student art work from Stephanie Bush's Portfolio Development course. As the capstone course for visual arts majors at CCV, students in the class develop a portfolio of visual art work to be used for a variety of purposes such as college admissions, transfer to four-year art programs, gallery and exhibition submissions, scholarship opportunities, and professional job applications in visual art fields. Students explore career opportunities in the visual arts, think critically about their own and fellow students' work, and develop professional artist statements. Along with a challenging studio practice, the course is further enriched, by engaging with the local art community by way of field trips and guest speakers. By the end of the semester students have created a professional artist resume, learned to properly document all of their work for future applications and how to use basic electronic media to promote their work. This semester students had the added bonus of exhibiting their work in a city gallery. Exhibiting students had the following to say about their works:

projects of -8-

Jessica Adcock – mixed media on canvas

"I search for beauty & truth in all things and seek ways in which I can incorporate them into my work, as I am constantly inspired by the world around me. Like my life, my work continues to grow and unfold, a process of which I will never grow tired."

Mary Arnold – ceramics

"My work uses both dry humor and kitch to examine the relationship between man and beast. The sculptures are intended not only to highlight the aspects of this relationship, but also to encourage the viewer to realize their own thoughts, opinions and views on the matter."

Grace Byrne – acrylic and fabric on canvas

"My paintings deal with addiction. They are a part of my recovery process and a safe place for me to be vulnerable. I make my art to express thoughts, situations and events that I have experienced."

Randi-Lynn Crowther – acrylic and pastel on canvas

"Due to the overwhelming increase in human population, the environment in which we live is rapidly changing. My work explores these effects on our landscape with the use of acrylic and pastel mediums."

Jaime Jimenez — mixed media on board

Jaime Jimenez is a Hispanic illustrator that is attempting to tell a story through his own interpretation of a traditional cultural art form. His paintings mirror the bright, colorful natural environment that was his father's land.

Kasey Loyer — watercolor on paper

"This body of work was inspired by the simplicity of nature and the connection each of us has to the earth. I used watercolors to show the free flowing lines and organic shapes found in nature."

Amber Rizzo — mixed media on paper

"The idea of something bigger than myself, bigger than all of us, bigger than Earth is what consumed this work. By making this work, I hoped to create connections between the smaller intimate parts of myself and the much larger infinite universe."

Carter Shappy — oil on canvas

"My series of paintings are somewhat tongue and cheek. Taking a cue from renaissance paintings I used classical poses and skin tones, and then threw a playful curve ball into the mix with retro high-contrast and very controlled backgrounds. I'm forcing the viewer to see these figures through my lens, a sort of filter."



Projects of 8 artists, from left to right: Carter Shappy, Amber Rizzo, Randi-Lynn Crowther, Jessica Adcock, Jaime Jimenez, Grace Byrne, Mary Arnold, Kasey Loyer, Stephanie Bush (faculty). Submitted photo.

SELECTED



WORKS

Semester Kick-off Message: The Value and Benefits of Education

Just before the start of the Spring 2013 semester President Judy again set out on the road to visit the College's twelve academic centers to have dinner and meet with CCV's faculty. Judy uses these semester kick-off dinners as a forum to welcome new faculty members to CCV, connect with returning faculty members, and thank all of them for their dedication and willingness to share their expertise with students.

For this semester's events, Judy drew on similar themes that Governor Peter Shumlin discussed in his inaugural address before the Vermont Legislature. She asked faculty members to not only do what they do best, teach, but to also help



President Joyce Judy speaks to faculty and staff at the CCV Montpelier semester kick off dinner. Photo by Josh Larkin

spread the word beyond the classroom of the benefits and value of post-secondary education and training. Noting the increased need for a skilled workforce in the state, she asked faculty to help students and others better understand the importance of furthering their education and the ways in which CCV can help with this. All

twelve events were well attended by faculty who were eager to get back in the classroom and help deliver this message.

Service Project for Pure Water for the World

What began as a fairly straight-forward bottle drive turned into a huge awareness-raising campaign when students from Pam Monder's Fall 2012 Global Issues in the Media course learned of how many people die each year as a result of lack of access to water.

When Pure Water for the World assistant Jamin Peck spoke to the Rutland CCV class about his organization's water project in Haiti and latrine project in Honduras, students were shocked to learn the details of the problems certain areas of the world face. The planned bottle drive to support Pure Water seemed like it wasn't enough. Instead, the fifteen-member class began an awareness campaign utilizing social media, local access cable television, local radio, and old fashioned boots-on-the-ground poster hanging to inform the Rutland area of the issue.

"I will remember how we all worked together, how we all felt like a part of the project, how many great ideas can come from such a small group of people," one student reported. "I will remember that when a group of people from different backgrounds, thoughts and ideas come

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worthy of
NOTE

together with a specific goal—anything can be done.”

With collection areas at two local redemption centers and bins located in the Rutland academic center, the class netted 790 bottles and cans between November 12 and December 8. Caps and plastic neck rings were also harvested and delivered to Aveda Salons, where they'll be recycled into product packaging. Overall, the class and Monder said they were pleased with the result, with Monder noting that she suspects this will serve as a challenge for her next batch of GIM students.

What do high school graduates need to succeed? A community conversation

President Judy was a panelist on a Partnership for Change Community Learning Conversation held at Burlington High School on February 2. The focus of the conversation revolved around what skills and knowledge high school students need to find success in today's rapidly changing world.

The event was organized by The Partnership for Change, an organization that is working to reshape public education in Winooski and Burlington. The event featured an interactive panel presentation, small group discussions, and a report out from a group of parents, teachers, students and community members who recently returned from a two-day tour of innovative

FEEDBACK FROM THE CHAT ADVISING ROOM

Y: *ccv advisor i just want to say that it is very kind of you to share your time with us to answer questions or just even hearing us out...Gracias!!!*

S: *I second y's sentiments, ALL the folks at CCV have been incredibly helpful and gracious, as if I were a Blue-chip recruit for the non-existent Basketball team? Had the Big University I first attended been so helpful, I probably wouldn't be here now, their loss! thnx again!*

S: *I'm not one that really requires a great deal of hand-holding or encouragement, nor am I one to ask, at least until I'm really stumped. It takes so little to be helpful and keep folks on track. Again, the assistance is much appreciated! Keep up the good work! Good night!*

schools in New York City.

“Ensuring that our young students have what they need to be successful in their future endeavors is a critical task that we all play a role in,” Judy said after the discussion. “This event is a great example of a community forum we can use to be more proactive in assessing the issues that we know exist and finding workable solutions for a better path moving forward.”

Other panelists who contributed their experiences to the conversation included: Tim Donovan, Chancellor of The Vermont State Colleges; Wanda Hines, director of the Social Equity Investment Project; Carina Driscoll, Assistant to the Mayor for Open Government, Innovation & Mayoral Initiatives; Mary Alice McKenzie, Executive Director of the Boys and Girls Club; George Cross, Legislator in the Vermont House of Representatives; and Tiffany Bluemle, Executive Director of Vermont Works for Women.

- Associate Academic **Dean Darlene Murphy** has been voted onto Spectrum Youth and Family Services' board of directors.
- CCV faculty member **Kim Jordan's** essay about the teacher who inspired her most was published in **Because and Effect**, a *Seven Days* feature about Vermont's Because Project.
- CCV art coordinator and faculty member **Dana Dale Lee** was featured in the *Seven Days* article **Beauty and the Barn**, a profile of Shelburne Pond Studios.
- Instructor **Alec Julien** has published two books *Digital Fonts*, and *FontFace: The Complete Guide to Creating, Marketing & Selling Digital Fonts*. Alec teaches Introduction to Philosophy and Introduction to Ethics at CCV Winooski.
- CCV Executive Dean **Susan Henry** has joined the advisory board for the Office of the Creative Economy, a project of the Agency of Commerce and Community Development.
- CCV communications instructor **Patti Cook** served as the external team member on a program review committee for Johnson and Wales University's Baking and Pastry Program at the school's Charlotte, North Carolina campus.
- **Clair Dunn**, CCV faculty member who teaches Website Development, Graphic Design, and Typography in St. Albans, had a successful two-person show with Charlie Hunter for three weeks last November. The show was called "Calvinist Gothic" and exhibited Charlie's paintings and Clair's photographs at the Artistree Community Gallery in Woodstock, Vermont.
- **Gabrielle Dietzel**, Coordinator of Assessment Services for the Office of External Programs, was selected to be on the planning board for the National Institute for the Assessment of Adult Learning, an annual conference for higher education professionals involved in prior learning assessment. The Institute will be held in June 2013 in New Jersey.
- **Josh Larkin** has been hired as the College's public relations coordinator.
- Effective Workplace Communication instructor **Cassandra Brush's** editorial "**Prolonging landfill's life**" was published in the January 5, 2013 edition of *The Barre Montpelier Times Argus*.
- **Katie Mobley** has accepted the position of director of development and community relations.
- Instructor **Donovan Davidson** had multiple poems published on *Eunoia Review*, *Softblow*, *Crack the Spine*, *the Rusty Nail*, and *Frigg Magazine*. Donovan teaches Foundations of Reading & Writing and English Composition I at CCV Winooski.



- Multimedia Apps and Tools and Microcomputer Applications I instructor **Amy Moore** was invited to guest coach roller derby teams at Sk8 Heaven in Northampton, England in the fall and followed that up with a two-week stint coaching the Eastside Rollers in Enschede, Netherlands.
- CCV Montpelier faculty member **Roger Cranse** recently published an essay in the journal *Raritan, A Quarterly Review* (Fall 2012) entitled, “The Hearts and Minds Guys.”
- CCV Montpelier instructor **Samn Stockwell** had six poems published in *Mudlark: An Electronic Journal of Poetry and Poetics* in November 2012.
- CCV Brattleboro faculty members **Jill Newton** and **Dan Houghton** were faculty and performers at the recent **Northern Roots Festival & Concert**. Houghton plays pipes and whistle and teaches Ireland through Words, Images & Music. He also teaches Basic Math and other classes at the Rutland Center. Jill Newton plays fiddle and teaches Basic Math and Basic Algebra at the Brattleboro Center. Newton also plays violin in the Windham Orchestra which performs regularly.

Diana Stone: Constructing the Life She Wanted



Nearly a decade ago Diana Stone walked across the stage at Norwich University’s Shapiro Field House to receive her associate degree from CCV. At the time, one thought went through her mind.

“I just hoped I wouldn’t trip on my gown.”

She didn’t trip, and she hasn’t stumbled once since then in reinventing herself from a bartender and food service worker into the co-owner of Stone Underground Construction, a

ALUMNI

successful Chittenden County-based business that employs 10 full-time crew members along with herself and her co-owner husband, Joseph Stone.

Immediately after graduating from high school Stone enrolled at UVM. It was a short-lived experience that ended when she decided she’d rather be making money than studying. Initially, she thought it wouldn’t be a long hiatus from the classroom.

“I decided to just take a little time off,” she says. “Before I knew it, ten years had gone by. Then I decided that I just wanted to learn. I didn’t want to be at the age I am now thinking about going back to college.”

So she signed up for Dimensions of Learning at CCV in Burlington, and that class altered the direction her life would take. A handful of years later she’d racked up enough credits in business management, computer, and humanities courses to earn her degree

Workforce central piece of NEK developments

Vermont Business Magazine, December 2012

State Colleges Mull Tiered Tuition

The Barre-Montpelier Times Argus, 12/7/2012

Vermont State Colleges trustees have discussed the possibility of setting different tuition rates for different majors as part of an effort to remain competitive in a rapidly changing higher education marketplace.

Regional task force to tackle transitioning students

The Rutland Herald, 12/10/2012

The Rutland South Supervisory Union received a grant of more than \$100,000 to help students who drop out, or in some way fall through the cracks.

UVM Sets Kill Traps for Dam-Building Beavers in Centennial Woods

Seven Days, 12/19/2012

When a family of beavers took up residence in a retention pond in Burlington's Centennial Woods this past fall, field naturalist Teage O'Connor saw it as a learning opportunity: His students could watch the animals up close.

Our urgent need for economic development

Brattleboro Reformer, 12/24/2012

I greeted a Brattleboro acquaintance with the standard haven't-seen-you-in-awhile question: "How are you doing?" I received a most unexpected response: "Great!"

Colleges collaborate for business

Brattleboro Reformer, 12/26/2012

As a local development team continues working to raise the money to rebuild the Brooks House, the Vermont State College system is already

Stone cont...

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from the Community College of Vermont.

With her degree in hand and the skills in place for her to successfully manage the business side of things, she and Joe decided 2002 was the perfect time to start Stone Underground Construction. But her learning didn't stop there.

"It's so funny, after you receive one degree and there are no more papers to write, after a while, you start to miss it," Stone said. "It was CCV that led me to Johnson State College. They encouraged me to continue on for my bachelor degree."

In 2007 Stone completed her undergraduate work at Johnson through the school's External Degree Program and earned a bachelor of science. Her ability to continue on, she says, came in part from the ease in which she was able to transfer credits from CCV directly over to JSC, and through the help and support she received from family, friends, and the staff at both schools.

Fast forward to 2013 and the construction company that began with a used excavator and a ditch witch now carries out work throughout the state with two excavators, a fleet of six trucks, Grundomat boring missiles, and multiple ditch witches. And she's quick to note that she's living proof that it's never too late to set big goals and meet them, so long as you're willing to put in the effort.

"We've been very fortunate and blessed," Stone said. "But you have to have the drive to learn. CCV will give you the opportunity to learn, but it's the individual that has to have the drive to do it."

collaborating as it prepares to move in and bring its college classes to downtown Brattleboro.

UVM's Beavers Earn a Reprieve from Trapping

Seven Days, 1/2/2013

The University of Vermont has removed kill traps set for a family of beavers living in Centennial Woods and will rethink how to deal with the animals in the coming weeks.

TD Bank names McIntire manager of two stores in Woodstock

vermontbiz.com, 1/9/2013

TD Bank, America's Most Convenient Bank®, has promoted Denel L. McIntire to Store Manager of its two Woodstock, Vt., stores, located at 21 Elm St. and 429 Woodstock Road. An Assistant Vice President, he is responsible for new business development, consumer and business lending, managing personnel and overseeing the day-to-day operations at the stores serving customers throughout the area.

Community College of Vermont awards first Student Leadership Scholarships

VTDigger.org, 1/11/2013

Press Release

The Community College of Vermont is pleased to announce the recipients of the 2012 Student Leadership Scholarship. The award recipients for 2012 exhibited stellar leadership qualities, such as serving as peer tutors, organizing various fund drives, participating in Tropical Storm Irene clean up events, staffing learning centers at CCV locations, and serving on CCV's Student Advisory Boards.

For the future of our children

Brattleboro Reformer, 1/15/2013

Gov. Peter Shumlin's rousing inaugural address focused on the future that is here and looked ahead to creating a sustainable economy for the present and the next generation. At long last, a plan to address the concerns and complaints that Vermont's state government isn't doing something to help the economy and offer our young people incentives to stay in Vermont. For years, those complaints rang hollow by those who offered little or nothing to those ends, and now ... here's a plan.

My Turn: Help can mean college success

Burlington Free Press, 1/16/2013

The rising cost of higher education continues to make news, as does the ever-widening financial hurdle facing low-income students in their quest to earn a college degree -- especially without taking on too much debt.

School Honors

The Stowe Reporter, 1/17/2013

CCV's new Student Leadership Scholarship and Morrisville student Lucas Griggs were mentioned.

Getting the Message Right

St. Albans Messenger, 1/17/2013

President Judy's op-ed in response to Gov. Shumlin's inaugural address. Also ran in *VTDigger.org*, *Addison Independent*, *Rutland Herald*, *Times Argus*, and *The Valley News*

As I listened to Gov. Peter Shumlin give his second inaugural address last week, I couldn't help but feel hopeful for the future of Vermont.

Colleges Join Hands with Labor for Workforce Development

The Newport Daily Express, 1/18/2013

Vermont State Colleges have teamed up with the Department of Labor and the Vermont Department of Commerce and Community Development with a goal of filling the thousands of positions expected locally in the near future.

Community College of Vermont selected to participate in NEBHE math project

vermontbiz.com, 1/21/2013

The Community College of Vermont has been chosen by the New England Board of Higher Education to participate in its Developmental Math Demonstration Project.

What does a high school student need to succeed? Burlington and Winooski parents have many answers

Burlington Free Press, 1/25/2013

On a frigid winter night, a group of parents gathered to ponder a question: What do high school students need to succeed?

Need for skilled workers has spurred several training efforts

New Hampshire Sentinel Source, 1/25/2013

The nation's 7.8 percent unemployment rate, and New Hampshire's rate of 5.7 percent, would indicate there are plenty of applicants for jobs.

For the cup-is-half-full crowd, any growth is a plus

New Hampshire Sentinel Source, 1/25/2013

"For most employers and job seekers in the Monadnock Region, the cup is always at least half full," says Jack Burnett, executive director of the Greater Peterborough Chamber of Commerce. He could easily be describing himself and his counterparts in Keene and Brattleboro.



JOHNSON STATE COLLEGE

PRESIDENT'S REPORT

to the Vermont State Colleges Board of Trustees

FEBRUARY 21, 2013



EXECUTIVE SUMMARY

We kicked off the spring semester on Sunday, Jan. 20, with our annual “Winter Welcome” orientation program for students starting in the spring. We greeted 49 new students on campus and welcomed another 10 who returned to us after time away. In addition, we had 94 new students enroll in our External Degree Program. The following day — the first day of classes and Martin Luther King Jr. Day — we celebrated with a free community lunch in Stearns, music by JSC students, and an opportunity for all to sign up for community service and other projects.

We are observing Black History Month with several events, including a presentation by award-winning Mississippi journalist Jerry Mitchell, whose reporting led to the convictions of several Ku Klux Klan members for murders committed in the 1960s; *The Powerbroker: Whitney Young's Fight for Civil Rights*, a documentary exploring the role of the National Urban League's Whitney Young in anti-discrimination efforts, presented in conjunction with Vermont Public Television; a concert by Brooklyn-based composers Charly and Margaux, whose distinct sound draws on everything from baroque to blues; and American Place Theatre's production of *The Secret Life of Bees*, the novel set during the 1960s. All events are free and open to the public.



Just before winter break, the devastating events at Newtown (Conn.) Elementary School transpired. As we began the spring semester, we reminded faculty, staff and students that we have a crisis-management team of cross-College staff that regularly reviews our protocols and makes recommendations to improve our safety procedures and infrastructure, and we work closely with local law enforcement and emergency services in doing so. We will have another emergency drill for faculty and staff this spring.



We have much work ahead this semester. In addition to finalizing the budget for the next fiscal year and continuing progress on our five-year plan, *JSC 2010-2015: A Plan for Access, Engagement & Success*, we continue exploring ways to increase efficiencies and streamline the inquiry-to-enrolled-student process in Admissions, developing opportunities to promote our External Degree Program to potential degree-completers beyond the CCV network we largely rely on now, and starting work on a new and improved website.

As well, of course, we will be gearing up for Commencement 2013, which will be here before we know it. I am pleased to announce that Sue Minter, Vermont's deputy secretary of transportation, will be our speaker. Sue successfully led statewide efforts to see Vermonters through Tropical Storm Irene and is honored to have the opportunity to address the JSC class of 2013.

ACADEMIC AFFAIRS

FACULTY & STAFF ACCOMPLISHMENTS

On Jan. 30, JSC launched a free, six-week workshop with well-known Vermont wildlife tracker and biologist Sue Morse as part of a five-year, \$850,000 National Science Foundation/Vermont EPSCoR grant presented to **Bob Genter** (Environmental and Health Sciences). JSC students and other workshop participants are collecting wildlife scat from natural areas that Bob will use in studying which animals, including humans, are sources of *E. coli* bacteria affecting Vermont's watershed system and how that system might change as a result of global climate change.

Kevin Johnston (Environmental & Health Sciences) has learned that he will receive additional funding through Yale University to support the research that he and JSC students are conducting on climate change for the Bureau of Land Management.

Brad Moskowitz (Environmental & Health Sciences) recently returned from Colorado, where he participated in an intensive, 40-hour class on offered through the American Institute for Avalanche Research & Education. The curriculum included classroom and field sessions on the physics of snow, including energy transfer, snowpack formation, structure and layering; international snow, weather and avalanche recording guidelines; and data collection and analysis. Brad continues to serve as a member of the Mount Mansfield Ski Patrol, for which he receives ongoing training in emergency medicine, mountain rescue and lift-evacuation techniques.



Tyrone Shaw (Writing & Literature) has received a Fulbright Specialist grant to teach at Riga Stradins University in Riga, Latvia, April 5-20. Unfortunately, a person is allowed only two such grants in a lifetime, and

Tyrone received one in 2009 that took him to Belgrade, so this will be his last.

Russ Weis (Writing & Literature) delivered another of his "drive time" commentaries on VPR Jan. 18, this one reflecting on "the power of hope" as we approached Martin Luther King Jr. Day and President Obama's second inaugural address.

Marina Grace Lyon arrived on her due date in the early-morning hours on New Year's Day, marking the first birth of 0213 at Copley Hospital. The proud parents are **Lizi Lyon** (Advising & Career Center) and her husband Casey Lyon, JSC class of 2008.



JSC premiered the history documentary "Life in Addison County" Dec. 13, marking the 11th county documentary produced by JSC students in the "Vermont History and Government" class taught by **Bill Doyle** (Humanities) in collaboration with Vince Franke of Peregrine Productions. Bill's students worked with Vince to interview 13 Addison County residents to capture their memories of life in the first half of the 20th century. Blended with historical images, their stories provide a unique insight into the county's past. JSC will send free copies of the documentary to all schools, libraries and historical societies in Addison County.

The Transcript, a weekly newspaper published in Morrisville, devoted the front page of its Jan. 3 edition to WJSC, the College's community radio station, and its ongoing efforts to be Lamoille County's source for eclectic musical and public affairs programming. **Jeff Angione** (Willey Library), who oversees the station, figured prominently in the story.

Ray Brior (Library) has been busy adding titles donated by retired faculty members, augmenting our holdings and enabling us to replace worn copies.



A radio program produced by faculty librarian **Joe Farara** is one of the longest-running American roots music programs in the country, according to the November 2012 issue of *3rd Coast Music*. The show has aired on WJSC for 21 years.

STUDENT & ALUMNI ACCOMPLISHMENTS

Several undergraduate students working with **Gina Mireault** (Behavioral Sciences) — **Kelly Woodard**, **Christine Pettinato**, **Sarah Sienna** and **Chelsea Lamore**— have been invited to present their research into infant humor at the March meeting of the Eastern Psychological Association in NYC. This is a terrific opportunity for them to share their own piece of the research project to a large, broad-based audience of psychologists and attend a variety of presentations.



Allanah Halliday (Musical Theater, '12) has just been cast in her first Broadway production, "The Heights," which received a Tony Award in 2008. This musical covers three days in the life of a close-knit community in the Washington Heights section of Manhattan. The play opened Feb.7 at the Winchester Broadway Theatre in Elmore, N.Y., and is slated to move to Broadway in March. Allanah plays a variety of characters is billed as a "rising star."

The exhibit of shaped paintings that delighted customers at a café in downtown Burlington in November moved back to campus and was installed in JSC's Visual Arts Center Gallery in December. The works were created by students in the Advanced Painting class who turned their backs on the standard rectangle, creating multi-layered and unusually shaped paintings in their place.

While **Jan Herder** (Fine & Performing Arts) has been busy aligning the Technical Theater program with changes in technology and design — including a new "Introduction to 3D Design" course — students in the program have

been hard at work. **Nicholas Pepe**, **Bonnie Cleverley**, **Mikey Brokowski** and **Ethan McGovern** worked for Local 919 at the Flynn Theater as permit workers last semester, and they've been called back to work numerous shows for Kingdom County Productions in St. Johnsbury. Among recent alumni, **Nicholas Balkum** ('09) is traveling the country and recently rigged a show for Madonna; **Ed Hill** ('08) landed a full-time gig as stagehand at the Joyce Theater in NYC; **Leo Metcalf** ('06) has been named marketing director for the Palace Theater in Manchester, N.H.; **Henry Meola** ('11) is working for New York Audio; and **Jeremy Laclair** ('09) continues at WCAX in Burlington as a technical specialist. Jeremy was guest lighting designer in Dibden for a Feb. 9 performance by the band Gneiss, and his company, "Vermont Audiovisual" has attracted attention for its work lighting the waterfalls for the city of Vergennes.

Counseling student **Ceylan Cross** has been hired as program assistant for "Learning Together" at the Lamoille Family Center.

Accompanied by **Jim Black** (Business/Economics), about 30 business students attended "Celebrate Entrepreneurship Day" as part of National Entrepreneur Week in January. The event included brainstorming sessions, a visual media contest, and breakfast with state senators.

STUDENT SERVICES

ATHLETICS & RECREATION

As noted in our last report, **Elaine Harvey** has been hired to fill the new position of assistant director of athletics for communications, supported by an NCAA grant. She is focusing on strengthening connections with athletics alumni, creating and implementing a strategic fundraising plan, and promoting the successes of JSC athletes in the classroom and community as well as in sports.

Already she has ratcheted up the department's use of social media, particularly Facebook and Twitter. She also has worked with Athletics Director **Jamey Ventura** to explore partnerships with local businesses and the possibility of developing a booster club for fundraising.



In other staff changes, **Kristin Cannon** has been promoted from assistant to head women's soccer coach, and **Andrew McCabe** has been named head men's soccer coach. They fill the positions formerly held by **Ray Campanile**, who left JSC in the fall. Cannon, who also serves as coordinator for student-athlete development, played Division II soccer at Assumption College and led her team to two NCAA "Sweet 16" appearances. McCabe served as assistant men's soccer coach at Middlebury College for the past eight years and helped guide the Panthers to an NCAA Division III championship. Meanwhile, **Charles Yerrick** is JSC's new head men's tennis coach. A tennis professional since 1982, he has run the tennis program at the Trapp Family Lodge in Stowe for 27 years and coached the Stowe High School boys' team for 17, leading the team to two state championships.

In basketball, while the men's team has had a roller-coaster season to date, there have been several standout performances by individuals. **Bryan Hickey** earned all-tournament team honors at the early-season Mitchell Tournament and has received NAC player of the week honors; **Asim Kahn** has twice has been named NAC rookie of the week. The women's team has been competitive on the floor this year, helped in no small part by **Mary Richardson**, who earned all-tournament honors at the Curry College Tip-Off and was a two-time NAC rookie of the week. **Brittany Robertson**, sophomore, has also received strong notice for her performances on the court.



Asim Kahn

Supported by our NCAA "Choices" grant, we have been collaborating with other departments to provide programming on leadership training, drug and alcohol education, and community values. A new three-credit course offered this spring, "The Psychology of Peak Performance" (developed by former Counseling Center director Andrea Kelly) is complementing these efforts. In addition to learning about the harmful

effects of alcohol abuse and other substances, students are contributing to the development of a positive prevention model on campus.

Five student-athletes attended NCAA related conferences in January. In his capacity as president of the Student-Athlete Advisory Committee, **Matt Dekens** attended the NCAA national convention, while **Steve Lamonde**, **Jill Porter**, **Patrick Rainville** and **Andrea Williams** accompanied Kristin Cannon and head trainer **Renee Breault** to an NCAA-sponsored conference in Virginia devoted to substance-abuse prevention. The four attended sessions on peer mentoring, teamwork and how to put their leadership qualities to use on campus.

SHAPE & INTRAMURALS

The women's dodgeball team captured in second place at the regional dodgeball tournament hosted by National Intramural Recreation & Sports in December. Sixteen JSC students competed in the men's, women's and co-rec divisions.

Our newest video procecd by Eva Sollberger of *Seven Days* — this one on fitness and recreation at JSC — has been lauched on the JSC website homepage and YouTube channels. Click here for a look.

COUNSELING & HEALTH CENTERS

As part of the College's attention to the needs of veteran and active military students, Counseling Center staff are participating in an in-service training on traumatic brain injuries and combat-related post-traumatic stress disorder led by Marie Milord of the Vet Center in South Burlington. JSC is preparing to serve as an "outstation" of the Vet Center that will provide providing counseling services to veterans in our community.

RESIDENCE LIFE

Supported by a grant from VSAC, our residential peer mentors have spent about 60 hours so far this year providing support, guidance and information to residential students. This semester they will be coordinating campus-wide events to build awareness of this program and provide additional opportunities for students to connect with each other. These programs and our "lobby talk"

offerings— in which representatives from Student Services connect with students in the halls— have been well-received, and we anticipate expanding both programs.

OFFICE OF FIRST-YEAR EXPERIENCE

The “20 Questions” program is making a comeback this semester. We will randomly select 100 first-year students to survey on their personal and academic experiences at JSC with the goal of learning more about factors that contribute to student success and, ultimately, retention.

PUBLIC SAFETY

During winter break, JSC hosted a representative from the Department of Alcohol, Tobacco & Firearms who led an all-day training on investigative interviewing for staff as well as local law enforcement.

The department plans to offer another campus-wide first aid training later this semester. As well, several members of the College Crisis Response Team will attend a FEMA-sponsored training over February break and will subsequently offer additional emergency drills on campus for faculty and staff.

STUDENT GOVERNMENT ASSOCIATION

The spring semester saw the kickoff of a new 24-hour group study space in Stearns that was proposed, coordinated and furnished by the SGA.

SERVE

With the start of the spring semester, SERVE-Fri is now SERVE Local— a move designed both to better meet the needs of local community organizations, which frequently need assistance on other days of the week, and to open the program to more JSC students. Our first major event of the semester was the annual Polar Splash at Lake Elmore on Saturday, Feb. 9, which this year raised funds for Lamoille Community Food Share.



JSC Rugby teammates Andrew Mercy and Jordan Treichel prepare to jump in the lake for the annual Polar Splash.

BUSINESS AFFAIRS

BUSINESS OFFICE

Orientation for new students starting in the spring took place Sunday, Jan. 20. The Business Office participated by presenting a session called “Money Matters” to help students and families understand the financial obligations that accompany attendance at JSC.

Results for the second quarter FY13 were transmitted to the central office in January. The College’s performance and forecast for the remainder of the year are consistent with the first quarter statement.

PHYSICAL PLANT

Physical Plant personnel are busy planning summer construction projects, which will include the following:

- **McClelland Hall:** Safety upgrades, including a new sprinkler; relocation of the dance studio to the first floor; and the creation of new common space for students to work and study together;
- **Arthur Hall:** The second and final phase of the restroom-renovation project ; and
- **Martinetti Hall:** Installation of energy-efficient windows on the south side of the building that will have a high R-value and be tinted to reduce solar gain.

In addition, we have started replacing our exterior lighting with new LED light bulbs— our first project funded by the VSC Green Revolving Fund (GRF). Project payback is approximately three years.

INFORMATION TECHNOLOGY

During winter break, IT refreshed technology in many areas. Among other projects, staff imaged five computer labs renovated the Media Arts Research Studio (MARS) computer lab, which is expected to make a dramatic improvement in the teaching and learning environment by encouraging collaboration between students and faculty.

Wireless utilization continues at an all-time high. At any given moment we have more than 400 devices running across our wireless network simultaneously. The College

continues to monitor this utilization to assess the improvements required in the coming years.

CONFERENCE & EVENT SERVICES

The end of the fall semester and beginning of the spring semester were full of JSC-hosted events. These included Admissions Early Decision Days, SERVE Celebration, Gear Swap, Rail Jam, Rugby Banquet, Writing Department readings, several Creative Audience events, the annual reception for December graduates, our faculty and staff holiday party, legislative breakfast, Winter Welcome for returning students, MLK Day Community Lunch, a “welcome back coffee” for faculty and staff, the Laraway holiday party, and numerous SGA, Break Away and student club events.

ADMISSIONS & FINANCIAL AID

January was a busy month for Admissions staff, who hosted four Transfer Days (Jan. 9, 10, 14 and 15) and reviewed applications for the spring '13 semester. Applications were up 8 percent overall, with a 5 percent increase in EDP (off-campus) applications and a 15% jump in on-campus applicants, and deposits were up 13 percent over last year.



Our new spring-semester students transferred from CCV and other community colleges as well as large universities. They came to JSC for specific majors or were attracted to us by our smaller class sizes and, for some students, more affordable cost.

Looking ahead to fall 2013, applications are up 2 percent, with a solid increase in Vermont applications (up 15

percent). It's far too early to predict our final numbers, of course, but our 50 percent increase in deposits compared to this time last year gives us cause for optimism.

We have scheduled times throughout the entire semester for staff to call prospective students. Our priority is reaching out-of-state students to encourage campus visits and help them through the admissions and financial-aid process.

We continue to offer on-the-spot decision days at Vermont high schools and so far have visited Hartford, Lamoille Union, North Country Union and Vergennes high schools. Admissions staff arrange a “decision day” with guidance counselors, meet with seniors who come to the guidance office with completed applications, and give the students an admissions decision on the spot.

In addition, students from Black River, Green Mountain and Springfield high schools traveled to JSC Jan. 29 to spend a day on campus; seniors interviewed with staff and received admissions decisions during their visit.

We organized a new event for students from Winooski High School. On Friday, Feb. 15, VSAC counselor Heidi McLaughlin accompanied more than 15 non-native speakers and first-generation students to tour campus, attend an information session, join coaches for dinner in Stearns and see the women's and men's basketball games. Other diversity outreach efforts include hosting another group in April for students from Cincinnati in conjunction with Minority Recruit Online.

Our efforts to yield accepted students include our Accepted Student Day program, which we've expanded this year from two to four separate days, plus two overnight programs. Each daytime program is major-specific, allowing us to provide a more personalized experience for students. Professors are allowing students to sit in on their classes and giving presentations about internships, research opportunities and other aspects of their programs. In addition, students and parents have a chance to meet with Financial Aid staff.

Financial aid continues to be a major factor in the college decision, and we are busy awarding scholarships this month to help ease the cost burden. In addition, although



JSC art student Pete Boardman painted this abstract aerial view of campus looking from the east.

the increase was small, we were pleased to learn that the maximum Pell Grant has been increased \$95, to \$5,645.

In other news from Financial Aid, we were sad to lose Tim Russo, who resigned his position as financial aid officer and student employment coordinator to accept a position at Thomas College in Maine. While Tim will be greatly missed, we are pleased to announce the hiring of **Greg Eckman** to fill his shoes. In addition to his business background and financial know-how, Greg is the assistant coach of our men's basketball team. Greg was selected from a pool of highly qualified applicants.

Finally, in addition to our work recruiting the fall '13 class, we are busy recruiting students for fall 2014. We recently completed a mailing to selected students who have taken their SATs, and spring visits to college fairs start this month and will continue into May.

DEVELOPMENT & ALUMNI RELATIONS

ANNUAL FUND

We sent more than 9,000 letters to friends and alumni in December seeking gifts to the annual fund. The response has been encouraging, with both the number of gifts and the dollar amount over last year totals. Thanks to our new alumni e-newsletter, online giving is up as well.

A NEW BEQUEST

We have received a generous bequest from longtime donors **Prescott and Jane Stearns**. We are sad to have lost such loyal friends of the College (Jane died in 2004; Prescott passed away this summer), but their legacy lives on through their support of our students. It is notable that neither of the Stearns were JSC graduates, but they both strongly supported the College's mission and made several gifts in memory of Prescott's mother, JSC alumna Helen Braley Stearns.

Prescott established an endowment to fund an annual scholarship for women involved in athletics in 2005 and also gave an annual gift to support a second scholarship for students with financial need. The bequest and the remainder of Mr. Stearns' charitable gift annuity will be used in part to support those scholarships.

A NEW ENDOWMENT

James F. Crowley, president of Wachusett Mountain Ski Area in Princeton, Mass., is establishing an endowment to support a student with a passion for skiing. James earned his JSC degree in business management in 1978 and was a member of the former JSC ski team.

ALUMNI EVENTS

The alumni office staff has an ambitious plan to meet as many of our alumni as possible in the next few years, and

we kicked it off by holding a gathering in Boston Jan. 31. The event attracted 20 alums who came together to share career information and discuss how they would like to be involved and receive information from the College. Alumni gatherings are being planned for locations as far away as California and Hawaii.

BUILDING A CULTURE OF PHILANTHROPY

One of the key goals of our five-year strategic plan is to build a “culture of philanthropy” at JSC. Toward that end, we are working on several new initiatives, including:

- **Philanthropy Day:** We are setting aside an entire day this fall to thank alumni and friends of JSC for their gifts and investments and to demonstrate the power of giving to students, staff and faculty.
- **Collaborations with Faculty & Staff:** The Development Office is stepping up its efforts to support faculty and staff seeking to raise funds for their programs and

projects. Activities include grant research and writing, donor stewardship, and collaboration on fundraising events and campaigns. The director of development also is soliciting staff and faculty to increase participation in giving.

PHONEATHON

After taking a year off and hearing from several alumni that they missed being called by a student, the spring JSC Phoneathon is back on and scheduled to begin March 10. This year we will dedicate a night to simply call and thank donors who have given a gift this year. In addition to raising funds for scholarships and other needs, our goals include updating address and career information; encouraging people to sign up for our alumni website, newsletter and LinkedIn group and to “like” us on Facebook; and letting people know about upcoming College events.



President's Report to the Board of Trustees

02.21.2013



Inaugural Week Activities



Veterans Summit



December Graduation



Rick Wilcox



Le Vent du Nord



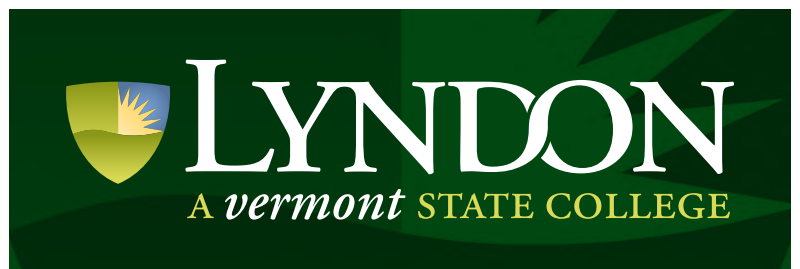
Hornet Updates



President's Town Hall Meeting



Natural Science Department



Moving Forward

We have big plans for Lyndon. Here's some of what we've achieved recently.



Lyndon's popular Music Business and Industry program is growing rapidly.

Academic Programs

RETHINKING CURRICULUM IN RESPONSE TO A SHIFTING REGIONAL LANDSCAPE. A dozen of Lyndon State College's faculty—from disciplines including business, the sciences, Mountain Recreation Management, and the arts—visited with Bill Stenger at Jay Peak in January. They discussed ways in which faculty can take a regional lead in helping to shape curriculum at the College and champion career education at the K–12 level in coordination with education partners, to ensure the workforce is available to support the respective short- and long-term EB-5 development projects planned in the Northeast Kingdom.

Accompanying the faculty were a number of staff and administrators including President Bertolino and Center for Rural Entrepreneurship Director **Ann Nygard**, co-leader of the VSC's workforce development response.

ASSISTANT PROFESSOR OF CRIMINAL JUSTICE. Brandon Stroup has accepted an appointment as assistant professor of Criminal Justice beginning in the fall 2013 semester. Stroup is a faculty member in the Department of Criminology at Indiana University of Pennsylvania and will soon complete his Ph.D. in Criminology from IUP.

MUSIC & BUSINESS INDUSTRY. In response to the rapid enrollment growth in this major, the Department of Music and Performing Arts is evaluating the space and equipment needs to enhance students' hands-on experience and to maintain the vitality of the program. Topping the list are a MIDI lab, additional production bays, and a music instruction classroom.

MINI MAJORS. The faculty continue to assess how the new mini major concept relates to existing programs. Several provisional mini major designs have been created, more are on the way, and within some departments, students have been brought into the conversation with enthusiastic response. The plan is for selected departments to pilot mini majors beginning in fall 2013.

THE JOURNALISM TASK FORCE has held several meetings to assess journalism education at Lyndon. After crafting a practical vision for the program, a select group of faculty members, community members, and a student has developed a plan to merge course offerings from the Journalism and Writing Concentration in the English major with Electronic Journalism Arts in a single, writing-intensive journalism program. Comprehensive enrollment and marketing plans are in development.

Capital

CAMPUS MASTER PLAN. Lyndon issued an RFP on January 8, 2013, for a consultant to provide planning services for the development of a comprehensive campus master plan. The plan's objective is to provide an assessment of campus facilities and infrastructure in light of current and projected needs and will encompass all aspects of the campus including academic, residential and dining, athletics, recreation, etc.

Approximately 15 prospective bidders attended a bidders' conference on January 22. Selection of a consultant is expected to be complete by February 20; work will begin immediately thereafter. The master plan is expected to be completed in October 2013.

Communications

JOE WANTS TO KNOW. The College's online suggestion site is living up to its promise. As of February 1, 93 comments and suggestions had been posted by students, faculty, and staff members, and even alumni. People can post anonymously as well. Recycling and sustainability issues, curriculum changes, and residence hall improvements



have been common topics. Every post is read by President Bertolino and forwarded to the appropriate department for response or action. In some cases, it has provided a chance to clarify an issue or policy. In other cases, the suggestions will lead to concrete changes in policy or procedures.

Development/Institutional Advancement

STRATEGIC PLAN. Seven different strategic goals emerged from the participatory strategic planning process initiated by Interim President Steven Gold and sustained by President Bertolino. Over the fall, seven groups began to take the next steps in pursuit of these goals.

"It's exciting to see faculty, staff, and administrators come together with high levels of energy and enthusiasm in pursuit of common objectives," said President Bertolino. "I look forward to updating the campus community this spring on the outcomes of these efforts while building on this participatory process to pursue a more comprehensive strategic plan in the coming year."

One of the objectives included implementing an electronic suggestion box, which was successfully launched November 1, 2012, as "Joe Wants to Know."

Enrollment Management

ACTING ASSOCIATE ACADEMIC DEAN FOR ENROLLMENT MANAGEMENT. **Heather Bouchey** will lead, manage, and develop Lyndon's efforts to improve retention rates and increase the success of first-year students and vulnerable populations. Bouchey is directly supervising the Advising Resource Center, including First-Year Experience and Career Services, and the Academic Support Center, while continuing to provide general oversight of the Leahy Center for Rural Students.

PROMISE SCHOLAR RETENTION RATES. The Leahy Center Early Promise Program assists regional graduating high school seniors who are the first in their family to attend college. Promise Scholars commit to keep their grades up, maintain full-time student status, attend program events, and, during their junior or senior year at Lyndon, mentor a regional high school student who would also be first in family to graduate college. We are very pleased to report that 93% of participating Class of 2015 Scholars returned to Lyndon in fall 2012 for their second year of college.

SPRING 2013 ENROLLMENT. We started the spring semester with 92 new students, right on target for the College's budget projections. Retention from fall 2011 to fall 2012 was 65 percent, up from 61 percent in 2010 to 2011.

Information Technology

EXTERNAL REVIEW PROGRESS. Phase one, including general information regarding staffing, reporting structure, budgeting, etc., has been sent for review to outside consultants MonkeyAngels, Inc. Over the next several weeks, they will be conducting phase two, which includes surveys of our campus community to compile data concerning users' wants, needs, customer service perception, and the Office of Information Technology's internal assessment. Phase three involves a campus visit by the vendor to meet with a variety of campus constituents; the final phase concludes before the end of this semester.

Inauguration

CELEBRATING LYNDON STATE COLLEGE: INAUGURAL WEEK PLANS BEING FINALIZED. A week of activities and festivities to celebrate the College and the inauguration of Joe Bertolino as LSC's 15th president will start Sunday, April 14, with the premiere screening of Jay Craven's feature film *Northern Borders*. A fund



Heather Bouchey



The spring 2013 semester kicked off with Matriculation, January 24.



The premiere of Jay Craven's feature film *Northern Borders* will be the opening event of April's inaugural week celebration.

raising reception at the President's House to benefit Kingdom County Productions will precede the screening—which is also the final event of the annual Green Mountain Film Festival.

The overarching theme of the week is Moving Forward, with additional specific themes planned for each day of the celebration. After Sunday's celebration of the arts in the Northeast Kingdom, Monday will address inclusiveness and social justice. Tuesday's community service theme will include opportunities for everyone to participate in area service activities. Wednesday's green and gold pride day will include a massive effort to get alumni and friends of the College from across the nation and around the globe to wear green and gold or Lyndon gear. With so many LSC alums employed in high visibility media positions, on-camera and on-air, this will be a great way to spread the good news about the College. Thursday is devoted to career pathways and will feature a day long regional business and education summit. A pre-inaugural dinner reception will be held that evening.

The inaugural ceremony will be at 10:30 a.m., Friday, April 19, in the Alexander Twilight Theatre with a reception immediately following. A concert by the award-winning Québécois recording artist Le Vent du Nord will cap off the week.

Staffing

ACADEMIC DEAN SEARCH. In response to the changing nature of higher education, the position of dean of academic affairs has been restructured to the newly titled position of provost/dean of academic affairs. A 14-member search committee has been meeting since November with the expectation that a new provost/dean will be named by April. The committee received applications from a large number of highly qualified candidates and has scheduled on-campus interviews with candidates beginning in late February.

THE SEARCH FOR THE NEW REGISTRAR is ongoing, active, and positive. Two candidates will visit Lyndon the end of February; the committee hopes to finish the process immediately after the visits.

THE ROLE OF COLLEGE OMBUDSPERSON lies with **Sandy Franz**, director of human resources. Franz will also serve on the President's Advisory Council and meet regularly with the President's Leadership Team (PLT) to advise the administration on issues important to the Lyndon community.

NEW DEAN OF STUDENTS. **Jonathan Davis**, acting dean of students, has been appointed dean of students. Davis served as interim associate dean, associate dean, and acting dean of students since 2007.

STAFF RESHUFFLING. **Vinnie Maloney**, director of admissions, will serve as the staff liaison to the PLT; Mike Dente, chief technology officer, will now report directly to the president and joins the PLT.



Lyndon NewsNet

January–
March 2013



Jianchuan "Jason" Zheng

DECEMBER GRADUATION, LARGEST GROUP EVER

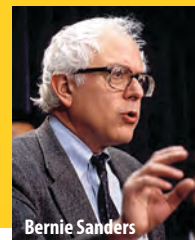
Fifty-nine degree candidates graduated from LSC on December 14. They make up the largest December graduating class in school history.

Jianchuan "Jason" Zheng, the first Chinese student to graduate from LSC, gave the student address, charming the assembly with a humorous account of his first days at the College.

Many newly launched graduates quickly found positions, including a full-time paraeducator for Barre City Elementary, the new stage manager for musician James Taylor, and a recently elected member of the House of Representatives for Maine's District 134.

New Master's Program in Educational Technology

Lyndon is adding a concentration to the Master of Education program in the burgeoning field of educational technology. The program's objectives are to prepare educators to teach with technology and to prepare instructional designers for all levels of education. This includes librarians, curriculum specialists, and media and technical support staff. The program can also help train personnel development specialists for business and industry. Classes begin in summer of 2013 with many of the courses offered on-line or as hybrids.



Bernie Sanders



Kristin Henderson



Michael Dakduk

The LSC Veterans Club, in partnership with the LSC Veteran Student Support Committee, will be hosting a day-long NEK Veterans Summit at LSC on March 9. The purpose of the summit is to bring veterans, their families, and veteran service organizations and providers together to build relationships, strengthen connections, and enhance regional support networks.

Vermont's U.S. Senator **Bernie Sanders** will deliver the afternoon summit address. **Michael Dakduk**, executive director of Students Veterans of America, will provide the opening address.

The keynote speaker is award-winning author and journalist **Kristin Henderson**, a staff member of the "Yellow Ribbon Fund," a nonprofit that assists injured service members and their families.

Four different breakout sessions will be offered. In addition, the Department of Veterans Affairs will be hosting a one-day Stand Down—a VA effort to provide services to homeless veterans. A Mobile Vet Center will be available. The Vet Center focuses on services that help veterans make the transition between military and civilian life by providing readjustment counseling and information resources.

Staff from Operation: Military Kids will be on hand throughout the day to provide recreational activities for children ages 6 and up so that their parents can attend the summit.

Spring Lecture and Arts Highlights

Femi Kuti and the Positive Force played a three-hour set before an audience of more than 500 people on January 27. Kuti is the son of legend Fela Kuti. The ten-piece group blends Afro-beat rhythms with funk, reggae, alternative, and fusion.

Kids World VI returns to campus on March 16. Now in its sixth year, the free event is an opportunity for area children to come and discover the world through games, music, crafts, snacks, artwork, and interactive displays. Kids World is part of the College's annual Cultural Festival.

The Bill Cotte Lecture Series is held each semester on three consecutive Mondays, starting this spring on April 22. Cotte will continue a presentation started in fall 2012 on music that is an expression of the seasons.



Rick Wilcox will speak about his "Climbs and Treks from Around the World."



Le Vent du Nord

DATA STREAM

Fall Dean's List Recipients:
244 — Tied for the most in 5 years

Fall President's List Recipients:
16 — 2nd highest in 5 years

Students on Academic Probation:
62 — Lowest fall number in 5 years

The ongoing **Adventure Speaker Series** kicked off on January 29 with Bayard Russell in a talk entitled "New England Rock and Ice." Rick Wilcox joins us on March 11 with "Climbs and Treks from Around the World." Rick Wilcox is recognized as one of America's great all-around mountain climbers. He has climbed many of the largest peaks in North and South America, the French Alps, Africa and Nepal, including Mt. Everest.

INAUGURATION WEEK EVENTS

Northern Borders Premiere, Sunday, April 14, 7 P.M.

Kingdom County Productions partnered with Marlboro College for the production of a dramatic feature film, *Northern Borders*, based on Howard Frank Mosher's award-winning novel. The film, produced and directed by Jay Craven, creates an enchanted and rough-hewn world where family mysteries run deep and an older generation resists change. It is a humorous and sometimes startling coming-of-age story. The cast includes Academy Award nominee Bruce Dern, Bill Raymond, and Seamus Davey-Fitzpatrick. The premiere is the finale of the Green Mountain Film Festival.

Le Vent du Nord, Friday, April 19, 7:30 P.M.

This Québécois quartet is a driving force in progressive folk music, capturing the energy and joy of a Saturday night kitchen party with a breath of fresh, cosmopolitan air. The quartet has racked up several prestigious awards, including two Junos (Canada's Grammys), a Canadian Folk Music Award, and "Artist of the Year" at the North American Folk Alliance Annual Gala.

STUDENTS

Student Works at Pinstripe Bowl at Yankee Stadium

Dustin Naiss, a junior Sports Management major, experienced the thrill of a collegiate bowl game first hand when he travelled to Yankee Stadium to work at the third annual Pinstripe Bowl. The invitation to LSC's program was exclusive; no other sports management program in the country was invited to participate behind the scenes. The December 29 contest saw the Syracuse Orange defeat the West Virginia Mountaineers.

Professor of Sports Management **Ron Blizzard** said, "College bowl games are among the more prestigious sporting events. A student with bowl game event management on their resume will be a standout. After the Super Bowl and the Olympics, college bowl games are the third most highly regarded sporting events."

"I interned with the event management and marketing group running the bowl game. I was impressed with the amount of work they do. The daily production schedule is impressive," Naiss said. "This experience provided me with knowledge about bowl game production, which could definitely help me down the line with future jobs." Blizzard, already planning next year's curriculum, added, "I am hoping to bring the entire Sports Management program to the 2014 Super Bowl in New Jersey."

Student to be Published in Science Journal

Natural Science student **Abigail Serra** is the lead author on a paper accepted for publication in the spring 2013 issue of *Northeastern Naturalist*. The article, "Distribution of Ticks and Prevalence of *Borrelia burgdorferi* in the Upper Connecticut River



Valley of Vermont," is the culmination of her senior research. This work was funded by grants from LSC's Advanced Study program and from the Lyme Disease Association. The article was a collaborative effort between Serra, Natural Science Professor Alan Giese, and Paul Warden and Colin Fricker, both of Williston, Vermont-based Analytical Services, Inc.

ATHLETICS

Soccer Women Honored for Ethical, Sportsmanlike Play

The Lyndon women's soccer team was cited recently by the National Soccer Coaches Association of America (NSCAA) for their ethical and sportsmanlike play throughout the 2012 season. The NSCAA awarded the Hornets its Gold Medal Award for Team Ethics after finishing the entire season without a single yellow or red card.

The Hornets were one of just eight teams across all three divisions of NCAA intercollegiate women's soccer to receive the honor.



Lyndon's basketball teams are vying for post-season action.



Basketball Season Progresses

With the North Atlantic Conference basketball season winding down, the Lyndon men and women once again are in a position to earn a post-season playoff berth.

The Hornet men are 9-9 overall and fourth in the NAC with a mark of 8-4. Senior forward **Jason Gray**, who surpassed the 1,000-point plateau earlier this season, has led the way averaging team-high numbers in minutes, rebounds and blocked shots per game. Sophomore guard **Devyn Baranauskas** tops the team in field goal percentage, three-point field goal percentage, and scoring. Senior point guard **Jose Fortunato** leads the team in both assists and steals.

Despite a tough season, the Lyndon women's program has managed to keep itself in the NAC playoff conversation. The Hornets are currently in eighth place with an overall record of 5-13 and are 3-9 in league play. Senior forward **Donna Lawson** leads the team with field goal percentage, and tops the team in scoring, rebounds, steals, and blocked shots. Junior point guard **Chelsea Watson** leads the team in minutes played and assists per game.



NEW STUDENT SHUTTLE VAN SAVES TIME, ENERGY

The Student Activities and Leadership Center (SALC) unveiled a new shuttle dedicated to transporting LSC students to Burke Mountain and shopping destinations in St. Johnsbury and Littleton, NH. The shuttle was purchased through a Student Government Association grant and will be managed by the SALC. The shuttle has created a few new jobs for students and opportunities for all students to get off campus while avoiding high gas prices. The SALC has gathered feed-back from riders and adjusted scheduled routes to accommodate requested shopping and entertainment destinations accordingly.

STAFF

Heather Bouchey has been selected as a 2013-2015 Tillotson Community Practitioners Network Fellow. Network funders and facilitators conceptualize it as an effort to nurture and develop the future leaders of the Northern Forest/North Country region.

Kudos to Maintenance Supervisor **Art Peake**, who helped save more than \$8,000 in equipment replacement costs by tackling a rehab on the Electronic Journalism Arts teleprompting systems. According to Darlene Ballou, "Art is always willing to pitch in on creative projects that help our department save money. Whether it is procuring concrete forming tubes for set dressing or helping mount big screen TV's for promotional purposes, Art always comes through."



Margaret (Peg) Sherrer

FACULTY

Our Fulbright Scholars

Associate Professor of Psychology and Human Services **Margaret (Peg) Sherrer** attended “Dyuti 2013,” an international conference on global public health and social work sponsored by the Rajagiri College of Social Sciences in Kerala, India. Dyuti means “spark,” and the goal of the conference is to “spread the spark of knowledge and wisdom to the entire humanity.” Sherrer moderated a session focusing on “Mental Health Promotion” and her co-written paper “Examining Subjective Distress from Trauma in People with Schizophrenia” was presented on the first day of the conference. Sherrer is spending spring semester in Kerala teaching and conducting research on the development of mental health services for people with serious psychiatric disorders. Follow her blog at www.ragasandmangoes.com.

Dan Williams returned to Lyndon in late January for a two-week “home leave.” The associate professor of journalism is spending a year teaching in Xi’an, China. During the fall semester, Williams guest-lectured at universities in Beijing, Shanghai, Hangzhou, and Changchun. At Lyndon, Williams updated President Joe Bertolino on efforts to build an exchange program between LSC and his Chinese host school, Xi’an International Studies University. Find Dan’s blog at www.133pounds.com.

Faculty Shorts

Mathematics Professor James Bozeman and former LSC student **Matthew Pilling** will have a paper published in the *Scienticae Mathematicae Japonicae*. The paper is entitled “The Convexity Ratio and Applications.”

Associate Professor Kelly Glentz Brush of the Visual Arts Department will judge the Digital Production pieces during the 2013 Vermont Future Business Leaders of America (FBLA) conference March 9.

John Castaldo joins the LSC Business Department full time as a tenure track assistant professor of accounting. He comes to LSC after a rich and varied background in the business world including a stint as executive director of Barre Granite Association. He is also the current board president of Central Vermont Council on Aging. Castaldo serves as business department chair for the 2012–2013 academic year.

Professor John Deleo of the Mountain Recreation Management Department spent a portion of his winter break testing a tracker GPS system on Aconcagua in the Andes in South America. Aconcagua is the highest mountain in the Americas. The GPS system has a potential implication to LSC’s risk management policy.

Biology Professor Alan Giese has been awarded a \$24,000 grant from the Vermont Department of Health for surveillance of tick-borne pathogens. Ticks are to be collected at 10 sites in Vermont in 2013. A subset of those ticks will be tested for three human pathogens. Tick-borne diseases are emerging in Vermont and a systematic surveillance system is needed to better determine the risk to the public health. The grant runs from March 2013 through the end of February 2014.

Jonathan Kaplan, a plant pathologist who teaches part-time in the Natural Science Department, worked in collaboration with the American Chestnut Foundation to plant an orchard of American Chestnut trees on a hillside just east of the softball field on campus. The trees are part of a breeding program to produce trees with



Planting an orchard of American Chestnut trees.



Leica Fotografie International magazine featuring the work of Robert McCann.



JOE'S TOWN HALL MEETING

In lieu of the traditional State of the College address, President Bertolino presented an hour-long “town hall” meeting for faculty and staff on February 7. After a brief overview of his first semester at the College and remarks about the progress of the on-going “Moving Forward” campaign, Bertolino opened the floor and fielded questions. The wide range of issues covered included curriculum concerns, additions, and changes in a number of disciplines and areas; recent land acquisitions; retention rates; the need and potential implementation for a continuing and adult education package; and the status of the information technology external review.

most of the characteristics of the American Chestnut while incorporating fungal resistance from the Chinese Chestnut tree. The purpose of this orchard is two-fold: to examine the trees’ cold tolerance and to test whether or not a fungal pathogen can progress this far north.

Exercise Science Assistant Professor Greg Ledoux, aka “Lyndon Racing,” took second place during the first heat of the East Coast Snocross Trail 700cc Event on Burke Mountain—an all-time team best finish. The December meet was his first race in two years.

Adjunct Professor of Visual Arts Robert McCann and his photography were featured in a four-page story in the Germany-based magazine *Leica Fotografie International* for October 2012. The article examined how McCann “wrestles images of abstract poignancy” from an “environment remolded by the interference of man.”

On a recent visit to the College, **Professor Emeritus Donald Miller** noted an unusual moth specimen in the College’s collection. The specimen in question turned out to be a tropical species never before found in Vermont. The moth was collected in 2008 as part of **Alan Giese’s** Field Ecology class. An article documenting this find has been submitted to the journal *Southern Lepidopterists’ News*. No prior record for the species has been documented in Vermont and this may be the only one in the northeastern U.S.

Associate Professor of Human Services Patricia Shine served as one of the co-conveners of two “Courageous Conversations” hosted by Catamount Arts. The theme of the first community conversation, held in January, was “Pathways to the Beloved Community: Oppression & Privilege.” The theme of the second community conversation, held in February, was “Pathways to the Beloved Community: Allies for Racial Justice.”

Assistant Professor Meri Stiles of the Psychology and Human Services Department has had an article accepted for publication. The article, “Secondhand Effects of Substance Use for Rural College Students,” will be in the *Journal of Human Behavior in the Social Environment*.

ALUMNI

Melendez Multi-Award Winner in Design Contests

A project developed by alum **Diego Melendez '12** while he was a student at LSC has been chosen as one of 242 award-winning designs in the most recent HOW International Design Awards. This highly selective competition, now in its 20th year, recognizes outstanding creative work produced by individuals and creative agencies from around the world. Melendez completed his project while a student at LSC. It consisted of using an iconic font family, which could then be reproduced into an image that symbolized the name of the font, using only the name of the font as a word in the various weights.

A team of design-industry veterans judged nearly 1,000 entries in 15 categories, and selected winning projects that demonstrated an ideal mix of concept, strategy, and execution.

This past fall, Melendez earned six national awards from Graphic Design USA and three international awards from the Association of Marketing and Communication Professionals.

Lyndon Profile

Department of Natural Sciences

INTERESTING INTERNSHIPS

Trout Unlimited, Biological Technician
Vermont Department of Fish and Wildlife, Biological Technician
Numia, Laboratory Assistant
Mid-Vermont Veterinary Service, Veterinary Student Intern
SolarTech, Installation Assistant



The mission of Lyndon State College's Department of Natural Sciences is to provide an excellent, research-oriented education in science that fosters the success of its students, discover important new knowledge through research, and create an intellectually and scientifically enriched environment that advances economic and technological development.

Commitment to Science Education

The students have a wealth of opportunities to interact with and learn from award-winning teaching faculty and are encouraged to engage in undergraduate research, study abroad, internships, and student organizations. Recent students have presented their research at professional conferences or as deliverables to state agencies, have been published in a science journal, and have built and erected solar panels. The department is also committed to promoting math and science education throughout Vermont.

Commitment to Research

The discoveries, people, and ideas that emerge from the Natural Sciences Department reach far beyond the confines of the LSC campus. The breadth and diversity in faculty interest feeds into unique and productive collaborations. The department is committed to fostering the translation of basic research into real solutions for society. Scientists and their students are conducting research in areas critical to humanity like solar installation and evaluation, greenhouse heat storage, ticks and Lyme disease, and "farm to table" applications.

Commitment to Real-World Experience

The faculty brings a large array of real-world experiences to the classroom including: Los Alamos National Laboratories researcher, a state agency-funded soil conservationist, wildlife biologist, native nursery business owner, remediation business owner, organic farmer, and chef. One professor has made presentations in most of the local communities on renewable energy-related topics (solar, wind, biomass, geothermal) and created consumer guides. Another is actively involved in guiding the redevelopment of "brownfields" in the NEK.

Success After Graduation

Students have many options upon graduation. Recent graduates have gone to work for the Vermont and New Hampshire Department of Fish and Wildlife, Cabot Cheese, Numia, and the Appalachian Mountain Club. Alumni are teaching at private and public schools, have started their own businesses, or embarked on a graduate degree. One is even studying eagles in Arizona.

TOP LEFT: Students test a prototype of a high performance electric bike with Professor Ben Luce.

BOTTOM LEFT: Students spent a day working at a local organic farm as part of their first year field experience.

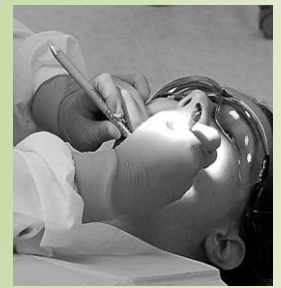
TOP RIGHT: Lyndon's chemistry lab.

BOTTOM RIGHT: Student Josh Grant in the Mad River Valley assessing storm damage to streams in aftermath of Tropical Storm Irene.





**VERMONT TECHNICAL COLLEGE
PRESIDENT'S REPORT**



*A Report to the
Vermont State Colleges Board of Trustees
by Philip A. Conroy, Jr., President*

February 2013

President's Office

VSC Leadership Series

Vermont Tech is excited to announce the following staff members have been nominated to participate in the 2013 VSC Leadership Series: **Hilary Linehan, Nancy Guild, Erica Dana, Michelle Hebert, and Geoffrey Ankuda.**

The Series will have its kick-off on March 8th at the Langevin House on the Randolph Center Campus. That first day will include a panel discussion with the Council of Presidents, the service project challenge, and the initial conversations about leadership. Days two and three, March 19th – 20th of the Series will be at The Green Mountain Inn in Stowe. During these two days the group will explore leadership assessments, conflict management skills and address change and performance. The 2013 Leadership Series will conclude at the Langevin House on April 1st. The College teams will present their group service project presentations to the Chancellor and Presidents and participate in an awards ceremony. Final presentations will close the series.



Interview on Local CBS Affiliate

On Sunday, January 27th President Conroy was interviewed on WCAAX-TV's *You Can Quote Me* program. He discussed Vermont Tech's priorities and the education needs in Vermont. Please see the link in the "In The News" section of this report (pg. 14) and visit their website to listen to the interview.



Center for Sustainable Practices

The Center for Sustainable Practices continues to shepherd the Biodigester Project forward, and on November 21st submitted our request for a permit application to the Public Service Board for a Certificate of Public Good. All local statutory parties waived the 45 day notice period, likely due to the College's history of engaging with the local community to explain and educate citizens and local officials about the project. On December 21st, as we were preparing for the holiday break, we received notice along with all state departments having an interest in this permit that the deadline for comments was January 18th. Vermont Tech was asked to provide additional information and clarification on prefiled testimony through response to thirteen questions. Because our project is precedent setting in regards to the amount of nutrients that will be brought into the Digester, the comment period was extended through mutual agreement to allow for thorough conversation between the Vermont Agency of Agriculture, Farm and Markets, the Agency of Natural Resources and Vermont Tech, and the close of this extended window was February 8th. The College continues to look at the first week in May as our tentative groundbreaking and commissioning of the project no later than December of 2013.

Vermont Interactive Technologies

Last year was another busy and productive year at VIT. In 2012, VIT delivered 15,000 hours of programming, provided countless hours of teacher/presenter training and student support, assisted close to 24,000 attendees, attracted 34 new organizations, and connected Vermonters to more than 25 states and a variety of countries.



VIT also made some notable technical advancements including: doubled bridge capacity to allow for 160 simultaneous connections; met service demands by adding second studios in Springfield and Montpelier and upgraded the Newport II studio; and installed new hardware to support higher quality tablet and mobile device connections.

More than 32 nonprofit organizations used VIT last year to build community and skills. Among them: American Red Cross, Vermont 4-H, and IBEW Local 2326. Over 35 businesses, including Seldon Technologies, ABX Air, and Merrill LAD conducted meetings and trainings inside and outside Vermont. VIT continues to be an important tool for Government. More than 15 public hearings were held over VIT. The Department of Public Service hosted a Vermont Yankee hearing that drew 238 attendees statewide and the Vermont Department of Finance & Management held a public budget forum with 198 Vermonters in attendance. The Department of Corrections, in order to engage Vermonters in dialogue, held statewide town meetings. In addition, court proceedings continue to be conducted over VIT. The Vermont Bankruptcy Court used VIT on a very regular basis. In addition, VIT designed, installed and supports an in-house videoconferencing system at the Vermont Supreme Court. Attorneys appear before the Supreme Court from VIT sites around the state.

Of all the accomplishments, the VIT team is most proud of the learning communities that were built in partnership with Vermont Tech. Together we are providing wider access to Vermont Tech's high quality education.

Workforce Training

The Vermont Department of Labor's Electrical and Plumbing Apprenticeship Programs, administered by Vermont Tech, graduated 81 students last year. Students complete 3 of 4 coursework levels over VIT. The programs use 15 VIT classrooms in total.

Dual Enrollment

For the past two years a collaborative effort between VIT, Vermont Tech and Mount Anthony Union High School has delivered a dual enrollment Calculus class from Williston to students in Bennington. The student numbers have grown from 10 and 12 in years 1 and 2 respectively, and to 20 this year.

Degree Programs

The Respiratory Therapy and Nursing Degree Programs also celebrated advancements in 2012. **Faye Tolar**, Director of the Respiratory Therapy Program, was invited to present her distance learning model at the United States Distance Learning Association Conference this past year. The Nursing Program successfully implemented the flip learning model and in doing so maximized the interactive nature of VIT. *"VIT allows me the space to be creative with my students and I have been able to use the flipped classroom concept so well because of it. VIT allows me to build very close learning communities among my students."* – **Leah Matteson**, Professor of Nursing

Of course, the best way for an organization to gauge how it is doing is to ask its customers. VIT's customer service team conducts a post conference evaluation following every class/meeting. Here are a few of the comments that were made in 2012:

- *"The technicians were extremely helpful, patient, courteous and responsive to all of our needs. Everything worked beautifully and the entire VIT team was extraordinarily helpful! Thank you!"*
- **UVM Extension**
- *"The VIT technical team was exceedingly helpful. Our technician even crafted a way for our moderator to participate via her phone as she drove to the airport."*
- **Vermont Department for Children & Families**
- *"All of our moderators and presenters appreciated VIT's support. Thanks! I was nervous about the VIT mobile system and how that might work, but it really was seamless."*
- **VSAC**

- *“We discovered that the webinar format is great for small groups or direct delivery, but for interactive groups we will need the full VIT capacity.”*
-The 21st Century Partnership for STEM Education
- *“VIT manages the technology so that I can focus on teaching and the students can focus on learning.”*
-Vermont Department of Labor Apprenticeship Program



Vermont Small Business Development Center

VtSBDC Expands International Trade Program

Vermont Small Business Development Center (VtSBDC) announces Area Business Advisors **Ross Hart** and **Steve Densham** passed the Small Business Administration (SBA) Intermediate Level Export and Trade Counseling Exam. Hart and Densham provide assistance to businesses in the northern part of the state for VtSBDC. They join Certified Global Business Professional (CGBP), **Dave Rubel**, on the VtSBDC international trade assistance team. Individuals who are starting a new business or in an established business and looking for growth strategies can benefit from a discussion on export opportunities.

The Small Business Act, as amended by the Small Business Jobs Act of 2010 on September 27, 2010, requires that each Small Business Development Center network have a percentage of their team achieve certification in export and trade counseling. SBDC advisors can become certified by passing the SBA Intermediate Level online certification exam, or by attaining the more advanced level Certified Global Business Professional designation from NASBITE.

“Steve and Ross are great additions to VtSBDC’s international trade program,” stated Associate State Director, **Linda Rossi**. *“We are excited to have advisors with international trade knowledge located in the counties bordering Canada.”*

Space for Veterans at Enterprise Center

On February 4th **Congressman Peter Welch** spoke at Vermont Technical College’s celebration of a new Enterprise Center program to assist veterans who seek to launch or grow existing small businesses. The Vermont Tech Enterprise Center Business Incubator at the Randolph Center Campus now offers a space for veterans who seek to accomplish office work, training, business meetings, or simply want an area to think and share ideas with other business owners. The impetus to founding this new space comes from the success of the Vermont Small Business Development Center (VtSBC) in supporting veterans’ entrepreneurial goals. A similar program at VtSBC ended in June 2012, and many of the resources and materials in the Vermont Tech incubator came from VtSBC. A big thank you to **Chris Herriman** and **Steve Paddock**.



Continuing Education & Workforce Development Updates

As part of **Patti Coultas**’ work on the Vermont Standards Board for Professional Educators, she has been asked to be on 3 working groups for the Agency of Education, Educator Quality Division committees for several teacher/administrator endorsements: Career and Technical Director; Assistant Director for Adult Education, and Cooperative Coordinator.

Carrie Wright was asked to serve on the VSC Scheduling and Events committee. This committee is actively looking at software/systems packages from vendors. The AdAstra software we currently use as a system expires relatively soon and we are determining whether we want to renew or if there is another vendor whose product meets more of our needs. This committee should have a decision within the next month and implementation of whatever is chosen will begin at the VSC shortly thereafter.

Maureen Hebert participated on a panel at the Economic Development Day for Vital Communities and Green Mountain Economic Development Corporation on January 9th in Wilder, VT. She will be attending a workforce develop STEM conference in March.

In Partnership with SBDC, we submitted a grant proposal to the Working Lands Enterprise Fund.

Continuing Ed continues to provide registration and payment assistance for the Groundwork events at Vermont Tech. **Maureen, Molly Willard** and **Mia Roethlein** have been in attendance at the program.

Phlebotomy kicked off a new session on January 8th with 22 attendees at Central Vermont Medical Center. We are offering a program in Rutland in February, in St. Albans in March and in Brattleboro later this Spring.

Credit Classes

17 students from 4 companies across Central Vermont and the Upper Valley began taking classes toward a Vermont Tech Manufacturing Technician certificate on January 7th. This semester the Consortia is meeting at the Hartford Tech Center. Companies currently participating are GW Plastics, North Hartland Tool, NE Precision and Concepts NREC. Vermont Tech received a WETF grant to help defray expenses for the first two years of this program from the VT DOL for \$37,000.00 and a software package from Siemens valued at \$12 million.

GE Aviation kicked off the Maintenance Technician Program January 8th with 7 students taking Electrical Circuits in the newly built lab at Stafford Tech Center. The lab is a collaborative effort between GE, Stafford Tech Center and Vermont Tech. **Andy Child** played a key role in getting the lab up to speed for the start of the semester. **Dan Shea** (VMEC) is the adjunct instructor. The GE Aviation Classes of 2014 and 2015 are running strong working toward their GE/Vermont Tech Tool Apprentice certificate. There are a total of 29 students in these classes.

IBM is in the final semester of the IBM/Vermont Tech Technician Certificate program. The "capstone" course for this group is Semiconductor Processing with 28 students enrolled.

UTC Aerospace Systems (f/k/a Goodrich) has four students taking classes this semester working toward their Electrical Engineering Technician Certificate.

Homeland Security has secured funding for another Auditing class for their employees. Classes began January 28th in the CEWD classroom in Williston. **Lori Stroutsos** is the instructor.

Green Trainings

Introduction to Solar Hot Water curriculum has been developed and offered to over 35 plumbers and plumbing apprentices. More will be taking it in February and March. The first public offering of this newly developed and highly sought after training will be March 8th and 9th at the Randolph Campus. <http://greentrainings.vtc.edu/intro-to-solar-hot-water.html>

Curriculum for Hybrid and Electric Vehicle trainings have been developed and 2 trainings have been offered at no cost to participants. 3 more will be offered over the next few months. Auto technicians, first responders, state employees, environmental non-profit employees and tech center instructors have participated in this training.

Introduction to Solar PV curriculum has been fine-tuned and has been offered to electricians and apprentices at no cost. A public offering began on February 8th. Smart Grid Workforce Development program will be held on April 12th and 20th.

All trainings above have been supported by a DOL Green Jobs grant. This grant has allowed us to develop curriculum, hire instructors and purchase equipment for the lab portions of each training.

The training towards BPI Dual Certification and Phlebotomy Program have been approved by the Veteran's Association for tuition assistance to U.S. Veterans. We are setting up a Weatherization Training Series culminating in BPI Certification to be offered in the Rutland area.

We partnered with the Randolph Technical and Career Center to bring Central Vermont Community Action Council's Weatherization Skill Shop Trailer to RTCC for two days of hands on training in weatherization practices. CVCAC is generously offering this training to RTCC at no cost. We are exploring the potential of bringing this to the Vermont Tech Randolph Center Campus for our students also.

Please see www.greentrainings.vtc.edu for more information

There are several Agricultural Programs being developed by our new Agricultural Project Manager **Molly Willard**. Here is a brief list of programs:

- The first Governor's Institute on Food System and Sustainability will be offered at Vermont Tech July 28th – August 3rd.
- Vegetable Production class (Currently being offered)
- Developing Market Garden
- Working on the NOFA (Northeast Organic Farming Association) apprentice program
- Developing a Bee course
- Summer Farm Program planning and grants for farm expansion
- The College has been approved for a Vista (Volunteers in Service to America) position and are in the process of interviews

Below is a complete list of Business Programs we are currently working on:

1. A Leadership Series that has been designed and set up for the Windham County area.
2. Two custom designed training sessions are planned for Brattleboro Fire Department
3. A six-week long leadership series is being designed for GS Precision, Inc. in Brattleboro.
4. Discussion of leadership training is in progress with New England Center for Circus Arts.
5. Seven new leadership courses have been designed for public offerings both in Williston and Central Vermont. Some of the course titles include: Manager as Coach, Emotional Intelligence, Using Improvisation for Business Results, and Responding Non-Defensively to Criticism.
6. A six-week long leadership series has been designed and set up for the Chittenden County area.
7. Building relationships within the VSC system in order to connect and increase training initiatives offered to employees throughout the state college system from CEWD.
8. Working on marketing practices so that all parts of the CEWD initiatives and trainings are promoted throughout Vermont businesses.
9. Development of 2 new workshops: **Engaging Employees for Business Results**; and **Creating and Maintaining a Healthy Work Environment**.
10. Training program for FairPoint 4/24 -26 in Manchester NH and 5/9 – 10 in Portland ME.
11. New England Alliance for Health Leadership Institute had 29 attendees on 1/11/13
12. Met with Cheshire Medical in Keene, NH regarding training programs.
13. Attended and helped coordinate two business sessions in Brattleboro at the Vermont Tech campus.
14. Interviewing new instructors in the Brattleboro area

15. Working with Green Mountain Coffee Roasters and VT Precision on new training programs.
16. Have been award funding through the Vermont Training Program to cover 40% of training cost for eligible employers.
17. Working with Vermont Agency of Natural Resources on new training programs.

Academic Affairs

New Faculty

Twelve new faculty (one full-time and eleven part-time) attended New Faculty Orientation on January 3rd. **Doreen Brado** is the new full-time faculty member in the Northeast Kingdom nursing programs. New part-time faculty are teaching in Equine Studies, Sustainable Design and Technology, Fire Science, Electromechanical Engineering Technology, and English, Humanities & Social Science. Topics covered during the full day of orientation included technology, academic support, library services, student records, advising, student life and ideas for classroom success.

Academic Professional Development Day and New Online Programs

Over 45 people participated in the Academic Professional Development Day 2013. One of the highlights of the event was a morning session entitled “*What Would Harry Do?*” Harry refers to **Harold Wirtz**, the inaugural recipient of Vermont Tech’s Harry Wirtz Master Teaching Award. Harry was an outstanding teacher for many years in the Civil Engineering Technology program. Two current Master Teachers, **Scott Sabol** (Architectural Engineering Technology) and **Joyce Twing** (Business Technology and Management) inspired the audience with their perspectives on what it means personally to be a master teacher, tips on teaching well and a few bits of advice about what not to do. As expected, both Scott and Joyce entertained the group with their humor and candor.

The second morning session was presented by nursing faculty **Leah Matteson** and **Kristin Husher** who shared lessons learned in a “flipped classroom”. Leah and Kristin demonstrated the “flipped classroom” experience and promoted how successful and effective it was for their nursing students. The use of technology – Moodle, YouTube, Camtasia, Mobile Devices, Social Media – and a thoughtful teaching strategy were a powerful and engaging combination for these faculty and their students.

During the lunch hour a large group of faculty and staff participated in a breakout session pertaining to online education and course development. This group included many faculty and staff preparing to rollout Vermont Tech’s new or re-designed online programs – Bachelor of Science in Nursing, Bachelor of Science in Dental Hygiene and Bachelor of Science in Management. Launching these online programs in the fall is a collaborative effort involving all corners of the college from teaching to accessibility to student retention and academic support to technology to finance. A lead, coordination group and five specific task teams (over 25 staff and faculty) are working diligently on this project.

In the afternoon session, Lit Tyler, Director of Institutional Research and Sarah Levin, Registrar, provided a very informative and valuable presentation on scheduling. Their emphasis was on the process, the algorithms and strategies employed, the inherent challenges in scheduling our classes and labs, and the ways we can help improve the scheduling process.

Institutional Research – New Reporting Systems

Lit Tyler, Director of Institutional Research, has just completed the design and implementation of a new reporting system for tracking Enrollment and Admissions. Reports will be electronically disseminated on a weekly basis.

Student Scholarship

Sarah Levin, Registrar, reports that 316 students made the Dean's List (3.5 GPA) and 48 students made the President's List (4.0 GPA) at the end of the fall 2012 semester.

Administration

The Administration and Student Council are working together to select new common area furniture to upgrade all Randolph Center residence halls. We are also working together on a newly formed Food Service Committee whose intent is to improve the dining experience for all faculty, staff and students. Issues addressed include communication, customer service, menus, meal plans and facility upgrades.

We have begun the 2014 budget process. As so many of the budget assumptions are standard and set at the central office level, we are modifying the budget process this year to concentrate on exceptions rather than standard items. This will allow us to address major program issues rather than the many things over which we have little control or which recur on a planned basis. Our outcome is expected to be greater accuracy and meaningfulness.

We continue disseminating monthly budget reports to all constituents. Questions and feedback are increasing. In time, we will develop a formal reporting tool for all significant variances. This will give us all a timely and accurate means of controlling budgets.

Facilities

Efforts are being made to source additional student residence space in Brattleboro and Williston. In the short term, we plan to contract with apartment owners and are currently considering up to 10 spaces in each location.

A shuttle service was started for students going to the Catamount Center and Equine farm. This safety measure is appreciated and well-used.

Plans are beginning for the design of improved retail dining in the Campus Center. Additionally, architectural students have taken on a project to design upgrades to campus between Morey Hall and Shape, including the Shape patio. A review of first attempts has shown exciting ideas. A goal is to create student ownership over improvements on campus.

Conference & Events

Vermont Tech is gearing up for another successful conference season with early summer off to a busy start. In May Vermont Tech will see FFA - Future Farmers of America, HOBY - Hugh O'Brien Youth Leadership, the United Church and the VSC Retreat all return to the Randolph Center Campus. Look for many more returning clients and new arrivals throughout the summer.



Student Affairs

Athletics

Knight's basketball teams continue to put on a full court press. **Chris Leazier** has guided the men's team to a 14-8 overall and a 10-2 within conference play. That record places them second in the Yankee Small College Conference. Coach of the women's team, **Alex Winnicker**, had led the Knights to a 8-11 overall and a 5-4 within conference play. That record places them fifth within the conference. Both coaches brought in outstanding student-athletes at mid-year. Athletics staff will increase out-of-state and out-of-region recruitment efforts and expand future sports programs. In 2013-2014, men's golf and women's volleyball will return to Vermont Tech. Teams will be added to the roster over the course of the next several years as Athletics pursues provisional entry into the NCAA Division III. Team rosters, game schedules and other information can be found on the new mobile application at <http://athletics.vtc.edu>.

Career Development

Interim Director, Karry Booska, has been busy preparing for the annual Career Fair and Mocktail Interviews. She is anticipating 85-100 employers at the February 27th Career Fair and forty interviewers for the March 20th Mocktail Event. Karry has recently received a significant number of calls from employers seeking recent graduates in Electrical and Electromechanical Engineering programs. Students seeking positions can find these postings within the College Central Network at www.collegecentral.com/vtc. The search for a full-time Director of Career Development begins this month and will continue until the position is filled.

Residence Life

Residence Life staff have been working on a number of new and exciting initiatives designed to increase occupancy within the Randolph Center residence halls. These include but are not limited to: purchasing common area furnishings; refurbishing pool tables; discounting room rates for juniors and seniors; developing less restrictive alcohol policies for of-age students; and providing more community-living options for students through an expanded room selection process. College officials are also pursuing additional housing facilities for our growing student populations in Brattleboro and Williston.

Student Activities

Forty new and readmitted students (and their families) were invited to participate in the spring semester orientation programs in both Randolph Center and Williston. This was the first event in the comprehensive orientation program which offers fifteen days of orientation throughout the year at our many campus sites. The College also celebrated its first annual MLK Day with a series of engaging and educational social justice programs. Other college-wide diversity initiatives include Women's History Month (March) and Diversity Month (April). Managed by the Student Events Board, the student activities calendar can be found on FaceBook at www.facebook.com/VTCEvents and on Google Calendars at www.VermontTechEvents.com.



Enrollment Management

Admissions

The Admissions Office held its first Instant Decision Day on January 25th. On this day, students were able to bring in their completed application and supporting documents and receive a decision on the spot. The day was very successful, with over 25 students in attendance and 21 admitted.

We have a new cohort of international students from Saudi Arabia coming to Vermont Tech in this month. We anticipate up to 23 students who will be majoring in Architectural Engineering Technology, Electrical Engineering Technology, Electromechanical Engineering Technology, and Computer Engineering Technology. The students will be participating in a bridge program running from February-June and then integrate into their degree program for the fall 2013 semester.

Admissions is planning a number of upcoming events including: Junior Preview Day, Decision Days for admitted students, a guidance counselor reception on campus in April, and several guidance counselor breakfasts in partnership with IBM which will focus on how to prepare students for a STEM education.



Information Technology

Wireless Upgrades

Wireless across our Williston campus has been upgraded enough to support the current load. There will be more work to do going forward, and we will be adding to capacity this summer.

Over the February break, Adaptive Communications is going to be doing an audit of our Randolph Center residence halls and coming up with a long term plan for upgrades and maintenance therein. We will also be upgrading service to several classroom areas.

Classroom Technology

We are beginning to work on a long term plan for updating and maintaining our classroom and lab technology in a way that is more financially sustainable and in line with changing trends in higher education. We hope to start upgrading some facilities this summer.

Online Learning

We've been up and running with Moodle 2 since the beginning of the semester and feedback has been mostly positive. Kudos to the Chancellor's Office IT staff; they have been very responsive and quick to address problems as they occur.

We are continuing to look at how to best use Moodle, Adobe Connect, VIT and other distance technologies to support our upcoming online bachelor degree programs in Business and Nursing.

Institutional Advancement

Bennington Open House & Recognitions

Vermont Tech celebrated both the opening of a new location for our Bennington Campus on January 18th and the 15th anniversary of its Associate's Degree in Nursing program. The event took place at the new campus located at 210 South Street in Bennington, Vermont.

Vermont Tech has had a presence in Bennington since 1997, operating both the Practical Nursing (PN) Certificate and the Associate's Degree in Nursing (ADN) programs at the Southwestern Vermont Medical Center campus. Building on this success, and in response to increased demand for Vermont Tech's award-winning nursing programs, the College opened a larger campus with





modern facilities in two renovated floors of an historic building in downtown Bennington. This fall, Vermont Tech plans to further expand nursing programs by offering a new, online Bachelor of Science degree in Nursing.

During the ceremony, the Nursing Department honored recent Vermont Tech retirees **Patricia R. Menchini, MS, RN**, former Dean of Academic Affairs, and **Mary R. McMahon**, former Bennington Campus Site Director, for their many years of service and commitment to Vermont Tech. Both women received Lifetime Achievement awards in recognition of their teaching excellence, and support for nursing students and the profession of nursing.

Scholarship

Wood's CRW, Vermont's only full-line, locally owned construction equipment distributor, has established the Rod Dewyea Memorial/Wood's CRW Scholarship to benefit students in Vermont Technical College's Diesel Technology Program. The scholarship, to be awarded annually, honors **Rod Dewyea's** 33 years of service to Wood's CRW; he passed away from lung cancer in 2011.

"Rod Dewyea (*pictured at left*) was an exceptional heavy equipment service technician and a true professional," said **Chris Palmer**, President of Wood's CRW. "He was a mentor to many in our company and he was very well respected in his field. We wanted to keep his spirit and memory alive in our industry for his family, friends and colleagues."



Wood's CRW selected Vermont Tech for this honor because of its long history of hiring and working with graduates of the College. **Bobby Wood**, co-owner of Wood's CRW, also serves on the advisory board of Vermont Tech's Diesel Technology Program.

Marketing RFP Process & Results

As you know, the college developed and published a request for proposal for a new marketing firm, which will help rebrand the college, create an overall marketing and enrollment management strategy, create individual marketing plans for new programs and overhaul our website. It's an ambitious and very exciting project that will greatly improve our abilities to reach and respond to the needs of current and prospective students.

The process for selecting the best firm has been extensive. In December, nearly 30 proposals were reviewed and narrowed to a list of five: two from California, two from Massachusetts and one from Arizona. From there, a team of faculty and staff was organized to interview and evaluate the five finalists.

The project has officially been awarded to Swire, a marketing firm in California (goswire.com). Three members of the Swire team, including our account representative (**Brenda**), the CEO (**Zack**) and head of the creative department (**Kyle**) visited our campuses the first week in February.

Alumni Relations

Vermont Farm Show

On January 30th the Institutional Advancement Office hosted an alumni event at the Vermont Farm Show, held at the Champlain Valley Exposition. During the 3 hour event, office staff were able to reconnect with over 30 alumni and their families. This is an increase from last year's inaugural event where there were only 6 attendees. A change in event time seemed to make a difference in this outcome. The next alumni event is scheduled for June 8th at the Strolling of the Heifers in Brattleboro, Vermont, followed by events at the Stowe Car Show in August, Tunbridge Fair and the Big E in September, and Alumni Homecoming weekend tentatively scheduled for October.



Annual Fund Update – The 1% Club

Over the past year we've seen a 31% increase in members of the college's 1% Club. By donating 1% of their salary to the college, faculty and staff become part of a key group strengthening Vermont Tech's position as the only public institution of higher learning in Vermont whose mission is applied education. Membership demonstrates belief in the college. As a 1% Club member, faculty and staff help provide financial assistance to students in need – membership in the 1% Club helps fill the gap, ensuring hard-working students can pursue their education without undue financial burden. Thank you to those who have gained membership in the club – we welcome you aboard.

In The News



Vermont Tech unveils Wall of Honor for teaching excellence

Read the press release: http://www.vtc.edu/interior.php/pid/2/sid/206/nid/148?utm_source=12%2F10%2F12+NewsLetter&utm_campaign=E-News+12%2F10%2F12&utm_medium=email
VTDigger.com | December 2012

Vermont Tech Aids Victims of Hurricane Sandy

Read the press release: http://www.vtc.edu/interior.php/pid/2/sid/206/nid/149?utm_source=12%2F10%2F12+NewsLetter&utm_campaign=E-News+12%2F10%2F12&utm_medium=email | December 2012

Vermont Fire Cadet Academy Moves to Vermont Tech in Summer 2013

Read the press release: http://www.vtc.edu/interior.php/pid/2/sid/206/nid/147?utm_source=12%2F10%2F12+NewsLetter&utm_campaign=E-News+12%2F10%2F12&utm_medium=email | December 2012

Knights Tyrell Named USCAA Player of the Week

Read the press release: http://www.vtc.edu/interior.php/pid/2/sid/206/nid/151?utm_source=1%2F7%2F13+Newsletter&utm_campaign=E-News+1%2F7%2F13&utm_medium=email | December 2012

Lady Knight Vellek Receives YSCC Player of the Week Honors

Read the press release: http://www.vtc.edu/interior.php/pid/2/sid/206/nid/150?utm_source=1%2F7%2F13+Newsletter&utm_campaign=E-News+1%2F7%2F13&utm_medium=email | December 2012



Vermont Tech Receives More Than \$12 Million in Grants and Donations to Launch Advanced Machinist Apprenticeship Program

Read the press release: http://www.vtc.edu/interior.php/pid/2/sid/206/nid/152?utm_source=1%2F7%2F13+Newsletter&utm_campaign=E-News+1%2F7%2F13&utm_medium=email | January 2013

Competition Offers \$60,000 for Innovative Vermont Farm, Food, Forestry Business Plans

Read the press release: http://www.vtc.edu/interior.php/pid/2/sid/206/nid/153?utm_source=1%2F7%2F13+Newsletter&utm_campaign=E-News+1%2F7%2F13&utm_medium=email | January 2013

Top Vermont Tech AD Nursing Candidates Invited to Join National Honor Society

Read the press release: http://www.vtc.edu/interior.php/pid/2/sid/206/nid/154?utm_source=1%2F7%2F13+Newsletter&utm_campaign=E-News+1%2F7%2F13&utm_medium=email | January 2013

Views of Rural America, U.S. Agriculture Range From Less Relevant to Resurgent
http://westernfarmpress.com/blog/views-rural-america-us-agriculture-range-less-relevant-resurgent?utm_source=1%2F7%2F13+Newsletter&utm_campaign=E-News+1%2F7%2F13&utm_medium=email
 Western Farm Press | *January 2013*

Vermont Fire Cadet Academy moves to Vermont Technical College in Summer 2013
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http://www.vermontbiz.com/news/december/vermont-fire-cadet-academy-moving-vermont-technical-college-summer-2013?utm_source=1%2F7%2F13+Newsletter&utm_campaign=E-News+1%2F7%2F13&utm_medium=email
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http://www.vnews.com/news/townbytown/randolph/3317958-95/fire-vermont-program-academy?utm_source=1%2F7%2F13+Newsletter&utm_campaign=E-News+1%2F7%2F13&utm_medium=email
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Colleges Collaborate for Business
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 Brattleboro Reformer | *December 2012*

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<http://www.boston.com/news/local/vermont/2013/01/17/tech-small-steps-cut-power-bill/Zi4UQa7LYPjxs7qTSPsK0I/story.html>
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Steve Paddock Interviewed about VT Farm Food Business Plan Competition
<http://www.wcax.com/story/20618270/food-farm-and-forestry-business-contest>
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Vermont Tech Honors MLK Day
<http://www.timesargus.com/article/20130118/THISJUSTIN/709129963/0/SEARCH>
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Vermont Tech Student Featured on Fast Company: A desktop machine to turn your old plastic into 3D printing paper
<http://www.fastcoexist.com/1681110/a-desktop-machine-to-turn-your-old-plastic-into-3-d-printing-fodder>

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http://www.burlingtonfreepress.com/article/20130110/NEWS02/301100009/Vermont-Tech-wants-to-be-part-of-state-s-economic-revival?nclick_check=1
 Burlington Free Press | *January 2013*

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<http://www.wcax.com/story/20507701/vermont-enterprise-center>
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Vermont Tech Receives More Than \$12 Million in Grants and Donations to Launch Advanced Machinist Apprenticeship Program

Read the press release: <http://www.vtc.edu/interior.php/pid/2/sid/206/nid/152> | *January 2013*

Competition Offers \$60,000 for Innovative Vermont Farm, Food, Forestry Business Plans

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Top Vermont Tech AD Nursing Candidates Invited to Join National Honor Society

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Views of Rural America, U.S. Agriculture Range From Less Relevant to Resurgent
<http://westernfarmpress.com/blog/views-rural-america-us-agriculture-range-less-relevant-resurgent>

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Vermont Tech opens new Bennington location, celebrates achievements of accredited programs and administrators

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IBM and Vermont Tech energy reduction partnership produces powerful savings

<http://vtdigger.org/2013/01/29/ibm-and-vermont-tech-energy-reduction-partnership-produces-powerful-savings/>

VTDigger | *January 2013*

President Phil Conroy Discusses Vermont Tech's Priorities and the Education Needs in Vermont

<http://www.wcax.com/video?clipId=8249729&autostart=true>

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